



THE JACOB RADER MARCUS CENTER OF THE  
**AMERICAN JEWISH ARCHIVES**

**MS-763: Rabbi Herbert A. Friedman Collection, 1930-2004.**

Series H: United Jewish Appeal, 1945-1995.

Subseries 2: Correspondence, 1947-1982.

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Box  
26

Folder  
2

Michel, Ernest. 1970-1973.

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

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LA. - 236.

CHIGO. 236

CLEVE. 1578

DET.

AMERICAN JEWISH  
ARCHIVES

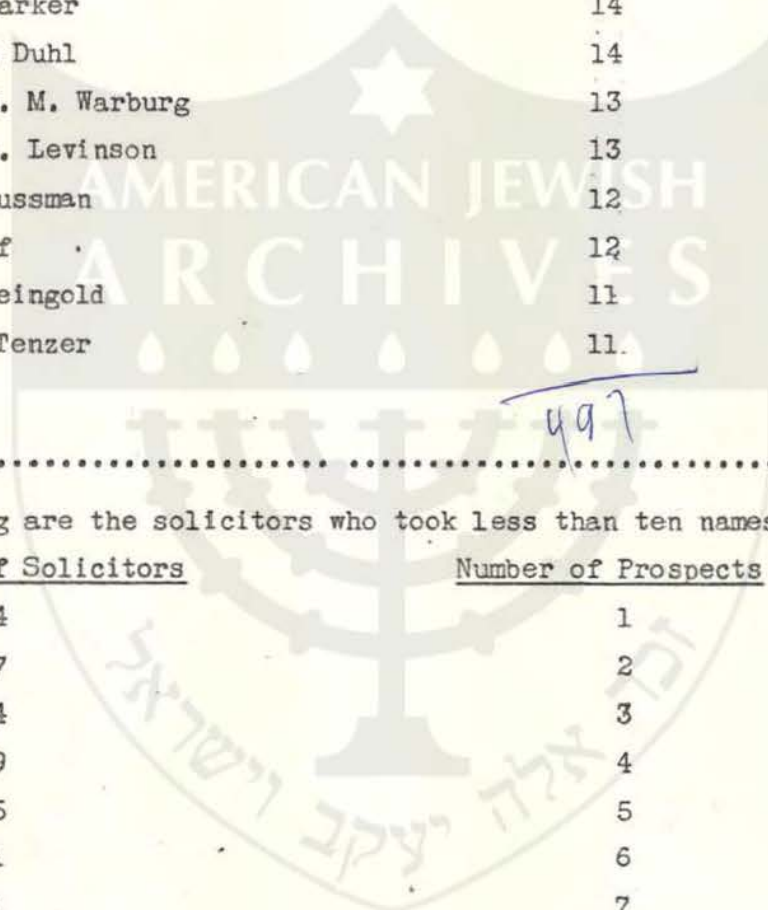
\$10,000 and over  
Contributors

1970

SOLICITORS AND PROSPECTS - \$10,000 AND OVER

<u>Solicitor</u>	<u>Number of Prospects</u>
William Rosenwald	157
Jack D. Weiler	73
Samuel Hausman	71
Henry C. Bernstein	52
Mrs. Burt J. Siris	27
Meshulam Riklis	17
Albert Parker	14
Benjamin Duhl	14
Edward M. M. Warburg	13
Morris L. Levinson	13
Murray Sussman	12
Carl Leff	12
Samuel Feingold	11
Herbert Tenzer	11

1100 - 10m + over  
 1300 - 5-10  
 -----  
 2400 5+ over



497

.....  
Following are the solicitors who took less than ten names:

<u>Number of Solicitors</u>	<u>Number of Prospects</u>
84	1
27	2
14	3
9	4
5	5
1	6
1	7
1	8

CHICAGO, ILLINOIS

JEWISH UNITED FUND-ISRAEL EMERGENCY FUND  
1970 CAMPAIGN

CATEGORY GIVING - JUF/IEF COMBINED  
as of September 30, 1970

<u>Category</u>	<u>No. accts.</u>	<u>Dollar Amount</u>
under \$5,000	35,426	\$ 7,144,357
\$5,000-\$9,999	242	1,435,895
\$10,000-\$24,999	147	1,961,798
\$25,000-\$49,999	38	1,026,300
\$50,000-\$99,999	16	1,027,150
\$100,000 and over	13	3,210,000
Total	35,882	\$ 15,805,500

Operation Contact

Lay Leadership Training Program

TIME 20 - 30 Nov.

OBJECTIVE 1.) Tell story in 10 minutes  
Answer questions  
distribute 1 page fact sheet

2.) Teach how to solicit - ask for specific amount  
- set date by which reply is needed

3.) obtain gifts

TARGET small group (6-8 persons) who will be top  
solicitors, who themselves have been mobilized  
by Shaler + company.

Follow up MAIL RATED CARDS

REQUIRED FROM NATIONAL

PROVIDED BY N.Y.

Adelman  
Zinman  
Edelstein  
Goldman  
Dubinsky  
H.A.F.

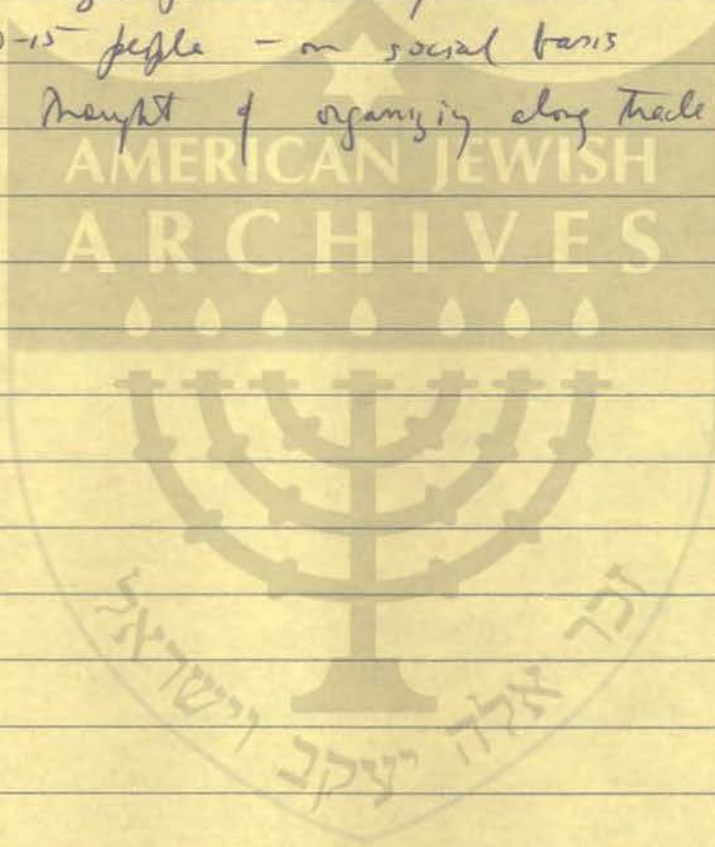
Leukson  
Tenzer  
Bensley  
Mrs. Siris

## OPERATION CONTACT

1. Shaler + staff man inviting individuals (200 persons)
2. Formation of groups
3. Briefing the groups + identifying them
4. Assigning to them ~~the~~ (in stages) the 2400 - 5<sup>th</sup> m. cards

## OPERATION PARLOR MEETING

1. Approx. dozen persons already committed to have dinner at home for 10-15 people - on social basis
2. Possible concept of organizing along trade lines.



Irving Bernstein

2/23/71

To: HAF



PALM BEACH

175 gifts

1970 \$3,975,590

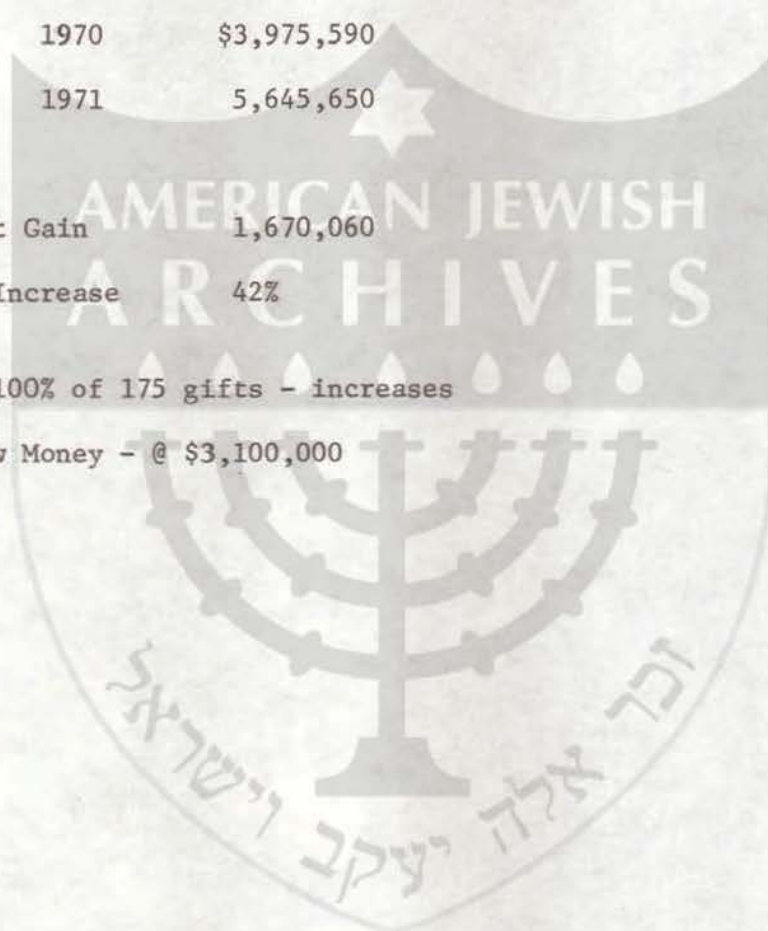
1971 5,645,650

Net Gain 1,670,060

% Increase 42%

@ 100% of 175 gifts - increases

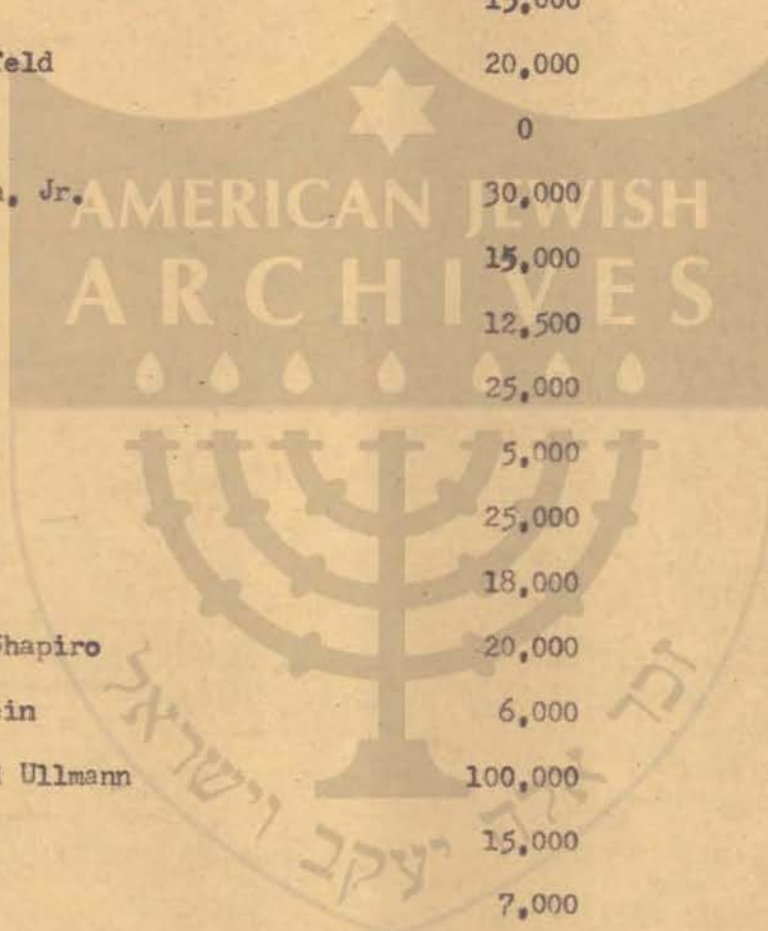
New Money - @ \$3,100,000



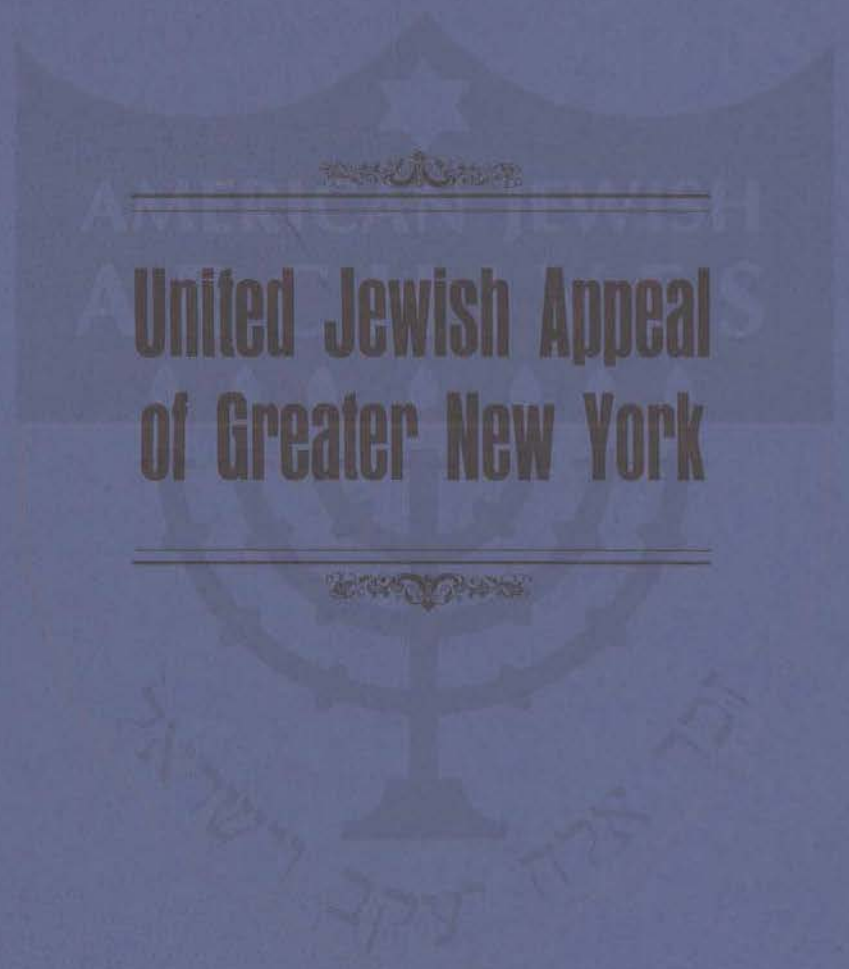


PALM BEACH - NEWLY ANNOUNCED INCREASES

	<u>1970</u>	<u>1971</u>
Paragon - Schwartz Family	\$50,000	\$100,000
David Rosenthal	25,000	50,000
Al Gross	0	10,000
Leonard Davis	18,000	50,000
Enid Haupt	15,000	20,000
Maurice Rosenfeld	20,000	25,000
Arthur Cohen	0	100,000
Henry Ittleson, Jr.	30,000	100,000
Jack Resnick	15,000	20,000
Henry Kalman	12,500	20,000
Irving Kates	25,000	30,000
Ed Levine	5,000	10,000
Benjamin Levy	25,000	50,000
Sam Levy	18,000	100,000
Mrs. Charles Shapiro	20,000	50,000
Mrs. David Stein	6,000	10,750
Mrs. Siegfried Ullmann	100,000	200,000
Milton Levine	15,000	20,000
Sol Steinberg	7,000	35,000
Joseph Lubin	200,000	250,000



100



**United Jewish Appeal  
of Greater New York**

I look at our 4 outstanding  
million \$ gifts as follows:

Rosenwald - \$250,000 Final

FerkauF - 100,000  
~~maybe 2-300,000~~

Bassine AMERICAN JEWISH ARCHIVES

Lothar Cohen pledged  
\$100,000 personal  
Bassine will begin to pay  
in March

Steinberg - \$250,000 maximum

I could give you an estimate  
on our '71 total but I won't.

Give me the estimate - realistic - leave out  
duplications. ~~For~~ 1970 you call 62 mill. It  
really wasn't. How much was 1970 - and what will  
1971 be?

A G E N D A

Leadership Conference and Seminar

February 4, 1971

Baroque Suite - The Plaza

PART I

SEMINAR

MR. LAURENCE A. TISCH, PRESIDING

- I. 5:00 - 5:05 P.M. -- MR. LAURENCE A. TISCH:  
Welcomes guests.  
Calls on Mr. Herbert Tenzer.
- II. 5:05 - 5:15 P.M. -- MR. HERBERT TENZER:  
A profile of the United Jewish Appeal  
of Greater New York.
- 5:15 - 5:20 P.M. -- MR. LAURENCE A. TISCH:  
Calls for questions.
- III. 5:20 - 5:35 P.M. -- MR. ERNEST W. MICHEL:  
New approaches to the campaign.
- 5:35 - 5:40 P.M. -- MR. CARL GLICK:  
Report on New Contributors.
- 5:40 - 6:10 P.M. -- MR. LAURENCE A. TISCH:  
Calls for questions and discussion.
- IV. 6:10 - 6:25 P.M. -- MR. JAMES WEINBERG:  
The ideal campaign and how it should  
be run.
- 6:25 - 6:45 P.M. -- MR. LAURENCE A. TISCH:  
Calls for questions and discussion.
- V. 6:45 - 6:55 P.M. -- MRS. BURT J. SIRIS:  
What you as chairman can do to  
improve the campaign.

- VI. 6:55 - 7:00 P.M. -- MR. LAURENCE A. TISCH:  
Announces that the group will adjourn to the room next door for cocktails, following which everyone will return to the Baroque Suite for dinner.

Announces that the members of the Campaign Cabinet will each be serving as a host at the dinner meeting and everyone present is invited to sit at the table with the host they would like to join. Each table will have a sign indicating the name of the host.

- 7:00 P.M. -- Meeting adjourned.  
7:00 - 7:30 P.M. -- Cocktails.

PART II

DINNER MEETING

MR. MESHULAM RIKLIS, PRESIDING

- I. 7:30 - 8:30 P.M. -- Service of dinner.  
II. 8:30 - 8:35 P.M. -- MR. MESHULAM RIKLIS:  
Opens meeting.

Points out that having discussed how we can make the 1971 UJA drive the biggest campaign in history, we will now talk about why it must be the biggest campaign in history.

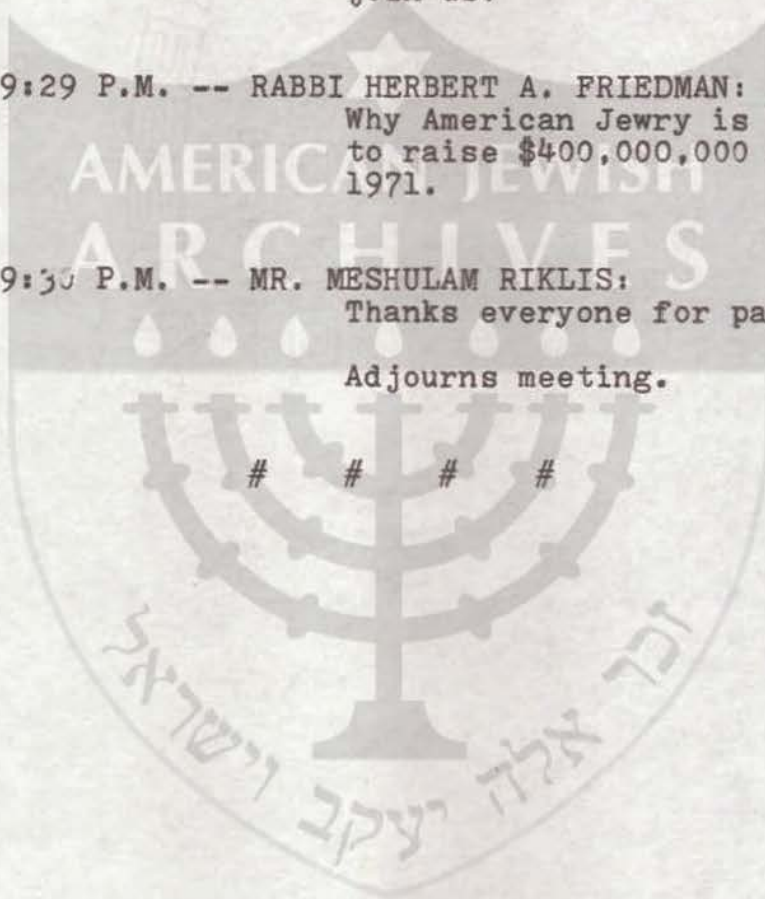
Introduces Mrs. Alla Rusinek.

- III. 8:35 - 8:45 P.M. -- MRS. ALLA RUSINEK.

IV. 8:45 - 8:46 P.M. -- MR. MESHULAM RIKLIS:  
Introduces Rabbi Herbert A. Friedman,  
Executive Chairman of the United  
Jewish Appeal and one of the out-  
standing leaders of the American  
Jewish community, who was kind  
enough to rearrange his plans so  
that he could be with us when  
Edward Ginsberg found he couldn't  
join us.

V. 8:46 - 9:29 P.M. -- RABBI HERBERT A. FRIEDMAN:  
Why American Jewry is being asked  
to raise \$400,000,000 for UJA in  
1971.

VI. 9:29 - 9:30 P.M. -- MR. MESHULAM RIKLIS:  
Thanks everyone for participating.  
Adjourns meeting.



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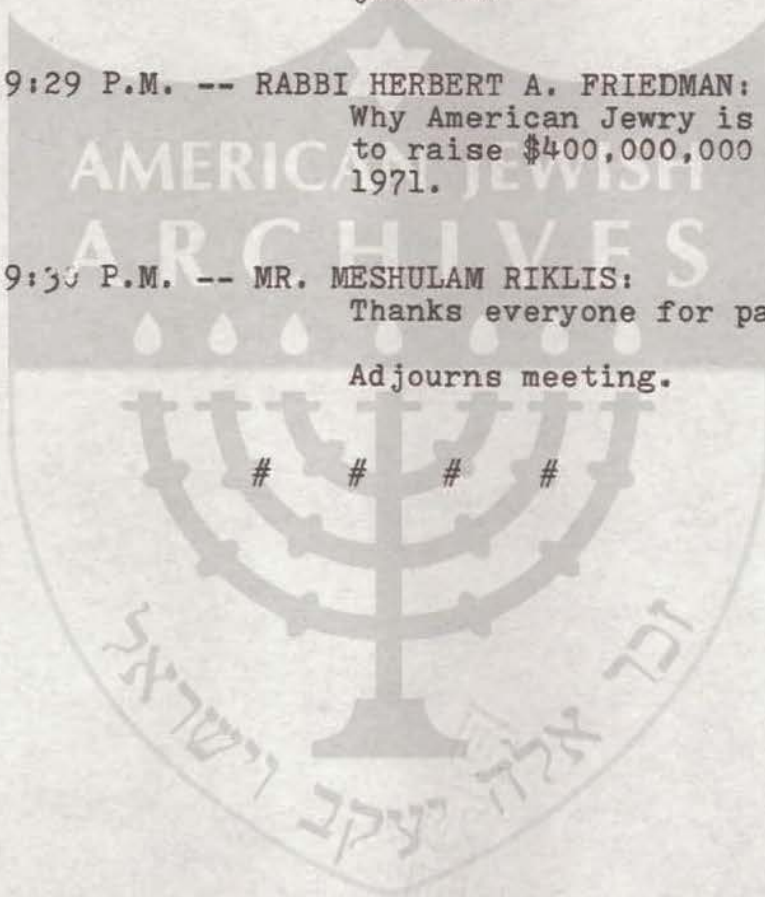
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Thanks everyone for participating.  
Adjourns meeting.



62 mill.

- 7- W.D.  
1- non-Jews  
2- Council of org.

TENZER

150,000 indiv. gifts (18,000 W.D.)

approx. 130,000 families

600 major divisions - 186 trades

234 comm. div. (inc. synagogues)

200 women groups

80 professional staff members coordinate & motivate

400 leaders and 20,000 volunteers

6000 ~~meals~~ meals at meetings

861 gifts acct. for 35 mill.

7441 " (incl. above) acct. for 49 mill (80% of total)

How many Jewish families - 800,000?

Why are only 130,000 families giving?

Personal solicitation produced 59% increase

Dinner gifts " 23

Telephone " " 8%

Mail appeal reduced 11%

# MICHEL

## 1. OPERATION CONTACT

Three men (WR, Huisman, JDW) took over 400 cards. Everyone else took 1 or 2 cards. We must expand personal solicitations. Shalev has seen 200 men in their offices. Israelis are coming (nine). LL must go with them.

## 2. PACESETTER DINNERS - PARLOR MEETINGS

26 held so far. 330 will be scheduled.

For comparison, 28 were held in all 1970.

Host invites + gets the attendance.

Host makes his gift first. You set pace.

We will give you staff secretary + speaker.

## 3. MISSIONS TO ISRAEL

We have scheduled 12 over next few months.

## 4. SYNAGOGUES

400 syn. with about 200,000 families

NYBR passed official resolution of support.

Rabbi Judah Kahn chairman

CARL GLICK

1. Constant increase in persons of wealth
2. Large number of non-contributors.
3. Research has uncovered scores of new leads.
4. Lomantz - call executives together for personal gifts.

YOUNG LEADERSHIP — MIKE SCHACHT

BIRCH BAYH — dropped in

JIM WEINBERG — used a 6 page memo attached

## THE IDEAL CAMPAIGN

The ideal campaign begins with an informed, concerned and dedicated leadership which is prepared to set the example of leadership in the contribution of time, effort and money.

### I. ESTABLISHING THE STANDARD-SETTING GIFTS

The first step in organizing the ideal campaign is to get together with the field secretary and the three, four or five top leaders in your division.

- a) Examine what your division has done in the past. What did you do right and what did you do wrong? Where are your weak spots and where are your strengths?
- b) Analyze the real strength of your division. Who are the people whose gifts can make or break your campaign? Who are the standard-setters whose gifts can influence the giving of others? Who are the potential standard-setters who do not contribute to your campaign or whose giving is inadequate?
- c) Determine how you can best approach these prospects and make sure they are assigned for personal face-to-face solicitation to the person who can be most effective in getting a standard-setting gift.
- d) Rate each prospect and determine how much he should be asked to give.
- e) Utilize every resource and technique available to you in order to establish the kind of standard-setting gifts that are needed.

Ask the help and advice of the overall campaign leadership.

Utilize Project: Contact for the key solicitations.

Invite your prospects to Pace Setter meetings.

Try to get all your key prospects to go to Israel to see the needs for themselves.

- f) Develop a Calendar of Campaign Events which you can circulate to all your division leaders at your organizational meetings and thereafter.

## II. ORGANIZING THE CAMPAIGN

At the same time that you are establishing the standard-setting gifts, begin to plan the total division effort. Agree with your fellow top leaders and the field secretary on your recommendations for the officers of your division, for the date, time and place of your fund-raising function, how much you will charge, whom you will honor, who will be the speaker, etc. This will save much time when you call your first organizational meeting.

The organizational meeting should be held at the earliest possible moment and a special effort should be made not only to get every important volunteer worker in the division to attend, but to involve as many new volunteer workers as possible. This meeting should concern itself with two basic objectives:

- 1) To assure the most effective possible face-to-face solicitation of every important contributor in the division.
- 2) To plan an effective fund-raising function.

When you begin the meeting:

- a) Inform them of the needs.
- b) Show them that the tremendous needs can be met by citing the standard-setting gifts already obtained.

Then follow the same general procedure followed at the meeting of the very top leadership.

- Review the names of all important contributors and potential contributors, rating them and assigning them for solicitation.
- Again, utilize every resource and technique available to you to assure the most effective person-to-person solicitation.
- Plan a division mission to Israel.
- Announce the Pace Setter meetings which have been organized and which have a

special appeal to the people in your group.

- Organize Pace Setter meetings at the homes of the most influential leaders in your own division.

c) Decide on details of the fund-raising function.

d) Although your organizational meeting should be scheduled with sufficient time allowed to cover a very extensive agenda, it is unlikely that there will be time to cover all the important points. Therefore, at the first organizational meeting if time permits, or at a subsequent meeting, the following matters should also be taken up:

- Develop plans for recruiting new volunteer workers.
- Involve the younger people in your group as well as the grown children of the older leaders and volunteer workers.
- Organize campaigns among employees and executives.

### III. REPORT MEETINGS

Set up a schedule of frequent report meetings at which you and your fellow volunteer workers can review the progress of the campaign, make new assignments, rate those prospects that have not yet been rated and make reassignments where a more effective approach is possible.

These meetings should also offer an opportunity for telephone calls to make appointments for personal solicitation and to urge attendance at the fund-raising function. They should not be used for important solicitations at this stage in the campaign.

### IV. THE FUND-RAISING FUNCTION

If, up to this point, your ideal campaign had progressed in an ideal manner, there would be little need for a fund-raising function other than to offer an occasion to thank the members of your division and to congratulate them on

a job well done. Every gift should have been solicited and obtained under the best possible circumstances as a result of direct man-to-man, face-to-face solicitation. Unfortunately, the ideal campaign remains an ideal. There never is enough time to reach all the people on a personal basis. The fund-raising function can, therefore, make it possible to do the following:

- a) Serve as a target date for those people who have been seen but have not yet made a commitment.
- b) Present an opportunity to talk for at least a few minutes during the course of the function with those who were not seen personally. This at least provides an opportunity to indicate the kind of giving that is expected.
- c) Create an atmosphere conducive toward a last-minute increase on the part of even those who had already determined their giving.

#### V. AFTER THE FUND-RAISING FUNCTION

Don't let down! The fund-raising function is by no means the end of the campaign. Immediately after your fund-raising function, arrange for a review meeting to be held at the earliest possible moment. At this meeting, one of the most important of your campaign, do the following:

Review the results of your function.

Assign the prospects who did not attend the function, for personal solicitation.

Make sure all prospects are rated.

#### VI. THE ESSENTIALS OF PROPER SOLICITATION

- a) Know the man you are soliciting. The more you know about him the more effective you can be.
- b) Never try to solicit an important contributor on the telephone. See your prime prospects personally. A face-to-face solicitation can make a dramatic difference in the results.

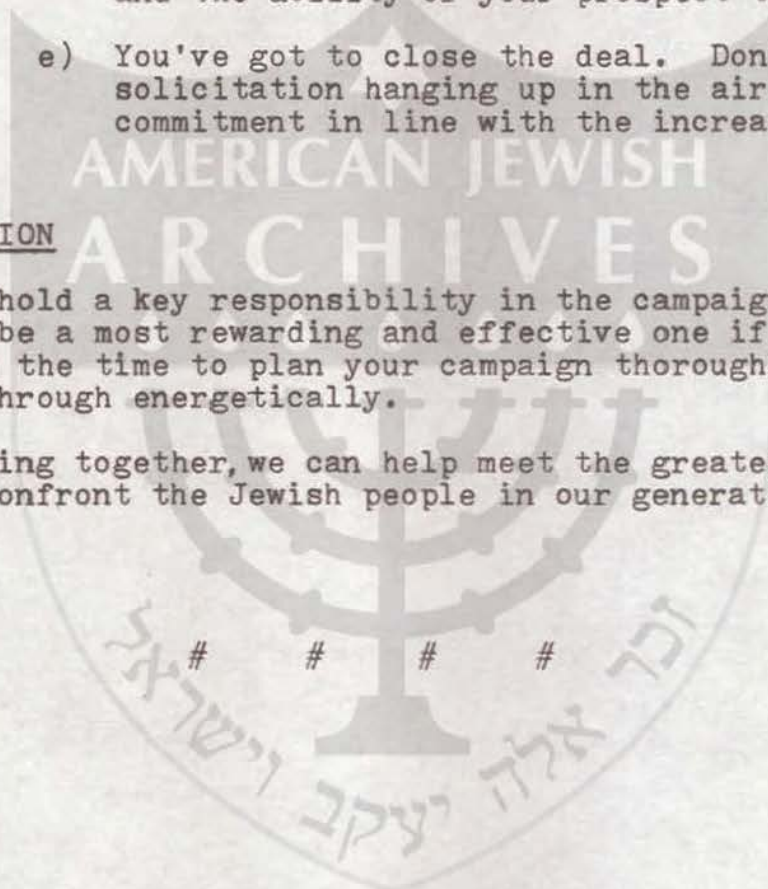


- c) Don't tell your prospect that he knows the story as well as you do. He doesn't. You've got to tell him the facts as briefly, as forcefully, as effectively as possible.
- d) Don't just ask for an increased gift, ask for a specific amount. The amount you ask should be in relation to the tremendously increased goals and the ability of your prospect to give.
- e) You've got to close the deal. Don't leave your solicitation hanging up in the air. Get a commitment in line with the increased needs.

VII. CONCLUSION

You hold a key responsibility in the campaign. Your job can be a most rewarding and effective one if you will take the time to plan your campaign thoroughly and carry it through energetically.

Working together, we can help meet the greatest challenge to confront the Jewish people in our generation.



December 30, 1970

1971 CAMPAIGN CABINET

UJA Staff Person Assigned

Campaign Chairmen:	Meshulam Riklis Laurence A. Tisch	Ernest W. Michel
Chairman, Campaign Cabinet:	Herbert Tenzer	Murray Peters
Chairman, Pace Setters:	Charles C. Bassine	Jack Kalman
Chairman, Person-to-Person:	Jack D. Weiler	Murray Peters
Chairmen, Trades & Professions:	Sol W. Cantor Andrew Goodman Murray Sussman	Jerome Rosemarin
Chairmen, Special Gifts:	Samuel Hausman William J. Levitt	Jack Kalman
Chairmen, Israel Missions:	Eugene M. Grant Oliver M. Mendell	Jerome Rosemarin
Chairmen, Communities:	Max J. Billig Benjamin Duhl - Long Island James L. Weinberg - Westchester	Daniel Robins
Chairman, Organizations:	Charles J. Bensley	Myron Winston
Chairmen, Lifeline Committee:	Irving Roaman Lee Scheinbart Theodore H. Silbert	Jack Kalman
Chairman, New Contributors:	Carl Glick	<del>Murray Peters</del> <del>Charles Davidson</del>
Chairman, Rabbinical Advisory Committee:	Rabbi Judah Cahn	<del>Charles Davidson</del> <del>Daniel Robins</del>
Chairmen, Israel Emergency Fund:	William Rosenwald Mrs. Burt J. Siris Saul P. Steinberg William Wishnick	Maurice Cerier
Co-Chairmen, Israel Emergency Fund:	Max Abrams Arthur G. Cohen Samuel Hausman Carl Leff Fred P. Pomerantz Lawrence Schacht Irving Schneider	Maurice Cerier

AGENDA

CAMPAIGN CABINET MEETING

February 8, 1971 - 6:00 P.M.

Drake Hotel  
Room Devon A

\* \* \* \* \*

1. Herbert Tenzer ..... Opening Remarks
2. Meshulam Riklis ..... Report on January 14th Study Mission to Israel
3. Samuel Hausman ..... Report on February 3rd Rockefeller Dinner
4. Elaine Siris ..... Report on February 4th Chairmen's Seminar and Conference
5. Murray Peters ..... Report on February 24th Pace-Setters Dinner -- Progress, Problems, and Follow-up
6. Eugene M. Grant ..... Discussion of Future Mission Itineraries
  - What to See
  - What to Stress
  - What to Avoid
7. Ernest W. Michel ..... Discusses:
  - 1972 Campaign Planning
  - Fall Leadership Mission
  - Weekend Retreat -- September, 1971
8. Albert Parker ..... Presentation of Proposal to have an Israeli Attorney Work in New York for One Year with the Lawyers' Division
9. Herbert Tenzer and Murray Peters ..... Discuss Special Campaign Problems to be Brought to Campaign Cabinet
10. Herbert Tenzer ..... Asks Cabinet Members for Possible other Reports or Comments
11. Murray Peters ..... Discusses "Operation Contact" Problems and Prospects
12. Herbert Tenzer .....
  - Sets Date for Next Cabinet Meeting for Either Monday, March 1st, or Tuesday, March 2nd
  - Adjourns Meeting

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If, up to this point, your ideal campaign had progressed in an ideal manner, there would be little need for a fund-raising function other than to offer an occasion to thank the members of your division and to congratulate them on

a job well done. Every gift should have been solicited and obtained under the best possible circumstances as a result of direct man-to-man, face-to-face solicitation. Unfortunately, the ideal campaign remains an ideal. There never is enough time to reach all the people on a personal basis. The fund-raising function can, therefore, make it possible to do the following:

- a) Serve as a target date for those people who have been seen but have not yet made a commitment.
- b) Present an opportunity to talk for at least a few minutes during the course of the function with those who were not seen personally. This at least provides an opportunity to indicate the kind of giving that is expected.
- c) Create an atmosphere conducive toward a last-minute increase on the part of even those who had already determined their giving.

#### V. AFTER THE FUND-RAISING FUNCTION

Don't let down! The fund-raising function is by no means the end of the campaign. Immediately after your fund-raising function, arrange for a review meeting to be held at the earliest possible moment. At this meeting, one of the most important of your campaign, do the following:

Review the results of your function.

Assign the prospects who did not attend the function, for personal solicitation.

Make sure all prospects are rated.

#### VI. THE ESSENTIALS OF PROPER SOLICITATION

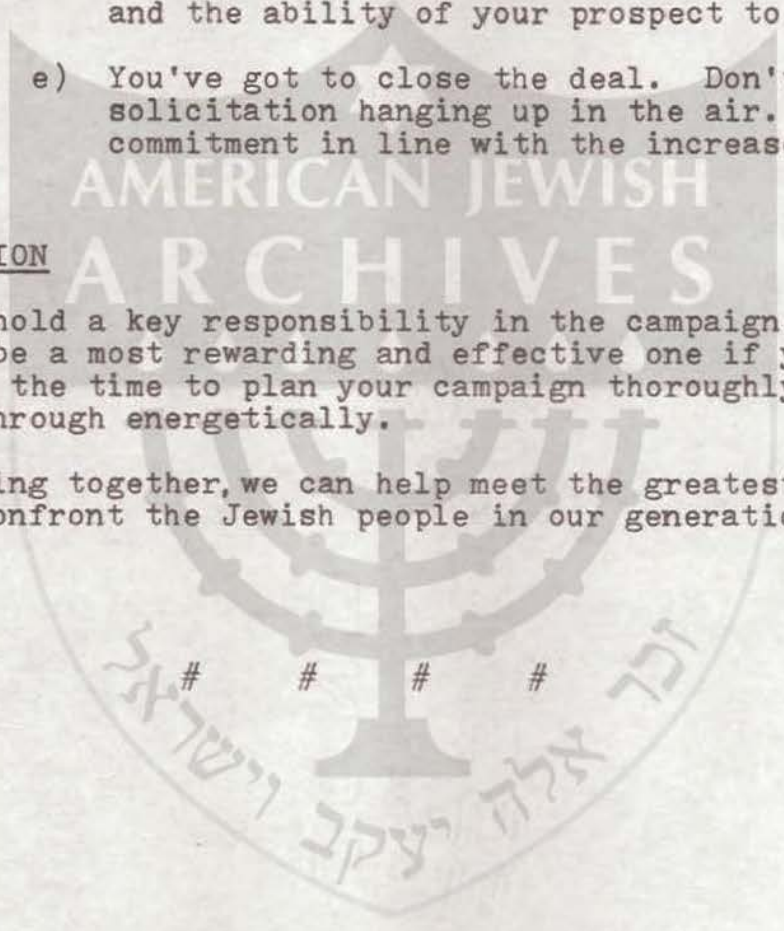
- a) Know the man you are soliciting. The more you know about him the more effective you can be.
- b) Never try to solicit an important contributor on the telephone. See your prime prospects personally. A face-to-face solicitation can make a dramatic difference in the results.

- c) Don't tell your prospect that he knows the story as well as you do. He doesn't. You've got to tell him the facts as briefly, as forcefully, as effectively as possible.
- d) Don't just ask for an increased gift, ask for a specific amount. The amount you ask should be in relation to the tremendously increased goals and the ability of your prospect to give.
- e) You've got to close the deal. Don't leave your solicitation hanging up in the air. Get a commitment in line with the increased needs.

VII. CONCLUSION

You hold a key responsibility in the campaign. Your job can be a most rewarding and effective one if you will take the time to plan your campaign thoroughly and carry it through energetically.

Working together, we can help meet the greatest challenge to confront the Jewish people in our generation.





SACRIFICE MEANS SURVIVAL

Some Basic Facts About the 1971 UJA Campaign

Sacrifice by the People of Israel:

Israel Faces  
the Might of  
the Soviet Union

For the people of Israel, the costs of survival are determined by the need to cope with the unprecedented array of military power which the Soviet Union has placed in the hands of their enemies. The Israelis have no choice but to pay these costs, whether the war with the Arabs is moving gradually and haltingly toward eventual peace or is merely in a lull between battles.

A Record  
Defense Budget

Israel's budget for military outlays has already soared above \$1.4 billion a year, four times higher than in 1967. It requires more than 90% of the entire revenue from taxes.

World's Heaviest  
Tax Burden

The income taxes, other direct and indirect taxes, and forced savings levied on Israelis consume more than forty percent of the Gross National Product, half again as much as Americans pay.

A Mushrooming  
Payments Deficit

The need to buy abroad, principally in the United States, highly sophisticated and expensive weapons systems essential for defense made the cost of Israel's 1970 imports \$1.3 billion more than the total income received from all sources. Despite the growing productivity of its economy and credits advanced or expected from the U.S. Government, Israel ended 1970 with only enough foreign exchange in reserve to cover two months' imports.

Economic Strain;  
Personal Danger

Twenty percent of Israel's manpower has to be mobilized at all times, a severe drain on its economy. Every man to age 45 spends at least a month a year in the front lines. In the Jordan frontier settlements, children under 8 still sleep in underground

shelters every night. Every village and city is on the alert for the mine in the fields, the bomb in the street.

Israeli Sacrifice  
Can't Meet  
Humanitarian Needs

Even with personal sacrifice and economic strain at such unprecedented levels, the needs of their own survival demand every resource the people of Israel can muster. But there is a \$600 million budget for human needs - costs arising out of mass immigration - which must be met in Israel this year. And the Israelis are in no position to help meet it.

\$600 Million  
Needed For  
250,000 Immigrants

That \$600 million is the minimum needed to maintain programs to absorb the downtrodden and supply them with sustenance and the means of building a new life. It includes such items as \$50.7 million for immigration and absorption, \$178.5 million for housing, \$40.8 million for social welfare services, \$80 million for institutions of higher learning. With 50,000 newcomers expected in 1971, the survival and welfare of more than a quarter of a million immigrants depend on these programs.

Sacrifice by the Jews of America:

We Must Meet the  
Humanitarian Costs

These humanitarian programs have been and continue to be the philanthropic responsibility of free Jewish communities outside Israel -- primarily American Jewry -- and the people of Israel have voluntarily contributed toward them when they could. They can't in 1971. This is a year when we must meet in full our responsibility for these costs of Jewish survival.

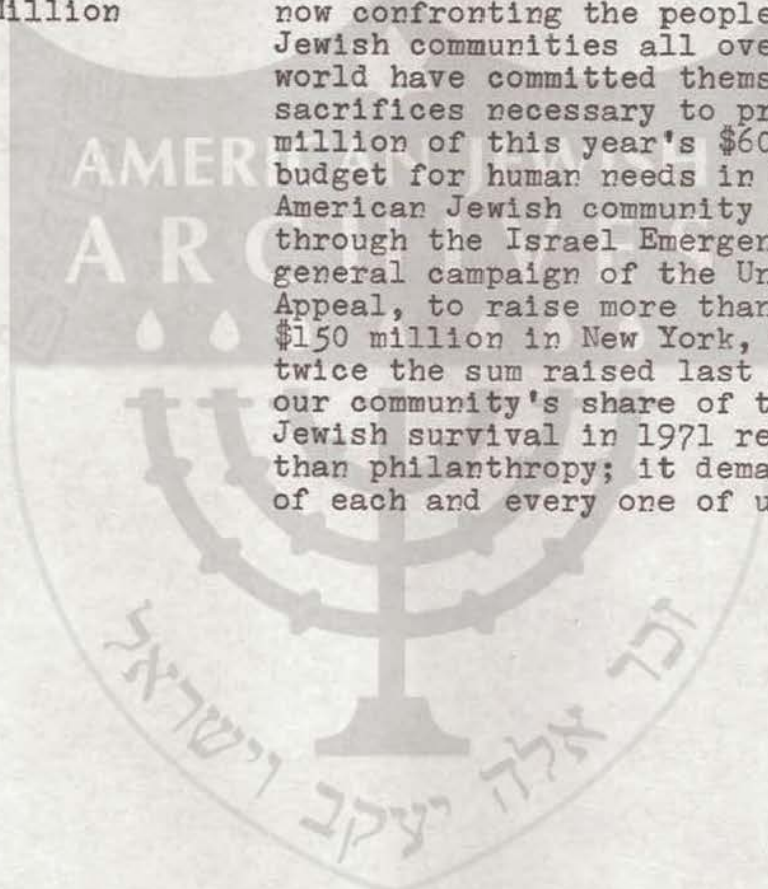
Other Essential  
Costs of Survival

In 1971, the costs of Jewish survival also include the cost of caring for more than 300,000 needy and endangered Jews - in Europe, the Arab world and Israel - whose lives and futures depend on the Joint Distribution Committee.

Thousands of refugees must be helped to reach havens in America and other free countries outside Israel. Those re-settled in New York must be helped to achieve self-support. Programs serving the spiritual and welfare needs of Jews in the U.S. armed forces, and providing services essential to American Jewish communities, must also be maintained.

New York's Quota:  
\$150 Million

Recognizing the gravity of the situation now confronting the people of Israel, Jewish communities all over the free world have committed themselves to the sacrifices necessary to provide \$200 million of this year's \$600 million budget for human needs in Israel. The American Jewish community is undertaking, through the Israel Emergency Fund and general campaign of the United Jewish Appeal, to raise more than \$400 million-\$150 million in New York, more than twice the sum raised last year. Meeting our community's share of the costs of Jewish survival in 1971 requires more than philanthropy; it demands sacrifice of each and every one of us.



United Jewish Appeal of Greater New York  
220 West 58th Street, New York, N.Y. 10019

# Survival means sacrifice





**FROM:** Meshulam Riklis and Laurence A. Tisch,  
1971 General Chairmen

**TO:** Every Supporter of the United Jewish Appeal

This is being sent to you because you have demonstrated your concern for the United Jewish Appeal in the past and because your help is needed more than ever before in the struggle for the survival of the people of Israel.

Please read it carefully. It explains why your help is needed now — today; why what we do in 1971 will determine to a large extent what will happen to the people of Israel in the years to come.

We are calling on you in a period of grave need. Our goal is to raise at least two and a half times as much as the amount we raised last year. Only sacrificial giving will enable us to reach this vital objective. This is our urgent appeal for your understanding and your help. Please give it the response it deserves.

# Sacrifice...the price of Jewish survival

Sacrifice is a familiar word to the people of Israel. It is the price they pay for their existence . . . for their survival.

In 1971 they face the greatest crisis they have ever known. They will spend four times as much for defense as in 1967 . . . more than 90% of their tax revenues will be spent for this purpose.

That is part of the price of survival.

But there are other costs as well. There is the cost of meeting a vast complex of human needs affecting the lives of hundreds of thousands. That, too, is part of the price of survival. It is the part that concerns the United Jewish Appeal.

## A new breakthrough

At long last, there are signs that a significant number of Jews from the Soviet Union will be able to leave to find freedom in Israel.





## SOVIET SAID TO LET MORE JEWS LEAVE

Departures for Israel Now  
Put at 15 Daily, Up Sharply  
From Previous Months

The three million "Jews of Silence," cut off for so long from their fellow Jews, are beginning, at great personal danger, to let themselves be heard—to demand their right to live a meaningful Jewish life.

The last great reservoir of European Jewry that survived the holocaust is breaking through the barriers that have hemmed them in.

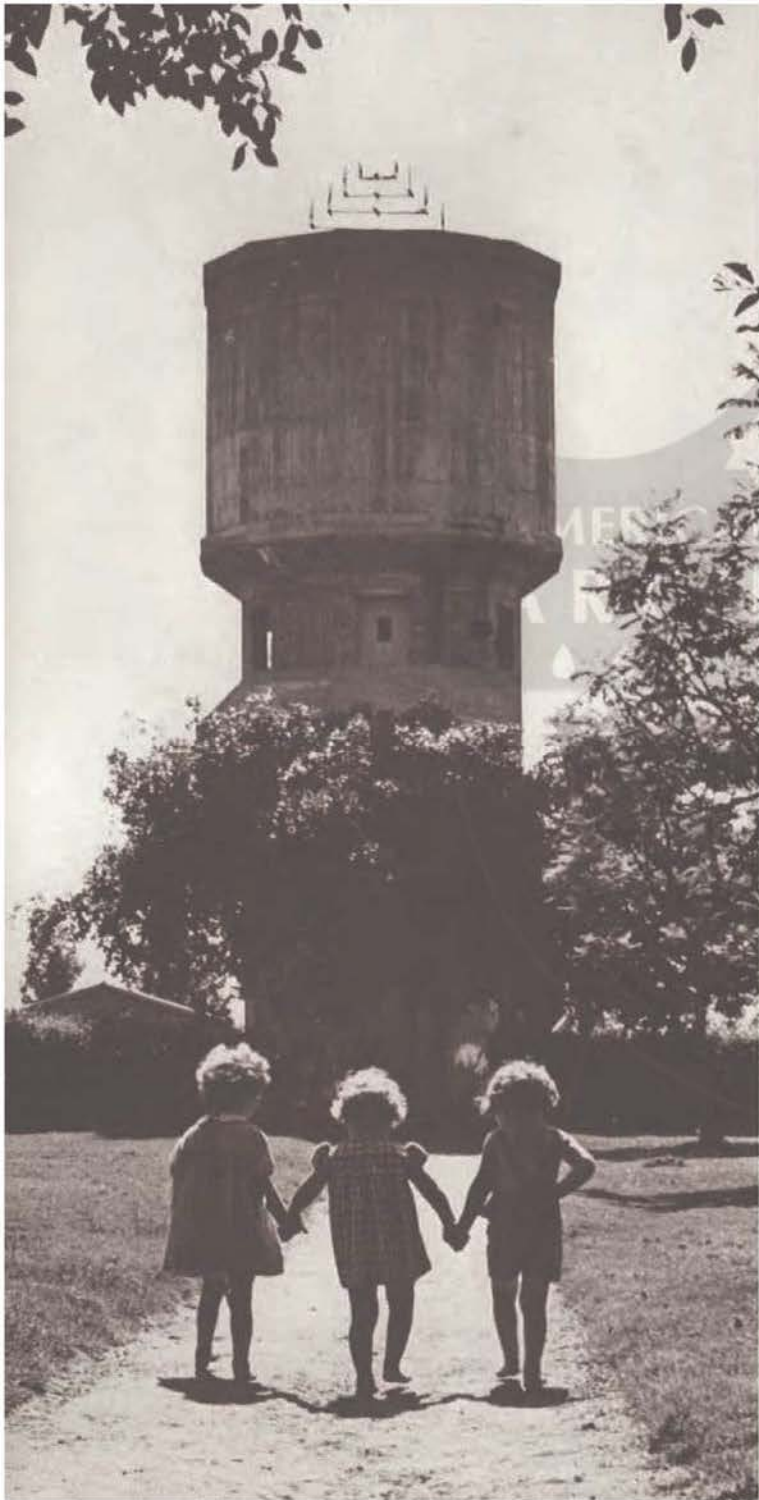
At this writing, they are coming out of the Soviet Union in greater numbers than ever before. There will undoubtedly be ebbs and flows in the movement—and stoppages too. But for many, the new Exodus has begun, the barriers are beginning to fall and the world is being told about it.

Despite the burdens of war, they and some 50,000 from other lands will arrive in Israel.

### Our great opportunity

What a heaven sent opportunity! Can you turn away from these sisters, brothers, uncles, aunts and cousins of the Jews who settled in such great numbers on our own shores? Don't you want to do everything you can to enable these people to achieve their long lost freedom and bring them to





Israel? Don't you want to share in bringing them out, welcoming them, housing them, feeding them, teaching them the language and providing the medical care, the vocational training and education which will quickly integrate them into a modern, free society?

This is our responsibility as Jews in the free world, and we must fulfill it through unprecedented support of the United Jewish Appeal.

### The decision is ours

The people of Israel are making their sacrifices.


But sacrifice is a word we must understand too.

Sacrifice . . . theirs and ours . . . has become the key to Jewish survival. It is the key to survival in Israel and 30 other countries where Jews depend on us to continue the life-saving programs that spell the difference between hope and despair.

Through UJA that hope is nourished and kept alive.

For the Jewish people this is a year of crisis . . . a year of decision.

And the decision is ours.



AMERICAN JEWISH  
ARCHIVES

In this moment of critical need  
for the people of Israel  
for the Jews throughout the world  
for immigrants in our own country...  
more money is needed than ever before.  
Now is the time for you to be counted  
among those concerned for Jewish survival.  
Send in your pledge or your check today.

# UNITED JEWISH APPEAL OF GREATER NEW YORK

*President*  
Morris L. Levinson

*Chairman, Board of Governors*  
Albert Parker

*General Chairmen*  
Meshulam Riklis  
Laurence A. Tisch

*CAMPAIGN CABINET*  
*Chairman, Campaign Cabinet*  
Herbert Tenzer

*Chairman, Pace-Setters*  
Charles C. Bassine

*Chairman, Person-to-Person*  
Jack D. Weiler

*Chairmen, Trades and Professions*  
Sol W. Cantor  
Andrew Goodman  
Murray Sussman

*Chairmen, Special Gifts*  
Samuel Hausman  
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*Chairmen, Israel Missions*  
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Irving Roaman  
Lee Scheinbart  
Theodore H. Silbert

*Chairman, New Contributors*  
Carl Glick

*Chairman, Rabbinical Advisory Committee*  
Rabbi Judah Cahn

*Chairmen, Israel Emergency Fund*  
William Rosenwald  
Mrs. Burt J. Siris  
Saul P. Steinberg  
William Wishnick

*Co-Chairmen, Israel Emergency Fund*  
Max Abrams  
Arthur G. Cohen  
Samuel Hausman  
Carl Leff  
Fred P. Pomerantz  
Lawrence Schacht  
Irving Schneider



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MR. MESHULAM RIKLIS  
MR. LAURENCE A. TISCH  
General Chairman

United Jewish Appeal of Greater New York  
220 West 58th Street  
New York, N.Y. 10019



United Jewish Appeal of Greater New York  
220 West 58th Street  
New York, N.Y. 10019



AMERICAN JEWISH  
ARCHIVES

Because I want to be counted among those concerned for the survival of the Jewish people in Israel and throughout the world; I

check  am enclosing check in the amount of  hereby pledge the sum of  
one  please check

<input type="checkbox"/>	\$100
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<input type="checkbox"/>	\$150
--------------------------	-------

<input type="checkbox"/>	\$250
--------------------------	-------

<input type="checkbox"/>	\$500
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<input type="checkbox"/>	\$750
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<input type="checkbox"/>	\$1,000
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or \$ \_\_\_\_\_

to the 1971 campaign of the United Jewish Appeal.

Name \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_ Zip Code \_\_\_\_\_

UNITED JEWISH APPEAL OF GREATER NEW YORK  
220 West 58th Street  
New York, N.Y. 10019

ERNEST W. MICHEL  
Executive Vice-President

September 8, 1971

Hon. Josef Almogi, Minister of Labor  
Ministry of Labor  
23 Kaplan Street  
Hakiryia  
Jerusalem, Israel

Dear Mr. Almogi:

Immediately upon returning to New York from Israel, I started to make arrangements for your visit with us in November. I learned, however, that the schedule we discussed on the phone - specifically, your being in New York from Thursday, November 18th to Wednesday, November 24th, will now not work out. I have been given to understand that you have a commitment with the AFL and CIO in Florida on November 19th, and that you will not be able to be in New York until Saturday, November 20th, or Sunday, November 21st. This would leave only Monday, November 22nd, Tuesday, November 23rd, and Wednesday, November 24th, the latter date not being the best day as it precedes Thanksgiving, and many people take advantage of the holiday and go away for a long weekend.

In view of this, I wonder whether there might not be a day or two during the earlier part of your stay in New York which you could make available to us. As there are quite a number of appointments that we would like to arrange for you, these additional days would be of considerable importance to our planning. As you prepare your more detailed itinerary, I would like to ask you to keep this in mind and let me know with whom I could be in touch with here in New York to work out all necessary details.

It was good talking to you, and all of us are looking forward to having you here in New York in November.

Best personal regards, and all good wishes for the New Year.

Sincerely,

Ernest W. Michel

EWM:bc

cc: H.A. Friedman

# UNITED JEWISH APPEAL OF GREATER NEW YORK, INC.

220 West 58 Street, New York, N. Y. 10019 • (212)265-2200

Joint Distribution Committee • United Israel Appeal • New York Association for New Americans

Ernest W. Michel  
Executive Vice-President

*file*

September 8, 1971

Rabbi Herbert A. Friedman  
Villa Friedman  
Caesaria, Israel

Dear Herb:

The enclosed letter to Almogi is self-explanatory. Phil Chasin, of Bonds, told me of Almogi's time schedule, which is somewhat different from the one we discussed with him. I don't know to what extent you can be of help on this, but whatever you could do would be greatly appreciated.

Re Dov Sinai - as he is scheduled to come to New York in the middle of October, it would be most helpful if we could receive, just as quickly as possible, authorization from the Prime Minister for his serving as her special representative, just as in the case of Mordechai Shalev last year. Also, as I indicated to you, Avram Kidran is waiting to hear from you before agreeing to officially change Sinai's title to that of Ambassador.

I know that you will let me know on this as soon as you have word.

Cordially,

*Ernest W. Michel*

Ernest W. Michel

EWM:bc  
Enclosure

*P.S. How is the apartment shaping up?*

UNITED JEWISH APPEAL OF GREATER NEW YORK  
220 West 58th Street  
New York, N.Y. 10019

September 14, 1970

Mr. Chaim Vinitzky  
The Jewish Agency  
P.O. Box 92  
Jerusalem, Israel

Dear Chaim:

When I saw you in your office last month we talked about the special effort which has to go into this year's campaign. Following our meeting, I spoke to both Pinchas Sapir and Louis Pincus and obtained their cooperation in getting ten top Israelis to come to New York City between January and April for personal solicitation of major contributors. Also, since then Mordecai Shalev has agreed to come to New York in October, on a temporary assignment, to coordinate this entire effort.

You are familiar with all of these details. I am only repeating them so that we are clear on our objective. I have discussed this point with both Herb Friedman and Irving Bernstein, and I understand that Herb sent you a telegram yesterday listing the names and tentative dates for next spring. I agree with Herb and Irving that all contacts should go through you. However, I would suggest that you take advantage of the fact that Mordecai has agreed to make his time available now before coming to New York in lining up the assignments.

Very simply put, our objective will be to solicit on an individual basis all \$10,000 and over contributors in the City of New York. There are over 1,000 of them. It involves a major coordinating effort in doing that and I want to make it very clear that unless these men are prepared to come for that kind of a job, we cannot raise the kind of money that Sapir and Pincus are asking for.

Within the next few days you will get a second list of names who are potentials for our effort. Furthermore, do not hesitate to add others from your end who are capable of doing the kind of job that I've spelled out. If Mordecai can come to New York in the middle of October with ten names, each one committed for a ten day period, we will be in a position to line up the solicitation calendar for next year.

Best personal regards. Shalom

Cordially,

Ernest W. Michel

EWM:BC

cc: Rabbi H.A. Friedman - Irving Bernstein - Mordecai Shalev  
Henry C. Bernstein - Murray Peters



**WU**  
western union

# Telegram

NO. WDS.—CL. OF SVC.	PD. OR COLL.	CASH NO.	CHARGE TO THE ACCOUNT OF	<input checked="" type="checkbox"/> OVER NIGHT TELEGRAM
			UJA OF GREATER NEW YORK 220 W. 58th St., N.Y. 10019	UNLESS BOX ABOVE IS CHECKED THIS MESSAGE WILL BE SENT AS A TELEGRAM

Send the following message, subject to the terms on back hereof, which are hereby agreed to

TO **LT MORDECAI SHALEV** CARE OF OR APT. NO. **SEPTEMBER 14,** 19 **70**

STREET & NO. **MINISTRY FOR FOREIGN AFFAIRS** TELEPHONE

CITY & STATE **JERUSALEM (ISRAEL)** ZIP CODE

HERB FRIEDMAN CABLING VINITSKY TODAY LIST OF NAMES AND SUGGESTED  
DATES JANUARY THRU APRIL STOP WIRE ASKS YOU TO BE INVOLVED STOP  
SUGGEST YOU MEET CHAIM TO COORDINATE EFFORTS

ERNESTMICHEL

cc: Rabbi Herbert A. Friedman ✓

Irving Bernstein

Henry C. Bernstein

Accounting

SENDER'S TEL. NO.

NAME & ADDRESS

VIA ITT

9/14/70

FROM UNITED JEWISH APPEAL 1290 Ave. of Americas NYC 10019

*Ernie Michel*

*cc: 1B*

*Sylvan Koffe*

VINITSKY  
JEVAGENCY  
JERUSALEM  
ISRAEL

I HAVE AGREED TO TRY TO OBTAIN FOR MICHEL MANY ISRAELI PEOPLE WHO WILL WORK IN NEWYORK ON STRAIGHT SOLICITATIONS IN A TEAM WITH A LAY LEADER STOP THEY MAY OR MAY NOT BE USED FOR MAKING SPEECHES BUT THAT IS NOT THEIR PRIMARY ROLE STOP THEY MUST BE PREPARED TO GO ALL DAY LONG MAKING BIG GIFTS SOLICITATIONS BECAUSE THAT IS THE ONLY WAY NEWYORK CAN MEET ITS GOAL STOP THE FOLLOWING IS A LIST OF PEOPLE WHOM YOU ARE TO APPROACH IN MY NAME AND ASK IF THEY WOULD UNDERTAKE THIS TASK:

YITZHAK AVNI YAACOV HERZOG CHAIM HERZOG ~~ETE~~ GERSHON AVNER JOSEPH GEVA  
SIMCHA DINITZ UZI MARKISS MOSHE RIVLIN RAANAN WEITZ AVRAM YOFFE  
AHER LEVI ~~ETE~~ AVROM AGMAN STOP WE NEED ONE PERSON FOR THE PERIOD JANUARY SEVENTEEN TO TWENTY EIGHT STOP TWO PERSONS FEBRUARY ONE TO TWELVE STOP THREE PERSONS FEBRUARY FIFTEEN TO TWENTY SIX STOP TWO PERSONS MARCH ONE TO TWELVE STOP TWO PERSONS MARCH FIFTEEN TO TWENTY SIX TWO PERSONS MARCH TWENTY NINE TO APRIL NINE STOP IT MAKES NO DIFFERENCE TO ME WHICH PERSON ON THE ABOVE LIST COMES FOR WHICH PERIOD STOP YOU CAN USE SHALEV TO HELP INTERPRET THE IMPORTANCE OF THE PROJECT TO EACH INDIVIDUAL STOP THE RESPONSIBILITY FOR OBTAINING THESE PEOPLE IS YOURS STOP PLEASE START IMMEDIATELY TO MAKE CONTACTS AND CABLE RESPONSES AS YOU GET THEM REGARDS FRIEDMAN

UJA NY 620403

23.9.71

FOR MICHEL UNITED JEWISH APPEAL NEWYORK CITY  
FOR SAKE GOOD ORDER EYE WNAT ALL KRANTZ CABLES GOING TO SHENHABI  
INSTEAD MILO WHO HAS NO AUTHORITY MAKE ANY DECISION ANYHOW STOP  
SHENHABI WORKS VERY CLOSELY WITH MILO AND EYE SEE EVERYTHING ALSO  
SO DON'T WORRY STOP GIVE KRANTZ FOLLOWING ANSWERS TO HIS VARIOUS  
REQUESTS RE YITZHAK GOLDSTEIN AS GUIDE FOR LEADERSHIP COUNCIL HE NOW  
UNISTATES ASK HIM YOURSELF STOP RE AGRANAT LETTER SIMON WROTE KRANTZ  
TWO WEEKS AGO ASKING WHETHER AGRANAT KNOWS ANYTHING ABOUT THIS WHOLE  
PROJECT AND WHAT WILL HAPPEN TO HIS LETTER STOP RE TEL AVIV  
UNIVERSITY VISIT FOR WALL STREET TELL CARL GLICK IT WILL BE INCLUDED  
STOP RE CHANGING SHARM TRIP FOR WALL STREET FROM NINE OCTOBER  
TO FOUR OCTOBER IMPOSSIBLE BECAUSE ALL FLIGHTS FULLY BOOKED AS THIS  
IS HOLIDAY AND ISRAELIS TRAVEL SOUTH STOP RE GREATER NEW YORK ITINERARY  
NOVEMBER SIX TO TWENTY ONE YOU WILL HAVE MONDAY REGARDS

FRIEDMAN

UJA NY 620403

R JEVAGENCY JMO

02/60487

15 Ibn Gavirol  
Jerusalem  
02/66921

27 September 1971

Mr. Ernest N. Michel  
UJA-Greater New York  
220 W. 58 Street  
New York, N. Y. 10019

Dear Ernie:

I am trying to collate all my notes on speakers requests and I would like to try to clear up the New York situation.

Almogi is arranged for November, and you will have the three or four days with which to make as many big solicitations as possible.

Dov Sinai is arranged, and you will have him from mid-October to mid-June.

As far as I can make out from scribbled notes, you wanted one man at a time, for a month each, from 15 January to 15 June, in addition to Dov Sinai, to serve as resident speakers, appointment-makers, door-openers, and solicitors.

You listed names as follows: Shalev, Avni, Avram Jaffe, Raanan Weitz, Moshe Leshem. What I really want to know from you is whether you still want people beginning January 15, and, if so, whom you want me to go after specifically. Please check the names in the order of your preference and return the list to me.

Happy New Year, Old Devil. Don't work too hard, not that you ever do.

As ever,

HAF:SS

Herbert A. Friedman

620403

14.9.71

FOR MICHEL UJAPPEAL NEWYORK CITY

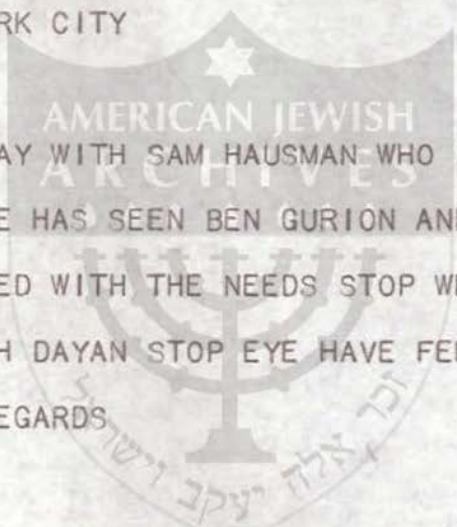
SPENT THREE HOURS YESTERDAY WITH SAM HAUSMAN WHO IS ENJOYING HIS  
VISIT TREMENDOUSLY STOP HE HAS SEEN BEN GURION AND ALMOGI AMONG  
OTHERS IS VISIBLY IMPRESSED WITH THE NEEDS STOP WE SPOKE ABOUT  
MILLION DOLLAR DINNER WITH DAYAN STOP EYE HAVE FEELING HE KNOWS  
WHAT IS EXPECTED OF HIM REGARDS

FRIEDMAN

UJA NY 620403

R JEVAGENCY JMTM

1971 SEP 14



R JEVENAGENCY JM

UJA NY 620403

FRIEDMAN JEVENAGENCY JERUSALEM

OCT 6 1971



HAF

file

NOV 6--21 NY MISSION LEADERSHIP AND I GRATEFUL TO YOU FOR  
YOUR LATEST TELEX CONCERNING OUR VARIOUS RECOMMENDATIONS STOP

MANY THANKS

MICHEL

1971 2718 - 6.

HAF

TO MICHEL FOR KRANTZ

RE GOTHAM MISSION OCTOBER TWENTYFIFTH HOW MANY COMING NEED GIVING  
AND BIOGRAPHICAL DETAILS STOP NUMBER OF COUPLES AND SINGLES STOP  
NEED IMMEDIATELY ANY SPECIFIC REQUIREMENTS STOP AVOULD LAST MINUTE  
CHANGES STOP



1977 JUN 6

MILO

UJA NY 620403

R JEVAGENCY JM

UJA NY 620403

HAAT

6.10.71

FOR MICHEL UJA NEWYORK

AMERICAN JEWISH  
ARCHIVES

1971 JUN 6

RECEIVED YOUR LETTER AND MISSION BROCHURES WHICH ARE BEAUTIFUL STOP  
WILL CHECK AGAIN WITH KIDRON RE STATUS FOR DOV SINAI WITH WHOM EYE  
HAD LONG BRIEFING AND WHO WILL BE GOOD STOP WILL SOLICIT TWO MEN  
FROM RESTAURANT MISSION STOP HAPPY SEE MILLION DOLLAR ACTION BUT THIS IS  
REALLY NOT ENOUGH STOP MUST URGE YOU APPLY MAXIMUM PRESSURE IN  
THIS DIRECTION ON RIKLIS AND TISCH TO SOLICIT AS MANY PEOPLE AS  
POSSIBLE STOP WILL BE HAPPY SPEAK OPENING DINNER NEW YORK MISSION  
EVENING NOVEMBER SEVEN

REGARDS

FRIEDMAN



**UNITED JEWISH APPEAL OF GREATER NEW YORK, INC.**

220 West 58 Street, New York, N. Y. 10019 • (212)265-2200

Joint Distribution Committee • United Israel Appeal • New York Association for New Americans

Ernest W. Michel  
Executive Vice-President

September 28, 1971

*file*Rabbi Herbert A. Friedman  
The Jewish Agency  
P.O. Box 92  
Jerusalem, Israel

Dear Herb:

There have been several telex messages, back and forth between us, dealing primarily with various problems on our mission program which, despite all its difficulties, is coming along quite well. I am enclosing for your information a few copies of our mission brochure, which we are planning to use along with the individual mailings.

Although I received your telex indicating that everything has been cleared concerning Dov Sinai, I want to be sure that in addition to his carrying the title of Special Representative of the Prime Minister, you have also secured for him ambassadorial status. I just want to be certain that this is the case, and would appreciate your confirmation on this.

Regarding the solicitation of the two men on the Restaurant Mission, I feel that it would be well worth our while if you would see them, and hope you will be able to do so.

Just a word on the Dayan Dinner.... it will probably take place on the home of Meshulam Riklis who is just about ready to go along with a \$1,000,000 gift for 1972. Assignments have been made for all of the potentials for this function. Jack Weiler and I spoke to Bill Levitt (we asked him to serve as chairman of the Dayan Dinner but unfortunately he will be tied up elsewhere at that time). Jack and I will follow up on him and hope to get his 1972 commitment before the study mission leaves.

Our New York Mission for contributors of \$5,000 and over looks good. We have 80 firm reservations. The Mission leadership, and I as well, would very much like you to be the opening speaker at their first briefing session on the evening of November 7th. I hope you will agree to this and would appreciate your confirmation by telex.

I am sending along with Maurice Cerier some more ice tea for you. I hope this will be enough until I come in October.

My best regards to you and the family.

Cordially,

  
Ernest W. Michel
EWM:bc  
enclosures

UNITED JEWISH APPEAL  
OF GREATER NEW YORK, INC.  
220 WEST 58th STREET

## MEMORANDUM

To Rabbi Herbert A. Friedman Date November 6, 1970

From Ernest W. Michel

Subject Executive Committee Meeting of UJA of Greater New York

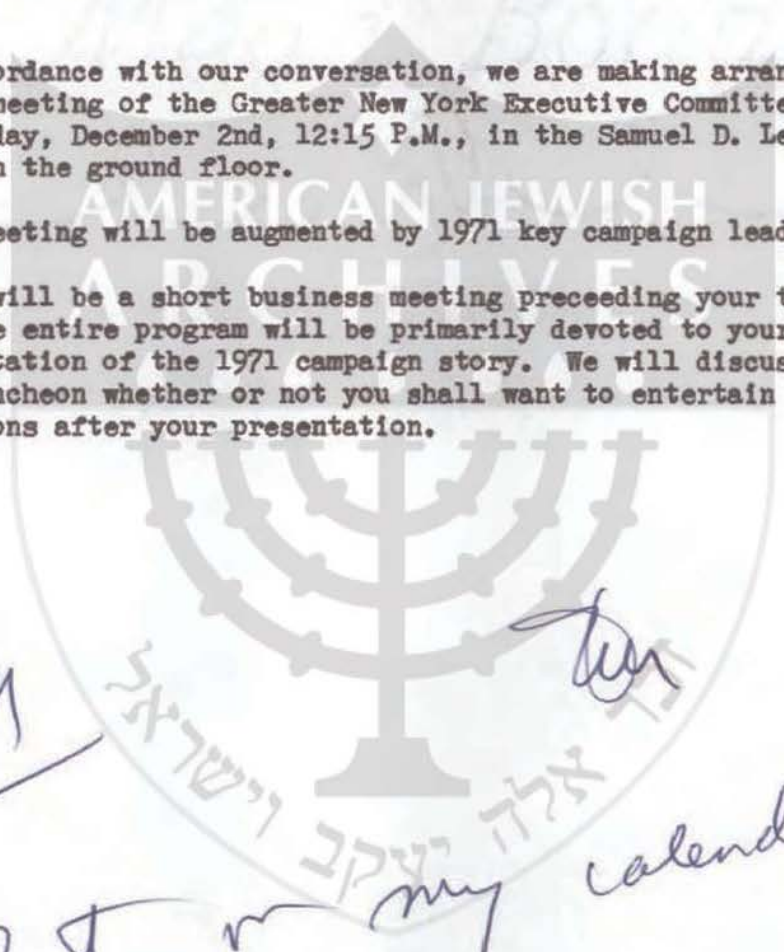
In accordance with our conversation, we are making arrangements for a meeting of the Greater New York Executive Committee on Wednesday, December 2nd, 12:15 P.M., in the Samuel D. Leidesdorf Room on the ground floor.

This meeting will be augmented by 1971 key campaign leadership.

There will be a short business meeting preceding your talk; but, the entire program will be primarily devoted to your presentation of the 1971 campaign story. We will discuss at the luncheon whether or not you shall want to entertain questions after your presentation.

*Handwritten initials: H.A.F.*

*Handwritten note: Put in my calendar*



UJA NY 620403

1.10.71

TO MICHEL FOR KRANTZ

RE ITINERARY GREATER NEW YORK B EYE ACCEPT INVITATION AS OPENING  
SPEAKER SUNDAY SEVENTH NOVEMBER STOP  
SPEAKER NOVEMBER TENTH SWITCHED TO NOVEMBER NINTH STOP  
VISIT TO JERUSALEM MODEL NOW SCHEDULED ARRIVAL JERUSALEM NOVEMBER  
TWELFTH STOP  
WALKING TOUR WITH EXPERT GUIDE ARRANGED SATURDAY NOVEMBER THIRTEENTH  
STOP WILL TRY KOLLEK AT ISRAEL MUSEUM AND VISIT KNESSET STOP  
PINCUS WILL BE UNISTATES DURING TIME OF MISSION STOP BET SHEAN  
ARRANGED NOVEMBER EIGHTEENTH STOP  
GARGY DINNER NOVEMBER TWENTIETH STOP NO VISIT POSSIBLE  
HAIFA NAVY STOP SATURDAY TWENTIETH FREE DAY

FRIEDMAN

UJA NY 620403

R JEVAGENCY JM

FOR KRANTZ UJA NEWYORK

RE WALL STREET ARRANGED WALKING TOUR SATURDAY OCTOBER SECOND WITH  
EXPERT GUIDE STOP WILL TRY TO GET HOST FOR DINNER SATURDAY NIGHT STOP  
I AM CONFUSED BY TWO DIFFERENT REQUESTS ONE FROM MICHEL AND ONE FROM  
KRANTZ REGARDING OCTOBER FOURTH STOP MICHEL WANTS MASSADA KRANTZ  
WANTS SHARM STOP SHARM NOT AVAILABLE AS WE ALREADY INFORMED YOU SO  
WE ARE PLANNING MASSADA STOP ALTHOUGH WANT YOU TO BE AWARE THAT  
RESTAURANT DIVISION WILL BE CLIMBING MASSADA SAME DAY PLUS THOUSANDS  
OF ISRAELIS ON HOLIDAY STOP HOWEVER WE ARE NOW SCHEDULING IT AND  
WILL NOT REPEAT NOT ACCEPT FURTHER CHANGES ON THIS SINCE WE ARE GOING  
AHEAD AND ARRANGING DIFFERENT PROGRAM ON FRIDAY OCTOBER EIGHTH AS  
YOU REQUESTED STOP HOPEFULLY WITHIN TWO DAYS I WILL GIVE YOU ANSWER  
ON SATURDAY NIGHT DINNER HOST PLUS SPECIFICS OF OCTOBER EIGHTH STOP  
SIMON WILL SEE JUSTICE AGRANAT AND EXPLAIN YOUR PLAN REPLY WILL BE  
CABLED STOP

FRIEDMAN

\*

UJA NY 620403

R JEVAGENCY JMT\*

MICHEL

UJAPPEAL

NEW YORK CITY 626403

WE RECEIVED LONG DETAILED SUGGESTED ITINERARY FOR RESTAURANT MISSION  
ARRIVING OCTOBER FIRST STOP PLEASE RECALL OUR CONVERSATION IN WHICH WE  
AGREED YOU WOULD NOT CREATE ITINERARIES IN THE ABSTRACT ON YOUR SIDE  
BUT WAIT FOR PROPOSAL FROM US STOP WE NOW PROPOSE ITINERARY FOR  
RESTAURANT MISSION AS FOLLOWS:

FRIDAY? 1 OCT

ARRIVAL LOD AIRPORT  
TRANSFER TO JERUSALEM  
VISIT WESTERN WALL  
ARRIVE KING DAVID  
OVERNIGHT KING DAVID

SATURDAY, 2 OCT

FREE  
VISIT ISRAEL MUSEUM  
5:00 PM BRIEFING BY CHINITZ  
DINNER AT HOTEL  
OPTIONAL VISIT TO CHAN CLUB (ISRAELI FOLKLORE)  
OVERNIGHT KING DAVID

SUNDAY 3 OCT/

BREAKFAST  
MT/ SCOPUS? MT. OF OLIVES? VISIT OLD CITY  
VISIT YAD VASHEM  
ATTEND MEMORIAL CEREMONY  
VISIT MILITARY CEMETERY  
VISIT KNESSET  
VISIT HEBREW UNIVERSITY  
LUNCH AT HOTEL  
AFTERNOON VISIT BETHLEHEM  
ATTEND SUKKOT FESTIVITIES AT WESTERN WALL  
DINNER AND EVENING FREE  
OVERNIGHT KING DAVID

MONDAY, 4 OCT

SUKKOT  
BREAKFAST  
LEAVE HOTEL FOR MASSADA  
CLIMB MASSADA  
LUNCH AT NOF ARAD HOTEL  
RETURN TO JERUSALEM

TUESDAY 5 OCT

LEAVE JERUSALEM FOR TEL AVIV  
DRIVE VIA WEST BANK TO MEGIDO  
VISIT AND VIEW THE EXCAVATIONS  
AFULA ABSORPTION CENTER  
LUNCH  
PROCEED TO HAIFA  
ARRIVE AT DAN CARMEL  
DINNER AND EVENING FREE  
OVERNIGHT DAN CARMEL HAIFA

WEDNESDAY 6 OCT

BREAKFAST  
LEAVE HOTEL FOR SIGHTSEEING TOUR OF HAIFA  
VISIT NAVAL BASE \*  
MEET NEWCOMERS AT HAIFA ABSORPTION CENTER  
VISIT HAIFA UNIVERSITY  
LUNCH  
DRIVE TO DRUZE VILLAGE  
RETURN TO HAIFA  
DINNER WITH NAVY OFFICERS  
OVERNIGHT DAN CARMEL

THURSDAY 7 OCT

BREAKFAST  
LEAVE HAIFA FOR ACCO  
VISIT OLD CITY  
DRIVE UP TO SAFED  
VISIT THE ARTIST'S COLONY  
LUNCH AT TEL AVIV HOTEL, SAFED  
DRIVE UP TO GOLAN HEIGHTS  
ARRIVE AT KIBBUTZ AYELET HASCHACHAR  
DINNER AT GUEST HOUSE  
OVERNIGHT AYELET HASCHACHAR

FRIDAY 8 OCT

BREAKFAST

LEAVE KIBBUTZ FOR TEL AVIV

DRIVE VIA TIBERIAS TO KIBBUTZ GESHER

VISIT THE KIBBUTZ AND ARMY STRONGHOLD ALONG THE  
"HOT LINE"

DRIVE VIA BET SHEAN VALLEY TO AFULA

LUNCH AT AFULA

DRIVE VIA HADERA TO CAESAREA

VISIT CAESAREA AND VIEW EXCAVATIONS\*

ARRIVE AT TEL AVIV DAN HOTEL

DINNER WITH PINCUS

OVERNIGHT DAN HOTEL TEL AVIV

SATURDAY 9 OCT

FREE

OPTIONAL TOUR TO EILAT OR SHAREM EL SHEIKH

DINNER AND EVENING FREE

OVERNIGHT DAN HOTEL TEL AVIV

SUNDAY 10 OCT

BREAKFAST

LEAVE HOTEL FOR JDC/MALBEN

VISIT ~~JDC/MALBEN~~ JDC/MALBEN BRIEFING BY HAROLD  
TROBE DIRECTOR GENERAL JDC/MALBEN

VISIT ON ARMY BASE

VISIT WEIZMANN INSTITUTE

LUNCH AT SAN MARTIN FACULTY HOUSE? WEIZMANN INSTITUTE

DRIVE TO BAT YAM? HOLON AND OLD JAFFE

RETURN TO HOTEL

DINNER AND EVENING FREE

OVERNIGHT DAN HOTEL TEL AVIV

MONDAY 11 OCT

SUKKOT

FREE

OVERNIGHT DAN HOTEL TEL AVIV

TUESDAY 12 OCT

BREAKFAST

LEAVE HOTEL FOR ORT/SINGALOVSKY

DRIVE TO KIRYAT GAT AND LACHISH REGION

DRIVE TO ASHKELON

LUNCH AT DAGON HOTEL

DRIVE TO ~~YAD~~ MORDECHI AND VISIT THE RECONSTRUCTED  
BATTLE OF 1948

VISIT ASHDOD, NEW PORT TOWN

RETURN TO TEL AVIV

CLOSING DINNER WITH GENERAL BENNY PELED, DEPUTY  
COMMANDOR AIR FORCE

OVERNIGHT DAN HOTEL TEL AVIV

WEDNESDAY 13 OCT

FREE

OVERNIGHT DAN HOTEL TEL AVIV

THURSDAY 14 OCTOBER

LEAVE HOTEL FOR LOD AND DEPARTURE





FRIDAY 1 OCT ARRIVAL BY LY 200 ETA 11:20  
TRANSFER TO THE INTERCONTINENTAL HOTEL IN JERUSALEM  
VISIT WESTERN WALL PRIOR TO ARRIVAL AT HOTEL  
DINNER AND BRIEFING WITH CHINITZ  
OVERNIGHT INTERCONTINENTAL

SATURDAY 2 OCT OPTIONAL TOUR  
OLD CITY  
MUSEUM  
AFTERNOON AND EVENING FREE  
DINNER WITH ROSOLIO  
OVERNIGHT INTERCONTINENTAL

SUNDAY 3 :OCT VISIT MT OF OLIVES AND MT SCOPUS  
AMMUNITION HILL AND RAMAT ESHKOL  
YAD VASHEM  
ATTEND THE MEMORIAL SERVICE  
~~MEETING WITH PINCHAS SAPIR MINISTER OF FINANCE~~  
~~VISIT KNESSET MEET WITH R/ BARKAT SPEAKER OF KNESSET~~  
LUNCH AT HEBREW UNIVERSITY MEET WITH CHERICK  
DEPUTY TO PRESIDENT OF HEBREW UNIVERSITY  
VISIT UNIVERSITY  
LEAVE FOR TEL AVIV  
DINNER WITH ~~MR~~ YAFFE OR MR CHAIM HERZOG  
OVERNIGHT SHERATON HOTEL TEL AVIV

MONDAY 4 OCT SUKKOT FREE  
OVERNIGHT SHERATON HOTEL TEL AVIV

TUESDAY 5 OCT 9:00 VISIT JDC/MALBEN BRIEFING BY HAROLD TROBE  
DIRECTOR GENERAL JDC/MALBEN  
VISIT ABSORPTION CENTER AT ASHDOD MEETING NEW  
IMMIGRANTS  
LUNCH AT AVIA HOTEL  
14:00 VISIT ISRAELI ARMY BASE  
VISIT BAT YAM, HOLON, JAFFA  
BUFFET DINNER WITH ISRAELI BANKERS  
OVERNIGHT SHERATON HOTEL TEL AVIV

WEDNESDAY 6 OCT

LEAVE FOR TIRAT ZVI VIA WEST BANK AND JORDAN RIVER  
VISIT TIRAT ZVI  
VISIT ARMY STRONGHOLD ALONG THE JORDAN RIVER  
LUNCH AT EIN GEV  
VISIT NAHAY GOLAN  
VISIT FORMER SYRIAN POSITION (MURTAFA)  
DINNER AND OVERNIGHT AYELET HASEHAERARX HASHACHAR

THURSDAY 7 OCT

LEAVE FOR KIRYAT SHMOHEH  
VISIT KIRYAT SHMOHEN (SCHOOLS AND RESIDENCES)  
VISIT AVIVIM (MOSHAV)  
LUNCH AT HOTEL TEL AVIV -SAFED  
VISIT SAFED AND ITS' ARTIST COLONY  
RETURN TO TEL AVIV VIA ACCO AND HAIFA  
DINNER SAPIR AT SHERATON HOTEL  
OVERNIGHT SHERATON HOTEL

FRIDAY 8 OCT

LEAVE HOTEL FOR MASSADA  
CLIMB MASSADA  
LUNCH AT HOTEL NOF ARAD  
RETURN TO TEL AVIV VIA KIRYAT GAT  
DINNER AT HOTEL  
DINNER PINCUS  
OVERNIGHT SHERATON HOTEL TEL AVIV

SATURDAY 9 OCT

FREE  
OPTIONAL FLIGHT TO EILAT OR SHAREM EL SHEIKH  
CLOSING :EYX DINNER WITH A HIGH RANKING OFFICER  
GEN/ DAVID ELAZAR CHIEF OF OPERATIONS  
OVERNIGHT AT SHERATON HOTEL TEL AVIV

SUNDAY 10 OCT

DEPARTURE FOR NEW YORK EL AL 211

*Regards  
Friedman*

## Prescription for New York City (also whatever applicable to Los Angeles + Chicago)

1. Meeting Rittlis house
2. Set date for entire structure <sup>Board Trustees</sup> to be elected (Sept.) <sup>Keyman</sup>
3. \* Plan saturation campaign for Dec telecast + follow-up (mass campaign approach)
4. In form Federation (top-level meeting) and Bonds (ditto) <sup>mean plans</sup>  
<sub>get invites on date</sub>
5. Assign quotas to trades - select trade chairmen now - brief them
6. Rate cards of individuals - organize top committee to do this
7. Set up series of house parlor meetings for top cards - first meeting educational, + inform man of his rating; <sup>get commitment unless feeling is that it's better to wait;</sup> second meeting for actual commitments.
8. Work with interfaith committee for \$25 m. - Help national create this <sup>committee</sup>
9. Make plan for serious infiltration of synagogues
10. Organize students + help stimulate public opinion, plus mass actions;  
~~like doorbell ringing with notes - set for \$25~~
  - a) select a D-day (doorbell)
  - b) put notices in mailboxes, announcing this day, how to identify solicitor, explain where money goes, all work voluntary, etc., not looking for dollar bills
  - c. repeat more than once

\*

3. Select locations for telecast

Plan audience build-up campaign

} get technical professional help for this

afterwards - TV spots  
bus cards  
billboards  
subway cards

# 8, 9, 10 require special task forces

# 8 - if National gets Bruckner or Tannenbaum, NYC has to get someone to work with them

# 9 - special staff required, to work with a volunteer rabbinical committee

# 10 - look in our roster of student names from N.Y. area schools - and call meeting of large volunteer committee - special staff required - honor Ted Comat from CSJAF

# 5, 6, 7 - big gifts staff

# 3 - greatly augmented publicity staff

February 10, 1972

UJA PERSONS DESIGNATED TO SERVE ON THE  
BOARD OF TRUSTEES OF THE JEWISH COMMUNAL FUND

1. Herbert Tenzer (President, UJA)  
Tenzer, Greenblatt, Fallon & Kaplan  
235 East 42nd Street  
New York, N.Y. 10017

.....

2. Monroe Goldwater  
Goldwater & Flynn  
60 East 42nd Street  
New York, N.Y. 10017

3. Ludwig Jesselson  
Philipp Brothers  
299 Park Avenue  
New York, N.Y. 10017

4. Morris L. Levinson  
Associated Products, Inc.  
445 Park Avenue  
New York, N.Y. 10022

5. Joseph M. Mazer  
Hudson Pulp & Paper Corporation  
477 Madison Avenue  
New York, N.Y. 10022

6. William Rosenwald  
122 East 42nd Street  
New York, N.Y. 10017

7. Stephen Shalom  
Overseas Discount Corporation  
511 Fifth Avenue  
New York, N.Y. 10017

8. Laurence A. Tisch  
Loew's Corporation  
666 Fifth Avenue  
New York, N.Y. 10019

9. Jack D. Weiler  
437 Madison Avenue  
New York, N.Y. 10022

BY-LAWS  
OF  
JEWISH COMMUNAL FUND OF NEW YORK  
(A New York Not-for-Profit Corporation)

ARTICLE 1  
DEFINITIONS

As used in these By-laws, unless the context otherwise requires, the term:

1.1 "Assistant Secretary" means an Assistant Secretary of the Corporation.

1.2 "Assistant Treasurer" means an Assistant Treasurer of the Corporation.

1.3 "Board" means the Board of Trustees of the Corporation.

1.4 "By-laws" means the initial By-laws of the Corporation, as amended from time to time.

1.5 "Certificate of Incorporation" means the initial Certificate of Incorporation of the Corporation, as amended, supplemented or restated from time to time.

1.6 "Corporation" means Jewish Communal Fund of New York.

1.7 "Executive Vice President" means the Executive Vice President of the Corporation.

1.8 "Member" means a Member of the Corporation, or if a class of Members shall act pursuant to vote of a

majority of that class as provided in Section 2.3 of these By-laws, such class of Members.

1.9 "Not-for-Profit Corporation Law" means the Not-for-Profit Corporation Law of the State of New York, as amended from time to time.

1.10 "Office of the Corporation" means the executive office of the Corporation, anything in section 102(a)(11) of the Not-for-Profit Corporation Law to the contrary notwithstanding.

1.11 "President" means the President of the Corporation.

1.12 "Secretary" means the Secretary of the Corporation.

1.13 "Treasurer" means the Treasurer of the Corporation.

1.14 "Trustee" means a member of the Board of Trustees of the Corporation.

1.15 "Vice President" means a Vice President of the Corporation.

## ARTICLE 2

### MEMBERS

2.1 Qualifications. The Members of the Corporation shall be United Jewish Appeal of Greater New York,

Inc., a New York corporation, and Federation of Jewish Philanthropies of New York, a New York corporation, and the Corporation shall have no other Members, except as provided in Section 2.3 of these By-laws. Each Member shall be equal in powers, rights and duties and in all other respects except as provided in Section 3.3.1 of these By-laws with respect to the election of Trustees. Except as otherwise provided in Section 2.3 of these By-laws, all actions by each Member shall be taken through its single duly authorized representative.

## 2.2 Meetings.

2.2.1 Place of Meetings. Every meeting of the Members shall be held at the Office of the Corporation or at such other place within or without the State of New York as shall be specified or fixed in the notice of such meeting or in the waiver of notice thereof.

2.2.2 Annual Meeting. A meeting of Members shall be held annually for the election of Trustees and the transaction of such other business as may come before the meeting, at such hour as may be designated in the notice of meeting on the first Tuesday in May in each year commencing in the year 1973, or if such date falls on a Saturday, Sunday or legal holiday, on the first business day thereafter which is not a Saturday, Sunday or legal holiday.



2.2.3 Special Meeting for Election of Trustees.

2.2.3.1 If, for a period of one month after the date fixed by or under the By-laws for the annual meeting of Members, there is a failure to elect a sufficient number of Trustees to conduct the affairs of the Corporation, the Board shall call a special meeting for the election of Trustees. If such special meeting is not called by the Board within two weeks after the expiration of such period, or if it is so called but there is a failure to elect such Trustees for a period of two months after the expiration of such period, either Member may, in writing, demand the call of a special meeting for the election of Trustees specifying the date and month thereof, which shall be not less than two nor more than three months from the date of such written demand. The Secretary, upon receiving the written demand, shall promptly give notice of such meeting or, if he fails to do so within five business days thereafter, the Member making such written demand may give such notice. The meeting shall be held at the Office of the Corporation.

2.2.3.2 At any such special meeting called on the demand of a Member, notwithstanding section 608 of the Not-for-Profit Corporation Law, each Member

attending shall constitute a quorum for the purpose of electing Trustees of its own class, as defined in Section 3.3.1 of these By-laws, but not for the transaction of any other business.

2.2.4 Other Special Meetings. A special meeting of Members, unless otherwise prescribed by statute, may be called at any time by the Board or by the President or by the Secretary, and shall be called by the President or by the Secretary on the written request of one Member, which written request shall state the purpose or purposes of such meeting. At any special meeting of Members only such business may be transacted as is related to the purpose or purposes of such meeting set forth in the notice thereof given pursuant to Section 2.2.5 of these By-laws or in any waiver of notice thereof given pursuant to Section 2.2.6 of these By-laws.

2.2.5 Notice of Meetings of Members. Except as otherwise provided in Section 2.2.6 of these By-laws, whenever under the Not-for-Profit Corporation Law or the Certificate of Incorporation or the By-laws, Members are required or permitted to take any action at a meeting, written notice shall be given stating the place, date and hour of the meeting and, unless it is the annual meeting, indicating that it is being issued by or at the direction of the person or persons calling the meeting. Notice of

a special meeting shall also state the purpose or purposes for which the meeting is called. A copy of the notice of any meeting shall be given, personally or by mail, not less than ten nor more than fifty days before the date of the meeting, to each Member. If mailed, such notice shall be deemed to be given when deposited in the United States mail, with postage thereon prepaid, directed to the Member at its address as it appears on the record of Members, or, if it shall have filed with the Secretary a written request that notices to it be mailed to some other address, then directed to it at such other address. An affidavit of the Secretary or other person giving the notice that the notice required by this Section 2.2.5 has been given shall, in the absence of fraud, be prima facie evidence of the facts therein stated. When a meeting is adjourned to another time or place, it shall not be necessary to give any notice of the adjourned meeting if the time and place to which the meeting is adjourned are announced at the meeting at which the adjournment is taken, and at the adjourned meeting any business may be transacted that might have been transacted at the meeting as originally called.

2.2.6 Waivers of Notice. Notice of meeting need not be given to any Member which submits a signed waiver of notice, whether before or after the meeting. The attendance of a Member at a meeting, without protesting,

prior to the conclusion of the meeting, the lack of notice of such meeting, shall constitute a waiver of notice by that Member.

2.2.7 Quorum of Members; Adjournment. Except as otherwise provided in Section 2.2.3.2 of these By-laws, both Members shall constitute a quorum for the transaction of any business at any meeting of the Members unless otherwise provided by law. When a quorum is once present to organize a meeting of Members, it is not broken by the subsequent withdrawal of any Member. The Member or Members present at any meeting of Members, including an adjourned meeting, whether or not a quorum is present, may adjourn such meeting to another time and place.

2.2.8 Voting. Each Member of record shall be entitled at every meeting of Members to one vote. At any meeting of Members, a quorum being present, all matters except as otherwise provided by law or by the Certificate of Incorporation or by the By-laws (including the provisions of Section 3.3.1 herein pertaining to the election of Trustees by class), shall be decided by a unanimous vote of the Members. In voting on any question on which a vote by ballot is required by law or is demanded by any Member, the voting shall be by ballot. Each ballot shall be signed by the duly authorized representative of the Member voting. On all other questions, the voting may be viva voce. There shall

be no proxies.

2.2.9 Organization. At every meeting of Members a chairman and a secretary of the meeting shall be chosen by a unanimous vote of the Members.

2.2.10 Written Consent of Members Without a Meeting. Whenever the Members are required or permitted to take any action by vote, such action may be taken without a meeting on written consent, setting forth the action so taken or to be taken, signed by the duly authorized representative of each Member. Such consent shall have the same effect as a unanimous vote of Members.

2.3 Termination of Membership. Except as otherwise provided in this Section 2.3, each Member shall at all times be and continue to be a publicly supported charitable organization described in sections 501(c)(3) and 509(a)(1), and exempt from Federal income tax under section 501(a), of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent Federal tax laws. If any Member, at any time or for any reason, shall be finally determined to have ceased to be such a publicly supported tax-exempt charitable organization, it shall elect the Trustees elected by it then in office as Members of the Corporation in its place and stead, and thereupon its membership in the Corporation shall terminate. Such newly elected Members, for all purposes of these By-laws, shall vote as a class, and

by a majority of such class (and only by such majority), shall exercise all the powers, rights and privileges of a Member of the Corporation, including, but not by way of limitation, the power to elect Trustees of its class as provided in Section 3.3.1 of these By-laws, and the power to designate another publicly supported charitable organization described in sections 501(c)(3) and 509(a)(1), and exempt from Federal income tax under section 501(a), of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent Federal tax laws, as a Member of the Corporation in their place and stead. The organization so designated shall become a Member upon the approval of the other Member, and thereupon shall be treated as a Member of the class to which the Members replaced by it belong, and shall exercise all of the powers, rights and privileges of a Member of the Corporation. Upon such approval of such designated organization as a Member of the Corporation, the membership of the Members which it replaces shall terminate.

### ARTICLE 3

#### TRUSTEES

3.1 General Powers. The Corporation shall be managed by the Board of Trustees. The Board may adopt such rules and regulations, not inconsistent with the Certificate of Incorporation or the By-laws or applicable laws, as it may deem proper for the conduct of its meetings and the

management of the Corporation, and shall have all powers necessary, proper and lawful to manage the affairs of the Corporation including, but not by way of limitation, the power to act pursuant to Article 6 of these By-laws.

3.2 Number and Qualification. The number of Trustees constituting the entire Board shall be eighteen (18). The number of Trustees may be increased or decreased by a unanimous vote of the Members, provided, however, that there is an equal increase or decrease in each class of Trustees, as defined in Section 3.3.1 of these By-laws, and provided further that no decrease in number shall shorten the term of any incumbent Trustee. Each Trustee shall be at least nineteen years of age.

3.3 Election and Removal.

3.3.1 The Trustees shall be divided into two classes, equal in powers, duties and all other respects, except as otherwise provided in these By-laws. Each class shall consist of the Trustees nominated and elected by one Member, and the other Member shall not be entitled to vote for the Trustees of such class. Each Member shall nominate and elect a total of nine Trustees of its class, and if such Member is a publicly supported tax-exempt charitable organization, as defined in Section 2.3 of these By-laws, one of such Trustees shall be the President or a principal officer of the Member nominating and electing him, as designated by

that Member, serving as Trustee by virtue of that office. At the first annual meeting or special meeting for the election of Trustees, each Member shall nominate and elect a total of nine Trustees. The Trustee so elected who shall be the President or a principal officer of such Member and serving by virtue of that office shall serve at the pleasure of the Member nominating and electing him. Of the eight other Trustees elected by each Member, three shall serve for a term of one year, three shall serve for a term of two years, and two shall serve for a term of three years. Thereafter, at each annual meeting or special meeting for the election of Trustees, each Member shall nominate and elect a sufficient number of Trustees to replace the Trustees of its class whose terms have expired. Each newly elected Trustee shall serve for a term of three years, provided, however, that the President or a principal officer of each Member, nominated and elected by that Member and serving by virtue of that office shall serve at the pleasure of the Member nominating and electing him. Each Trustee shall serve until the election and qualification of his successor.

3.3.2 Any or all Trustees may be removed at any time, with or without cause, by a vote of the Member to whose class the Trustee or Trustees belong, at an annual meeting or a special meeting of the Members called for that purpose.



#### 3.4 Newly Created Trusteeships and Vacancies.

Any newly created Trusteeships resulting from an increase in the number of Trustees pursuant to Section 3.2 of these By-laws, or any vacancy occurring in the Board for any reason, including the removal of a Trustee without cause, shall be filled as expeditiously as possible by the Member in whose class of Trustees the vacancy occurred. If any vacancy remains unfilled for six months after it occurs, and by reason of the absence, illness or other inability of one or more of the remaining Trustees a quorum of the Board cannot be obtained, the remaining Trustees of the class of Trustees in which the vacancy occurred, or a majority of them, may appoint a Trustee to fill such vacancy. A Trustee so elected to fill a vacancy shall be elected to hold office for the unexpired portion of the term to which he is elected and until his successor shall have been elected and shall qualify, or until his earlier death, resignation or removal.

3.5 Resignations. Any Trustee may resign at any time, orally or in writing, by notifying the President or the Secretary. Any such resignation shall take effect at the time therein specified, and, unless otherwise specified, the acceptance of such resignation shall not be necessary to make it effective.

3.6 Compensation. Trustees shall not receive any compensation for serving as Trustees on the Board or on any

committee of Trustees. However, nothing herein shall be construed to prevent a Trustee from serving the Corporation in another capacity for which reasonable compensation is received.

No Trustee shall be permitted to vote on the compensation to be paid to him in any capacity. Such Trustee's presence may be counted in determining the presence of a quorum at the meeting at which such vote is taken, but such vote shall be taken without such Trustee being present.

### 3.7 Meetings.

3.7.1 Place and Time of Meetings. Meetings of the Board, regular or special, may be held at any place within or without the State of New York. The times and places for holding meetings of the Board may be fixed from time to time by the Board or (unless contrary to the time and place so fixed by the Board) in the notice of the meeting.

3.7.2 Annual Meeting. The Board may hold its annual meeting for the purpose of organization and the transaction of business on the day when and at the place where the annual meeting of Members for the election of Trustees is held, without notice of such meeting, or such meeting may be held on notice given as provided in Section 3.7.3 of these By-laws for special meetings of the Board.

3.7.3 Regular and Special Meetings. Regular meetings of the Board may be held at such places and times as may be fixed from time to time by the Board and no notice need be given of such regular meetings. The President or the Secretary may call, and upon a written request signed by any two Trustees the Secretary shall call, a special meeting of the Board.

Notice of each special meeting of the Board shall, if mailed, be addressed to each Trustee at the address designated by him for that purpose or, if none is designated, at his last known address: if by mail, by first class mail, deposited postage prepaid, in a post office or official depository under the exclusive care and custody of the United States Post Office Department at least four days before the date on which the meeting is to be held; or by telegraph, telex, TWX, cable, wireless, or similar means of communication, or be delivered to him personally, not later than the day before the date on which such meeting is to be held. Every such notice shall state the time and place of the meeting but need not state the purposes of the meeting.

3.7.4 Adjourned Meetings. A majority of the Trustees present at any meeting of the Board, including an adjourned meeting, whether or not a quorum is present, may adjourn such meeting to another time and place. Notice of any adjourned meeting of the Board need not be given to any

Trustee whether or not present at the time of the adjournment. Any business may be transacted at any adjourned meeting that might have been transacted at the meeting as originally called.

3.7.5 Waivers of Notice of Meetings. Anything in these By-laws or in any resolution adopted by the Board to the contrary notwithstanding, notice of any meeting of the Board need not be given to any Trustee who submits a signed waiver of such notice, whether before or after such meeting, or who attends such meeting without protesting, prior thereto or at its commencement, the lack of notice to him.

3.7.6 Organization. At each meeting of the Board, the President, or in his absence, a chairman chosen by the majority of the Trustees present, shall preside. The Secretary shall act as secretary at each meeting of the Board. In case the Secretary shall be absent from any meeting of the Board, an Assistant Secretary shall perform the duties of secretary at such meeting; and in the absence from any such meeting of the Secretary and Assistant Secretaries, the person presiding at the meeting may appoint any person to act as secretary of the meeting. The Executive Director of each Member which is a publicly supported tax-exempt charitable organization, as defined in Section 2.3 of these By-laws, shall be entitled to attend each meeting of the Board.

3.7.7 Quorum of Trustees. A majority of each class of Trustees shall constitute a quorum for the transaction of business or of any specified item of business at any meeting of the Board, unless a greater proportion is required by law.

3.7.8 Action by the Board. All corporate action taken by the Board shall be taken at a meeting of the Board. Except as otherwise provided by the Certificate of Incorporation or by law, the vote of a majority of the entire Board together with the affirmative vote of a majority of the Trustees of each class of Trustees present at the time of the vote shall be requisite to constitute any act of the Board.

#### ARTICLE 4

##### EXECUTIVE COMMITTEE AND OTHER COMMITTEES

4.1 How Constituted and Powers. The Board, by resolution duly adopted pursuant to Section 3.7.8 of these By-laws, may designate from among its members an Executive Committee and other committees to act between meetings of the Board. Each such committee shall consist of an equal number of Trustees from each class of Trustees and shall consist of not less than four individuals. Each committee, to the extent provided in the resolution, shall have all the authority of the Board, including, but not by way of limitation, the power to act pursuant to Article 6 of these

By-laws, except that no such committee shall have authority as to the following matters:

4.1.1 The submission to Members of any action requiring Members' approval;

4.1.2 The filling of vacancies in the Board or in any committee;

4.1.3 The amendment or repeal of the By-laws or the adoption of new By-laws; or

4.1.4 The amendment or repeal of any resolution of the Board which includes among its terms a provision that it is not amendable or repealable.

4.2 General. Any committee designated by the Board pursuant to Section 4.1 of these By-laws, and each of the members and alternate members thereof, shall serve at the pleasure of the Board. The Board may designate one or more Trustees from each class of Trustees as alternate members of any such committee, who may replace any absent member or members of the committee from their own class of Trustees at any meeting of such committee. The Executive Director of each Member which is a publicly supported tax-exempt charitable organization, as defined in Section 2.3 of these By-laws, shall be entitled to attend each meeting of any committee of the Board.

## ARTICLE 5

OFFICERS

5.1 Officers. The Board may elect a President, an Executive Vice President, one or more Vice Presidents, a Secretary and a Treasurer, and such other officers as it may determine. All officers shall be elected or appointed to hold office until the next annual meeting of the Board. The Board may use descriptive words or phrases to designate the standing, seniority or area of special competence of any Vice President elected or appointed by it. Each officer shall hold office for the term for which he is elected or appointed, and until his successor shall have been elected or appointed and qualified, or until his death, resignation or removal in the manner provided in Section 5.2 of these By-laws. Any two or more offices may be held by the same person, except the offices of President and Secretary. The Board may, but need not, require any officer to give a bond or other security for the faithful performance of his duties, in such amount and with such sureties as the Board may determine. All officers as between themselves and the Corporation shall have such authority and perform such duties in the management of the Corporation as may be provided in the By-laws or as the Board may from time to time determine.

5.2 Removal of Officers. Any officer elected by the Board may be removed by the Board with or without

cause. The removal of an officer without cause shall be without prejudice to his contract rights, if any. The election or appointment of an officer shall not of itself create contract rights.

5.3 Resignations. Any officer may resign at any time, orally or in writing, by notifying the Board or the President or the Secretary. Such resignation shall take effect at the date of receipt of such notice or at such later time as is therein specified, and, unless otherwise specified, the acceptance of such resignation shall not be necessary to make it effective. The resignation of an officer shall be without prejudice to the contract rights of the Corporation, if any.

5.4 Vacancies. A vacancy in any office because of death, resignation or removal shall be filled for the unexpired portion of the term in the manner prescribed in these By-laws for the regular election or appointment to such office.

5.5 President. The President shall be the chief executive officer of the Corporation and shall have general supervision over the affairs of the Corporation, subject, however, to the control of the Board. The President shall if present, preside at all meetings of the Board, and, in general, he shall perform all duties incident to the office of President and such other duties as from time to time may be assigned to him by the Board.



5.6 Executive Vice President. The Executive Vice President shall be a salaried officer of the Corporation and shall be the principal manager of the conduct of the affairs of the Corporation, subject, however, to the direction and control of the Board. He shall have direct supervision over the Corporation's employees, office management, public relations, and the like, and, in general, he shall perform such other duties as from time to time may be assigned to him by the Board.

5.7 Vice Presidents. At the request of the President or in his absence, at the request of the Board, the Vice Presidents shall (in such order as may be designated by the Board or in the absence of any such designation in order of seniority based on age) perform all of the duties of the President and so acting shall have all the powers of and be subject to all restrictions upon the President, and in general, he shall perform all duties incident to the office of Vice President and such other duties as from time to time may be assigned to him by the Board or by the President.

5.8 Secretary. The Secretary, if present, shall act as secretary of all meetings of the Board, and shall keep the minutes thereof in the proper book or books to be provided for that purpose; he shall see that all notices required to be given by the Corporation are duly given and served; he shall be custodian of the seal of the Corporation

and may seal with the seal of the Corporation, or a facsimile thereof, all documents the execution of which on behalf of the Corporation under its corporate seal is authorized in accordance with the provisions of the By-laws; he shall have charge of the other books, records and papers of the Corporation relating to its organization and management as a corporation, and shall see that the reports, statements and other documents required by law are properly kept and filed; and, in general, he shall perform all duties incident to the offices of Secretary and such other duties as from time to time may be assigned to him by the Board or by the President.

5.9 Treasurer. The Treasurer shall have charge and custody of, and be responsible for, all funds, securities and notes of the Corporation; he shall receive and give receipts for monies due and payable to the Corporation from any source whatsoever; deposit all such monies in the name of the Corporation in such banks, trust companies or other depositaries as shall be selected in accordance with these By-laws; against proper vouchers, cause such funds to be disbursed by checks or drafts on the authorized depositaries of the Corporation signed in such manner as shall be determined in accordance with any provisions of the By-laws or by the Board, and be responsible for the accuracy of the amounts of all monies so disbursed; regularly enter or cause to be entered in books to be kept by him or under

his direction full and adequate account of all monies received or paid by him for the account of the Corporation; have the right to require, from time to time reports or statements giving such information as he may desire with respect to any and all financial transactions of the Corporation from the officers or agents transacting the same; render each year to the Members an annual report of the assets held by the Corporation pursuant to its charitable purposes, and the use made of such assets and of the income therefrom; render to the President or the Board, whenever the President or the Board, respectively, shall require him so to do, an account of the financial condition of the Corporation and of all his transactions as Treasurer; exhibit at all reasonable times his books of account and other records to any of the Trustees upon application at the Office of the Corporation where such books and records are kept; and, in general, he shall perform all duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him by the Board or by the President.

5.10 Assistant Secretaries and Assistant Treasurers. Assistant Secretaries and Assistant Treasurers shall perform such duties as shall be assigned to them by the Secretary or by the Treasurer, respectively, or by the Board or by the President.

## ARTICLE 6

CORPORATE OPERATIONS

6.1 Communal Funds Defined. For all purposes of these By-laws, the term "communal funds" shall mean all property, as defined in paragraph (b)(1) of Article THIRD of the Certificate of Incorporation, transferred (or to be transferred) to the Corporation in any way, in furtherance of the Corporation's charitable, educational, religious and scientific purposes as set out in paragraph (a) of Article THIRD of the Certificate of Incorporation, in accordance with terms requiring that a significant portion of such property be retained by the Corporation for a period in excess of one year from the date of transfer.

6.2 Acceptance of Gifts and Making of Grants. In furtherance of the Corporation's charitable, educational, religious and scientific purposes as set forth in paragraph (a) of Article THIRD of the Certificate of Incorporation, the Board or any duly authorized committee of Trustees shall have the power, on behalf of the Corporation,

6.2.1 To accept communal funds, whether given, granted, bequeathed, devised or otherwise vested in the Corporation;

6.2.2 To establish a separate account properly identified with the name of a donor of specific communal funds, whether such funds are invested separately

or together with other funds of the Corporation, and to extend to the donor of specific communal funds, or to his designee, any right or privilege to make designations or recommendations with respect to the principal and income thereof and the manner and time of disbursement of such principal and income, which the Board or such committee of Trustees shall deem desirable in order to carry out the purposes of the Corporation as set forth in paragraph (a) of Article THIRD of the Certificate of Incorporation, provided, however, that no such right or privilege shall be extended which would in any way adversely affect the Corporation's status as a publicly supported tax-exempt charitable organization under sections 501(c)(3) and 509(a)(1) of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent Federal tax laws, and each such right or privilege so extended shall in all events be limited so as to preserve such status; and

6.2.3 To apply all communal funds received to the purposes specified in the instrument by which such funds were vested and to the payment of all reasonable and proper expenses of administration of such funds, and to disburse and make grants, in furtherance of the purposes of the Corporation as set forth in paragraph (a) of Article THIRD of the Certificate of Incorporation, of the income and principal of such communal funds, provided,

however, that the Corporation shall make disbursements or grants only for such purposes as were within the corporate purposes of one or both of the Members at the time of incorporation of this Corporation or, to the extent of the amount credited to an account identified with the name of a donor pursuant to Section 6.2.2 hereof, for such additional purposes as may have been designated or recommended by such donor in accordance with the provisions of these By-laws; and provided further that in no event shall the Corporation make any such application of funds, disbursement or grant if such application, disbursement or grant would in any way adversely affect the Corporation's status as a publicly supported tax-exempt charitable organization under sections 501(c)(3) and 509(a)(1) of the Internal Revenue Code of 1954, or corresponding provisions of any subsequent Federal tax laws.

#### ARTICLE 7

##### CONTRACTS, CHECKS, DRAFTS, BANK ACCOUNTS, ETC.

7.1 Execution of Contracts. The Board may authorize any officer, employee or agent, in the name and on behalf of the Corporation, to enter into any contract or execute and satisfy any instrument, and any such authority may be general or confined to specific instances, or otherwise limited.

7.2 Loans. Any officer, employee or agent authorized by the Board may effect loans and advances at any time for the Corporation from any bank, trust company or other institutions or from any firm, corporation or individual and for such loans and advances may make, execute and deliver promissory notes, bonds or other certificates or evidences of indebtedness of the Corporation, and when authorized so to do may pledge and hypothecate or transfer any securities or other property of the Corporation as security for any such loans or advances. Such authority conferred by the Board may be general or confined to specific instances or otherwise limited.

7.3 Checks, Drafts, Etc. All checks, drafts and other orders for the payment of money out of the funds of the Corporation and all notes or other evidences of indebtedness of the Corporation shall be signed on behalf of the Corporation in such manner as shall from time to time be determined by resolution of the Board.

7.4 Deposits. The funds of the Corporation not otherwise employed shall be deposited from time to time to the order of the Corporation in such banks, trust companies or other depositories as the Board may select or as may be selected by an officer, employee or agent of the Corporation to whom such power may from time to time be delegated by the Board.

## ARTICLE 8

INDEMNIFICATION

8.1 Trustees and Officers. The Corporation shall indemnify any person made, or threatened to be made, a party to any action, suit or proceeding by reason of the fact that he, his testator or intestate, is or was a Trustee or officer of the Corporation, or of any other corporation which he served as such at the request of the Corporation, against all reasonable expenses, including attorneys' fees, actually and necessarily incurred by him in connection with the defense of such action, suit or proceeding, or in connection with any appeal therein, and including the cost of court approved settlements, to the fullest extent and in the manner set forth in and permitted by the Not-For-Profit Corporation Law and any other applicable law, as from time to time in effect. Such right of indemnification shall not be deemed exclusive of any other rights to which such Trustee or officer may be entitled apart from the foregoing provisions.

8.2 Contract Rights. The foregoing provisions of this Article 8 shall be deemed to be a contract between the Corporation and each Trustee and officer who serves in such capacity at any time while this Article 8 and the relevant provisions of the Not-For-Profit Corporation Law and other applicable law, if any, are in effect, and, except to the extent



otherwise required by law, any repeal or modification thereof shall not affect any rights or obligations then existing or thereafter arising with respect to any state of facts then or theretofore existing or thereafter arising or any action, suit or proceeding theretofore or thereafter brought or threatened based in whole or in part upon any such state of facts.

8.3 Employees. The Board in its discretion shall have power on behalf of the Corporation to indemnify any person, other than a Trustee or officer, made a party to any action, suit or proceeding by reason of the fact that he, his testator or intestate, is or was an employee of the Corporation.

## ARTICLE 9

### BOOKS AND RECORDS

The Corporation shall keep at the Office of the Corporation correct and complete books and records of account and shall keep minutes of the proceedings of the Members, the Board and Executive Committee, if any. Any of the foregoing books, minutes or records may be in written form or in any other form capable of being converted into written form within a reasonable time.

## ARTICLE 10

SEAL

The Board may adopt a corporate seal which shall be in the form of a circle and shall bear the full name of the Corporation and the year of its incorporation.

## ARTICLE 11

FISCAL YEAR

The fiscal year of the Corporation shall be determined, and may be changed, by resolution of the Board.

## ARTICLE 12

VOTING OF SHARES HELD

Unless otherwise provided by resolution of the Board, the President may, from time to time, appoint one or more attorneys or agents of the Corporation, in the name and on behalf of the Corporation, to cast the votes which the Corporation may be entitled to cast as a shareholder or otherwise in any other corporation, any of whose shares or securities may be held by the Corporation, at meetings of the holders of the shares or other securities of such other corporation, and may instruct the person or persons so appointed as to the manner of casting such votes or giving such consent, and may execute or cause to be executed on behalf of the Corporation and under its corporate seal, or

otherwise, such written proxies, consents, waivers or other instruments as he may deem necessary or proper in the premises; or the President may himself attend any meeting of the holders of the shares or other securities of any such other corporation and thereat vote or exercise any or all other powers of the Corporation as the holder of such shares or other securities of such other corporation.

ARTICLE 13  
AMERICAN JEWISH  
AMENDMENTS  
ARCHIVES

The By-laws may be amended or repealed, or new By-laws may be adopted, by a unanimous vote of the Members together with an affirmative vote of the Board pursuant to Section 3.7.8 of these By-laws.



UNITED JEWISH APPEAL OF GREATER NEW YORK  
220 West 58th Street  
New York, N.Y. 10019

file  
~~HAF~~

ERNEST W. MICHEL  
Executive Vice-President

February 16, 1972

Mr. Samuel L. Haber  
Joint Distribution Committee  
60 East 42nd Street  
New York, N.Y. 10017

Dear Sam:

I want to bring you up to date on the plans for the Jewish Communal Fund, now in their final preparatory stage:

The necessary papers have been filed with the authorities in Washington, and an official reply should be forthcoming shortly.

The first organizational meeting of the Board of Trustees will take place on Thursday, March 2nd, at 4:30 P.M., at the Harmonie Club.

On the UJA side, all nine designated nominees have agreed to serve. As far as Federation is concerned, seven men have already responded positively, and two more are now being contacted. Lists of both groups are attached.

Additionally, all past presidents of Federation and UJA, who have not been asked to serve on the Board of Trustees are being invited to join a JCF Advisory Board ... and, this should prove advantageous prestige-wise. Appropriate letters to these individuals are being sent out over the names of Lawrence B. Bittenwieser and Herbert Tenzer.

Frederic Berman has been engaged as the Executive Vice-President of the Jewish Communal Fund, and will be working out of Herb Singer's office until a suitable permanent spot is found.

Should you have any questions, please let me know. Needless to say, I shall keep you posted on all developments.

Sincerely,

Ernest W. Michel

EWM:bc  
Enclosures

cc: I. Bernstein ✓

UNITED JEWISH APPEAL OF GREATER NEW YORK  
220 West 58th Street  
New York, N.Y. 10019

ERNEST W. MICHEL  
Executive Vice-President

February 16, 1972

Mr. Gottlieb Hammer  
United Israel Appeal, Inc.  
515 Park Avenue  
New York, N.Y. 10022

Dear Got:

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Ernest W. Michel

EWM:bc  
Enclosures

FEDERATION ACCEPTANCES TO JCF BOARD OF TRUSTEES

Leonard Block

Milton Bluestein

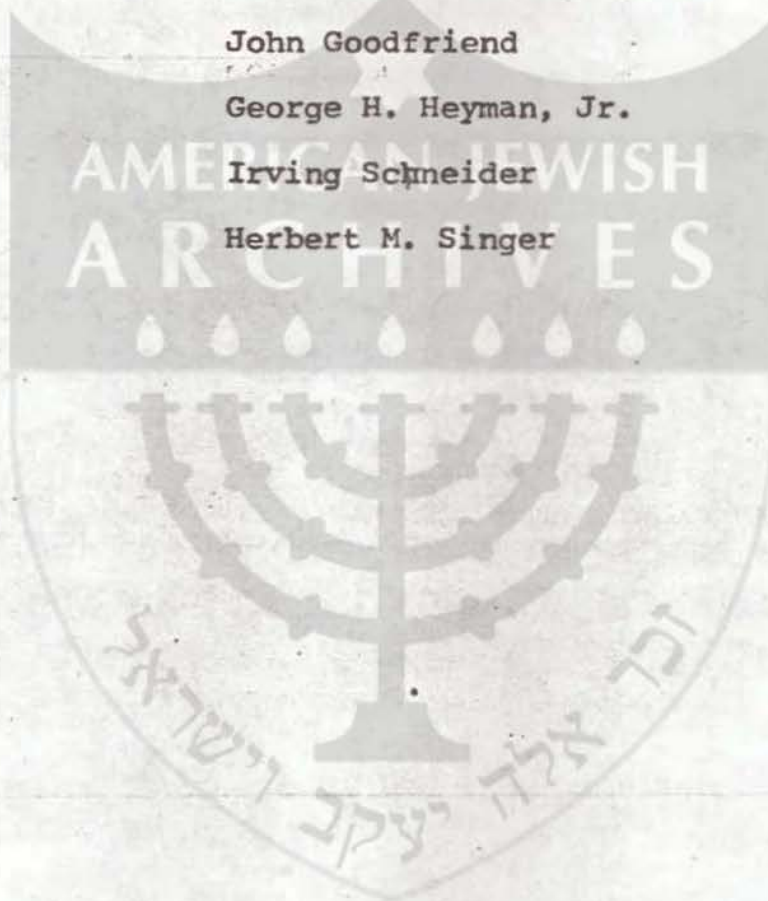
Lawrence B. Bittenwieser

John Goodfriend

George H. Heyman, Jr.

Irving Schneider

Herbert M. Singer



NY vJA

CERTIFICATE OF INCORPORATION

OF

JEWISH COMMUNAL FUND OF NEW YORK

(Under Section 402 of the Not-for-Profit Corporation Law)

The undersigned incorporators, natural persons each over the age of twenty-one years, in order to form a corporation under the Not-for-Profit Corporation Law of the State of New York, certify as follows:

FIRST: The name of the corporation is JEWISH COMMUNAL FUND OF NEW YORK (hereinafter referred to as the "Corporation").

SECOND: (a) The Corporation is a corporation as defined in subparagraph (a)(5) of section 102 of the Not-for-Profit Corporation Law of the State of New York.

(b) The Corporation shall be a Type B Not-for-Profit Corporation under section 201 of the Not-for-Profit Corporation Law of the State of New York.

THIRD: (a) The nature of the activities and purposes to be conducted or promoted by the Corporation shall be limited to and shall be exclusively charitable, educational, religious and scientific purposes, within the meaning of section 501(c)(3) of the United States Internal Revenue Code of 1954

(hereinafter referred to as the "Code"), or corresponding provisions of any subsequent Federal tax laws, including, but not by way of limitation, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Code or corresponding provisions of any subsequent Federal tax laws, or contributions to which are deductible under section 170(c)(1) of the Code or corresponding provisions of any subsequent Federal tax laws.

(b) In furtherance of its charitable, educational, religious and scientific purposes, as set out in paragraph (a) of Article THIRD hereof, but not for any other object or purpose, the Corporation shall have the following powers, to the extent permitted by law, in addition to those powers granted by section 202 of the Not-for-Profit Corporation Law of the State of New York:

(1) To solicit, receive (by bequest, devise, gift, benefit of trust or otherwise, from individuals, estates, corporations, continuing and terminating private foundations and other entities), accept, hold title to, purchase, construct upon, or lease, and to expend, manage and administer, property (which term for purposes of this Certificate shall include money or other property, or any interest therein, real, personal or mixed, tangible or intangible,



wheresoever located and without limitation as to value) exclusively for the Corporation's purposes set out in paragraph (a) of Article THIRD hereof;

(2) To hold, sell, exchange, lease, loan, convey or otherwise dispose of any property so received, purchased, constructed, or otherwise acquired, and invest or reinvest the principal thereof, and receive the income therefrom; to add any such income to principal; to deal with, use, expend, loan, convey, donate, assign or otherwise transfer the property of the Corporation, whether principal or income, exclusively for the Corporation's purposes set out in paragraph (a) of Article THIRD hereof, and to take and hold other property as security for the payment of any property so loaned; and to invest and reinvest the Corporation's property exclusively for the Corporation's purposes set out in paragraph (a) of Article THIRD hereof, without regard to whether such investment would be regarded as desirable or prudent by an investor interested solely in profit and not interested in promoting such objects and purposes;

(3) To transfer or distribute property to organizations heretofore or hereafter organized which are exempt from income tax under section 501(c)(3) of the Code or corresponding provisions of any subsequent Federal tax laws, or contributions to which are deductible under

section 170(c)(1) of the Code or corresponding provisions of any subsequent Federal tax laws;

(4) Exclusively for the Corporation's purposes set out in paragraph (a) of Article THIRD hereof, including but not by way of limitation, the meeting of its administration, overhead and other expenses incident to such purposes, to borrow money, and to make, accept, endorse, execute and issue promissory notes, bonds, debentures, or other obligations; to pledge the credit of the Corporation and secure the payment of any of its obligations by mortgage, pledge, deed of trust, or otherwise, covering any of the property of the Corporation; to give guarantees, and to make, maintain, enter into, and participate in any plans, contracts, obligations and commitments to finance the Corporation;

(5) To promote the organization, through its authorized members, trustees, representatives, appointees and agents, for effecting any of the Corporation's purposes set out in paragraph (a) of Article THIRD hereof, of subsidiary stock and non-stock corporations, unincorporated voluntary associations, trusts, foundations, organizations, associations, committees or entities, domestic or foreign; to hold stock, membership and other interests in these and other domestic or foreign corporations, associations, and entities having kindred or auxiliary purposes, or engaged in performing kindred

or auxiliary services; to the extent permitted in any other jurisdiction, to be an incorporator of other corporations; and to cause to be formed under the laws of any state or country, to control or in any manner participate in the management of, to reorganize, merge, consolidate, and to liquidate or dissolve any corporation, association or organization of any kind;

(6) To sue and be sued in all courts and to participate in actions and proceedings, whether judicial, administrative, arbitratve or otherwise, in like cases as natural persons;

(7) To have a corporate seal, and to alter such seal at pleasure, and to use it by causing it or a facsimile to be affixed or impressed or reproduced in any other manner;

(8) To purchase, take, receive, subscribe for, or otherwise acquire, own, hold, vote, employ, sell, lend, lease, exchange, transfer, or otherwise dispose of, mortgage, pledge, use and otherwise deal in and with, bonds and other obligations, shares, or other securities or interests issued by others, whether engaged in charitable, business, governmental, or other activities;

(9) To exercise its rights, powers and privileges by holding meetings of its Members and Board of Trustees, by

keeping its books, and by establishing one or more offices, branches subdivisions and agencies, in any part of the United States of America;

(10) To elect or appoint officers, employees and other agents of the Corporation, define their duties, fix their reasonable compensation, and to indemnify Trustees and corporate personnel;

(11) To adopt, amend or repeal by-laws relating to the activities of the Corporation, the conduct of its affairs, its rights or powers or the rights or powers of its Members, Trustees or officers;

(12) To engage in, carry on, conduct and participate in any activity which is similar or related to any activity herein set forth, or which is capable of being conveniently carried on incidental to any such activity or which may directly or indirectly protect or enhance the value of any of the rights or property of the Corporation;

(13) To engage in, carry on, conduct and participate in any general or specific branch or phase of the activities or purposes authorized in this Certificate in the State of New York or in any other state of the United States and in all foreign countries, and in all territories,

possessions and other places, and in connection with the same, or any thereof, to be and act either as principal, agent, contractor or otherwise; and

(14) To do everything necessary, suitable, convenient or proper for the accomplishment, attainment or furtherance of, and to do every other act or thing incidental to, appurtenant to, growing out of or connected with, the Corporation's purposes set forth in paragraph (a) of Article THIRD hereof, whether alone or in association with others; to possess all the rights, powers and privileges now or hereafter conferred by the laws of the State of New York upon a corporation organized under the Not-for-Profit Corporation Law of the State of New York (as the same may be amended from time to time) or any statute which may be enacted to supplement or replace it, and, in general, to carry on any of the activities and to do any of the things herein set forth to the same extent and as fully as a natural person or a partnership, association, corporation or other entity, or any of them, might or could do; provided, however, that nothing herein set forth shall be construed as authorizing the Corporation to, directly or indirectly, engage in or possess any purpose, object, or power, or to do any act or thing forbidden by law to a corporation organized under the Not-for-Profit Corporation Law of the State of New York.

(c) Notwithstanding any other provision of this Certificate, the Corporation shall not solicit, and shall not receive other than from a Member of the Corporation, any bequest, devise, gift, grant or other contribution of property other than "communal funds" as hereinafter defined. For purposes of this Certificate, the term "communal funds" shall mean property transferred (or to be transferred) to the Corporation in accordance with terms requiring that a significant portion of such property be retained by the Corporation for a period in excess of one year from the date of transfer.

(d) The powers set forth in the foregoing provisions of this Article shall each be construed as an independent power, in addition to, and not in limitation of, the powers granted to the Corporation by the laws of the State of New York; and except as otherwise specifically provided in this Certificate, no power herein set forth shall be in any way limited or restricted by reference to, or inference from, the grant of any other power; provided, however, that the Corporation may not exercise any power, either express or implied, or carry on any other activities in such a manner as to disqualify the Corporation from exemption from United States income tax under section 501 (c)(3) of the Code or corresponding provisions of any subsequent Federal tax laws.

(e) It is the intention of the Corporation at all times to qualify and remain qualified as exempt from income tax under section 501(c)(3) of the Code or corresponding provisions of any subsequent Federal tax laws. Accordingly:

(1) No substantial part of the activities of the Corporation shall consist of carrying on propaganda, or otherwise attempting, to influence legislation;

(2) The Corporation shall not participate or intervene (whether by the publishing or distributing of statements or otherwise) in any political campaign on behalf of or in opposition to any candidate for public office;

(3) The Corporation shall not be conducted or operated for pecuniary profit, and no part of the net income of the Corporation shall inure to the benefit of any private person or individual; nor shall any of such net income nor any of the property of the Corporation be used other than for the Corporation's objects and purposes set out in paragraph (a) of Article THIRD hereof; and

(4) In the event of a liquidation, dissolution, termination or winding up of the Corporation (whether voluntary, involuntary or by operation of law), none of the property or assets of the Corporation shall be distributed or made available in any way to any individual,

corporation, or other organization, except, after the payment of all obligations of the Corporation, to corporations or other organizations which qualify as exempt from income tax under section 501(c)(3) of the Code or corresponding provisions of any subsequent Federal tax laws, or contributions to which are deductible under section 170(c)(1) of the Code or corresponding provisions of any subsequent Federal tax laws, in accordance with the provisions relating to distribution set forth in the Not-for-Profit Corporation Law of the State of New York at the time of such liquidation, dissolution, termination or winding up of the Corporation.

FOURTH: The principal office of the Corporation is to be located in the City and County of New York.

FIFTH: The territory in which the operations of the Corporation are principally to be conducted is the five boroughs of greater New York City and the Counties of Westchester, Nassau and Suffolk in the State of New York, but the Corporation may do any one or more of the acts herein set forth as its purposes within or without the United States of America or in any part of the world.

SIXTH: (a) The Corporation shall have two Members, except as otherwise provided in the By-laws, equal in powers, rights and duties and in all other respect except the election of Trustees, as provided in the By-laws.

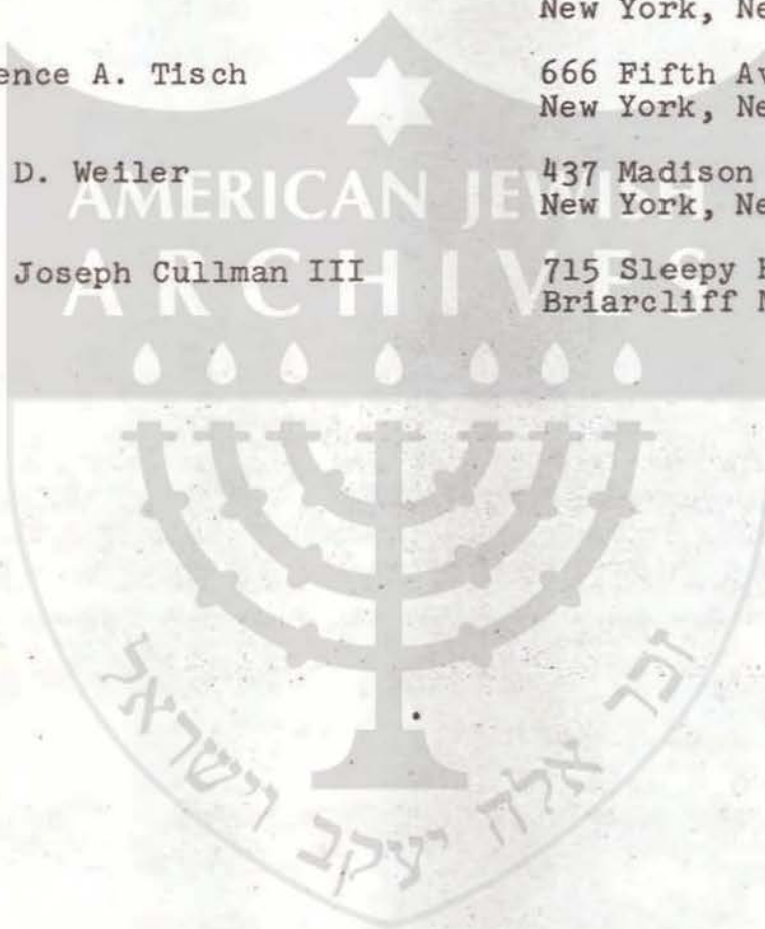


(b) The number of Trustees of the Corporation shall be fixed by, or determined in accordance with, the By-laws, and in any case shall be not less than three

(3). The names and addresses of the initial Trustees are set forth below:

<u>Name</u>	<u>Address</u>
Leonard N. Block	257 Cornelison Avenue Jersey City, N.J. 07302
Milton J. Bluestein	125 West End Avenue New York, N.Y. 10023
Lawrence B. Bittenwieser	575 Madison Avenue New York, N.Y. 10022
Monroe Goldwater	60 East 42nd Street New York, New York 10017
Jonh H. Gutfreund	1 New York Plaza New York, New York 10004
George H. Heyman, Jr.	120 Broadway New York, New York 10005
Ludwig Jesselson	299 Park Avenue New York, New York 10017
Frederick A. Klingenstein	1 Chase Manhattan Plaza New York, New York 10005
Morris L. Levinson	445 Park Avenue New York, New York 10022
Joseph M. Mazer	477 Madison Avenue New York, New York 10022
William Rosenwald	122 East 42nd Street New York, New York 10017
Irving Schneider	60 East 42nd Street New York, New York 10017

<u>Name</u>	<u>Address</u>
Stephen Shalom	511 Fifth Avenue New York, New York 10017
Herbert M. Singer	745 Fifth Avenue New York, New York 10022
Herbert Tenzer	235 East 42nd Street New York, New York 10017
Laurence A. Tisch	666 Fifth Avenue New York, New York 10019
Jack D. Weiler	437 Madison Avenue New York, New York 10022
Mrs. Joseph Cullman III	715 Sleepy Hollow Road Briarcliff Manor, New York 10510



SEVENTH: The existence of the Corporation shall be perpetual.

EIGHTH: The post office address to which the Secretary of State may mail a copy of any notice required by law is c/o Herbert M. Singer, 745 Fifth Avenue, Suite 603, New York, New York 10022.

NINTH: The Corporation shall have no authority to issue any capital stock.

TENTH: All approvals and consents required of the Corporation by the laws of the State of New York, before this Certificate may be filed, are annexed hereto.

ELEVENTH: (a) The By-laws of the Corporation shall be adopted in the first instance by the Members.

(b) Except as otherwise provided by law, or in any By-law of the Corporation, all of the affairs of the Corporation shall be managed and all of the powers of the Corporation shall be exercised by the Board of Trustees. The number of Trustees and the manner of their election and removal shall be as provided in the By-laws. The Trustees of the Corporation shall be divided into two classes, one class of Trustees to be elected or appointed by each Member as provided in the By-laws. The powers of the Board of Trustees shall include the power to borrow money and give

security in the name of the Corporation without limit as to amount, but only in furtherance of the stated objects and purposes of the Corporation; to elect or appoint such committee or committees, including an Executive Committee, as in its discretion it shall deem desirable and in the best interest of the Corporation, and to delegate to any such committee such powers as in its discretion are necessary and desirable, but only to the extent permitted by law and the By-laws; and to authorize any and all donations, gifts, contributions and awards which the Corporation is authorized to make. The Board of Trustees is expressly authorized to amend or repeal the By-laws or adopt new By-laws, provided, however, that such action also receives a unanimous vote of the Members.

TWELFTH: The Corporation shall not engage in the practice of law.

IN WITNESS WHEREOF, we have made, subscribed and acknowledged this Certificate this 10th day of February, 1972, at New York, New York.

/s/ Lawrence B. Bottenwieser

---

Lawrence B. Bottenwieser  
575 Madison Avenue  
New York, New York

/s/ George H. Heyman, Jr.

---

George H. Heyman, Jr.  
120 Broadway  
New York, New York

/s/ Morris L. Levinson

Morris L. Levinson  
445 Park Avenue  
New York, New York

/s/ William Rosenwald

William Rosenwald  
122 East 42 Street  
New York, New York

/s/ Herbert M. Singer

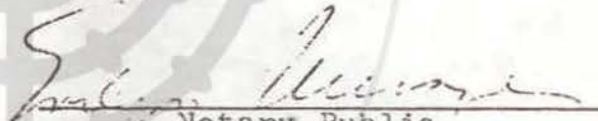
Herbert M. Singer  
745 Fifth Avenue  
New York, New York



STATE OF NEW YORK        )  
                                  ): ss.:  
COUNTY OF NEW YORK    )

On this 22nd day of February, 1972, before me,  
a Notary Public in and for said State and County, duly com-  
missioned and qualified, personally came LAWRENCE B. BUTTENWIESER,  
to me known to be the person described in and who executed the  
foregoing Certificate of Incorporation for the purposes con-  
tained and expressed therein, and acknowledged that he executed  
the same as his free act and deed.

Witness my hand and notarial seal of office the day  
and year above written.

  
\_\_\_\_\_  
Notary Public

EVELYN MESSINGER  
NOTARY PUBLIC, State of New York  
No. 2147, 1972  
Qualified in Westchester County  
Commission Expires March 26, 1972

STATE OF NEW YORK        )  
                                  ): ss.:  
COUNTY OF NEW YORK    )

On this 22<sup>nd</sup> day of February, 1972, before me, a Notary Public in and for said State and County, duly commissioned and qualified, personally came GEORGE H. HEYMAN, JR., to me known to be the person described in and who executed the foregoing Certificate of Incorporation for the purposes contained and expressed therein, and acknowledged that he executed the same as his free act and deed.


Witness my hand and notarial seal of office the day and year above written.

\_\_\_\_\_  
Notary Public

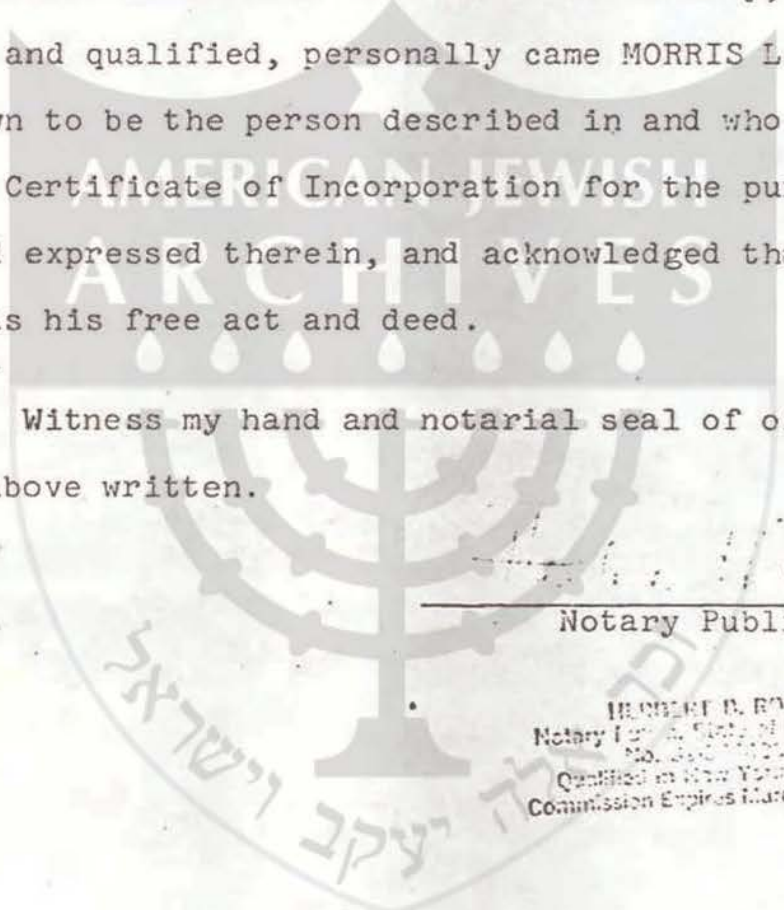
STATE OF NEW YORK        )  
                                  : ss.:  
COUNTY OF NEW YORK     )

On this        day of        , 197 , before me,  
a Notary Public in and for said State and County, duly com-  
missioned and qualified, personally came MORRIS L. LEVINSON,  
to me known to be the person described in and who executed the  
foregoing Certificate of Incorporation for the purposes con-  
tained and expressed therein, and acknowledged that he executed  
the same as his free act and deed.

Witness my hand and notarial seal of office the day  
and year above written.

  
\_\_\_\_\_  
Notary Public

HELMUT B. ROSE  
Notary Public, State of New York  
No. 3501000  
Qualified in New York County  
Commission Expires March 30, 1973






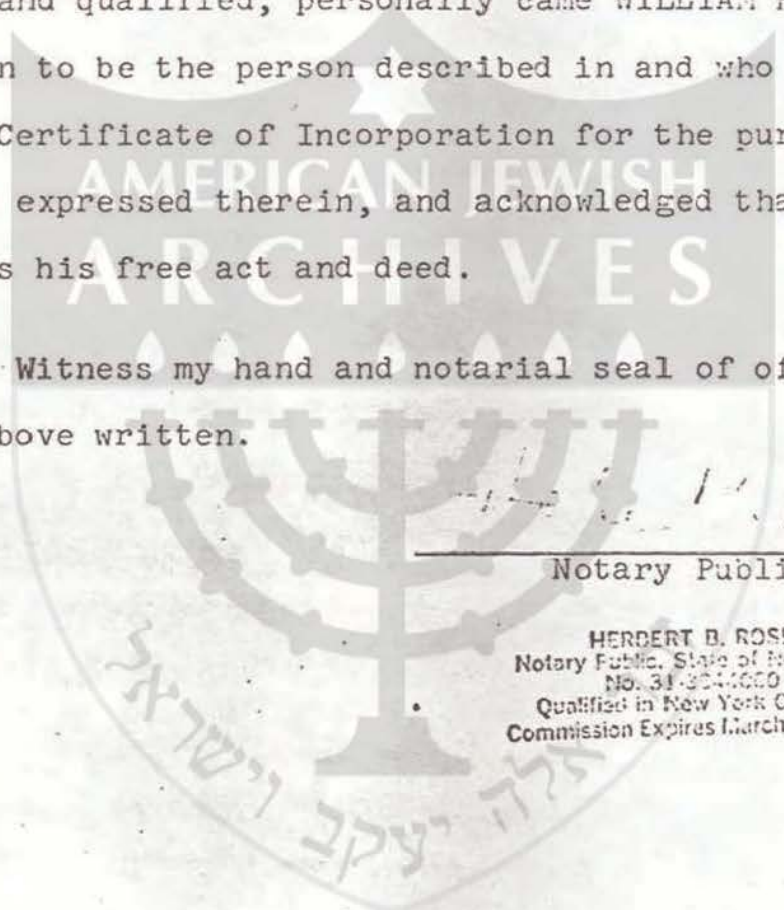
STATE OF NEW YORK        )  
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COUNTY OF NEW YORK     )

On this            day of            , 197   , before me,  
a Notary Public in and for said State and County, duly com-  
missioned and qualified, personally came WILLIAM ROSENWALD,  
to me known to be the person described in and who executed the  
foregoing Certificate of Incorporation for the purposes con-  
tained and expressed therein, and acknowledged that he executed  
the same as his free act and deed.

Witness my hand and notarial seal of office the day  
and year above written.

  
\_\_\_\_\_  
Notary Public

HERBERT B. ROSE  
Notary Public, State of New York  
No. 31-304600  
Qualified in New York County  
Commission Expires March 30, 1973



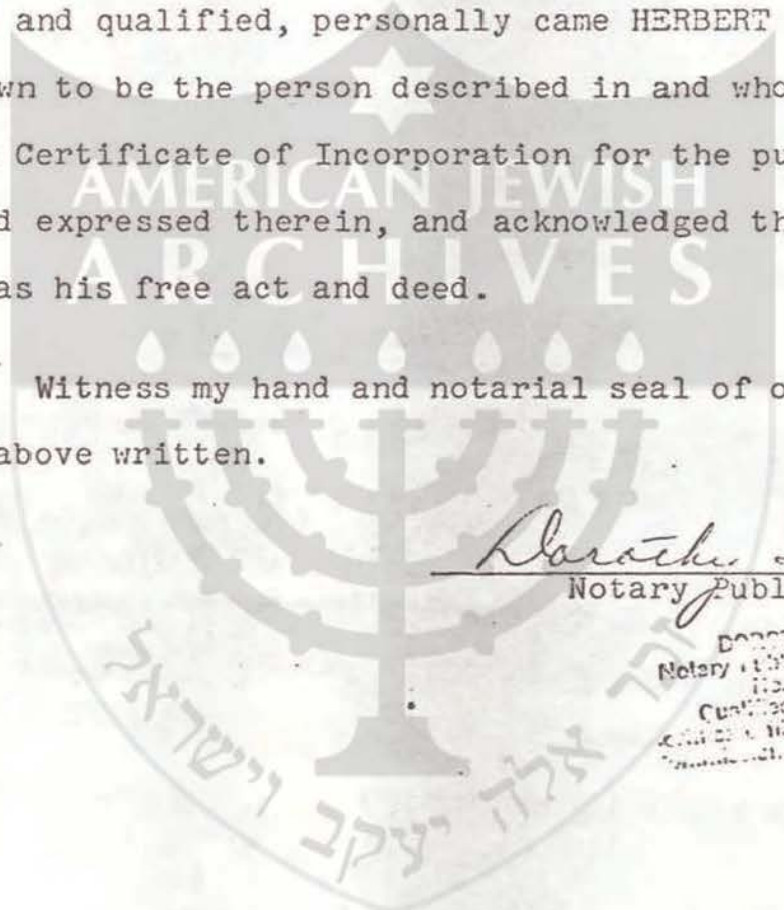
STATE OF NEW YORK        )  
                                  :    ss.:  
COUNTY OF NEW YORK    )

On this 22<sup>nd</sup> day of February, 1972, before me,  
a Notary Public in and for said State and County, duly com-  
missioned and qualified, personally came HERBERT M. SINGER,  
to me known to be the person described in and who executed the  
foregoing Certificate of Incorporation for the purposes con-  
tained and expressed therein, and acknowledged that he executed  
the same as his free act and deed.

Witness my hand and notarial seal of office the day  
and year above written.

*Dorothy Friedman*  
Notary Public

DOROTHY FRIEDMAN  
Notary Public, State of New York  
No. 02-647-129  
Qualified in Essex County  
Commission Expires June 30, 1974



file  
UJA-N.Y.



Invitation to UJA's  
Inaugural Dinner



keep the  
promise

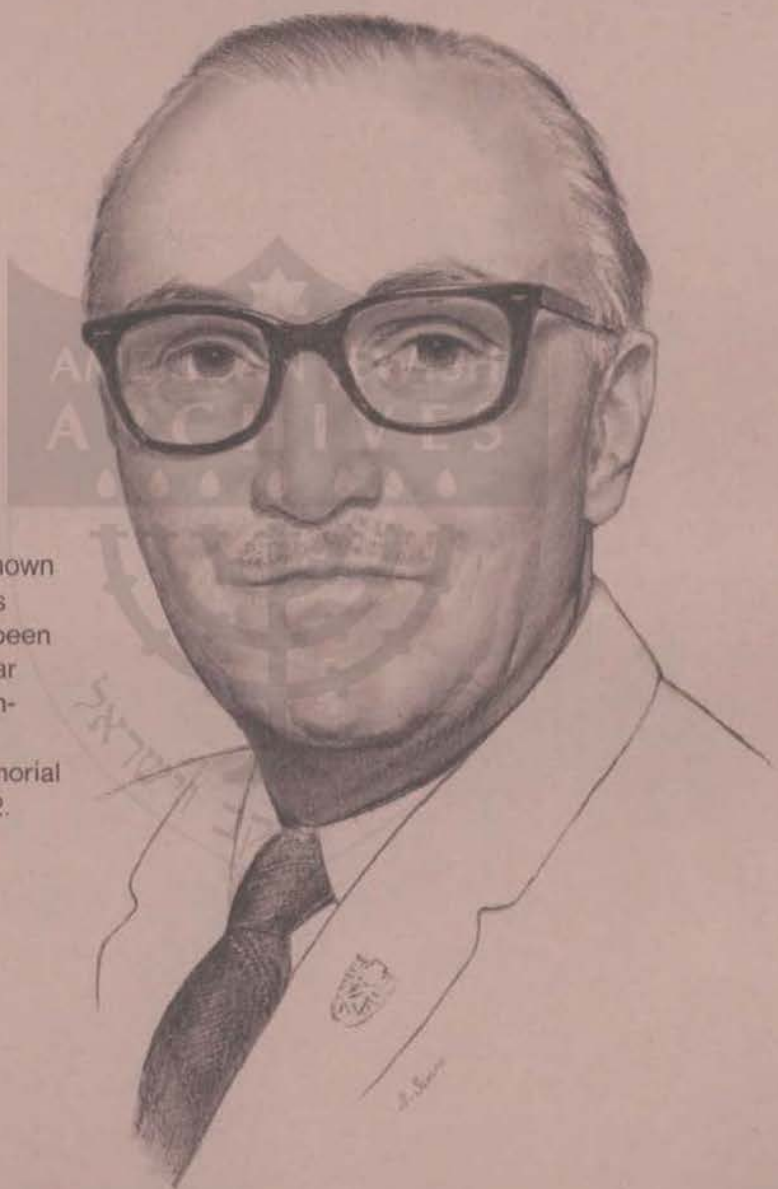


#### Herbert H. Lehman Memorial Award

This medallion represents UJA's highest award, and is conferred "for notable humanitarian leadership." The sculptured medallion was conceived and executed by Murray Hersh.

**Jack D. Weiler**

The man who has been known for a generation as UJA's "dynamo," and who has been a one-man campaign year after year, joins the distinguished company of the Herbert H. Lehman Memorial Award recipients in 1972.





**Gustave L. Levy**

Our dinner chairman is a former Chairman of the Board of Governors of the New York Stock Exchange who has distinguished himself equally in the fields of finance and philanthropy.



**Shimon Peres**

Our guest speaker, who holds two portfolios in the Government of Israel—Minister of Transport and Minister of Communications—is a notable administrator and diplomat, and a key member of the Government.



**Honorable Nelson A. Rockefeller**

Governor of the State of New York, who has maintained a close and generous relationship with UJA since he assumed leadership of its Non-Sectarian Community Committee in 1946.

You are cordially invited to attend  
the 1972 Inaugural Dinner  
of the United Jewish Appeal  
of Greater New York  
in honor of Mr. Jack D. Weiler  
who will receive UJA's  
Herbert H. Lehman Memorial Award  
Imperial Ballroom  
Americana Hotel

7th Avenue at 53rd Street  
Tuesday evening, March 21, 1972  
Reception—5:45 o'clock  
Dinner—6:30 o'clock

R.S.V.P.

Dress informal

Couvert: Twenty-five dollars

Dietary Laws Observed



Congregations cited for  
outstanding achievement  
during 1971 in UJA's  
100% Participation Plan

The Jewish Center

Park Avenue Synagogue

Congregation Kehilath Jeshurun

Fifth Avenue Synagogue

Congregation Beth Shalom

Beth Israel of Boro Park

B'nai Israel of Linden Heights

Young Israel of Sheepshead Bay

Temple Gates of Prayer

Young Israel of Kew Gardens Hills

Bayswater Jewish Center

Jewish Center of Atlantic Beach

Honored for 100% Participation  
During the Years 1970 and 1971

Young Israel of West Hempstead



UNITED JEWISH APPEAL OF GREATER NEW YORK — 1972 CAMPAIGN CABINET

*Campaign Chairmen*

Meshulam Riklis

Laurence A. Tisch

*President*

Herbert Tenzer

*Chairman, Board of Governors*

Morris L. Levinson

*Chairman*

Irving Schneider

*Associate Campaign Chairmen*

Max J. Billig

Benjamin Duhl

George H. Heyman, Jr.

Carl Leff

Albert Parker

Fred P. Pomerantz

William Rosenwald

Mrs. Burt J. Siris

*Chairmen, Special Gifts*

Samuel Hausman

William J. Levitt

*Chairman, Pace Setters*

William Wishnick

*Chairman, Person-to-Person*

Jack D. Weiler

*Chairmen, Trades and Professions*

Arthur G. Cohen

Edward Isaacs

Jack Nash

Saul P. Steinberg

John Trubin

*Chairman, Project Contact*

Lawrence Schacht

*Chairmen, Israel Missions*

Eugene M. Grant

Oliver M. Mendell

*Chairman, Brooklyn*

Morris Furman

*Chairman, Long Island*

Warren E. Abrams

*Chairman, Westchester*

James L. Weinberg

*Chairman, Organizations*

Charles J. Bensley

*Chairmen, Operation Breakthrough*

Carl Glick

Theodore H. Silbert

*Chairman, Rabbinical  
Advisory Committee*

Rabbi Judah Cahn

*Chairman, Leadership Council*

Joel Price

*Chairman, Young Leadership*

Robert Messing

*Executive Vice-President*

Ernest W. Michel



10 April 1972

Mr. Ernest Michel  
UJA of Greater New York  
220 W. 58 Street  
New York, N. Y. 10019

Dear Ernie:

Just a short note to say that Eliezer Shmueli is going to be in New York between May 8 -- 20. He will be accompanying Yigal Allon to the United States, where they are having a series of meetings on education.

Shmueli said to me that he would have time and would like to be used, not only for the Israel Education Fund, but for general meetings and any other purposes, including individual solicitation.

As you know, he is really an excellent speaker, with a very strong, outgoing personality. I would certainly recommend your grabbing him for every hour he can give you.

How is it going "Old Boy?"

As ever,

HAF:SS

Herbert A. Friedman

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APRIL 10, 1972

HERBERT FRIEDMAN JEVAGENCY JERUSALEM

SUGGEST YOU PLAN ON FOUR RADIO PROGRAMS IN ENGLISH WITH RUSSIAN  
NEWCOMERS . 18 MINUTES EACH. PAUL KRESH FORWARDING YOU OUTLINES  
AND SUGGESTIONS IN LETTER TO BE BROUGHT TO ISRAEL ON APRIL 15.

ERNEST MICHEL ✻

2236 JEVAG IL..... 5. ✻

2236 JEVAG IL



XXXXXXXXXXXXXXXXXXXX

16 June 1972

Mr. Robert Goldman  
United Jewish Appeal  
220 W. 58 Street  
New York, N. Y. 10019  
U.S.A.

Dear Mr. Goldman:

I have today received your letter of 20 April. That is about normal delivery for surface mail. You simply forgot to mark it airmail.

The content of the letter indicates that you are unhappy with all of the publicity which says that the absorption of Russian Jews in Israel is unsuccessful, or, at least, fraught with great bureaucratic difficulties. And you are suggesting to me that I should somehow try to make an explanation in taped interviews.

I do not believe in a defensive public relations attitude on any question. It is undoubtedly true that some Russian immigrants (like all other kind of immigrants, including American) have difficulties. It is also true that the vast majority become absorbed rather quickly, and the difficulties fade into the background.

My general attitude on all public questions is that it is most often better not to reply to attacks, but to let time solve things. In the specific case of these taped interviews, there is no format for airing this question anyhow.

If you have any specific suggestions, very specific, as to any specific question you want me to ask a new immigrant, please discuss the question with Paul Kresh, and then you or he can write me concerning any specific point that you want me to pursue.

Sincerely yours,

HAF:SS

Herbert A. Friedman  
Executive Vice-President



April 20, 1972

7"7

Rabbi Herbert Friedman  
United Jewish Appeal  
P.O. Box 92  
Jerusalem, Israel

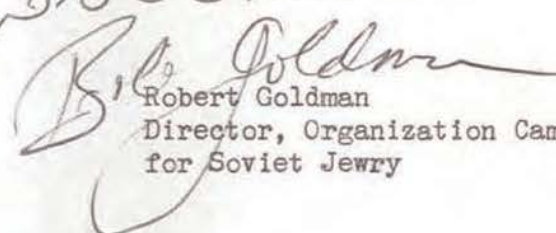
Dear Rabbi Friedman:

I am happy to learn that we will be sharing the UJA radio program, "Keep the Promise," on WEVD. I look forward to hearing your interviews and reporting from Israel.

As you certainly know, many articles have appeared recently in the Israeli, Anglo-Jewish, and general American press on problems of absorption of Russian Jews. There is increasing concern in the organized Jewish community, not only about Georgian Jews, but also about professionals, religious olim, job placement, and the demoralization of Russian Jews by the Agency's inefficiency or insensitivity. Such articles as the Jerusalem Post's, "Trouble in Arad" and, most seriously, the enclosed lead article from this week's New York Times magazine, "The Russian Jews Wonder Whether Israel is Really Ready for Them," are widely discussed. Unfortunately, no one in this country seems to be sufficiently familiar with the facts to explain how the Agency is trying to overcome the problems which are increasingly coming to light. Despite a recent conversation with Uzi Narkiss, I remain unconvinced of the readiness of the Agency to provide us promptly with information that might mitigate the impact of these revelations.

I would appreciate your devoting a couple of tapings to the efforts being made, I hope, by the Agency to insure the successful absorption of Soviet Jewry. If you can send me any other materials or reports, I will try to get them published. For my own information, I would like to know whom to consult for a frank opinion of the Agency's appreciation of and plans to resolve issues relating to the moral and spiritual, cultural and political aspirations of the incoming Soviet Jews.

Please feel free to ask me for any information I may have access to on the Soviet Jewry effort in the United States. I look forward to hearing from you.

*side 52322*  
  
Robert Goldman  
Director, Organization Campaigns  
for Soviet Jewry

RG/sr

**keep the  
promise**

United Jewish Appeal of Greater New York  
220 West 58th Street, New York, New York 10019 • Phone (212) 265-2200  
Israel Emergency Fund and General Campaign

# The Russian Jews Wonder Whether Israel Is Really Ready for Them

By SOL STERN

JERUSALEM.

**I**mmigration to Israel is called *aliyah*, meaning ascent. New immigrants are called *olim*, that is, those who are ascending. The words derive from the early pioneering days of Zionism, but, since independence, they have lost their special meaning. Refugees came to the new state from Europe and the Arab countries seeking a haven, not Zion. Israelis have come to take the constant flow of newcomers for granted, and often treat the latest immigrants with a studied indifference.

The current wave of Soviet Jews is something else again—closer to a classical Zionist *aliyah* than anything most Israelis have ever seen. For the Government, it is a Pandora's box of problems as well as a source of opportunities—in its own way, a story as crucial to Israel's future as anything that happens at the Suez Canal.

The previous history of Israeli-Soviet relations hardly prepared Israelis for the exodus. Indeed, until the Six-Day War Israel went to considerable lengths to avoid any confrontation with the Soviet Union on the Jewish question. The pleas made to Soviet authorities by Israeli diplomats always discreetly emphasized the reuniting of families. *Kol Israel*, the Russian-language radio channel beamed into the U.S.S.R., avoided any discussion of Soviet Jewry.

That approach was partly successful. In the years before the Six-Day War more than 5,000 Jews quietly left Russia for Israel. And in 1968 Premier Kosygin publicly affirmed that the "humanitarian reuniting of families" was official Soviet policy.

The Six-Day War disrupted everything. As a result of it, the Kremlin severed all ties with Israel and cut off even the small trickle of immigration. That policy aroused the Soviet Jews themselves. They signed petitions, staged sit-ins, renounced their citizenship, started an underground press and, in some cases, went to jail—all for openly Zionist aims. It caught the whole world,

including Israel, completely by surprise.

Israeli officials are still somewhat baffled by the zigs and zags of Soviet policy in response to the internal Jewish resistance. In September, 1968, the Soviet Union began to let out small numbers of Jews in what was apparently, according to one Israeli official, an attempt "to skim off the cream of the movement." For the next two years Jews came out at a rate of about 100 per month. Then came the Leningrad hijack trial in December, 1970—a major effort to break the movement that in fact backfired and had the opposite effect.\*

In March, 1971, at the Russians' 24th Party Congress a major decision was taken to let more Jews leave, Israeli experts believe, partly because of pressure from foreign Communist parties. In the next few months Jews came out at the rate of more than 1,000 per month. A second wave came in December, 1971, while Premier Kosygin was traveling in the West.

Estimates are that close to 15,000 arrived in 1971. Observers estimate that 30,000 to 40,000 more will come in 1972. But it is not so much the numbers of immigrants as their attitudes that is beginning to perplex the Israelis. Something classically Zionist happened in the Soviet Union in the years since Israel boarded up its embassy there. The Russian Jews in Israel, in fact, resent being called immigrants. They say that their struggle in the U.S.S.R. was for the right of "repatriation," and they wonder if the Israelis are really ready for them.

**T**HE confrontation begins at Lod Airport in Tel Aviv at 5 A.M.

\*The case of the 11 defendants put on trial for planning to hijack an Aeroflot plane in Leningrad caused a wave of protests abroad. Nine of the 11 persons who hoped to escape to Sweden and Finland and then to Israel were Jews. All 11 were convicted, but a Russian court commuted the death sentences of two Jews and reduced the prison-camp terms of a few other defendants—perhaps in response to expressions of concern in other countries and to spreading fear among Soviet Jews.

That is the usual arrival time of the El-Al charter flight from Vienna carrying the Russians. When they started arriving in large numbers about a year ago, there were tumultuous, emotional airport scenes, with Golda Meir often on hand. Now the reception is quiet and businesslike. The Russians themselves seem drained of emotion after, sometimes, a three-day trip by rail across Russia and then an overnight flight from Vienna. They straggle off the plane into a cordoned-off reception lounge, rubbing their eyes, still dazed by the experience.

Each plane seems to bring a cross section of Soviet Jewry. There are the deeply religious Georgians, usually arriving in large families, wearing their heavy clothes and fur hats, distinguishable by their dark, almost Oriental features. Then there are the Jews from the Baltic states occupied by the Soviet Union in 1939. Many still speak Yiddish—some are even old Zionists. Finally there are the better-dressed and more assimilated Jews of the Soviet interior.

No matter where they come from and what their previous life-style, they almost all arrive penniless and dependent on the Government. Each adult has had to pay the equivalent, in rubles, of \$1,000 for his Soviet exit visa. For many families that could have meant one or two years' salary. Each is allowed to take out only \$100 in hard currency.

Minutes after they get off the plane, even before they are allowed to greet relatives and friends, they are processed by officials of the Ministry of Immigrant Absorption. They go through passport control, receive their new Israeli identity cards and get some pocket money from the Jewish Agency, the institutional arm of World Zionism which collects and disburses most of the money contributed by Jews abroad. Until 1968 the agency did the whole job of immigrant absorption by itself. Now it shares the responsibility with the Ministry of Immigrant Absorption.

After seeing the representative of the Jewish Agency, the new immigrants are ushered into a small room for the most controversial part of the airport absorption process—the

SOL STERN, a freelance writer, is at work in Jerusalem on a book about Israeli politics.

APRIL 16, 1972

# Wonder Israel Them

By SOL STERN

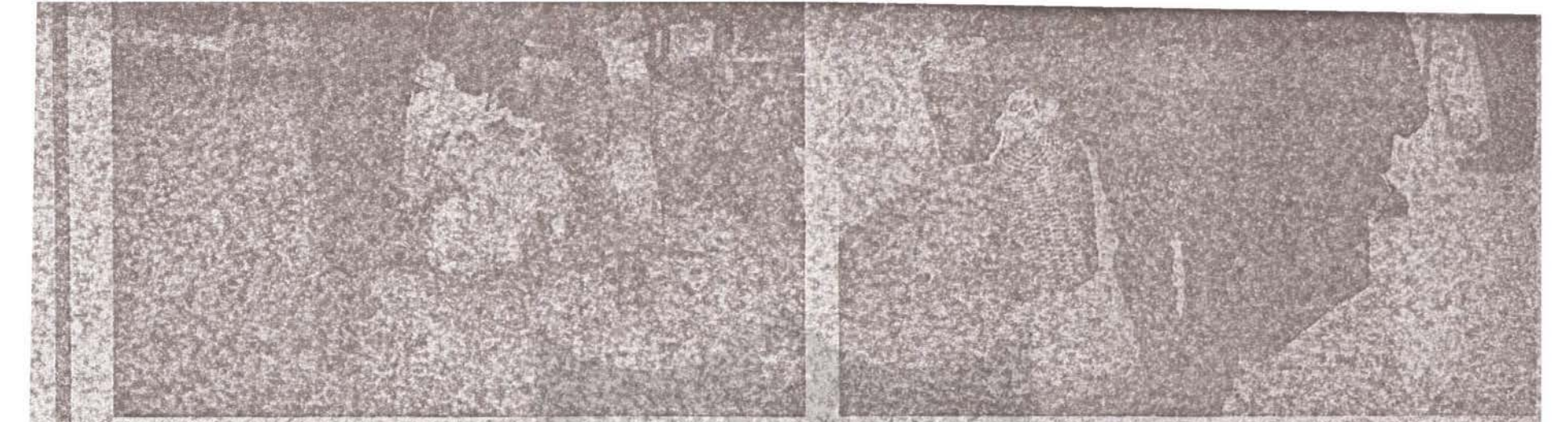
assignment of housing. Professionals and university graduates are usually sent off to temporary absorption centers or residential *ulpanim* (Hebrew schools), where they and their families are maintained at the expense of the Jewish Agency for five months while they study Hebrew and look for jobs. All the other new arrivals are offered immediate housing from a list of newly built flats available to the Absorption Ministry on that particular day. Most of the housing is in the new-development towns far away from the center of the country. The Government workers try to match up locations with each family's particular needs, taking into account proximity of relatives and places of employment. But there isn't a wide range of choice and the decisions are often made in 10 minutes. Within five or six hours of the plane's arrival, all the immigrants have been packed off in a taxi, with their belongings, to their new homes.

It is all a little mind-boggling to the average Israeli. The penniless immigrant in almost no time is an Israeli citizen, has money in his pocket and is settled in accommodations that many native-born Israelis find beyond their means. Young couples who have just served in the army and cannot find housing become deeply resentful. When they hear that the Russians actually complain about their treatment, the resentment often turns to hostility that could have divisive political consequences.

The issue was raised at a Jerusalem rally of the Black Panthers, the organization of young Oriental slum dwellers who have often gone into the streets to protest poverty and discrimination. One of the Panther leaders, Saadia Marciano, said: "We have no objections to the Russians coming here. We welcome them. But let them come and live in Katamon [a slum neighborhood in Jerusalem populated by North African immigrants who arrived in the nineteen-fifties]. Why doesn't the Government give us the new flats? We came here first."

Ironically, there is little resentment toward the affluent American immigrants who have also been coming in larger numbers recently (3,000 last





**IN THE PROMISED LAND:** Newly arrived Russian immigrants at Lod Airport in Tel Aviv. Some 15,000 Russian Jews migrated to Israel in 1971, and perhaps as many as 40,000 more will come this year. Most arrive penniless, dependent on the Government, drained of emotion. They quickly become Israeli citizens and are dispatched to their new homes, but the daily problems of absorption are many. One of their main complaints is ideological: Once they have arrived in Zion, they start to wonder where all the Zionists have gone.

year). The reason is that the Americans do much less public complaining. Most of them, moreover, have prepared for their own absorption with previous trips to Israel. They came usually with savings, an apartment and a job waiting for them, and, most important of all, some experience in how to finesse the ubiquitous Israeli bureaucracy.

For the Russians, however, a Government official's decision on a job or an apartment can have a traumatic finality. Often there is no recourse but to shout and scream. Some have staged sit-ins and near-violent protests in Government offices that have gotten big play in the Israeli press. The result has been a distorted, often trivialized, picture of what is disturbing most of the Russians.

They are, in fact, not asking for "more" privileges. What they are bitterly, sometimes desperately, critical of is the quality of the absorption process. They believe that the lack of long-term planning is threatening the future of the whole *olivah* and they point, as a warning, to the small trickle of families that have gone back to the Soviet Union. (Recently there was a near-violent confrontation in Vienna between a group of Jews who had just left the Soviet Union and a small group who were on their way back.) Sources in Israel estimate that perhaps 60 families have gone back, and Soviet authorities have made much propaganda capital out of these cases of disillusionment.

One of the most frequently heard criticisms is of the processing at the

airport. Many Russians have argued that the policy of assigning permanent housing on the basis of, sometimes, a 10-minute interview at the airport leads to widespread personal and social problems. The new immigrant often finds himself in a new-development town, far from friends and relatives, and without employment to match his skills. But the Government is unwilling to offer him another apartment somewhere else and, since his chances of finding housing on the private market are practically nil, he is locked into an unpleasant and sometimes frightening situation.

The Government built the new towns during the fifties and sixties in some of the more remote areas of Israel, in order to develop regional industries. The housing, thrown up

in a hurry, is often bleak and unappealing. Education and social services in the towns are inferior. Native Israelis are enticed to move there by substantial bonuses and income-tax deductions. But there are still many more housing vacancies in the newer towns than in the over-crowded center of the country. The temptation is natural to move the immigrants toward the vacancies.

Spokesmen for the Russians have suggested the setting up for all new arrivals of temporary absorption centers, where job opportunities can be more carefully examined and the immigrants can get a better perspective on their new country before deciding on a place to live. Absorption officials have turned thumbs down on that proposal. They cite the addition

(Continued on Page 94)

## Russian Jews in Israel



(Continued from Page 27)  
at cost involved and the Government's population policies. Hillel Ashkenazi, the Director-General of the Ministry of Absorption, explains that if temporary absorption centers were set up the immigrants might never leave, because Government housing is only available in the development towns. "There is a Government policy of spreading out the population," says Ashkenazi. "The immigrant serves that policy of dispersion."

Yehuda Dominitz, deputy director of the Jewish Agency's Department of Absorption, adds: "I know it sounds cruel to decide a man's fate in five minutes at the airport. But if we set up temporary absorption centers all sorts of subjective factors would enter in. The relatives would come and give advice. They would all try to live near Tel Aviv. We would have enormous social problems. With such methods we could never deal with an immigration of 50,000 a year. The present method is cruel but it is the best."

When leading Russian activists hear about such answers from Government functionaries, their blood starts to boil. It begins to sound a little like the place where they came from. If people are needed in the development towns, they say they are willing to serve, but they want to be involved in that decision—not herded off like refugees.

"We're Zionists," says Dr. Yacov Schultz, recently from Minsk and now in an absorption center in Arad, a new development town. "We want to be *bolshim* (pioneers) but not forced to go anywhere. If we have jobs and can be useful, we'll live in tents."

DESPITE such pioneering instincts, many educated Russians find Israel disappointing on the cultural level as well. Recently a group of young academic people studying Hebrew at the Etzion Upan in Jerusalem were talking about their reactions to the new country. Most of them were from Moscow and one of the hardest things to get used to was that their new capital city was downright provincial.

"We're used to a big city that is an international cultural center," said a young woman, formerly a student at Moscow University. "But Jerusalem has no theater, no ballet. The movie theaters are dirty and noisy. The young people here are just not cultured."

On the material level the most serious complaints are heard from professionals who need retraining to meet the standards of their Israeli counterparts. Recently there was a conference of newly arrived Russian doctors. The Minister of Health was invited to what turned out to be a series of vitriolic attacks on the Israeli bureaucracy. Doctor after doctor described in detail the "run-arounds" they had been getting from health officials, hospitals, labor exchanges. They spoke about mountains of red tape, long delays, rude officials and, most of all, a sense that Israeli officials were just content to "muddle through."

"Suppose 30,000 engineers arrive here in a few years?" says Dr. Meir Gelfond, a former Moscow activist. "Soviet immigration is here to stay. We don't want to become a burden on the state. But we did expect that someone would have given serious thought to planning for a society of professionals."

SOME of the more exotic job-placement problems are illustrated by Ephraim Sevela, a successful 44-year-old film writer and director from Moscow. Sevela was a principal figure in the resistance in Moscow and took part in an audacious sit-in of 24 Jews at the Supreme Soviet in February, 1971. He was permitted to leave the Soviet Union only after a petition on his behalf was signed by 30 international film personalities, including Federico Fellini, Ingmar Bergman and Laurence Olivier.

In Moscow Sevela lived a life of rare privilege. He had a car, a comfortable flat, and was allowed to travel abroad. He was a completely assimilated Russian, yet he did not feel he was a part of Russia. "I decided finally that I wanted to contribute to my own

culture. I didn't want to help make a Russian culture."

Just before Sevela's departure for Israel, a top K.G.B. official who had tried to block his emigration told him, a little ruefully, that the income earned by the state from one of his films could finance the construction of a chemical factory. (Most of Sevela's films are sent abroad. One of them, "Fit for Noncombative Service," was shown in New York.) "You are like a hen that lays golden eggs. Why should we give the hen to Israel?"

After six months in Israel, Sevela is troubled; it is not clear that his new country knows what to do with the proverbial hen. Nor is it merely Sevela's personal problem. About 20 other talented Soviet film workers have arrived, and more may come. (Sevela estimates that 50 per cent of the top Soviet film people are Jews.) Almost all those already here are without work. If action isn't taken fast many of them will leave for jobs in the West. (In the past talented directors such as Claude Lelouch and Alexander Ford of Poland tried to settle in Israel but left because they couldn't find work.)

The problem is that the Israeli film industry is small and less than mediocre—in part, because of the limited size of the domestic market and the lack of Government encouragement. It is an anomaly that Jews in Western countries dominate the film arts, but in Israel film-making is a disaster. If the new talent from Russia were properly harnessed it could be the catalyst for a film industry that might earn great dividends in cultural prestige for Israel. It could also become a profitable export industry. Sevela's special problem demonstrates that absorption authorities must think in broader terms rather than merely fitting the new immigrants into the existing slots.

"One can be the greatest Zionist," Sevela says, "but if you have cinema in your heart and you can't work you leave. We don't want a new *galut* [exile]. I try to explain this to Government people, to people in the Jewish Agency. We all agree that if Israel can't keep the cultural people from the Soviet Union then Zionism is bankrupt."

BESIDES the practical stumbling blocks to absorption like job and housing problems, the immigrants' own intense ideological Zion-

ism complicates their difficulties. Denied any access to Jewish tradition in Russia, many were sustained in their struggles with the Soviet Government by their belief in Zion. But once in Zion they start to wonder where all the Zionists have gone.

"There have never been any olim who arrived in Israel with such high expectations and with such a lack of information about the country. They had a dream—but the realization of the dream is never like the dream itself." So says Dr. Ephraim Ahiratz, research director of the Ministry of Immigrant Absorption, trying to explain why the Russians gripe so much.

Some Russians would dispute that analysis. They would put it the other way around. The Russians had plenty of information about Israel. It was the Israelis who lacked information about what their Zionist brethren were up to in Russia. That, at least, is the conclusion to be drawn from the experiences of Yasha Kazakov, once of Moscow, now in the Israeli Army.

Kazakov is a slight, curly haired youth with glasses and the look of innocence. But his exploits in the Soviet Union have a kind of David-and-Goliath quality. Several days after the Six-Day War, Yasha, then a 21-year-old student at Moscow University, renounced his Soviet citizenship and demanded to be allowed to go to Israel. At the time, this kind of bravura got people sent to prison, and worse. He got away with it, that is, he wasn't sent to prison. He was not allowed to go to Israel, but a year later Yasha tried again. This time he composed a scathing letter to the Supreme Soviet, signed it and smuggled copies out to the West. "I do not want to live in a country whose Government has spilled so much Jewish blood," he wrote. "... I renounce Soviet citizenship and I demand to be freed from the humiliation of being considered a citizen of the Union of Soviet Socialist Republics."

Then came Yasha's first disillusionment: The letter was available in Israel soon after but wasn't published there until The Washington Post had picked it up six months later. As a result of the foreign publicity, Yasha got his visa to Israel and arrived here in February, 1969.

In Israel he discovered, to his dismay, that there was widespread apathy and ignorance about the struggle of the Soviet Jews. Believing that the struggle should be continued from Israel openly

and militantly, he gave interviews and made speeches to get the message across. But the Israeli Government was being extraordinarily cautious at the time, he feels. He was advised to play it cool.

Kazakov refused the advice, and even led a demonstration of Hebrew University students in the Knesset to protest the Government's inaction. Later, sympathizers with his cause paid his way to New York where he staged a hunger strike at U.N. headquarters, protesting the Soviet Government's refusal to let his parents out. The Israeli Government not only gave him no support, he says, but advised Jewish organizations to stay away from him. As if to prove

the efficacy of the more vocal, militant approach, the Soviet Union let his parents out shortly after.

Last year, in a long interview with an Israeli journalist, Kazakov described the gap between the Zionism of Jews in Russia and what he found in Israel. His first encounters with Israeli students were so disappointing, he reported, that he was embarrassed to tell them of the Hebrew songs the young Russian Jews in the movement sang in Moscow. "They thought I was crazy," says Kazakov. "They didn't know we were part of their organic body. . . . We in Russia, being in prison, knew more about you than you knew about

us." It was enough to make him believe that "in Russia exist the only Zionists in the world."

But it wasn't the students who were to blame: The Israeli Government, according to Kazakov, was responsible for the ignorance, was guilty "of being silent and silencing others." The Government was betraying the basic Zionist idea of the unity of the Jewish people. It did not understand that the struggle was indivisible.

"If you made a count of how many Jews were killed for their Zionism in Eretz Israel since the Balfour Declaration, you will have less than the number of Jews killed for their Zionism in the Soviet

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WELCOME—At Lod Airport in 1971, Premier Golda Meir embraces a 5-year-old immigrant boy. In the first year of the Russian *aliyah*, there were many such national airport scenes. Now the receptions are quiet and businesslike.

Union. . . . Our front is part of the front. Every Jew who is lost in Russia is one more part of the Jewish people."

**KAZAKOV** finally did play a part in turning around the Government's attitude, and, in so doing, almost became the cause of an internal political fight. The year of Yasha's arrival — 1969 — there were elections in Israel, and some members of the opposition *Gahal* party's parliamentary list were starting to raise the question of Soviet Jewry. One of them was Binyamin Halevi, a distinguished ex-Justice of the Israeli Supreme Court and one of the judges in the Eichmann trial. In his maiden

by the Government," says Halevi. In order to force the issue into the public arena he decided to organize a public committee on Soviet Jewry composed of distinguished Israeli citizens. The newspaper *Haaretz* published a story about Halevi's plan — and then a strange thing happened. Halevi suddenly received a letter inviting him to a meeting to organize a public committee on Soviet Jewry, to be held in the offices of the Foreign Ministry. When he got there he realized he had been successfully co-opted. The Israel Public Committee for Soviet Jewry which emerged, and of which Halevi is now a leading mem-

with that of the 100,000 Jews in Rumania. The Rumanian Government has issued virtually no exit visas for a few years, to either Jews or non-Jews. There isn't even a policy of "reuniting families." Yet there appear to be no campaigns on behalf of Rumanian Jewry in Israel or, for that matter, in other countries where Jewish organizations are active. If Rumanian Jews are protesting, no one seems to know about it.

When questioned about the silence, Israeli officials explain that quiet diplomacy is being used and that there is no reason at this time to disrupt good relations between the two countries. There is substantial trade between the two, and the "opening to the East" which Rumania provides is important to Israel's foreign policy. It is the only East European country that did not break off diplomatic relations with Israel after the Six-Day War. In fact, in 1969, at a time when the flow of Jews from Rumania to Israel was cut off, the two Governments raised the status of their respective diplomatic missions from legations to embassies.

At the recent Zionist Congress, there were discussions about almost every problem of world Jewry—except the status of Rumanian Jews, who constitute the ninth largest Jewish community in the world. But there was a rousing ovation for the Rumanian Ambassador to Israel when he appeared as one of the dignitaries on the opening night of the congress.

Israel officials insist that strong efforts are being made through diplomatic channels to secure the release of Rumanian Jews. After all they point out, such approaches worked in the past. Of the 400,000 Rumanian Jews who survived World War II, 300,000 came to Israel during the nineteen-fifties in a quiet deal with Rumania that involved payment of substantial ransom by Israel. Emigration under the agreement was interrupted in the early sixties, started again after the Six-Day War and then stopped once again by Rumania—for internal political reasons, according to Israeli sources.

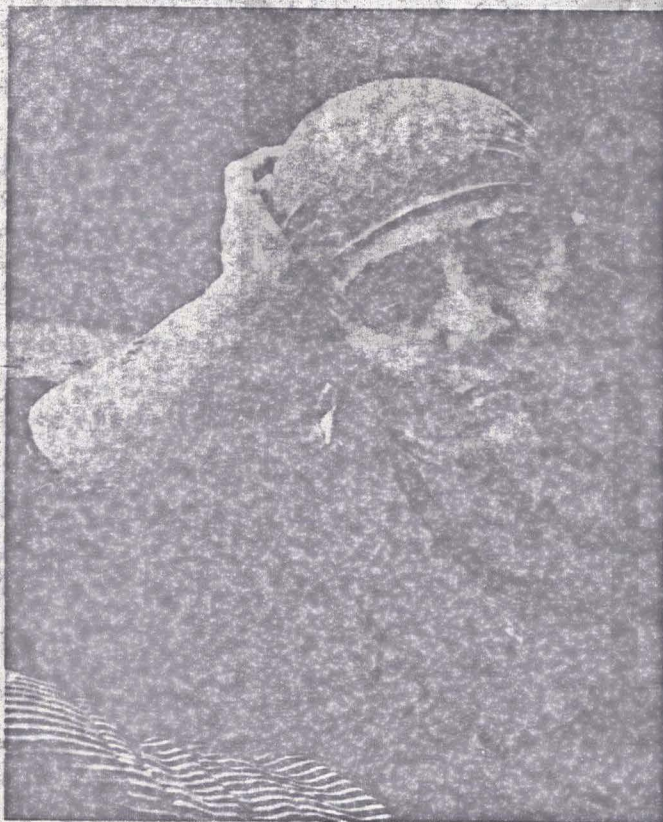
**A**S in the Rumanian case, the Israeli Government may believe that the best way to ease restrictions on Jews in Russia is friendly relations with Moscow. But the Israelis seem to want a rapprochement

with the Soviet Union for broader foreign-policy reasons as well—and this appears to be a factor in their attitude toward the immigrants. While relations between the two countries have been poor, the hope that they might get better may be one reason Israel has not wanted the Russian-Jew issue to become more of a political irritant than it already is.

Israeli officials now believe the Kremlin concluded that it had blundered in severing relations with Israel. The break left the U.S. as the only big power capable of talking to both sides in the Middle East, and also cost Moscow political leverage with the Arabs. Thus recent moves such as the visit to the Soviet Union by a group of Israeli leftists, the return tour of a semi-official Soviet delegation and the visit of Victor Louis (a reputed "unofficial" Soviet K.G.B. representative living in Paris) are seen in Israel as Soviet signals that their policy is independent and not irrevocably tied to the Arabs.

The Israelis are not displeased by such approaches. But the immigrants are worried. Many of the Russians are suspicious enough of the effect of a rapprochement on the campaign to free Soviet Jews that they oppose resumption of diplomatic ties.

Their fears are built on the fact that the Government attempts to make sure the activities of the Russian immigrants do not complicate an already sensitive diplomatic situation. Last year a Russian-language publication, *Ahm I* (My People), was started by new immigrants with financial help from the Foreign Ministry. It was closed after the second issue because it started reprinting material from the Russian underground press that the Foreign Ministry considered too provocative. Discouraged by the difficulties of using Israel as a base for a militant campaign, several top activists, such as mathematician Julius Talesin and Victor Fedoseyev, former editor of the underground Zionist publication *Exodus*, have gone to London to continue their work. There is particularly strong Government and Jewish-Agency pressure to keep new immigrants from speaking out for the democratic movement inside the Soviet Union. "Our experience proves that the Russians can say 'no' to the democratic movement but 'yes' to the Jewish national



**OLIM**—The Hebrew word means "those who are ascending." It describes new immigrants to Israel, like the Russian Jews above and on following pages.

speech before the Knesset after being elected, Halevi accused the Government of timidity on the issue of Soviet Jews, telling the story of Kazakov and mentioning that the young man he was talking about was sitting in the gallery. Later, an official of the Government told Halevi that this part of his speech had been stricken from the record and could not be published. The official invoked the military censorship laws, saying that Halevi's statement involved security matters and might endanger Soviet Jewry.

"It [the Soviet Jews' struggle] was a political development of the first magnitude, and it was all being concealed

ber, is nominally independent, but works closely with the Government. Representatives of the Foreign Ministry sit at every meeting and, according to Halevi, play "a guiding role through their control of information." Though it is not exactly what he was looking for, Halevi is satisfied that the committee and the Government are at least moving on the right track. (It was the Israel Public Committee which initiated the Brussels Conference on Soviet Jewry last year.)

**T**HE political aspects of the Soviet-Jewry question can be understood more clearly by comparing their situation

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movement," says Yehuda Dominitz of the Jewish Agency.

An official closely involved in every aspect of Government policy toward Russian Jews offered an explanation of that policy: "We don't want to turn Israel into a general center of anti-Soviet activity. And the Israeli Government doesn't encourage that kind of activity on the part of new immigrants. We have enough problems with the Soviets on the Suez canal and over Jews. We have no interest in taking on the fight for changing Soviet society."

For that reason, the official said, the struggle should not be led by highly emotional new immigrants who might lead it in an anti-Soviet direction. If that happened it might strengthen the hands of those in the Soviet hierarchy who want to cut off immigration. He was not unhappy, said the official, that militants like Talesin had left the country. Nor was he upset that the press abroad had picked up the story about the Foreign Ministry cutting off funds for *Ah'm I*. On the contrary, it was good these facts were published. "I want the Russians to know that we don't give any money to anti-Soviet activities."

This approach is evident in the broadcast policies of *Kol Israel*. Russian immigrants see the radio network as a potentially powerful weapon in continuing the struggle and complain bitterly about its lack of militancy. They recall that



on the day of the Soviet invasion of Czechoslovakia *Kol Israel* was giving reports on tomato and cucumber production in Israel.

The same Government official quoted above explained this as one more signal to the Russians that Israel was not interested in Soviet political problems except as they affect Russian Jews directly. The Kremlin obviously got the message: *Kol Israel* was the only foreign radio network that wasn't jammed during the Czech invasion. "If tomorrow in Russia they arrest 200

democrats, we won't mention it," said the official.

Actually, most of the new immigrants see the struggle from an exclusively nationalist perspective as a fight for Jewish rights. But some of the leading activists anguish over their obligations to democrats such as Vladimir Bukovsky, who gave the Zionist movement much assistance in Moscow and who was recently sentenced to a 12-year term. One of Bukovsky's friends is 44-year-old Michael Zand, an internationally renowned Orientalist who served a stint in a Moscow prison for his leading role in the movement. Zand is now teaching at the Hebrew University and has organized a committee of new immigrants to work for Bukovsky's release. He has also spoken out against the Government's policy of distinguishing between Jewish interests and the liberties of all Soviet citizens.

"One of the most outstanding traditions of the Jewish people is to help those who are oppressed, and especially those who help us," Zand says. "The democrats are noble people who are struggling without hope against one of the most brutal totalitarian regimes in history. They are my friends. I am Jewish, they are Russian. But they are persecuted and I was persecuted by the same totalitarian regime."

**N**O one seems to have done any survey of the political attitudes of the Russians in Israel. But there has been a lot of worried speculation

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clivities. Many of them express hostility to deeply cherished Israeli institutions like the kibbutz, which they identify with the Soviet kolkhoz. Labor party leaders have already issued panicky warnings to party workers who have supposedly signed up with the right-wing opposition party, *Herut*.

Those who are inclined toward *Herut* seem motivated not so much by the party's social program as by its more militant Zionism, which the Russians believe leads to a stronger approach on Soviet Jewry. But, in fact, according to Yehiel Kadishai, *Herut*'s parliamentary secretary, the impression of a stampede to his party is exaggerated. It is true that a number of the well-known militants have joined, but Kadishai says most of the new immigrants aren't joining anything. They are fed up with the idea of "the party."

There is little doubt, however, that on the much debated question of Israel's borders the Russians lean heavily toward proponents of a "Greater Israel." At the recent Zionist Congress there was a speech by Boris Kochubievsky, a militant from Kiev who spent several years in a Soviet prison and upon arriving in Israel immediately joined *Herut*. Kochubievsky's line was militantly nationalist and he pleaded with the Israeli Government to hold on to the territories. After the speech I spoke to Grischa Feigin, a former Red Army major and one of the few well-known activists who has joined the ruling Labor party. Feigin wanted it known that Kochubievsky didn't speak for all the Russians. What about the borders, I asked? "On that we all agree," said Feigin. "The territories, Judea and Samaria are part of Israel."

**T**HE Russian aliyah, 20,000-

has already had a considerable impact on Israeli society, but it is merely the first act of the drama. Everyone in Israel is wondering about the future. How many will really come?

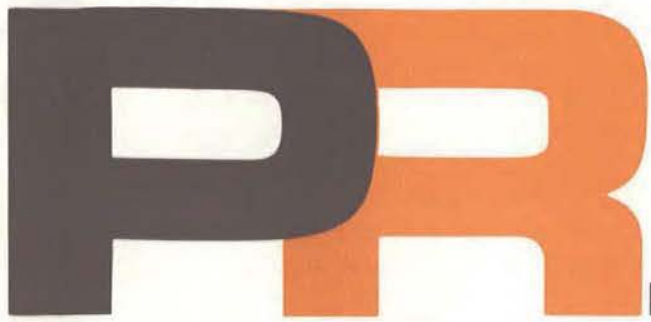
Estimates have ranged from as low as 50,000, the figure given by one of the Israeli leftists who visited the Soviet Union last fall, to a number in the millions, offered by some of the activists themselves. Each guess is as good as the other. There are almost no facts to sustain such estimates. But if one has to play the numbers game, there is at least one indicator that should be taken into account. We know that in order to obtain a Soviet exit visa each Jew must first get a semiformal invitation from a "relative" in Israel. The invitations are called *visovs*, and almost all of them are processed with the help of the Jewish Agency. Sources in the agency indicate that 70,000 to 90,000 *visovs* have already been sent. Since each one is for a family, this could mean that close to 300,000 are already preparing to leave. The departures, moreover, create a snowball effect: the more who leave, the more who are encouraged to think about their status and identity, and the more Soviet anti-Semitism increases, placing additional pressure to leave on those who remain.

On the other hand, the Soviet Government is likely to come up with a strategy to prevent the loss of large numbers of Jews in the nation's scientific-technological elite. Jews make up only slightly more than 1 per cent of the Soviet population, but they constitute more than 7.5 per cent of all scientific and academic workers, and more than 2.5 per cent of students in higher education. On a recent list of Lenin Prize winners in science and technology, 15 per cent of the names were Jewish.

of allowing more Jews leave is no doubt partly designed to prevent further alienation among top engineers and scientists. Nevertheless, the Government continues to crank out at an ever greater speed official Zionism of the most slanderous and malicious kind—an indication that the Kremlin may not have learned that such propaganda is one of the sparks that can ignite Jewish national feeling.

**I**F the size of the Jewish exodus depends directly on Soviet policy, however, it is also closely linked to what is done by Israel. The question involves much more than billions of dollars that the Israelis must raise to settle and retrain the Russians. Its fullest dimensions the question is a Zionist one. How much of a commitment, socially and politically, is Israel really willing to make to bring in a maximal Russian aliyah? Despite all the rhetoric of the Zionist Congress, that is still an open question which will be hotly debated in the coming months and years. In the process, the very meaning of Zionist principles in modern Israel will surely be thrashed out.

It may seem an irony that the Russian Jews, who are playing such an important role in a renewed Zionist consciousness, were themselves largely unaware of their Jewish identity a few years ago. Actually, it is nothing new: the history of Zionist thought. Powerful contributions to Zionist ideology have always been made by neophytes—men such as Moses Hess, Theodor Herzl and Ze'ev Jabotinsky, to name just a few who came to their Zionism late in life from a background of European cosmopolitanism. To the belief of the new Russian Zionists is just one more historical example of the mystery



## PROGRESS REPORT



*William J. Levitt Herbert Tenzer*

From: William J. Levitt, Herbert Tenzer  
General Chairmen

To: 1973 Campaign Leadership

Confidential review  
of developments in  
UJA's 1973 campaign

February 2, 1973

### A WORD ABOUT OUR INTENTIONS

This is our first direct communication with the top leadership of UJA since we took up our responsibilities as general chairmen of the 1973 campaign of the United Jewish Appeal of Greater New York.

We intend to continue the practice that was begun by our predecessors, Meshulam Riklis and Laurence A. Tisch, by reporting to you frequently through the medium of PR. The reaction to this report has generally been a very positive one. We have enjoyed reading it ourselves. Like theirs, our reports will be straightforward, candid and will pull no punches.

All that we ask of you in return is that you continue to give us the fine support which contributed so greatly to the success attained by Rik and Larry. It is only on that basis that we can possibly make a success of our own jobs, so we are going to go on counting on you as heavily as ever.

Both of us have been involved in UJA for many years. We have seen and been part of the growth of the organization. We are particularly honored to lead the campaign in Israel's 25th anniversary year. We want to assure you that we shall do everything in our power, solicit every potential contributor, and bring the story of the campaign to every corner of our far-flung com-

munity. For this you have our pledge and our promise.

### TWENTY MILLION ON BOOKS FOR '73

We are pleased to tell you that, even before our 1973 campaign officially opened on February 1, we had more than 200 gifts on the books aggregating a little better than \$20,000,000.

It isn't the amount which excites us as much as the percentage increase represented by these gifts. On a card-by-card basis they show an increase of 30.9 over last year, and we are going to do everything we possibly can to increase this rate among our most substantial contributors.

The first opportunity to do this will come at the Pace Setter Dinner on February 8. Our objective must be to reach the \$30,000,000 mark at that dinner.

As experienced campaigners we know that a campaign must start with a bang; it must set an early and hard pace if we are to come anywhere near our 1973 goal. Towards that end your help is a must.

### STILL TIME TO RESERVE FOR PACE SETTER DINNER ON FEBRUARY 8

When we originally announced our February 8 Pace Setter Dinner, featuring Jack Benny, Alan King and Pinchas Zukerman, we thought

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## PROGRESS REPORT

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we would be overwhelmed with reservations. Strangely enough, the idea of a fund-raising dinner that promised fun as well as serious business took a while to catch on. It is only now, just a few days before the dinner itself, that it appears that we are going to have a full house.

Certainly, we have all the elements of a highly attractive program. The dinner will be a happy event because it marks the 25th anniversary of the State of Israel. It will be meaningful because it will honor the general chairmen of our record-breaking campaigns of 1971-1972 — our predecessors, Meshulam Riklis and Laurence A. Tisch. It will be informative because our special guest will be Ambassador Yosef Tekoah, Israel's Permanent Representative to the United Nations. It will be dramatic because we are offering a special commemoration in sound and light of Israel's 25th anniversary. Above all, it will be THE dinner that sets the pace for the biggest fund-raising effort on behalf of Israel for all the world-wide UJA campaigns.

If we are any judges, the February 8 Dinner is going to be one of the most talked-about events in New York. If, for some reason, your reservation hasn't been made yet, there is still a chance for you to be with the rest of us next Thursday. Just call CO-5-2200, and ask for Extension 246 or 289, and we'll save a place for you.

Remember the dinner is black tie and the minimum gift is \$10,000. And please bring your wife because the ladies will be out in full force.

### 1972 DRIVE TOPS \$75 MILLION

Our last report shows that our 1972 drive has

gone over the \$75,000,000 mark, as was predicted in PR XI. The actual figure, as of January 26, with three days of campaigning still to go, was \$75,155,912.

The sum is the highest ever raised by UJA in the Greater New York area, and exceeds the 1971 record by more than \$2,000,000.

You will be interested to know that nationally the UJA campaign raised almost \$20,000,000 more than in 1971. Since we raise, in Greater New York, about one-third of the national total, we fell short of the national average by some \$5,000,000.

### CAMPAIGN CABINET FOR 1973

Over the last two years the Campaign Cabinet has developed as the top body responsible for running the annual campaign. Appointments on the Cabinet are made by the campaign officers at the beginning of each year.

We are pleased to list herewith our 1973 Cabinet. It includes many old, and even more new faces. Each individual has assumed a specific responsibility. We want to thank them for accepting this additional responsibility, and look forward to working with them very closely.

Here they are:

#### CAMPAIGN CHAIRMEN

William J. Levitt  
Herbert Tenzer

#### EX OFFICIO

PRESIDENT  
Laurence A. Tisch

CHAIRMAN, BOARD OF GOVERNORS  
Morris L. Levinson



CHAIRMAN, CAMPAIGN CABINET

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Besides breaking the mold for our Pace Setter Dinner, we are changing the format of our customary Inaugural Dinner in 1973. You will recall that this was the annual March event which brought together as many as 800 to 900 of our officers and division chairmen.

The Inaugural Dinner has been a UJA tradition since the organization was established in

1939, but we are departing from that tradition this year in order to focus the community's attention on Israel's historic 25th anniversary.

Instead of having one Inaugural Dinner, we are planning eight of them, so that each major community in the metropolitan area may share fully in the celebration, and at the same time begin its 1973 UJA campaign in the most favorable atmosphere. All eight dinners will be held on a single evening - the evening of Saturday, March 31, and each will be devoted to bringing in the contributions which customarily set the standard of giving in their communities.

A solemn candle-lighting ceremony will begin the festivities at each of the Inaugural Dinners, and one of the highlights of the program will be a telephone message from Israel's Prime Minister Golda Meir, which will be amplified at each dinner. In addition, arrangements are being made for top-flight entertainment at each dinner.

Our eight simultaneous dinners will be a re-assertion of the kinship that exists between the Jews of New York and the Jews of the rest of the world. We hope the mood of celebration will find expression in a renewed determination to go on with the work of saving and rebuilding Jewish life.

The eight communities which will take part in this precedent-breaking observance are Bronx-Riverdale, Brooklyn, Long Island-North Shore, Long Island-South Shore, Manhattan, Queens, Staten Island and Westchester.

You may want to mark the date of March 31 on your calendar even as early as this, because every real friend of Israel and every leader of UJA ought to be present at his own community's Inaugural Dinner.

### **RUSSIAN "RANSOM" BECOMES LAW**

In case you missed the press reports over the past weekend, the Soviet Government has entered a remarkable law on its books. Accord-

ing to the New York Times, it says in effect, "Put your cash on the barrel and you can emigrate."

The law, which was adopted last August, and which was published only last week, codifies a requirement that potential emigrants must first reimburse the State for the cost of any higher education they may have received.

At the top of the tax scale under the new law is Moscow University where the four-year course of studies was said to cost the Government about \$14,900. The cost scale for specialized colleges goes as low as \$5,500. Graduate students would owe about \$2,100 for every year of post-graduate study, or \$4,500 for students gaining the so-called candidate degree, roughly equivalent to the American Ph.D.

As most of us have recognized from the outset, it is generally believed that the law is designed to stem the growing exodus of Jews to Israel. Jews represent the most highly educated community in Russia, so by imposing high education fees, the Soviet authorities hope to stem the outflow of highly trained Jewish scientists, engineers, industrial managers, artists and writers.

One of the individuals who was able to get together the \$40,000 "ransom" fee was Professor Herman Branover. He and his wife, a physician, and their 8-year-old son arrived in New York last week before going on to Israel.

This gives the Branover family the dubious distinction of being the "most expensive Soviet Jews to date." We cannot help but think of those thousands of others who are not as fortunate as Professor Branover and for whom we pray and hope that one day soon their turn will come.

*Until next time — let's make every gift an increased gift.*

# UNITED JEWISH APPEAL OF GREATER NEW YORK, INC.

220 West 58 Street, New York, N. Y. 10019 • (212)265-2200

Joint Distribution Committee • United Israel Appeal • New York Association for New Americans

Ernest W Michel  
Executive Vice-President

*file*

November 22, 1972

Rabbi Herbert A. Friedman  
15 IBN Gabirol Street  
Jerusalem, Israel 92430

Dear Herb:

I received your letter of November 14th and, after speaking with Irving, can certainly understand your reason for not being with us the end of February and beginning of March.

The Women's Division Rally on March 1st was scheduled several months ago. It is their big opening event and will attract between 3,000 to 4,000 women. Needless to say, this date cannot be changed. As far as the Lawyers Division is concerned ... fortunately, that is another story.

We are now working on setting up a program for your visit ... beginning Monday, March 5th. We will try to keep you as busy as possible ... Bob Gurmankin with the Lawyers Division and Cerier and Kalman with big-gift solicitations. I suggest you plan on being here through March 14th and I have asked Sy Lesser to keep you available to us through that time.

Lots of luck, Herb. I certainly hope things work out for you ... and, I am sure you know how much I mean that.

Cordially,

*As always*

*Ernest W. Michel*

Ernest W. Michel

EWM:bc

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Joint Distribution Committee • United Israel Appeal • New York Association for New Americans

Ernest W Michel  
Executive Vice-President

October 19, 1972

Rabbi Herbert A. Friedman  
The Jewish Agency  
P.O. Box 92  
Jerusalem, Israel

Dear Herb:

I am sorry I didn't see you at the Mann Auditorium. I know you were there as I did see Francine.

Our mission program has had a major change. Morry Krantz has left for Technion and Jane Rogul who, you may or may not know, has taken on the job. I think we will now see a considerable amount of improvement ... at least from this end. I am still determined as ever to see this program do well. It is one of the best ways to improve upon our campaign in New York, and I know that you agree with me on this. Your help is extremely valuable ... and appreciated. As a matter of fact, one of our new fieldmen who just returned from Israel came back all excited with the prospect of having located a new speaker for New York UJA, and he insists that we use Rabbi Herbert Friedman at every possible opportunity. Now that you have been called to our attention, we do plan on doing so. As a matter of fact, we are counting on your being here during the early part of March.

Knowing you as well as I do, I am sure you won't mind a comment regarding your talk to the Wall Street Mission. Word came back that you singled out Goldman, Sachs & Company and Oppenheimer & Company as two organizations that are inadequate supporters of UJA (I am not certain of the exact words you used, but that was the message received). Herb, this just isn't so. Gus Levy, our Treasurer, gives \$300,000, and while he is capable of giving \$1,000,000, so are a lot of others. Members of the Goldman, Sachs organization have been on every Wall Street Mission and both firms are among our very best bets on Wall Street. Jack Nash and Lou Bravmann, two of the senior partners of Oppenheimer & Company are among our very best friends in the division. They have both tripled their gifts to UJA over the past two years. They now each give us \$40,000 and we get another \$50,000 or so from other members of the firm.

I suggest, therefore, that in the future, if you plan to mention any specific firms or individuals, you check first with the fieldman. This, I believe, would tend to eliminate this kind of problem.

-more-

Rabbi Herbert A. Friedman

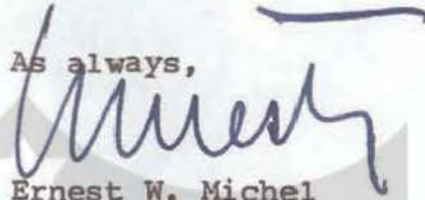
-2-

October 19, 1972

I am sure that I don't have to tell you how effective you are with each of our missions and how very much we depend on your assistance.

Warmest regards.

As always,



Ernest W. Michel

EWM:bc



November 5, 1972

Mr. Ernest W. Michel  
United Jewish Appeal of Greater New York  
220 West 58 Street  
New York, N.Y. 10019  
U.S.A.

Dear Ernie:

I have just returned from working in London and Vienna to find your letter of October 19. Of course I don't mind your comments about the Wall Street Mission. You know you have the freedom to say anything you want to me.

The problem, however, is that the facts are incorrect. You said that word came back to you that I singled out Goldman, Sachs & Company and Oppenheimer and Company, as inadequate supporters of UJA.

Dear Ernie, you know that I would never do a thing like that. What I did say was the following: I praised Goldman, Sachs under the present inspirational leadership of Gus Levy, and compared it to the bad, old days of Sidney Wineberg, now deceased. I explained to the people present that when the leader of an organization takes an interest in UJA, it permeates downward through the whole company, and I compared the exactly opposite attitudes of Wineberg and Levy. I went further and said ~~that~~ because Gus is such a strong supporter and because Goldman, Sachs carries such a great deal of influence in the Street, the whole attitude of Wall Street toward UJA was beginning to change a bit more affirmatively.

And I did exactly the same thing with Oppenheimer & Company. I used the name of Bruce Paul of Denver, who is either a limited partner in Oppenheimer, or who does a lot of business with them. I explained that he was a big supporter of UJA and that he was doing his best to influence other members of that firm. I showed how that was a good example of the right leadership attempting to change attitudes.

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Mr. Ernest W. Michel

November 5, 1972

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So you see your report is exactly the reverse of what happened. Not only did I not criticise these two firms, but I singled them out for praise.

Send me some Iced Tea, sweetheart. All the best.

As ever,

Herbert A. Freidman

HAF:amg