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Executive Committee. 1966.

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UNITED JEWISH APPEAL, INC.  
1290 Avenue of the Americas  
New York, New York 10019

MEMORANDUM

March 17, 1966

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting -- March 7, 1966

The Executive Committee, with Mr. Max M. Fisher presiding, met in the Jansen Suite of the Waldorf-Astoria Hotel in New York on March 7. The following were present:

Albert B. Adelman	David Lowenthal
Leonard D. Bell	Joseph M. Mazer
Charles J. Bensley	Joseph Meyerhoff
Rabbi Isadore Breslau	Albert Parker
Melvin Dubinsky	Alan Sagner
Max M. Fisher	Lawrence Schacht
Herbert A. Friedman	Phillip Stollman
Edward Ginsberg	
Bernard D. Grossman	
Gottlieb Hammer	Irving Bernstein
Merrill L. Hassenfeld	Zelig S. Chinitz
Charles H. Jordan	Edward R. Vajda
Joseph H. Kanter	Ralph I. Goldman

OPENING REMARKS

Mr. Fisher opened the meeting and indicated that a number of items which ordinarily would have been included on the Executive Committee agenda would be covered at the National Campaign Cabinet meeting scheduled for later in the day at the Waldorf. (The minutes of the Cabinet meeting will be sent you shortly.) He explained that the subject of Chicago was removed from the Executive Committee agenda at the request of Morris Glasser and Leonard Laser who asked that this discussion be postponed until they could be present.

Mr. Fisher pointed out that for the past year a vigorous effort has been led by UJA Cabinet Chairman Edward Ginsberg to create new interest and stimulate greater activity on the part of Cabinet members. Because new leadership on the UJA Officer and Executive Committee levels must be derived from the Cabinet, it is important to develop a satisfactory method of making room on the Cabinet from time to time for rising younger campaign and community leaders. With this in mind, the post of Honorary National Campaign Cabinet member has been created to which a number of veteran Cabinet members will be elevated annually. As a token of gratitude, a symbolic award will be presented to such leaders in their own communities at an appropriate function. They will continue to receive all communications regarding Cabinet activities, and will be invited to all Cabinet meetings. Seven Cabinet members are being so honored this year, and sixteen new people are being added to the Cabinet.

REGIONAL CONFERENCES

Mr. Fisher reported that in line with the 1966 campaign acceleration initiated with the December Inaugural meeting, the three major Regional Conferences, which proved most productive, were all held in January as follows:

January 14 - 16  
MDIWEST LEADERSHIP INSTITUTE (Palmer House, Chicago)

January 22 - 23  
SOUTH - SOUTHWEST CONFERENCE (Statler Hilton, Dallas)

January 28 - 30  
WESTERN LEADERSHIP CONFERENCE (Hotel Del Coronado, San Diego)

He declared that, as a result of closer cooperation and understanding between the UJA and communities, there was a most encouraging feeling at these meetings of working together for our common cause. Mr. Friedman remarked that the program of consultation would be pursued in 1966 through meetings between UJA staff representatives and executive directors in each region to help plan the 1967 meetings. In regard to the 1967 schedule, he reported the following activity:

1967 Midwest Leadership Institute -- Mr. Friedman said that Detroit or Milwaukee had been considered as sites for this meeting rather than Chicago. Milwaukee had to be ruled out because kosher catering was not available at the desired hotel. In regard to Detroit, Executive Director Bill Avrunin had expressed the feeling that making Detroit the host city in January might seriously handicap its campaign effort which is already under way by that time. Therefore, it seems most practicable to hold the 1967 meeting again in Chicago at the Palmer House. There was general agreement on this site for the Midwest Institute. In addition to conferring with the midwest executive directors concerning the Conference this Spring, the UJA will enlist the support of James P. Rice, presently Executive Director of United Hias Service, who will be taking over the Chicago Executive Director post in July from retiring Executive Director Samuel Goldsmith.

1967 South-Southwest Conference -- A regional Young Leadership meeting is scheduled for this area April 23-24, 1966, and at that time the UJA will consult with a representative group of executive directors from that area on the program and city for next year's regional conference. One of the matters to be determined is which of two possible sites, Houston or Dallas, would result in the best attendance and community involvement.

1967 Western Regional Conference -- Because of some indications that repeating this Conference again at the Hotel Del Coronado in San Diego would have lessened attractiveness, the UJA has been considering San Francisco or Los Angeles as next year's host city. Hotel possibilities include the new Century Plaza being built on the former Twentieth Century-Fox lot in Los Angeles and the Fairmont in San Francisco. In the general discussion, the consensus developed in favor of San Francisco with the principal objection being that this might result in a diminished attendance from the Los Angeles area. However, it was felt that San Francisco would draw larger representations from Seattle and the rest of the Northwest, while Los Angeles' appeal would be watered down by the

fact that the CJFWF General Assembly will be held in Los Angeles in November. The UJA will ascertain from Benjamin Swig whether he can make the Fairmont available since it is presently all booked for the desired 1967 January weekend.

Mr. Friedman pointed out that although the scheduling of all the regional conferences in January has been a stimulus to the national campaign, some of the west coast communities -- particularly Los Angeles -- have suggested that January may be a little early for their campaigns. This objection, and other details of the Western Regional Conference, will be reviewed with the executive directors of that area.

#### INAUGURAL MEETING AND DECEMBER ANNUAL CONFERENCE

The Inaugural Meeting is presently scheduled at the Waldorf-Astoria for December 8, 1966. The Annual Conference will again take place at the New York Hilton Hotel December 9 - 11. An analysis of the gifts produced at the 1965 Inaugural meeting has led to unanimous agreement that scheduling it at this unprecedentedly early date in conjunction with the December Annual Conference was valuable for community campaigns. Of the 162 \$10,000 and over gift announcements made at the Inaugural dinner, 118 were increases, 33 were unchanged from the year before and only 11 were decreases. Moreover, 4 of those who decreased their gifts subsequently went up as did 8 of those who at first had pledged the same as for 1965.

Mr. Fisher reported that an initial conception of having Mrs. Golda Meir as the principal speaker at the Thursday night Inaugural dinner, and paying special tribute to her at the Saturday night Conference banquet, now seemed unlikely. In a meeting with her in Miami last month, she expressed considerable gratification to Mr. Fisher for UJA's desire to honor her. But she explained both to Mr. Fisher and to Mr. Friedman who saw her a few days later in New York, that she was already engaged to be away from Israel for various European and American meetings in August - September, and leaving her country again in December would be most difficult in view of major political and other commitments.

Mrs. Meir proposed the idea of trying to arrange having Prime Minister Levi Eshkol as the major personality for the December program. This possibility was discussed by Mr. Friedman with Mrs. Meir, and Mr. Friedman then also took it up with Israel Ambassador Avraham Harman. Mr. Eshkol has not addressed a UJA meeting since he became Prime Minister nor has any Israeli leader participated in any of our key December Conferences while serving as Prime Minister. It was agreed that it would be of great value to have Mr. Eshkol with us in December if it can be arranged. On the occasion of his next trip to Israel at the end of March, Mr. Friedman will open a preliminary discussion on the subject with Mr. Eshkol.

Mr. Friedman reported that, as a result of discussion with the CJFWF, a representative committee of Executive and Campaign Directors has been set up to help plan the program for December 1966. This is intended to further the very productive rapport that has been very carefully built up between the UJA and the Community Directors during the past year. Unaware of Mrs. Meir's probable unavailability, Mr. Friedman said, the Committee at its first meeting on February 18 proposed the following format for next December:

Inaugural Meeting (Thursday night dinner) -- Mrs. Meir, as principal guest and speaker, together with Baron Edmund de Rothschild or Ambassador Arthur Goldberg. It was urged that the number of speakers be limited in order to assure sufficient time for thorough and dignified card-calling. For the dance program that is included in the late evening after the dinner, it was proposed that entertainment be offered, in the person of Barbra Streisand or someone similar.

Annual Conference (Friday morning and afternoon) -- It was strongly urged that the JDC business session should not be part of the Conference programming because it was neither interesting nor helpful to the assembled delegates. It was also strongly urged that efforts be made to permit delegate participation through the means of smaller workshops similar to the sessions scheduled on Saturday. The following suggested program therefore evolved: The day's program customarily devoted to a thorough review of the needs of the UJA constituent agencies, should begin with presentations by Louis Broido, Chairman of the JDC and by Dewey Stone, Chairman of the Jewish Agency, Inc. This would be a one-hour plenary session. There would then be separate workshops appealing to individual interests on various topics such as "Immigration", "Jews in Communist Countries", "Malben", "Iran", "ORT", etc. Professional personnel of the various agencies, together with qualified lay leaders would lead these workshops in which maximum participation by delegates could be achieved. Lunch might be served in each separate workshop, so that no time would be lost. The various workshops should then be brought together at approximately 3:00 p.m. for statement of conclusions and a summarizing address by Herbert Friedman which would tie together the UJA needs, services and budget underlying the 1967 UJA campaign. This speech would give, in essence, the 1967 campaign line.

In addition the daytime program on Saturday would be devoted to various UJA divisional workshop sessions and another International Symposium with some change of country representation.

There was general agreement on most of this format at the Executive Committee meeting. Mr. Jordan, however, indicated that Mr. Louis Broido had some reservations regarding the JDC sessions. Mr. Fisher assured Mr. Jordan that these reservations could be resolved to the mutual satisfaction of all concerned so that the Conference could be planned to the ultimate benefit of the 1967 campaign. A further suggestion was that the Conference Saturday luncheon session for community campaign chairmen on campaign techniques should be extended, as well as include the participation of more experienced lay leaders and professionals. In addition, following Young Leadership Cabinet Chairman Leonard Bell's proposal, the individual views of young leaders will be sought in order to assure a continued large attendance by this group next December.

#### STUDY MISSION

Mr. Fisher introduced Albert Parker who again this year is heading the UJA Study Mission Planning Committee, which also consists of Albert Adelman, Melvin Dubinsky, Edward Ginsberg and Philip Zinman. Mr. Parker presented the outline of the 1968 Mission program, as described in the Mission invitation recently sent to all Executive Committee members by Mr. Fisher (and in the attached fact sheet). This outline was then amplified as follows:

The program for the German sub-Mission would include both sides of the wall in Berlin as well as a commemorative visit to Bergen-Belsen and also Lonn where there would be meetings with the Israel and American Ambassadors and officials of the West German Government. There are about 30,000 Jews now in West Germany and approximately 1,800 in East Germany. Mr. Friedman reported that he was in Germany last December and the leaders of the West German-Jewish community indicated to him at that time that they would eagerly welcome a visit of a large body of representatives of the American-Jewish community.

The Polish sub-Mission would encompass Warsaw, Lodz, including a visit to the new Jewish old age institution, Cracow, and Auschwitz for an appropriate commemorative ceremony.

The UJA would like to encourage a large group to go to Iran because the situation of Iranian Jewry is growing in significance and should be known to more people. For this reason it will be the longest of the sub-Missions, running from October 3 to October 9, with the Mission members in the group traveling directly to Israel at its conclusion instead of taking part in the sessions in Geneva. There will be stopovers in Teheran and Isfahan as well as a tour of Shiraz, and there is an excellent possibility of an audience with the Shah.

While the situation in Morocco is of equal significance, for reasons of political sensitivity the sub-Mission will have to be limited to no more than 20. There will be visits to Marrakesh, Casablanca, and Rabat or Fez, with no more than 10 or 12 people visiting each city at one time.

France, of course, remains important because of the situation of the large number of North African Jews who have settled in that country, and Vienna and Naples continue to be significant embarkation points. Smaller groups would visit these three points.

Mr. Parker added that he and Mr. Friedman had consulted with the Polish Ambassador and the West German Deputy Ambassador about the sub-Missions to their countries and they offered the fullest cooperation with the visits. The German diplomat was particularly encouraging.

#### BIG GIFTS DEVELOPMENT PROGRAM

Mr. Fisher said that he had asked Mr. Melvin Dubinsky to head the National Big Gifts program for 1953, and then introduced Mr. Dubinsky. Mr. Dubinsky explained that for purposes of special big gifts solicitations, the United States is being divided into 5 or 3 major geographical areas. Mr. Dubinsky will work with one or more representative leaders from each of these areas to encourage effective lay leaders to help make big gift solicitations in communities other than their own when their efforts would be considered desirable. Mr. Dubinsky emphasized it is particularly important to have the cooperation of Executive Committee members in this cross-country "fertilization" program.

ONCHIOTA RETREAT -- May 21-23


Mr. Fisher indicated that the Onchiota Retreat, as has become traditional, would probably again be the most significant meeting of the year for the Executive Committee and he urged all members to attend. It will provide an extended opportunity for giving extensive consideration to the 1967 campaign as well as for long range planning in depth. Mr. Fisher said that suggestions for the program of the Retreat would be most welcome and should be forwarded to this office.

ISRAEL EDUCATION FUND

Although the Israel Education Fund program was not on the agenda since it was scheduled to be discussed at the Cabinet meeting, Mr. Fisher expressed deep appreciation both to the IEF Chairman Joseph Meyerhoff and President Charles Bensley for their very hard and productive work during the past year.

Mr. Fisher then adjourned the meeting and asked all Executive Committee members to go to the Astor Gallery of the Waldorf-Astoria for the luncheon Cabinet meeting.

ARCHIVES

  
Max M. Fisher  
Max M. Fisher  
General Chairman

Herbert A. Friedman  
Herbert A. Friedman  
Executive Vice-Chairman

Attachment

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UNITED JEWISH APPEAL, INC.  
1390 Avenue of the Americas  
New York, New York 10019

MEMORANDUM

March 24, 1966

To: Members of the National Campaign Cabinet

Re: Notes on March 7, 1966 National Campaign Cabinet Meeting

The Campaign Cabinet with Mr. Max M. Fisher presiding, met at 12:30 p.m. on March 7, in the Waldorf-Astoria Hotel in New York. The following were present:

Albert B. Adelman	Milwaukee, Wisc.	Joseph Meyerhoff	Baltimore, Md.
Bernard H. Barnett	Louisville, Ky.	Albert Parker	New York, N.Y.
Frank Beckerman*	Hartford, Conn.	Alan Sagner	Newark, N.J.
Leonard D. Bell	Lewiston, Me.	Sol Satinsky	Philadelphia, Pa.
Charles J. Bensley	New York, N.Y.	Lawrence Schacht	New York, N.Y.
Henry C. Bernstein	New York, N.Y.	Phillip Stollman	Detroit, Mich.
Mrs. S. Alexander Brailove	Elizabeth, N.J.	S. Sidney Stoneman*	Boston, Mass.
Rabbi Isadore Breslau	Washington, D.C.	Leonard R. Strelitz*	Norfolk, Va.
Melvin Dubinsky	St. Louis, Mo.	Edward M.M. Warburg	New York, N.Y.
Herman Fineberg	Pittsburgh, Pa.		
Max M. Fisher	Detroit, Mich.		
Leopold V. Freudberg	Washington, D.C.		
Herbert A. Friedman	New York, N.Y.		
Samuel F. Gingold	New Haven, Conn.		
Edward Ginsberg	Cleveland, Ohio		
Rabbi David I. Golovensky	New York, N.Y.		
Bernard D. Grossman	Boston, Mass.		
Gottlieb Hammer	Jewish Agency, N.Y.		
Mrs. Hal Horne	New York, N.Y.		
Charles H. Jordan	JDC, Geneva	Michael Arnon	Consul-General of Israel, New York City
Irving Kane	Cleveland, Ohio		
Joseph R. Kanter	Cincinnati, Ohio		
Lester S. Levy	Baltimore, Md.		
David M. Litwin*	Newark, N.J.	Dr. Ernest Nebenzahl	Comptroller- General, State of Israel
Philip W. Lown	Boston, Mass.		
Ben D. Marcus	Milwaukee, Wisc.		
Joseph M. Mazer	New York, N.Y.		
Joseph Megdell*	Flint, Mich.	Nahum Shamir	Israel Economic Minister to U.S.

Mr. Max Fisher thanked everyone for attending and introduced the new members of the Cabinet who were present (their names are starred above).



## OVERSEAS REPORT

Mr. Fisher called upon Mr. Gottlieb Hammer, Executive Vice-Chairman of the Jewish Agency for Israel, Inc. Mr. Hammer briefly surveyed the current economic situation of Israel. He pointed out that in 1965, the rate of growth of Israel's economy was estimated at 9%, as compared with 11% in 1964 and 15% in 1963. Because of the slower pace of economic development of Israel in 1965, the Ministry of Finance is determined to "hold the line" in state expenditures, and the new budget for the fiscal year 1966-1967 will reflect the new austerity program suggested by Mr. Pinhas Sapir, the Minister of Finance. Against this economic background of Israel, Mr. Hammer said, the Jewish Agency must operate on a budget reduced by \$17,500,000, including \$10,000,000 loss from German reparations; \$5,000,000 backlog in wages and, finally, \$2,500,000 deferred payments for past administrative expenses.

In spite of the continual financial stringency, Mr. Hammer noted that the Jewish Agency is watching with cautious optimism a recent development in the field of immigration. The first two months of the current year show an increase in the immigrants from another country in Eastern Europe. For obvious reasons, Mr. Hammer added, the country of origin cannot be named. He stressed that transportation of this particular group of migrants is costly and it is hoped that the trend will continue during the months ahead.

Mr. Fisher introduced Mr. Charles H. Jordan, JDC Executive Vice-Chairman. Mr. Jordan reviewed the following JDC problems:

a. The growing number of aged in need of aid. A relatively large group of elderly men and women currently live in Vienna as transmigrants. Another group of aged, already in Israel, is pressing for institutionalized aid. The existing Malben facilities, Mr. Jordan noted, are overtaxed. The Malben budget for 1966 was set at \$7,000,000, the maximum JDC could allocate for this purpose. But current experience shows that even this amount will not allow Malben to extend its aid to all immigrants in need of help. Consequently, JDC administration was forced, for the first time, to appeal to the Government of Israel for funds which will enable Malben hospitals to care for more patients.

b. JDC welfare work in countries behind the Iron Curtain. Because of significant emigration from this area during the past few years, a considerable number are also aged, as well as unemployable, who increasingly depend upon JDC aid. With great ingenuity, Mr. Jordan said, JDC tries to stretch its meager resources so as to reach the largest number of needy. However, it must be admitted that both the standard of aid is low and the scope of activity in East European countries is limited.

## 1965 CAMPAIGN REPORT

Rabbi Herbert A. Friedman reported on 1965 fund-raising results and on allocations to the UJA. In 1965, community campaigns, exclusive of New York City, produced a total of \$83,705,000, compared with \$84,727,000 contributed in 1964.

Allocations to the UJA for 1965 totalled \$62,600,000, comprising \$45,000,000 from all communities exclusive of New York plus \$17,600,000, from New York City UJA. In 1964, UJA received in allocations \$59,600,000, including \$43,000,000 from all communities except New York City and \$16,600,000 from UJA New York.

## ANALYSIS OF THE 1966 SPRING PHASE OF CAMPAIGN

Rabbi Friedman analyzed the results of Spring campaigns conducted in 91 communities (see Table attached). He indicated that as of March 2, 1966, the overall increase in funds raised amounted to 15% compared with amounts raised as of March 2, 1965. Mr. Friedman stressed that the big gifts group, comprising contributions of \$10,000, and over, has contributed to the 1966 campaign some 15% more than in 1965. Of the 416 big gifts, announced to date, 63 represent contributors who reached this level of giving for the first time, - a very encouraging sign.

### CASH REVIEW

Mr. Friedman reported that \$61,391,000 -- derived from all campaign years -- was received in cash by the UJA in 1965, compared with \$60,724,000 received in 1964. The relatively small increase in 1965 in cash receipts reflects the fact that last year the UJA stopped accepting Israel Development Bonds which had not yet reached maturity date.

### CABINET LEADERSHIP

## AMERICAN JEWISH

Mr. Fisher introduced Mr. Edward Ginsberg, Chairman of the National Campaign Cabinet, and expressed his appreciation to him for his work with the Cabinet as well as for his campaign efforts in communities throughout the country. Mr. Ginsberg indicated that he would be calling on Cabinet members to visit communities outside of their own to help in their campaigns. He also pointed out that it is important for every Cabinet member to participate in the annual UJA Study Mission at least once every two or three years in order to maintain an intimate and up-to-date understanding of the situation overseas.

Mr. Fisher announced that he is appointing Mr. Melvin Dubinsky to head the UJA Big Gifts Development Program for 1966 in order to provide greater assistance to communities in the solicitation of their \$10,000 and over contributions.

### ISRAEL EDUCATION FUND REVIEW

Mr. Fisher expressed deep appreciation both to the IEF Chairman Joseph Meyerhoff and President Charles Bensley for their very hard and productive work during the past year. Mr. Fisher then introduced Mr. Meyerhoff to review the activities of the Israel Education Fund. Mr. Meyerhoff reported that in the year and a half since its inception, IEF has realized \$12,300,000 from 50 contributors.

An initial concern before entering into this program was that it might affect the ongoing life-saving work of the UJA. The opposite is actually true. A floor of \$100,000 was set for gifts to the IEF and, Mr. Meyerhoff said, it has turned out that many of those who have made such contributions have also increased their annual gifts to UJA. In addition, the dramatic sight of new schools and other institutions under construction in Israel is giving Israelis a better appreciation of the interest and concern of American Jewry.

Contributors to the IEF may pay their pledges over a period of five years, if desired. Mr. Meyerhoff pointed out that there are still a lot of schools to build -- close to 50% of Israeli children are still not going to secondary school largely because of the lack of facilities --, and he said that the IEF was strongly counting on the cooperation of Cabinet members to help make continued progress.

## STUDY MISSION

Mr. Fisher introduced Albert Parker who again this year is heading the UJA Study Mission Planning Committee, which also consists of Albert Adelman, Melvin Dubinsky, Edward Ginsberg and Philip Zinman. Mr. Parker presented the outline of the 1966 Mission program, as described in the Mission invitation recently sent to all Cabinet members by Mr. Fisher (and in the attached fact sheet.) This outline was then amplified as follows:

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The Polish sub-Mission would encompass Warsaw, Lodz, including a visit to the new Jewish old age institution, Cracow, and Auschwitz for an appropriate commemorative ceremony.

The UJA would like to encourage a large group to go to Iran because the situation of Iranian Jewry is growing in significance and should be known to more people. For this reason it will be the longest of the sub-Missions, running from October 3 to October 9, with the Mission members in the group traveling directly to Israel at its conclusion instead of taking part in the sessions in Geneva. There will be stop-overs in Teheran and Isfahan as well as a tour of Shiraz, and there is an excellent possibility of an audience with the Shah.

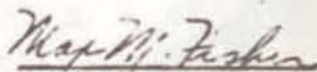
While the situation in Morocco is of equal significance, for reasons of political sensitivity the sub-Mission will have to be limited to no more than 20. There will be visits to Marrakesh, Casablanca, and Rabat or Fez, with no more than 10 or 12 people visiting each city at one time.

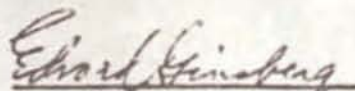
France, of course, remains important because of the situation of the large number of North African Jews who have settled in that country, and Vienna and Naples continue to be significant embarkation points. Smaller groups would visit these three points.

Mr. Parker added that he and Mr. Friedman had consulted with the Polish Ambassador and the West German Deputy Ambassador about the sub-Missions to their countries and they offered the fullest cooperation with the visits. The German diplomat was particularly encouraging.

Both Mr. Parker and Mr. Fisher urged every Cabinet member who possibly could, to join the Mission, particularly those who have not been to Israel before.

Mr. Fisher thanked everyone for having attended and adjourned the meeting.

  
Max M. Fisher  
General Chairman

  
Edward Ginsberg  
National Campaign Cabinet Chairman

# United Jewish Appeal

1966 GOAL - \$73,480,000

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CHARLES S. JORDAN

January 20, 1966

**TO:** Members of the Executive Committee

**FROM:** Max M. Fisher

**SUBJECT:** February 7th Executive Committee Meeting

The February 7th Executive Committee meeting in Palm Beach will not be held as many members of the Committee are finding it difficult to be in Palm Beach at that time.

The next meeting of the Executive Committee will be in New York City on Monday, March 7th, in the Board Room of the United Jewish Appeal office at 12:00 noon.

*Max M. Fisher*

MMP:bbf

02630110

UNITED JEWISH APPEAL, INC.

MEMORANDUM

May 12, 1966

To: UJA Executive Committee  
From: Herbert A. Friedman  
Subject: Allocations in "Problem" Communities

At the Onchiota Retreat, May 21-23, 1965, the UJA Executive Committee reviewed the allocations problems arising in a number of headquarter and major communities, from which UJA had received 45% of the gross, or less, in 1964.

The Committee indicated special interest in the following major communities where UJA's share was well below 45%. These received close attention with the results indicated:

ATLANTIC CITY - Through 1964 UJA had been receiving only 37.6% of the regular campaign plus the net proceeds of the Special Fund. In 1965 the community agreed to allot us 40% of the gross regular funds which, together with the net Special Fund, actually gave UJA 41.1% of the combined 1965 gross. In 1966 there will be further improvement in UJA's share because, in addition to the net Special Fund, we are assured 40% of the regular gross up to \$312,000 and all further regular overage achieved.

BRIDGEPORT - Through 1963 our allocation and cash relationship with Bridgeport had been very poor. In 1964, however, our insistent pressure accomplished a change in community policy and assured us a firm allotment of 39.3% of the gross total raised and a pre-campaign budget formula allotting us 40% of the gross for 1965. No lesser proportion is anticipated for 1966. We are seeking a meeting with the leadership and are hopeful that modest improvement may be achieved.

DES MOINES - Had yielded UJA only 39% of the gross total raised in 1964. Our protests and pressures resulted in an improved 1965 allotment which came to

47% of the gross. Our continued representations persuaded the community to assure us of a 1966 allotment of \$130,000 regardless of the total raised. At the anticipated level of achievement, this will yield us 50% of the gross.

RICHMOND - In 1963 and 1964 the Richmond formula had UJA receiving 40.4% of the gross total raised. The 1965 formula operated to give UJA an allocation of 41.6%, and we also enjoyed a one-time grant of \$20,000 from reserves. The formula developed for 1966 was further improved to yield us an anticipated allocation of 45% of the gross total raised.

SAN DIEGO - In 1964 we had received only 38.8% of the gross total raised, but our negotiations for 1965 developed a formula which yielded us 40.6% of the combined gross. The 1966 negotiations produced additional formula improvement with an anticipated share of 43.6% of the gross at the estimated final achievement.

TOLEDO - Our 1963 allotment represented 38.4% of the gross. Our pressures and protests produced improvement in our allocation status in 1964 when we ended with 37% of the gross despite the community's previously announced unilateral decision to allot us not more than 37.6% of the campaign achievement. Further representations, in 1965, resulted in additional progress and had us receive a preponderant share of the campaign gain which brought our proportionate share of the gross to a new level of 41.3%. It is anticipated that this ratio will be maintained or very moderately improved for 1966.

TRENTON - In 1961 the campaign raised some \$313,000. This increased year by year to reach a combined total of over \$353,000 in 1965. Due to increasing local needs during those years, principally for mortgage payments on the new Community Center, the community take-out for all other purposes rose from the 1961 level of \$145,000 to more than \$207,000 in 1965, resulting in a material decrease in UJA's proportionate share of the total. In 1965 the formula yielded us a combined allotment of 41.4%. At predicted levels of achievement, the 1966 formula will operate to stabilize our allotment at that level.

UNITED JEWISH APPEAL, INC.  
1290 Avenue of the Americas  
New York, New York 10019

CONFIDENTIAL

MEMORANDUM

September 29, 1966

TO: Members of the Executive Committee

RE: Notes on Executive Committee Meeting -- August 22, 1966

The Executive Committee, with Mr. Max H. Fisher presiding, met in the UJA Board Room at 1290 Avenue of the Americas, New York City, on August 22. The following were present:

Albert B. Adelman	Albert Parker
Leonard D. Bell	Alan Sagner
Charles J. Bensley	Lawrence Schacht
Henry C. Bernstein	Dewey D. Stone
Louis Broide	Edward M. H. Warburg
Victor M. Carter	Jack D. Weiler
Samuel H. Daroff	Philip Zinman
Melvin Dubinsky	
Jacob Feldman	
Max H. Fisher	
Herbert A. Friedman	
Edward Ginsberg	
Gottlieb Hammer	
Merrill L. Hassenfeld	Irving Bernstein
Joseph H. Kanter	Zelig Chinitz
Leonard Laser	Kalman Druck
Albert A. Levin	Sam Haber
Joseph Meyerhoff	Morris Rotman
Joseph W. Mitchell	Edward H. Vajda

Mr. Fisher opened the meeting by welcoming Victor Carter of Los Angeles to his first meeting as a member of the Executive Committee. Mr. Fisher congratulated Joseph Meyerhoff on his 45th wedding anniversary and advised that Mr. Meyerhoff would represent UJA at the opening of the new Knesset Building in Jerusalem on August 30.

Mr. Fisher reported that the August 1 dinner in honor of the President of Israel, held under the auspices of UJA, was a notable success. Mr. Fisher indicated that the dinner program had a great impact on the audience of 700 and was judged by Israelis and Americans alike as a truly historic event.

OVERSEAS REPORTS

Mr. Fisher then reviewed his June trip overseas and his meetings with Sir Issac Wolfson in London, Baron Edmond de Rothschild, in Paris, Max Maxin in Madrid, with JDC, HIAS and Jewish Agency staffs in Geneva and finally, meetings held in Jerusalem with Prime Minister Levi Eshkol, Foreign Minister Abba Eban, Jewish Agency Chairman Louis Fincus and the Mayor of Jerusalem Teddy Kollek.

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Mr. Fisher was pleased to report that Sir Isaac, Baron Rothschild and Max Masin accepted UJA's invitation to participate in our December Conference. He did not believe that the Prime Minister would be able to attend, but was reasonably sure that the Foreign Minister would come in his stead. Mr. Fisher advised that Mr. Pincus would definitely attend the conference and that the Mayor of Jerusalem would come to the United States in January to visit major cities on behalf of UJA.

Mr. Friedman then reported on the 6th Young Leadership Mission to Israel, which he called one of the best quality groups to visit Israel in recent years under UJA auspices. Mr. Friedman also briefly reviewed his visit to South Africa made on the urging of Mr. Pincus and Israel Goldstein to start the South African Jewish community biannual fund-raising effort.

Mr. Friedman reported on the political and economic situation in Israel as it related to the programs supported by UJA funds. He stressed the necessity for UJA leadership to continue to interpret absorption and immigration needs in terms of a five year period rather than to rely upon yearly figures. Mr. Friedman also reported on his meetings with the Minister of Finance, Pinhas Sapir, who had congratulated UJA on the achievements of the IEF, and who pointed out that the IEF construction was currently the largest source of employment in the development towns.

#### CAMPAIGN REPORT

Mr. Fisher called on Mr. Friedman for a report on the results of the 1966 Spring campaign. Mr. Friedman advised that as of August 17th, 503 communities, exclusive of New York City, raised \$83,492,000 compared with \$77,110,000, raised at the same date in 1965.

The 1966 Spring phase Campaign, Mr. Friedman indicated, may result in a gross gain of \$4 million and that the UJA share could amount to \$2 million. Mr. Friedman said that the pledge value to the UJA of the 1965 campaign reached \$62.5 million representing a 2.5 million gain over 1964. He estimated the pledge value of the 1965 campaign at \$64.5 million; and said that if the Fall phase of New York City showed any gain over last year, then the final figure would be even higher.

Mr. Henry Bernstein reported that New York City had raised \$23,165,000 and was running 15% better than last year on a card for card basis but he still could not estimate final figures as NYC still held \$5 million dollars in outstanding values. However, he indicated there was ample reason to do as well or better than last year.

#### \$10,000 AND OVER GIFTS

Mr. Friedman reported that as of August 22 the campaign had raised 108 new contributors to the \$10,000 and over level. These 108 gifts were worth \$1,162,035 in 1965 compared with the 1964 value of \$762,262, representing a 52.4% increase. Mr. Friedman also reviewed the giving of the 890 gifts of \$10,000 and over which had been recorded as of the 22nd of August, as follows:



STATUS OF \$10,000 & OVER CONTRIBUTIONS

	<u>Number of</u> <u>Gifts</u>	<u>1965 Value</u>	<u>1966 Value</u>	<u>Change</u>	<u>Per-</u> <u>centage</u>
Increases	563	13,464,064	11,244,527	+2,219,517	+19.7
Repeats	272	5,775,085	5,775,085	-----	---
Decreases	85	992,828	1,277,250	- 284,515	-22.8
<u>TOTAL</u>	<u>896</u>	<u>20,231,944</u>	<u>18,296,872</u>	<u>+1,935,072</u>	<u>+10.6</u>

In reviewing the million dollar and over cities, Mr. Friedman reported that Detroit would again have the largest dollar increase in the country and that UJA would receive a major share of it. He also praised Jake Feldman for his outstanding work in bringing Dallas into the group of million dollar cities in 1966.

CASH

Mr. Fisher praised Mr. Philip Zinman for his efforts as cash chairman. Mr. Zinman reported that as of August 19, 1966, UJA had received \$35,643,000, compared with \$37,220,000 in 1965, at the same date. However, he estimated that despite the current lag in cash collections, he believed that in 1966 UJA would equal or surpass the collections of 1965. In order to meet this goal, Mr. Zinman noted, all Executive Committee members must help in assuring a constant cash flow to the UJA. Mr. Fisher called on the members of the Executive Committee to review the cash situation in their own communities, since the bulk of UJA cash is received from the communities represented by the members of the Executive Committee.

Mr. Zinman referred to the question of acceptance of 3rd Development Israel Bonds and indicated he would withhold any recommendations until he had an opportunity to review it with Messers Fisher and Friedman.

MOTIVATION STUDY

Mr. Fisher called on Mr. Kalman Druck, President of Harshe - Rotman and Druck, Inc. to report on the findings, impressions, and recommendations of his staff and associates to help increase the effectiveness of UJA fund-raising activities. Mr. Druck's report and analysis of the "Group Dynamic" sessions which had been held with a number of UJA groups is attached.

There was considerable discussion following Mr. Druck's report and Mr. Fisher advised that he would appoint committees, composed of members of the Executive Committee to review Mr. Druck's report and recommendations. He suggested that those interested in working on a specific recommendation get in touch with him or Mr. Friedman.

GOOD WILL TOURS

Mr. Friedman reported that from October 19th to November 11th, 17 UJA leaders accompanied by Commander Shaul Rosolio and Gen. Avraham Yoffe of Israel will visit 20 communities across the country to help lay the groundwork for the 1967 campaign.

Mr. Fisher expressed his appreciation to the members of the Good Will team for their willingness to participate in this important endeavor.

PROPOSED VISIT TO DAVID BEN-GURION

Mr. Fisher advised that the Study Mission would meet with Mr. David Ben-Gurion, in October to celebrate his 50th birthday.

Mr. Friedman then reported on his discussion in Israel with Louis Pincus and Teddy Kollek regarding the possible visit of Mr. Ben-Gurion to the United States in March of 1967. The Executive Committee expressed itself unanimously in favor of inviting Mr. Ben-Gurion to the United States under the auspices of the UJA and asked that a cable be sent to Louis Pincus to that effect and that Mr. Meyerhoff carry the request of the Executive Committee directly to Mr. Ben-Gurion. The Executive Committee felt strongly that such a visit under UJA auspices would be in the best interests of Mr. Ben-Gurion, the American Jewish Communities and the Israelis themselves.

STUDY MISSION

Mr. Parker reported that the 1966 Study Mission was even larger than last year's. The mission includes 93 gifts of \$10,000 and over and its members represent 41 communities.

Mr. Parker reviewed the Mission schedule as follows:

Sub-Missions	September 28 - October 5 (breakdown below)
Geneva	October 5 - October 9
Israel	October 9 - October 21

The Sub-Missions will take place on the following dates:

Germany	September 28 - October 5
Poland	September 28 - October 5
Iran	October 2 - October 7
Morocco	October 1 - October 5

INAUGURAL MEETING & DECEMBER CONFERENCE

Mr. Fisher reviewed the program for the Inaugural Meeting and the December Conference. Mr. Friedman noted that the inaugural meeting represented the fourth stage in the 1966 Big Gifts Solicitation Program which would begin overseas with the Study Mission. The second stage would be the solicitation of \$10,000 & over gifts during the October Good Will Tour with the 3rd stage being visits in November by selected leaders to selected communities for the sole purpose of obtaining 1967 announcements from the \$10,000 and over category. Please note attachment regarding the program for the inaugural meeting and the December Conference.

MEETING WITH ISRAEL'S MINISTER OF FINANCE, PINHAS SAPIR

Mr. Fisher reported that Mr. Sapir expressed the desire to meet with the leadership of UJA and he urged everyone to attend the luncheon meeting with Mr. Sapir to be held on September 20 at 12:30 p.m. at the Regency Hotel in New York City.

*Max M. Fisher*  
Max M. Fisher  
General Chairman

*Herbert A. Friedman*  
Herbert A. Friedman  
Executive Vice-Chairman

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UNITED JEWISH APPEAL, INC.  
1290 Avenue of the Americas  
New York, New York 10019

MEMORANDUM

CONFIDENTIAL

November 23, 1966

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting -- November 9, 1966

The Executive Committee, with Mr. Max M. Fisher presiding, met at the UJA office in New York on November 9. The following were present:

Bernard H. Barnett	Joseph Meyerhoff
Charles J. Bensley	Albert Parker
Henry C. Bernstein	William Rosenwald
Louis Broido	Lawrence Schacht
Samuel H. Daroff	Phillip Stollman
Jacob Feldman	Dewey D. Stone
Max M. Fisher	Edward M. M. Warburg
Herbert A. Friedman	Philip Zinman
Edward Ginsberg	
Charles H. Jordan	Irving Bernstein
Joseph H. Kanter	Ralph I. Goldman
Leonard Laser	Edward R. Vajda
Joseph M. Mazer	

SOL SATINSKY The Executive Committee members expressed their personal sorrow at the passing of Sol Satinsky of Philadelphia, a member of the UJA National Campaign Cabinet since 1953, to the members of his family.

CAMPAIGN REPORT Mr. Friedman reviewed the status of the 1966 community campaigns and indicated that on the basis of current information available to the UJA, 1966 campaign status was as follows:

No. of Communities	Spring	1966	1965	% of Increase
		Current Raised	Comparative Values	
17	Headquarter	\$54,479,000	\$51,165,000	6.5
57	Major	22,772,000	21,129,000	7.8
165	Secondary	7,676,000	7,083,000	8.4
<u>354</u>	Balance	<u>805,000</u>	<u>746,000</u>	<u>7.9</u>
593	Spring Total	\$88,732,000	\$80,123,000	7.0

<u>No. of Communities</u>	<u>Fall</u>	<u>1966 Current Raised</u>	<u>1965 Comparative Values</u>	<u>% of Increase</u>
7	Major	\$ 1,295,000	\$ 1,143,000	13.6
53	Secondary	1,151,000	1,000,000	15.1
<u>102</u>	Balance	<u>197,000</u>	<u>183,000</u>	<u>7.7</u>
	Fall Total	\$ 2,647,000	\$ 2,326,000	13.8
	Sub-Total	88,379,000	82,449,000	7.2
	New York City	<u>25,028,000</u>	<u>20,646,000</u>	<u>21.2</u>
		\$113,407,000	\$103,095,000	10.0

TOTAL RAISED AND UJA ALLOTMENT Based upon the above campaign information, he projected the total raised exclusive of New York City, and the projected UJA allotments for 1966 as follows:

<u>Country (exclusive N.Y.C.)</u>	<u>Total Raised</u>	<u>UJA Allotment</u>
1966 Estimate - Spring	\$86,990,000	\$43,108,000
1965 - Spring	<u>82,636,000</u>	<u>40,895,000</u>
Increase	\$ 4,354,000	\$ 2,213,000
	<u>Total Raised</u>	<u>UJA Allotment</u>
1966 Estimate - Fall	\$ 5,900,000	\$ 3,900,000
1965 - Fall	\$ 5,900,000	\$ 3,900,000
1966 Estimate -- New York City		\$17,700,000
1965 -- New York City		\$17,600,000
1966 - GRAND TOTAL ALLOTMENTS		\$64,708,000
1965 - GRAND TOTAL ALLOTMENTS		\$62,395,000

The spring campaigns have currently produced a gain of \$2,213,000 over last year, Mr. Friedman reported. If two or three hundred thousand dollars can be realized in the fall campaigns and New York City raises an additional \$100,000 by the end of the year, the UJA will be allotted the sum of nearly \$65,000,000 indicated above, for a gain of 2.8 per cent over the 1965 allotment of \$62,395,000.

CASH REPORT Mr. Zinman reviewed the UJA's cash collection record, which shows that UJA receipts as of November 8, 1966 were \$46,874,533 as compared with \$46,830,074 at the same point last year. He pointed out that the 1966 receipts at this date, before the onset of December when a large proportion of money usually is received, demonstrated that a highly responsible job was being performed by UJA leadership in the face of a supposedly tight money situation.

STATE OF ISRAEL 3RD DEVELOPMENT BONDS Pursuant to the option to do so given by the Executive Committee earlier this year, Mr. Zinman reported the UJA has been accepting State of Israel 3rd Development Bonds which are convertible within twelve months from their receipt by the UJA, and will continue this policy in the year ahead. The Committee agreed with Mr. Zinman that it would not be advantageous to loosen further the restriction on the acceptance of these bonds. The communities now are holding less of their cash in bonds than they have in many years, and this represents the kind of trend which the present policy was designed to achieve.

1966 STUDY MISSION Mr. Fisher thanked the 1966 Study Mission Committee, headed by Albert Parker and including Albert Adelman, Melvin Dubinsky, Edward Ginsberg and Philip Zinman, for their effective job in making the Mission a success. He also expressed appreciation to Louis Broide, Joseph Mazer, Phillip Stollman and Jack Weiler for their helpful efforts on the Mission's behalf. Messrs. Fisher, Friedman, Parker and Stone all reported and commented on various aspects of the Mission. Despite a number of difficulties that were encountered -- for one thing, the added time involved because of the visits to the sub-Mission countries before going to Geneva and Israel made it unusually strenuous --, the Mission was highly productive. The Mission members' enthusiasm and the concern for what they had seen was demonstrated concretely at the caucus where 70 pledges were announced for 1967 totaling \$2,034,800 as compared with \$1,858,140 last year, for a 9.5 per cent increase. Increased gifts also are expected from 10 to 12 participants who did not make pledges overseas. Dramatic confrontations brought home the present plight of Israel. Mr. Parker described how his group, arriving in Israel by bus, encountered the funeral procession of one of the young men killed on the Syrian border just the day before. Those who visited Germany, Poland, Iran and Morocco on the sub-Missions saw unforgettable evidence of the great work performed and being performed by the JDC.

Mr. Ginsberg urged a greater number of Executive Committee members to participate in future Missions and to travel as extensively as possible with the rest of the group. He stressed that the special background and understanding of the Executive Committee members are vital for providing the other Mission members with the proper perspective.

**WOMEN'S DIVISION MISSION** Mr. Friedman also described the recent Women's Division Mission as one of the best ever conducted. For the first time, fund raising took place on the trip, and out of a group of 21 women, 17 announced gifts representing an over all increase of 32 per cent.

**GOOD WILL TOUR** Mr. Friedman reported that the encouraging trend for the 1967 campaign indicated by the pledges made on the Mission was reinforced by the results of the 1966 Good Will Tour. Thirty-one communities were visited by the Good Will Tour teams during October and the early part of November. A number of increased gifts were obtained even though the primary purpose was not to solicit gifts but to lay the groundwork in a general way for the 1967 campaign.

An optimistic view for 1967, despite the sensitive situation on Wall Street, is further strengthened by the early figures for fall campaigns which are now underway. Remarkably enough, in the face of the increases of the past two years in Dallas, the priming of big gifts in that city has started with an increase of 34% on the first half million dollars raised. Jacob Feldman was congratulated for the extraordinary leadership he has been giving in Dallas and for extending his efforts to Houston as well. Benjamin Swig also was thanked for his efforts in Dallas.

Other early figures for fall campaigns are:

<u>Community</u>	<u>1966</u>	<u>1965</u>	<u>% Increase</u>
Charleston, W. Va.	\$ 74,636	\$ 65,201	+ 14.5%
Fall River, Mass.	35,500	27,500	+ 29.1%
Johnstown, Pa.	69,180	66,225	+ 3.0%
Northwest Indiana, Ind.	114,639	94,000	+ 22.0%
Providence, R.I.	615,877	547,679	+ 12.5%
Rochester, N.Y.	213,836	173,015	+ 23.6%
Shreveport, La.	155,635	151,500	+ 2.7%

**DAVID BEN-GURION VISIT** Mr. Fisher reported that he and Mr. Friedman met in Tel Aviv with Mr. Ben-Gurion who agreed that his visit to the United States next March should be under UJA auspices. More recently, Mr. Ben-Gurion has indicated some reservations and seems to be contemplating an independent tour. Mr. Fisher is now conveying through Louis Pincus and other sources the undesirability of this procedure since it is felt that UJA hosting his visit would undeniably serve the best interests of Mr. Ben-Gurion, the UJA campaign, the other organizations concerned and Israel itself.

**INAUGURAL MEETING AND ANNUAL CONFERENCE** Mr. Fisher commented that, along with the Study Mission, the success of the Inaugural Meeting and the Annual Conference are most important to the effectiveness of the campaign. He called on Mr. Friedman, who reported that with four weeks remaining before the Inaugural meeting on December 8th, 311 people had already indicated they would attend, and that they represented 136 gifts of \$10,000 and over. On the basis of this, it is hoped that there will be an attendance approximating five hundred with over 200 gifts represented, and that the meeting will be better than last year's. In the next few weeks various members of the Executive Committee will be requested to make personal phone calls to designated individuals in order to assure the attendance of the appropriate people.

INAUGURAL MEETING AND ANNUAL CONFERENCE CONT'D

Mr. Friedman pointed out that this year a new format has been worked out for the opening day of the Conference, Friday December 9th. It is intended to promote a greater measure of success in conveying information about the needs and the programs and creating appropriate attitudes for the forthcoming campaign. After wide-view presentations of the tasks of the JDC and the Jewish Agency by Mr. Broide and Mr. Stone, those attending the Conference will have the opportunity of selecting from among five seminars which will cover the subjects of Migration, Absorption, Eastern Europe, Middle East and North Africa, and Education. The work of UES, CRT, and NYAMA, will be covered in these seminars, along with the JDC, Jewish Agency and IEF.

Executive directors in communities throughout the country have been asked to arrange for their community representatives to take part in different seminars and to share their experiences when they return to their communities. It was proposed that Executive Committee members and those who had participated in the Study Mission also should divide up to assure a proportionate leadership attendance at each of the seminars. At the conclusion of the seminars everyone at the Conference will gather together again for an address by Mr. Friedman summarizing the day's presentations with the campaign line for 1967.

ISRAEL EDUCATION FUND Mr. Meyerhoff pointed out that for its continued success the Israel Education Fund requires more wide-spread individual solicitations. He proposed that each Executive Committee member select three or four people he would consider as prospects and personally solicit IEF contributions from these people after their regular 1967 campaign pledges have been made. Teddy Kollek, who will visit the United States for the UJA in January, is willing and eager to seek IEF gifts, and it is expected that Mr. Ben-Gurion also will be helpful in this regard during his visit. Mr. Meyerhoff pointed out that anyone who has been in Israel recently knows of the value that the Government places on the efforts of the IEF because additional educational projects are so vital for integrating new immigrants.

Mr. Bensley reported that \$13,700,000 in pledges already have been made to the IEF and about \$500,000 more in pledges should be ready for announcement shortly. It is hoped that another \$4,000,000 may be realized in the months ahead from prospects who are still considering gifts. Mr. Bensley suggested to the Executive Committee members that they should look into the question of "living trusts", whereby individuals can contribute principal and yet retain earnings for personal use.

NEXT MEETING OF THE EXECUTIVE COMMITTEE The next meeting of the Executive Committee will be held in New York City in the UJA Board Room on Tuesday, January 23rd.

*Max M. Fisher*  
Max M. Fisher  
General Chairman

*Herbert A. Friedman*  
Herbert A. Friedman  
Executive Vice-Chairman