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

MEMORANDUM

CONFIDENTIAL

March 23, 1967

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting -- March 14, 1967

The Executive Committee, with Mr. Max M. Fisher presiding, met at the UJA office in New York on March 14th. The following were present:

Henry C. Bernstein	William Rosenwald
Isadore Breslau	Lawrence Schacht
Louis Broide	Phillip Stollman
Jacob Feldman	Dwney D. Stone
Max M. Fisher	Leonard R. Strelitz
Louis J. Fox	Edward M M. Warburg
Herbert A. Friedman	Jack D. Weiler
Edward Ginsberg	Philip Zinman
Gottlieb Hammer	
Merrill L. Hassenfeld	Ambassador Avraham Harman
Charles H. Jordan	
Joseph H. Kanter	Irving Bernstein
Joseph M. Mazer	Peter B. Colwin
Joseph Meyerhoff	Ralph I. Goldman
Albert Parker	Edward R. Vajda

Mr. Fisher welcomed Louis J. Fox of Baltimore as a new member of the Executive Committee. He reported that Charles Bensley was not present because he was a guest of President Johnson at an official luncheon at the White House today.

He advised that Melvir Dubinsky could not be present since he was undergoing surgery at Jewish Hospital, St. Louis, and the Executive Committee members expressed best wishes for his rapid recovery.

SAMUEL DAROFF The Executive Committee members expressed their deepest personal sympathy to Mrs. Daroff and the other members of the family over the loss of veteran UJA Officer Samuel Daroff. Warm tribute was paid to him for his devoted leadership in the UJA and many other causes. (A copy of the Committee's resolution is attached.)

OVERSEAS REPORT Mr. Fisher announced that Louis A. Pincus, Chairman of the Jewish Agency, would be present to report at the Executive Committee meeting on April 4th on the Jewish Agency and the situation in Israel. Mr. Fisher pointed out that Louis Broide, Chairman of the JDC, had just returned from reviewing JDC programs in Morocco and Iran, and asked him to report on JDC operations.

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Mr. Broide indicated that the JDC was doing an impressive job in Morocco and Iran within its monetary limitations. Efforts are being made to enlist greater financial participation in their own community from well-off Iranian Jews, who unfortunately are slow to respond because of the lack of any tradition of this kind of humanitarian concern. Mr. Kanter commented on his meeting in Geneva last October with the Standing Conference of European Jewish Communal Services, and his participation in the Standing Conference's young leadership program which is intended to help stimulate fund-raising in countries abroad.

Mr. Jordan reported that a satisfactory program has been worked out with the Romanian Government for aid through the JDC to aged Romanian Jews left behind by the wave of emigration. He also pointed out that JDC had signed a contract with the Agency for International Development giving it access to \$1,000,000 in certain kinds of machinery and other surplus goods from A.I.D. warehouses. The Tunisian Government has now acknowledged the JDC as the recognized agency for making distributions in Tunisia on behalf of the A.I.D.

Mr. Broide further stated that, with the cost of its overall operations currently amounting to \$1,800,000 a month, the JDC is having difficulties keeping within its budget. It recently was necessary to work out a five year bank loan which now must be repaid at the rate of \$95,000 a month from its operating budget. Mr. Broide indicated that a confidential report on the study that Mr. Jordan and JDC General Counsel Daniel Lack made of the Vietnamese refugee problem at the State Department's invitation in January had been prepared, and that this report was available to the members of the Executive Committee (see attachments).

CAMPAIGN REPORT Mr. Friedman reported that in 1966 all communities outside of New York raised a total of \$92,701,000 compared to \$33,500,000 in 1963. UJA was allotted \$47,118,000, or 50.3 per cent of the 1966 gross total, and in addition received \$17,320,000 from New York City. Thus, the overall allotment to the UJA in 1966 was \$64,438,000 -- compared to \$62,302,000 in 1965. The 50.8 per cent of gross community receipts now being allotted to the UJA indicates that efforts to obtain a fair share from local campaigns are generally proving successful.

As of March 13th of this year, \$30,000,892 had been raised in 1967 spring campaigns, for a 11.6% increase over the \$27,000,603 raised at the same point last year. Breakdowns on these figures for the 1967 campaigns are attached.

Mr. Friedman presented the status of the \$10,000 and over gifts for 1967 already announced, as follows:

1967 GIFTS - \$10,000 & OVER

AS OF MARCH 13, 1967

<u>NATIONAL</u>	<u>Number of Gifts</u>	<u>1967 Value</u>	<u>1966 Value</u>	<u>Change</u>	<u>Percentage</u>
Increases*	338	\$9,591,030	\$ 7,142,730	+1,248,300	+17.47
Repeats	127	3,653,750	3,653,750		
Decreases	15	333,500	387,100	- 53,600	-13.84
<u>TOTAL</u>	480	\$12,578,280	\$11,183,580	+1,394,700	+12.47

<u>Number of Gifts</u>	<u>1957 Value</u>	<u>1956 Value</u>	<u>Change</u>	<u>Percentage</u>
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*Included are the following new gifts of \$10,000 and over:

55	642,100	423,740	+212,360	+49.41
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The only gift reported to date which went under \$10,000 was reduced as follows:

1	7,500	13,000		
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NEW YORK CITY

Increases	29	\$ 952,666	\$ 778,600	+174,060	+22.4
Repeats	41	1,067,900	1,067,900		
Decreases	<u>10</u>	<u>405,000</u>	<u>474,640</u>	<u>- 69,640</u>	<u>-14.7</u>
<u>TOTAL</u>	80	\$2,425,566	\$2,321,146	+104,420	+ 4.5

In regard to cash, Mr. Friedman pointed out that as of March 10th the UJA had received \$8,783,000 compared with \$9,170,000 at the same point last year. The UJA entered 1957 with \$3,300,000 more due in accounts receivable than at the beginning of 1956. Mr. Friedman expressed some concern that we are not yet receiving an increased cash flow as a benefit of the extra pledges actually made in 1955 and 1956. After a general discussion, it was decided to re-examine the situation at the April 4th meeting and determine at that time the approach to the communities which might be appropriate to accelerate cash receipts.

DAVID BEN-GURION VISIT Mr. Fisher pointed out that Mr. Ben-Gurion has met with tremendous enthusiasm everywhere, and his visit has been a great success. Mr. Friedman added that the community meetings attended by Mr. Ben-Gurion have set records in size and have produced a heartening number of new and increased gifts. He expressed admiration for the remarkable number of daily appointments Mr. Ben-Gurion was able to include in his daily schedule.

Both during and just prior to Mr. Ben-Gurion's visit, the UJA through the Israel Education Fund has been seeking to raise \$1,200,000 for a comprehensive high school and scholarships in connection with the establishment of the educational complex at Sde-Boker. Mr. Friedman paid special tribute to Messrs. Ralph Goldman and Charles Bensley for their devoted work in attempting to reach this target. Mr. Goldman reported that as of March 14th \$1,300,000 actually had been pledged for this purpose, and that several other pledges to the IEF had resulted during the course of Mr. Ben-Gurion's stay. Mr. Goldman said that among the most thrilling moments he experienced while traveling with Mr. Ben-Gurion were the encounters with young people, such as the group of 2,400 students with whom Mr. Ben-Gurion met at the University of California in Los Angeles. (The schedule for Mr. Ben-Gurion's visit is attached.)

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AMBASSADOR AVRAHAM HARMAN -- EXTRAORDINARY CONFERENCE IN ISRAEL, Mr. Fisher welcomed Ambassador Harman, thanking him for the outstanding cooperation and support he has given to the UJA during his years of service in the United States. It was pointed out that the Ambassador was present on behalf of Prime Minister Levi Eshkol to address the Executive Committee regarding a special conference which the Prime Minister wishes to call in Israel. Ambassador Harman reminded everyone of the 1950 Extraordinary Conference in Jerusalem when Mr. Ben-Gurion was Prime Minister, which was attended by Jewish leadership of the United States. The Conference at that time was called to review the problems resulting from large-scale immigration to the new state and the development of a long-term approach to them. In 1968 Israel will mark its 20th Anniversary. It is the Government's view that a similar Conference of Jewish leaders from the free Jewish world would be most appropriate to take stock of what has been accomplished during the past two decades as well as to consider the problems to be met during the next decade. The meeting would continue for three or four days and would be designed exclusively for the highest calibre leadership in order to assure a meaningful discussion. The agenda would cover the following:

1. UJA's accomplishments, and the problems it must help meet during the next ten years in terms of absorption and additional immigration.
2. The status of Israel's economy, and requirements for its further development in terms of Bond sales and private investments in the industrial and scientific sectors.
3. Stock-taking and projection of Israel's education needs which are within the framework of the Israel Education Fund.
4. Consideration of the further development of higher education and research in Israel, and planning for it in a more organized manner.

Ambassador Harman commented that this Conference can project dramatically to the Jewish world the theme of a third decade for Israel which will present great challenges, and focus thinking in terms of the decade rather than just on a year-to-year basis. In the course of the general discussion, Ambassador Harman gave assurance that provision was already being made for detailed planning in advance of the Conference, and that programs and problems involving distressed Jewry outside of Israel could and would be included in the Conference's scope. He also emphasized the desirability of including as delegates young leaders who are likely to rise to key posts during the next ten years.

Mr. Fisher stated that a committee of officers of the UJA, the Israel Bond Organization, and the Conference of Jewish Federations and Welfare Funds, with Ambassador Harman as Chairman, was being formed to consider arrangements for the Conference. It will be scheduled sometime between mid-March and early April of 1968, in order to provide time for adequate planning as well as to avoid conflicts with opening campaign functions early in the year and with the Study Mission in the fall. In addition, the atmosphere in Israel at this period would be more conducive to thoughtful deliberation than later in the spring when a mass influx of visitors is anticipated for the celebrations around the actual anniversary date of May 14th.

1967 EXECUTIVE COMMITTEE MEETING SCHEDULE The Executive Committee meetings in April and May will be held as follows:

Tuesday April 4 -- UJA Board Room, New York City

May 12 - 13 - 14 -- Retreat
Concord Hotel
Kiauxesha Lake, New York



Max M. Fisher
Max M. Fisher
General Chairman

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

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

MEMORANDUM

July 7, 1967

CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting, May 12 - 14, 1967

The Executive Committee, with Mr. Max M. Fisher presiding, met from Friday evening, May 12th through Sunday noon, May 14th, at the Concord Hotel in Kiamasha, N.Y. The following members, guests and staff were present:

Albert B. Adelman	Leonard Laser
Leonard D. Bell	Hal Le Vay
Charles J. Bensley	Raphael Levy
Henry C. Bernstein	Joseph M. Mazer
Irving Bernstein	Joseph Meyerhoff
Louis Broido	Joseph Mitchell
Zelig S. Chinitz	Albert Parker
Peter B. Colwin	Martin Peppercorn
Kalman Druck	Zeke Rose
Melvin Dubinsky	William Rosenwald
Jacob Feldman	Lawrence Schacht
I.D. Fink	Joseph D. Shane
Max M. Fisher	Judith Stang
Herbert A. Friedman	Phillip Stollman
Edward Ginsberg	Leonard Strelitz
Ralph I. Goldman	Marc Tabatchnik
Gottlieb Hammer	Edward R. Vajda
Benjamin Hanft	Jack D. Weiler
Mrs. Harry L. Jones	H. David Weinstein
Charles Jordan	Philip Zinman
Joseph H. Kanter	Paul Zuckerman

FRIDAY, MAY 12 - EVENING SESSION In his opening remarks, Mr. Fisher thanked everyone present for coming to the Retreat for a weekend creatively combining business and relaxation. Mr. Fisher said that important decisions affecting the direction of the UJA have been made as a result of the three previous retreats which were held at the Onchiota Conference Center. It was explained that this year's move to the Concord Hotel was made at the request of the membership in order to encourage wives to come along for the more varied program available to them during the business sessions.

Mr. Fisher stated that this weekend provided an opportunity to look ahead -- to plan in May, 1967 for the 1968 campaign.

Mr. Fisher indicated that the evening's session would be devoted to evaluating the changing needs of the Joint Distribution Committee and the United Israel Appeal in 1968 and determining how these needs will affect the 1968 UJA campaign.

REVIEW OF NEEDS - JDC

Mr. Fisher introduced Mr. Louis Broido, noting that since assuming the chairmanship of the JDC, Mr. Broido has been actively participating in UJA fund-raising efforts. Mr. Broido has personally visited many key communities successfully presenting the UJA story.

Mr. Broido said that he had enjoyed his speaking engagements in behalf of the UJA. It gave him personally, and the members of the JDC staff who were sent by UJA's Speakers Bureau to various fund-raising meetings in the country, a gratifying feeling of close cooperation with the UJA. Mr. Broido then asked Mr. Charles Jordan, Executive Vice-Chairman and Director General of JDC to report on latest developments in the field of JDC operation.

Mr. Jordan observed that since 1964, JDC has been curtailing its financial assistance in all areas of JDC activity. Attempts to apportion JDC's limited funds have created hardships because JDC expenditures in many instances have not been adequate to meet the needs. Mr. Jordan mentioned as an example the Malben program in Israel which requires the largest single JDC allocation and is still unable to provide the eligible aged and infirm with necessary aid.

Mr. Jordan indicated that the Romanian Government had agreed to the reestablishment of a JDC assistance program in that country, with the result that additional JDC expenditures are now required. The JDC beneficiaries in Romania are aged, unemployable Jews for whom JDC aid is often the sole source of support. Mr. Jordan noted that some 8,000 aged in Romania require an estimated \$2- $\frac{1}{2}$ million for direct relief, excluding medical and other care. In spite of all efforts, JDC will be able to divert no more than \$720,000 to the Romanian program. The need of the aged, remarked Mr. Jordan, is the prevailing welfare program in Poland and other countries behind the Iron Curtain.

In answering questions raised by Mr. Joseph Meyerhoff and other members of the Executive Committee in regard to increased local participation in JDC expenditures, Mr. Jordan noted that the progress made by local communities in increasing local giving to JDC welfare programs barely takes care of the increasing costs to administer relief and rehabilitation programs.

Mr. Fisher thanked Mr. Jordan for his presentation. Mr. Fisher noted that in 1968, JDC will need an additional amount of \$4 million to carry its philanthropic programs overseas.

REVIEW OF NEEDS - UIA

Mr. Fisher called on Mr. Gottlieb Hammer, Executive Vice-Chairman of the United Israel Appeal, Inc.

Mr. Hammer carefully examined the budgetary allocations for the fiscal year 1966-1967 of the Jewish Agency, Jerusalem, stressing programs to which the United Israel Appeal, Inc. contributes its funds. Mr. Hammer pointed out that during the fiscal year 1966-1967, the Jewish Agency, Jerusalem spent a total of \$114 million to which the UIA, Inc. contributed, on a selective basis, the sum of \$34,347,000 or 30.1% of the Jewish Agency expenditure. Additionally, UIA allotted \$5,212,000 toward debt service, repayment of loans, and administrative expenditures.

REVIEW OF NEEDS - UIA Cont'd

Mr. Hammer indicated that it was extremely difficult to project the Jewish Agency budgetary needs for the fiscal year 1967-1968. All areas of needs were carefully examined in order to bring down the Jewish Agency expenditure to an absolute minimum and to enable the Jewish Agency to operate without borrowing additional amounts from banks and other sources. The 1967-1968 Jewish Agency provisional budget totals some \$92 million, as compared with \$114 million for the fiscal year 1966-'67, indicating a sharp drop of about \$22 million. The proposed diminution in Jewish Agency expenditures for the year 1967-68 would affect three aspects of its program, namely, agricultural settlements, immigrant housing and other expenditures, including retirement of debts. Within the last year, Mr. Hammer remarked, the Jewish Agency was able to make final grants to some 116 agricultural settlements. It is expected that in the year 1967-68, an additional 100 post-Statehood settlements will be removed from the Agency's roles. Thus, of the 485 agricultural settlements established since 1948, 216 will be brought to the point of economic viability. The Jewish Agency financial support to the remaining 269 settlements will be considerably lower than in the preceding years. All other estimates for the year 1967-68, Mr. Hammer stated, are tentative. Much will depend, Mr. Hammer concluded, upon the economic situation of the country.

SATURDAY, MAY 13 - MORNING SESSION Mr. Fisher called on Mr. Kalman Druck, President of Harshe, Rotman and Druck, to review the progress in implementing the findings in the Group Dynamics Project study begun one year ago, and to offer specific recommendations for consideration by the Executive Committee. Mr. Fisher stated that Mr. Druck's report would follow guidelines worked out in consultations with committees headed by Messrs. Ginsberg, Hassenfeld and Weiler.

Leadership Workshops Mr. Druck recommended the establishment of four leadership workshops for national and regional leaders on the organization and management of effective campaigns. He stated that three such workshops could be scheduled in conjunction with the National and Regional Conferences. The workshops would be attended by community chairmen and executive directors, and would be based on a manual prepared specifically for this purpose. The manual would cover the following areas:

Segmentation of the Market

Solicitation Procedures

Motivation and Barriers

Preparations for Special Events

Usage of Audio Visual Aids

This program should also make possible a greater interchange of information among communities.

Solicitor Seminars Mr. Druck recommended the establishment of solicitation training seminars under the direction of professionals and utilizing group dynamics methods. The seminars would be based on the form and methods described in the Prentice Hall Sales Manual and would include training films prepared for use with the Fairchild portable projector as well as videotapes. Use of the Fairchild projector was demonstrated. Following this, Mr. Friedman explained the possible uses of the Sony Videocorder, as a means of quickly producing and transmitting messages to communities as well as to the field staff, and tapes for the training of campaign workers. To illustrate, Videotapes made the previous evening of Mr. Fisher and Mr. Ginsberg were played. Mr. Friedman and Mr. Irving Bernstein put on a "live" demonstration of wrong and right methods of solicitation, which was Videotaped.

The tape was then played back for immediate reviewing. All agreed that the Sony Videocorder holds great potential for use by the UJA. Several members of the Committee declared their intention to purchase units for use in home communities.

Research Mr. Druck recommended a research program into the use of UJA prepared campaign materials by local welfare funds. This study would be carried out through the use of mail questionnaires and field investigation. He suggested a program of motivational research to determine the most effective appeals to givers and non-givers.

Closed Circuit Television As his fourth recommendation, Mr. Druck suggested that the Executive Committee consider use of closed-circuit TV to key cities for a major event. He explained that in his view, costs are moderate -- approximately \$3,000 per city - when transmission takes in more than five cities.

Media Mr. Druck recommended a program for the extended use of film and TV. He suggested the production of two 15-minute films and/or TV tapes. One would feature an inspirational message by the Campaign Chairman; the second would feature Mr. Friedman outlining the needs of the new campaign. These would be used at:

1. Top Level organization meetings
2. Worker meetings
3. Selected big gift meetings
4. Solicitor training meetings

Mr. Druck indicated that these productions might be made on 16 mm. film, could be reduced as well to 8 mm. for use on the Fairchild projector, and further reproduced on Videotape for the Sony. Cost for one such 15 minute film -- not including prints -- would run about \$30,000.

Mr. Druck recommended increased use of radio personality discs for public service spot announcements and interviews for inclusion at station breaks, as well as disc jockey type programs. Mr. Druck also recommended the increased use of TV personality spot announcements, plus production of news clips for program insertion. This segment of the program would utilize 30-second public service spots and 45-to-90 second news clips.

Advertising Mr. Druck's final recommendation dealt with the preparation of a broad series of newspaper advertisements featuring varied appeals for use in the community. He also proposed a survey and analysis of the use and effectiveness of direct mail.

Addressing himself to the cost implications of Mr. Druck's recommendations, Mr. Friedman stated that no budget problem would be created with regard to the suggested workshop sessions and leadership seminars. In the area of research, he indicated that while exploration into giving motivation is worthwhile, it is expensive. He said that a specific cost study would be made and presented to the Executive Committee for consideration.

Mr. Friedman then noted that the UJA was the second organization in America to utilize closed-circuit TV. In January and April of 1957, UJA undertook the production of two such programs; the first at a cost of \$175,000 to reach 80 cities, and the second at a cost of \$135,000 to reach 60 cities. He stated that as a direct result of these presentations, an additional 19 million dollars was raised in 1957. The production of these programs was inspired by the events of the time -- the Sinai Campaign, the breakout of Hungarian refugees following the uprising, and the flight of Jewish refugees from Egypt. The two presentations contributed to the highest budget in UJA history, but were practical because they had a special significant impact and evoked a unique response. With regard to the use of film and visual media, Mr. Friedman expressed himself in favor of producing the "message" type of presentation for use with the Videocorder and Fairchild projector, rather than high budget documentary films.

Reviewing the UJA's newspaper advertisements for the past several years, Mr. Friedman noted they fall into six categories: 1. Endorsements; 2. Immigration; 3. "Feeling of pride" ads; 4. Military situation ads; 5. Absorption ads; 6. Ads on UJA-supported agencies. He stated that at present, UJA policy is to select an annual theme and develop advertisements as well as other material to illustrate this theme. Mr. Druck's recommendation would call for preparing a series of advertisements of varied themes, from which the communities could select those it felt most suitable to meet local campaign requirements.

Mr. Zinman, endorsing this effort to broaden and improve the UJA's use of public relation tools, added that the UJA's solicitors were "the greatest reservoir of sales talent in the world," but were sent out with insufficient training. He proposed that the CJFWF and the communities should be asked to share the cost of implementing Mr. Druck's recommended program. Although also in favor of implementing the program, Mr. Parker cautioned that we must remain cognizant of the value of the personal relationship in the solicitation of gifts. Indicating his favorable view, Mr. Rosenwald noted that the Motivational Research program could be of significance in developing methods for reaching the non-giver, and that improved communication methods could help make the UJA more effective vis-a-vis the appeal of programs for meeting local needs whose results are manifested right in the communities.

Mr. Bell reported on his experience in Harrisburg, Pa. In 1965, the community raised \$245,000. In 1966, after a two day leadership training session was held, the community surpassed the \$300,000 mark. In 1967, the community anticipates raising close to \$400,000. "Obviously," Mr. Bell remarked, "training gives important results."

Mr. Mitchell expressed his feeling that the Druck effort was not fully taking up the problems which three years ago brought about a consideration of UJA's public relations program. He said that UJA materials should encompass local as well as overseas' needs, thereby enabling communities to use more of our materials to greater effect. Mr. Friedman commented that the UJA and CJFWF are currently financing together a 15 minute film designed to tell this "total" story.

Calling for the motivational research program to be undertaken without delay, Mr. Shane proposed that the communities be approached to participate in all the costs involved.

Mr. Mazer agreed that better trained solicitors get better results, but added that there is also a distinct need for developing a greater number of solicitors. Generally supporting the Druck program, Mr. Zuckerman said he intended to purchase a Videocorder unit which he would utilize at a meeting in his home, and he suggested that each Executive Committee member purchase the device to utilize for similar campaign purposes. Mr. Adelman expressed his approval of the program in principle. He asked Mr. Druck about the possibility of pre-testing findings, and was advised that this could be arranged.

SATURDAY, MAY 13 - AFTERNOON SESSION

Jerusalem Conference

Mr. Michael Arnon, Israel Consul General in New York, broadly outlined the problem of the April 1-4, 1968 Jerusalem Conference. Mr. Arnon indicated that the main purpose of the Conference is to take stock of Israel's achievements in the past twenty years and to prepare an integrated plan of social and economic development of Israel in the coming decade. The participants of the conference will include major Jewish organizations (UJA, CJFWF, Bonds for Israel, etc.), outstanding personalities and investment groups such as PEC, AMPAL, etc. It is expected that Israel government and public bodies will prepare position papers outlining the role of Jewish philanthropic and investment agencies in Israel's future and further development in the important fields of social welfare and economics. When received, these papers will be studied by the American Jewish representative bodies and they will be able to prepare their suggestions and corrections to Israel's plans and outline the field of work and the extent of financial responsibilities the various Jewish organizations in America would be able to undertake.

SATURDAY, MAY 13 - EVENING SESSION

Mr. Fisher stated that one purpose of this session was to continue discussions of Harshe, Rotman and Druck's report and recommendations. Mr. Broido expressed his belief that the program held promise and that the CJFWF and the communities should be enlisted in the program. Mr. Bensley suggested an effort to broaden the base of the campaign with regard to \$10,000 and over contributions, whereby each current contributor in that category would try to produce one additional \$10,000-and-over gift, thereby increasing the campaign by several million dollars.

He proposed research to determine a method to motivate wealthy non-contributors. Mr. Stollman expressed the view that special efforts should be made toward perpetuating giving within the family structure. He noted that as elderly contributors pass away, their children are not motivated to continue the generous support of their parents.

Mr. Dubinsky inquired regarding the qualitative results which could be expected after funding a major motivational research program. Mr. Druck's response indicated that there was no formula to determine the ratio between money invested in a motivational research program and the increased giving that might result. Mr. Mitchell then suggested that the motivational program be pre-tested prior to activating it on a national scale. The general discussion, as summarized by Mr. Fisher, indicated that the UJA should at least carry out a program of motivational research into giving, preferably with the active participation of local communities and the CJFWF.

Campaign and Cash Report Mr. Fisher called on Mr. Friedman to give the campaign and cash report at this time. Mr. Friedman stated that as of May 11th, 720 \$10,000-and-over contributions had been received from all cities excepting New York. These 720 gifts represented 470 increases -- 94 of them new to the category, 217 repeats and 33 decreases which remained in the category. There were 9 additional decreases falling below the \$10,000 level. The 720 contributions represent \$17,136,545 in 1967 gifts as compared to \$15,772,080 in 1966 for a total increase of \$1,364,465 or 8.6%. New York City had thus far received 195 \$10,000-and-over contributions which total \$5,416,340 for 1967 as compared to \$5,101,220 for an increase of \$315,120 or 6.2%. The 195 gifts represent 73 increases, 105 repeats and 17 decreases. The combined New York City and National figures total 915 gifts received out of a potential 1,250 for a grand total of \$22,552,685 in 1967 compared to \$20,873,300 in 1966, representing an increase of \$1,679,585 or 8.04%.

Mr. Friedman commented that the \$10,000-and-over category is obviously the most important in the campaign structure in terms of funds raised. He stressed the importance of the idea presented by Mr. Bensley earlier, which called for efforts to broaden the base of this aspect of the campaign. Comparing the 1966 and 1967 spring National UJA campaigns, Mr. Friedman said in 1966 the amount raised was \$86,756,000, while the estimated total for the 1967 spring campaign is \$88,656,000, which will represent an increase of \$1.9 millions. He noted that \$1.3 million of this sum will come from \$10,000-and-over contributions and that the UJA share of this increase is expected to be between \$900,000 and \$1,000,000.

SUNDAY, MAY 14 - MORNING SESSION

Report On The Israel Education Fund Called upon by Mr. Fisher to report on activities of the Israel Education Fund, Mr. Bensley stated IEF schools and other facilities were giving Israel's development towns a firm foundation for unity among various population elements. Noting that last year's Retreat Report indicated pledges of \$11,938,000 from 49 contributors, he announced current totals of \$18,080,000 on pledges from 82 contributors. These pledges cover the establishment of 38 high schools, 10 community centers, six public libraries and 6 pre-kindergartens, and more than 500 teacher-training scholarships and student grants.

Mr. Bensley pointed out that the following IEF comprehensive high schools are now functioning: the Rodman School in Kiryat Yam, the Edith Lehman School in Dimona, the Jewish Teachers Community Chest School in Yahud, and the Oscar Gruss School in Kiryat Gat. The following schools will be opened this year: the Estelle and Eugene Ferkauf Comprehensive High School in Or Yehuda, the Israel Rogosin Nautical School in Ashdod, the Oscar Gruss Religious Vocational School in Shafir, the Paul Himmelfarb Comprehensive High School in Beersheba, and the Sharett School (comprehensive) in Nazerat Illit.

It was indicated that IEF pledges thus far would provide educational facilities for 18,000 children and that the program hopes to reach the \$21 million figure by the December Conference. Mr. Bensley stated further that IEF construction has been of major benefits to Israel's economy and gave credit for the success of the program to the efforts of the numerous lay and professional workers who had devoted themselves to the task.

Women's Division Report

Mr. Fisher introduced Mrs. Jones to report on Women's Division activities during the five months that she has been Division Chairman. She stated that at the three Regional Conferences in Chicago, Atlanta and San Francisco, there had been 201 women leaders present, representing 54 communities. There had been enthusiastic receptions of the programs of each conference which all had the same structure: the showing of the Women's Division slide film, "J + H + E = Absorption"; the presentation of papers on pre-solicitation, development of young leadership, and a discussion period.

In San Francisco, Mrs. Jones had met with West Coast Welfare Fund Directors in order to gain greater knowledge of their problems as well as to get to know them better personally. As a result of this meeting, Mrs. Jones and Mrs. Marvin Stang plan to visit key West Coast cities in November to help launch the 1968 Women's Division campaigns. Mrs. Jones stated that 35 people representing five communities in the State of Florida had attended a conference in Miami the previous week which was jointly sponsored by UJA and CJFWF. She felt that a great deal of good will had been engendered which should be reflected in the coming campaigns. Mrs. Jones pointed out that 26 National Women's Division Cabinet members had made 101 visits to communities during the five month period.

Mrs. Jones indicated that the Women's Division printed material is already following many of the guidelines highlighted by the Harshe, Rotman and Druck report. She thanked Mr. Druck for his complimentary remarks and indicated her readiness to accept any suggestions which might further improve Women's Division material. Mrs. Jones stated that the appearance of the Women's Division "News Record", which is now circulated to 25,000 women nationally, had been upgraded with a new format. She said that continued emphasis is being placed on pre-solicitation efforts with Mrs. Mathilda Brailove and other Women's Division Board members available for special appointments with large contributors. With regard to the Women's Division Study Mission, Mrs. Jones reported that the current mission intended strictly for leadership and large contributors, has enrolled 17 participants to date. The mission is planned to depart on September 5th, with approximately 21 participants and will visit Morocco, Vienna and Israel. The practice of soliciting participants at the close of the Mission, instituted last year will be continued.

Mrs. Jones concluded by saying that there is continued excitement in the Women's Division with emphasis being placed on the development of young leadership and on experimenting with new techniques. Mr. Fisher thanked Mrs. Jones for her report and complimented her and Mrs. Stang for creating greater understanding in the communities.

Young Leadership Report Introduced by Mr. Fisher, Mr. Bell reported that there are currently some 12,500 young people involved in the UJA Young Leadership program. He stated that the program was aimed at the development of long term commitments primarily which will insure greater funds raised for the future. Mr. Bell pointed out that a special experiment begun three years ago in St. Louis with 40 young leadership contributors whose total giving was \$3,000, had resulted in raising the level of contributions to \$30,000 currently. He said that a meeting in San Francisco the previous week was attended by 1,000 unmarried people between the ages of 21 and 25. In New York City, 125 young men were involved in the Young Leadership program last year and an additional 100 had become active this year. The Young Leadership Cabinet has inaugurated a program called "project 50", in which Cabinet members are being sent to 50 communities across the country to aid in organization and solicitation.

Mr. Bell pointed out that the Young Leadership Division had been restructured and nine national committees had been formed to deal with such matters as fund-raising within the Cabinet and stimulating greater campaign activity. One hundred and eighteen cabinet members now contribute over \$300,000. In conclusion, Mrs. Bell stated that the Young Leadership Cabinet had achieved much greater status nationally as evidenced by the fact that young people are now leading community campaigns across the country. As example he pointed out the Akron and Dayton experiences.

Mr. Fisher thanked Mr. Bell for his presentation and said he expected that in five years time, 50% of the Executive Committee would be comprised of Young Leadership Program alumni.

Study Mission Report Mr. Fisher introduced Mr. Parker to report on the 1967 UJA Study Mission. Mr. Parker pointed out that the annual Study Missions have had a major effect on the creation of additional \$10,000 and over contributors, and in stimulating increases from those already in this category. On the last two Missions, the majority of participants were first-time visitors to Israel. Last year's Mission had 160 participants and there were over 200 in 1965. Study Mission caucuses have been most productive, and their fund-raising effects are reflected positively in local campaigns.

Mr. Parker indicated that as of the current date 90 acceptances for the Mission had been received, including 13 members of the Executive Committee. This year the Israel itinerary has been arranged to offer separate programs for first-time and previous visitors. Mr. Parker stressed the importance of greater participation from members of the Executive Committee both in joining the Mission and in accelerated efforts to reach more prospects for the Mission. The desired goal is to have more than 200 participants; this should enable the UJA to anticipate announcing a total of more than three million dollars at the Study Mission caucus.

Mr. Fisher expressed his feeling that the Mission was extremely important in the raising of additional funds and in the development of leadership. He reported that there were currently no participants for this fall from Los Angeles, San Francisco, Chicago, Milwaukee, Baltimore, Dallas, Houston and Atlanta. It was explained that recruitment efforts had started late because the Jerusalem Conference had originally been scheduled for September. Mr. Meyerhoff suggested that Executive Directors should arrange meetings between prospects for the Mission and Executive Committee members. Messrs. Shane and Mitchell indicated that they would initiate contacts on the West Coast.

Report On Community Missions Mr. Kanter was introduced to report on current activities in connection with the encouragement of community missions. Mr. Kanter advised that he had written to Federation Presidents and Campaign Chairmen with the aim of organizing community meetings to stimulate these missions. He indicated that in his own experience, Mission participation was the greatest influence in involving him in UJA work, and that it was a most important tool for the local community. Mr. Kanter will stress social, educational and inspirational factors in his community mission recruitment efforts. Three missions are currently planned: Detroit and Pittsburgh in October, and New York City in November. Mr. Kanter is also trying to organize a mission from Cincinnati. In addition, a Metals Industry Mission is in the planning stage for this September; this will be the second Mission for this trade group (the first having taken place in November 1966). Also, the possibility of a non-sectarian Young Presidents' Mission is being explored.

Mr. Mitchell suggested preparing a film on the Study Mission; Mr. Parker indicated an annual meeting for Mission "alumni" should be considered; and Mr. Strelitz said that he is exploring the possibility of organizing a "State" Mission for Virginia.

1967 National Conference Mr. Friedman was called upon to report on the Annual National Conference in December. He said that the Israel Education Fund will be brought to the fore at the December Conference in a major address on its activities and goals. The International Symposium format will again be on the program and emphasis is expected to be focused on Eastern Europe and Latin America. The tentative schedule for the Conference is as follows:

Thursday Evening:	Inaugural Dinner
Friday:	Plenary Session and IEF
Saturday Afternoon:	International Symposium
Saturday Night:	Banquet

There may also be a training session for community Chairmen and Executive Directors utilizing a new manual. This session may be conducted on the day previous to the official beginning of the conference and would require a full day of programming.

University Study Mission Mr. Friedman announced that approximately 30 students will participate in the first UJA sponsored Study Mission under the leadership of Rabbi Zelig Chinitz. The students selected represent a cross section of American colleges and, basically, the mission is an extension of the UJA-Hillel Cultural Program initiated five years ago. Since 1962, some 35,000 Jewish students and faculty have attended lectures and forums conducted by distinguished Israelis brought to the American campus by the UJA.

The eight week mission, scheduled to depart on June 20, 1967, will spend one month visiting Morocco, the South of France, Germany, Poland, Vienna. The second month is devoted to Israel. In Berlin, the mission participants will meet with non-Jewish German students who have visited Israel. In Munich, the students will study the origins of Nazism. In Poland, the group will visit Warsaw, Krakow and Auschwitz. In Vienna, the students will meet with Russian emigrants on their way to Israel. The itinerary, in Israel, begins with a visit to Aliyah Bet boats at Haifa and archaeological digs in the Galil, to be followed by a tour of the Negev and new development towns. Finally, the group will visit Tel Aviv and Jerusalem where they will engage in dialogues with their contemporaries. The group will stop in Paris, before returning to New York on August 14.

The University Mission is intended as an educational and inspirational experience and background material has already been sent to the participants. Mr. Friedman indicated that the University Mission, if successful, will take larger groups in future years. Furthermore, he viewed the project as a means of stemming the tide of assimilation among American Jewish youth. He reiterated that the Mission is an experiment which will require close study and evaluation at its conclusion.

1968 RETREAT Mr. Fisher, in concluding the meeting, stated that this Retreat had been the best he had ever attended. He announced the next Retreat would be held at Greenbrier.

As moved by Mr. Parker, the Executive Committee members voted an unanimous tribute to Mr. Fisher and Mr. Ginsberg for the leadership they have been providing in the current campaign.



Max M. Fisher
Max M. Fisher
General Chairman

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

DRAFT

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

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MEMORANDUM

June , 1967

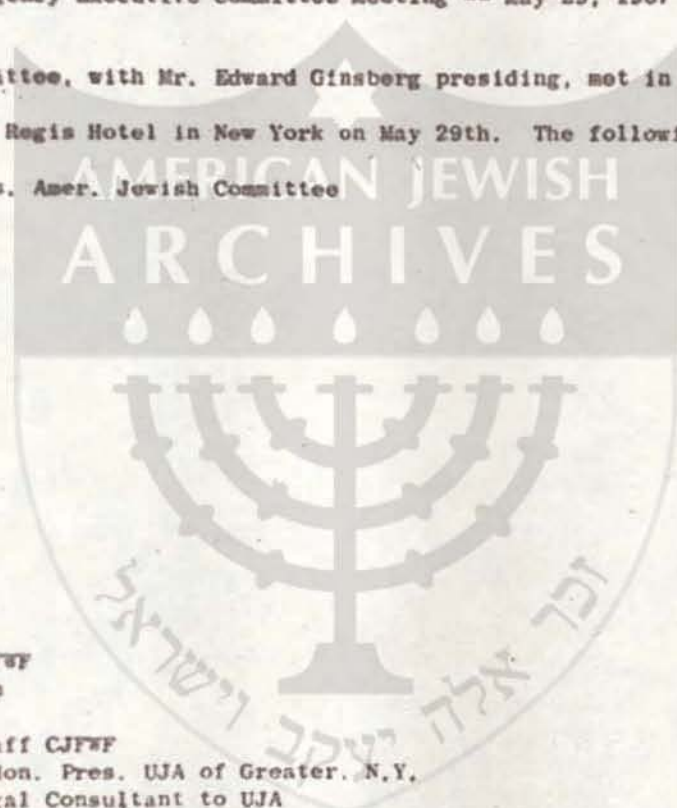
CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Emergency Executive Committee Meeting -- May 29, 1967

The Executive Committee, with Mr. Edward Ginsberg presiding, met in emergency and expanded session at the St. Regis Hotel in New York on May 29th. The following were present:

- Morris Abrams, Pres. Amer. Jewish Committee
- Albert B. Adelman
- H.E. Michael Arnon
- Leonard D. Bell
- Charles J. Bensley
- Henry C. Bernstein
- Philip Bernstein
- Maurice Bookstein
- Louis Boyar
- Isadore Breslau
- Louis Broide
- Melvin Dubinsky
- ~~Benjamin Duhl~~
- Benjamin Duhl
- Abraham Feinberg
- Jacob Feldman
- Israel D. Fink
- Louis Fox, Pres. CJFW
- Herbert A. Friedman
- Edward Ginsberg
- Peter Goldberg, Staff CJFW
- Monroe Goldwater, Hon. Pres. UJA of Greater N.Y.
- Edward Goodell, Legal Consultant to UJA
- Sidney Green, Consultant in Economic Mission to U.S.
- Gottlieb Hammer
- Ambassador Avraham Harman
- Yehuda Hellman, Exec. Dir. Presidents' Conference
- Merrill L. Hassenfeld
- Samuel Hausman
- Arthur Hertzberg, Rabbi-Temple Emanuel, Englewood, N.J.
- Joseph Holtzman
- Charles H. Jordan
- Irving Kane, Pres. CJFW Overseas' Committee
- Joseph H. Kanter
- Leonard Laser
- Harry Lavine

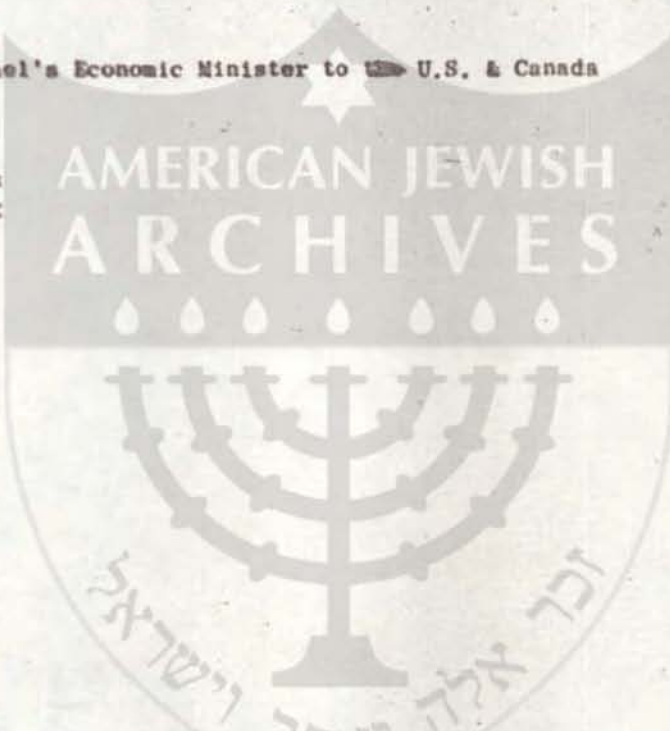


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Albert Levin
Joseph Lubin
Joseph M. Mazer

~~Joseph M. Mazer~~
Rabbi Israel Miller, Chan. American Zionist Council
Alfred L. Morse
Albert Parker
Rabbi Joachim Prinz, Chairman Presidents' Conference
Dan Rosenberg, Staff CJFVF
Edwin Rosenberg
William Rosenwald
Samuel Rothberg
Alan Sagner
Lawrence Schacht
Joseph Schwartz
Nachum Shamir, Israel's Economic Minister to the U.S. & Canada
Joseph D. Shane
Phillip Stollman
Dewey D. Stone
Leonard R. Strelitz
Edward W.M. Warburg
Jack D. Weiler
Philip Zinman
Paul Zuckerman

Irving Bernstein
Harry D. Biele
Zelig S. Chinitz
Peter B. Colwin
Ralph I. Goldman
Raphael Levy
Ernest W. Michel
Martin Peppercorn
Judith Stang
Edward R. Vajda



Mr. Ginsberg explained that Max M. Fisher was still overseas, where he had joined Herbert Friedman last week, and that a taped message from Mr. Fisher would be presented at the meeting. He expressed his gratification that leaders of a cross section of major American Jewish organizations were present at the meeting. He advised that the meeting had been called as a result of the visit to Israel of Mr. Fisher and Mr. Friedman. Because events are moving so fast, Mr. Fisher had asked that the meeting be expanded to include officers of the Council of Jewish ~~Welfare Funds~~ Federation and Welfare Funds, New York City UJA, Israel Bonds, The Presidents' Conference, and the American Jewish Committee, as well as other key leaders in addition to Executive Committee members.

Thanking everybody for attending on such short notice, Mr. Ginsberg indicated his awareness that many people made sacrifices to come, but added that whatever sacrifices we are making are slight compared to what is happening in Israel today.



AMBASSADOR AVRAHAM HARMAN In view of the current crisis, Mr. Ginsberg pointed out, it was unnecessary to introduce Ambassador Harman with anymore than the simple statement, "What he has to say is of great importance." At the heart of his tremendously moving presentation was Ambassador Harman's impassioned plea, "In order that blood shouldn't have to flow, Israel needs help, needs it quickly, needs it in big dimensions." He declared the present situation had been created by the Arab states on the pretext that Israel had massed to attack Syria -- which U.N. Secretary General U Thant had indicated was untrue before his recent trip to Cairo. He reiterated Israel's position that the most vital issue was the free passage of shipping through the Strait of Tiran and on to Eilat, and that Egypt's blockade in violation of various international understandings could not long be tolerated. The blockade ^{was called} an act of aggression against Israel.

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Ambassador Harman asserted that if Israel wants to exist and discharge its mission, it has got to develop economically and to build. The only way this can be done is by exercising the international right to trade through both the Mediterranean and Red Seas. Ambassador Harman said that one of Israel's lanes to the Red Sea -- the Suez Canal -- has long been blocked to it by Egypt, even though the Canal technically should be open to ships of all nations. If the Gulf of Aqaba, Israel's second Red Sea lane, remains blocked, then the Negev ceases to be of importance, trade with Asia and Africa is cut off, and the entire future of Israel is imperiled. "Shooting is dramatic" he declared, "but it is equally effective if you strangle someone to death, and this is what the blocking of its access to the Red Sea means to Israel." Ambassador Harman voiced the hope that the world community would not allow the freedom of the seas to be prevented in this way by aggression.

Israel was suffering economic difficulties, for sufficient reasons, before the present situation -- the economy could not keep pace with immigration and help from outside was never adequate to meet all the needs. Ambassador Harman speculated that Nasser was

considering, among other matters, the exploitation of Israel's economic difficulties. Certainly it is costing Israel several million dollars a day to maintain its mobilized forces in the field while factories are not working, fields are not tilled, trade is lost, and tourism has stopped. The steps already taken against Israel represent acts of aggression. In order to sustain itself -- hopefully without mass spilling of blood -- and to maintain its strength -- represented by its forces on its borders and the country that has to keep them there --, Israel vitally needs help now to meet the enormous added economic burden. Ambassador Harman said that the damage to the economy day by day is enormous and must be repaired.

Ambassador Harman asked everyone at the meeting to report back to their communities that there is a strong Israel which knows what its destiny and future are and which hopes to defend its rights. He was sure that American Jewry would respond quickly and generously to the call to permit Israel to continue being creative and to develop. On what Israel does and what Jews in America and elsewhere do in the days and weeks ahead may depend on the future of the Jewish people.

MESSAGE FROM MAX M. FISHER On a tape recorded overseas, and brought back with him the day before the meeting by Herbert Friedman, Mr. Fisher indicated he had just come from a dramatic six-hour meeting with Prime Minister Eshkol, Finance Minister Sapir, other members of the Government and executives of the Jewish Agency. There had been a full and frank discussion of the problems facing Israel at the present time. Confronted with armed camps on ^{their} ~~these~~ sides, not knowing what might happen next, Israel was resolute and ready for whatever might come.

Mr. Fisher said the cost to Israel as a result of mobilization and the effects on the economy was three million dollars a day. Israel alone cannot meet this burden indefinitely. Up to now, we haven't been giving the Jewish Agency all the funds it has needed for immigration and absorption. The Government of Israel has been helping to make up the difference, but it is no longer in a position to do so. From Mr. Fisher's discussions

with Israeli leaders and their appraisals, it was apparent that they must count on us to make whatever sacrifices are necessary to provide Israel with the fullest financial and moral support.

Our obligation now, he said, is to mobilize American Jewry for an emergency campaign that will raise the required help -- beginning with an extra inspirational pledge from each Executive Committee member. All of us must make great personal sacrifices in terms of money and of effort immediately, for help is urgently needed now. Expressing regret that for understandable reasons he could not be present at the meeting, Mr. Fisher added that he would soon be back to aid in getting the job done.

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AMERICAN JEWISH ARCHIVES

REPORT BY HERBERT A. FRIEDMAN Mr. Ginsberg called on Mr. Friedman to report on his week-long stay in Israel, where he had been joined by Mr. Fisher. Mr. Friedman pointed out he had seen the Prime Minister almost daily, along with other Israeli leaders, and that he had toured the front between the Negev and Egypt as well as the northern border facing Syria. Packed in the desert are 200,000 troops and 1,000 tanks, backed up by an unknown quantity of reserves. In the north, 100 to 150 high-placed Syrian big gun emplacements are zeroed in on kibbutz targets. Their vulnerability is attested to by the squads of ambulances the Israelis have collected every few miles. If a shooting war develops, it will be a three-front affair for Israel, incomparably more bitter and bloody than the Sinai campaign. Significantly, this time the King David Hotel in Jerusalem is being readied for conversion into a hospital. Significantly, too, Egypt used poisoned gas twice in Yemen...~~...~~

Israel has already mobilized a ~~fix~~ force of 200,000. Mr. Friedman said there is no regular traffic to be seen on the streets and roads -- almost all civilian vehicles have been used to move troops, and they are being retained at the fronts. This would ordinarily be a time of harvest -- one Lieutenant Colonel told Mr. Friedman he was chiefly worried by one thing, getting back to cut his wheat in time to save it. Meanwhile, old women and 15-year-old youngsters are being organized to go into the fields. Paradoxically, unemployment, already a problem before the crisis, is increasing because many activities cannot be

carried on with an indispensable portion of their work force mobilized and remaining workers cannot be utilized. Mr. Friedman added that, except for the fortunate fact that there has not yet been widespread spilling of blood, Israel has been forced into a state of war since May 22nd. ^{Going} ~~Fixing~~ into a full shooting war will not escalate costs substantially in proportion to what they already are.

To give Israel the kind of backing now required, and to demonstrate the capacity of our understanding, Mr. Friedman said, the Executive Committee must create an Israel Fund (IEF) of the UJA. The entire amount raised through this Fund in special community drives throughout the country would go to the Jewish Agency. The communities already are proceeding in every way they can to get to the UJA as much as possible of the more than \$80,000,000 in cash outstanding -- \$60,000,000 for 1967 and \$24,000,000 due from previous years. Mr. Friedman reported on the steps being planned to get the IEF campaign underway quickly, including a meeting of executive directors from throughout the country with heads of the CJFWF and UJA on Friday June 2nd, a similar meeting involving Presidents of local Federations and Welfare Funds on Sunday June 4th, and a national Big Gifts meeting in New York City for \$10,000 and over contributors within two weeks' time. In view of the latter meeting, the June 19th National Campaign ^{Cabinet} meeting would be cancelled. In addition, on Monday June 5th, the UJA would start a series of newspaper advertisements, where local approval is obtained, in at least twenty leading communities of the country. Outstanding Israelis will be coming to the United States during the next week to speak at local meetings throughout the country, among them Finance Minister Pinhas Sapir; Louis A. Pincus, chairman and treasurer of the Jewish Agency, ^{Chairman} ~~Executive in Jerusalem~~, and Haim ^{Levi} ~~Levi~~ ^{Levi}, ~~retired major general who was~~ Chief of Staff of the Israeli armed forces.

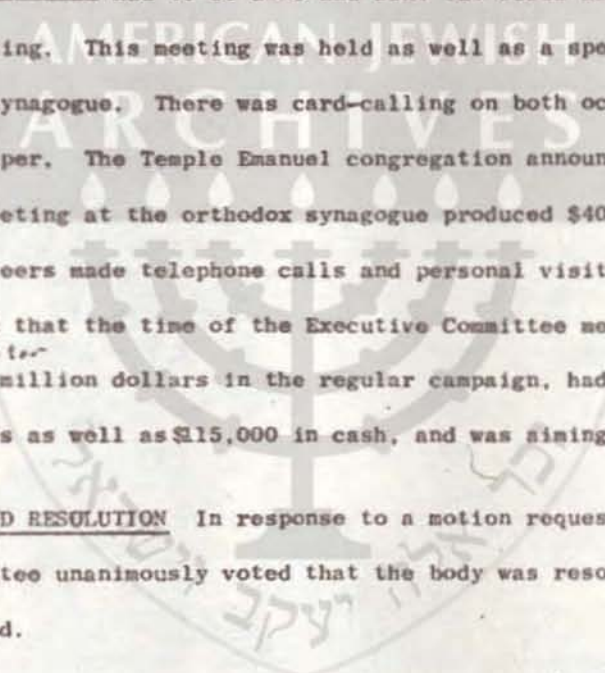
Mr. Friedman said that during the next two or three days soundings would be made around the country to help set guidelines ^{with} ~~and~~ new big gifts, and Executive Committee members were asked to help in this effort. Mr. Friedman pointed out that there was every indication ^a of a tremendous reservoir of determination and understanding both in this country and abroad.

A special fund for Israel was being launched in England, and similar action was under way in Canada. Mr. Friedman said he has heard many people declare over the years that if Israel were at war "all bets would be off", and ^{time} has now come for them to ^{use} ~~use~~ in those blank checks:

RABBI ARTHUR HERTZBERG As an example of the spontaneous determination and understanding Mr. Friedman had mentioned, Mr. Ginsberg called on Rabbi Arthur Hertzberg of Temple Emanuel in Englewood, N.J. to relate what has been happening in his community. Rabbi Hertzberg reported that early in the previous week three of his community's ^{leaders} resolved together that ~~something~~ ^{something} had to be done and sent out wires asking people to attend a Wednesday night meeting. This meeting was held as well as a special Friday night service at Rabbi Hertzberg's synagogue. There was card-calling on both occasions and ^{ads} were placed in the newspaper. The Temple Emanuel congregation announced \$80,000 in additional pledges. Another meeting at the orthodox synagogue produced \$40,000 in additional pledges. On Sunday 378 volunteers made telephone calls and personal visits to cover cards. Rabbi Hertzberg said that the time of the Executive Committee meeting ~~in~~ his community which raised ^{over a quarter} of a million dollars in the regular campaign, had already received \$380,000 in additional pledges as well as \$15,000 in cash, and was aiming for an extra million.

ISRAEL EMERGENCY FUND RESOLUTION In response to a motion requested by Mr. Ginsberg the Executive Committee unanimously voted that the body was resolved to have an Israel Emergency Fund.

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The general discussion that followed provided a demonstration of everyone's spirited determination to carry out the ~~in~~ IEF drive with maximum speed and effectiveness. The proposal was made that the big gifts meeting be held earlier than contemplated, perhaps Sunday, June 4 or Monday, June 5, in response to ^{the} spontaneous actions ~~that~~ ~~already were~~-taking place in many communities. In addition, it was proposed that a specific goal of one billion dollars be set for the IEF, with advertisements and letters referring to this amount and ^{asking that} ~~calling for~~ pledges to meet it ~~to~~ be made either for UJA contributions or Israel Bond purchases, or both.

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Mr. Friedman consulted privately with the UJA legal advisors who were present, and reported back to the meeting that setting a specific one billion dollar goal and the type of publicity suggested were ~~unadvisable~~ for various legal reasons. Several Executive Committee members also warned of the possible effect on morale both here and abroad of setting an astronomical goal and falling short of it. Mr. Friedman proposed publicity material announcing that ⁽hundreds of millions of dollars are needed, ⁾ and simultaneous but separated ads and letters calling for UJA and Bond pledges.

Concerning the date for the big gifts meeting, Mr. Ginsberg pointed out that the spontaneous local meetings already held were heartening, but they were not likely to produce the type of large inspirational gifts desired for the national gathering. Although it was urgent to move fast, it also was important to provide a certain amount of time to marshal the necessary big gifts. In addition, it was indicated that at this time and during the next week the communities were concentrating on getting in the outstanding cash, and obviously it was of primary significance to quickly produce as much actual money as possible for the Jewish Agency.

Mr. Ginsberg asked for pledges to the IEF from the Executive Committee members, and indicated that if there were ^{enough} ~~some~~ of these ^{and others} in adequate amounts ~~and others~~ obtained through solicitations during the next few days, an earlier big gifts meeting might very well be considered. Twenty of the Committee members pledged additional gifts ranging from \$25,000 to \$250,000, and others promised pledges within the next day or two. Mr. Friedman indicated that if ~~another~~ 20 to 40 ^{more} big gifts were obtained in the next few days (the size of the gifts of course would be a determining factor), in addition to the gifts announced at the meeting, he would consider it practicable to schedule the national big gifts meeting for an earlier date. Since the Welfare Fund and Federation Presidents would be in New York for their meeting on Sunday, ^{the next day} Monday, June 5, was put forward as a possible convenient time for the meeting. At the request of Mr. Ginsberg and Mr. Friedman, the Executive Committee agreed to leave it to them and the other UJA officers to decide on a date for the big gifts meeting, by Thursday on the basis of the new gifts that had been obtained by that time.

Mr. Ginsberg asked the Executive Committee members to arrange before they left the meeting for the names of large contributors whom they would solicit. He said that he was encouraged by the great outpouring ^{of} dedication which he had witnessed at the meeting, and that it was evident that everyone was going to make damn sure that Israel lives.

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Max M. Fisher
General Chairman

Herbert A. Friedman
Executive Vice-Chairman

Edward Ginsberg
Associate General Chairman

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

MEMORANDUM

August 22, 1967

CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting, August 3, 1967

The Executive Committee, with Mr. Max H. Fisher presiding, met at the UJA office in New York on August 3, 1967. The following were present:

Leonard D. Bell	Lawrence Schacht
Charles J. Bensley	Phillip Stollman
Henry C. Bernstein	Dowey D. Stone
Louis Broide	Leonard R. Strelitz
Max H. Fisher	Edward M. M. Warburg
Herbert A. Friedman	Jack D. Weiler
Edward Ginsberg	Philip Zinzen
Sam Haber	Paul Zuckerman
Gottlieb Hauser	
Merrill L. Hassenfeld	Irving Bernstein
Joseph H. Kanter	Kalman Druck
Leonard Lasser	Ralph I. Goldman
Joseph M. Mazer	Martin Peppercorn
Albert Parker	Judith C. Stang
Alan Sagner	

Mr. Fisher noted that such happened since the Executive Committee met on May 29 and decided to embark on an emergency campaign: Israel astounded the world by defeating its enemies in six days, and the American Jewish community responded magnificently in what was probably the greatest outpouring of funds in the history of philanthropy.

He pointed out that grave problems still faced Israel today. Mr. Fisher announced that he was leaving for Israel to join the CJFWF Mission and to attend an advisory conference called by Prime Minister, Levi Eshkol, consisting of Jewish industrial and financial leaders from the United States and other countries, to discuss some of the economic problems facing Israel.

OVERSEAS REPORT. Mr. Fisher then asked Edward Ginsberg and Herbert A. Friedman, who recently returned from Israel, to report on their trip. Mr. Ginsberg, who visited Israel four days after the war and then again a month later, dwelt briefly on the aftermaths of the war. He stated that one of the most immediate and pressing problems was the handling of the mass of Arab refugees. He said that relations with the refugees were good, but lasting relations would depend to a great measure upon how much pressure there will be from hostile Arab quarters. As long as military tension

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prevails, Mr. Ginsberg indicated that Israel must maintain an expanded army including a large number of reservists. As a result, many private enterprises are still virtually crippled. For example, the Bank Leumi had to shut down many of its branches throughout Israel, because most of their staff still serve in the Army; transactions which normally took a few days, now take several weeks. Mr. Ginsberg referred to the severe unemployment situation. In Ashdod, for example, there were over 2,000 unemployed; public works had to be created for these people. He stressed that Israel has lost many good people, and that some two-thirds wounded will be permanently disabled. The welfare burden is heavy now and will remain so for years to come. It will not only take large sums of money to help put Israel on a sound footing again, but it will also require patience and understanding.

Mr. Friedman pointed out that the six-day war brought about significant changes in the demography of Israel. There were in Israel 2,400,000 Jews and 300,000 settled Arabs prior to hostilities. Since the end of the war, 1,300,000 Arabs have been added. Thus, a total of 4,000,000 people currently live in the State of Israel, plus the new territories. Unemployment is the gravest issue facing Israel. While the economic problem was serious even before the war started, it is much worse now. Added to this is the concern about unemployment of Arab refugees.

Outside of Israel, Mr. Friedman said, is the renewed danger of persecution directed at 150,000 - 200,000 Jews living in Moslem countries.

Mr. Friedman reported on the two USA missions which he closely supervised both in Europe and Israel: a. The Young Leadership Mission of sixty-five persons, who had a most interesting and rewarding experience and represented excellent, potential campaign leadership in their communities; b. The first USA University Study Mission of 26 male college students who, prior to coming to Israel, toured Europe for a month, received a thorough indoctrination into JDC, ORT, United His Service and Jewish Agency maintained installations.

Mr. Fisher next called on Mr. Louis Broide, who expressed great concern for the 2,300 Jews who recently left Libya. To assist them, JDC has housed some 650 refugees in camps and hostels in Italy with the cost amounting to \$130,000 a month. Mr. Broide disclosed that JDC has applied to the U.S. Government for a grant from the President's Discretionary Fund of \$5,000,000, earmarked specifically for relief of refugees and victims of the Middle East War. Similarly, JDC made an application for funds to the United Nations High Commissioner for Refugees as well.

Mr. Broide observed that while the King of Morocco was friendly to the Jews, the people in the streets were not. The Jews were persecuted and suffered from economic boycotts.

The situation of the Jewish community in Tunisia presented certain dangers, Mr. Broide noted. In spite of President Bourguiba's strong measures against anti-Jewish elements, the Jews were in fear for their future and there was an increased emigration from Tunisia.

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The situation in Iran was relatively stable and the 80,000 Jews there were not threatened or seriously endangered. Mr. Broide pointed out that the JDC program in the countries of Morocco, Tunisia and Iran continues uninterruptedly. Mr. Broide also spoke of the plight of the Yeshivoth in Israel, which were in urgent need of funds. He indicated that the Yeshivoth had made an application for a one-million-dollar grant from the Emergency Fund and Mr. Broide felt they should be helped.

CAMPAIGN AND CASH REPORT: Mr. Friedman reported that \$90,316,000 gross had been raised in the regular 1967 Spring campaigns outside of New York City as of August 1, representing an increase of \$3,560,000 over the amount raised at the same point in 1966. It is estimated that the UJA share of this gross total would be \$44,919,000. Adding to this an estimate for the Fall 1967 campaigns, plus an estimate for New York City. The regular 1967 campaign would be worth approximately \$85,000,000 or almost two million dollars better than 1966.

The Israel Emergency Fund, Mr. Friedman noted, raised \$163,986,921, of which \$128,966,921 throughout the country, exclusive of New York City, and \$40,000,000 in New York City. It is estimated, Mr. Friedman added, that the final figure of the amount raised by the Israel Emergency Fund campaign will reach \$176,500,000, including \$134,500,000 in the communities and \$42,000,000 in New York City.

In reference to cash receipts, Mr. Friedman noted that as of August 2, a total of \$63,416,437 was received from regular campaigns, compared with \$35,442,468 received on August 2, 1966.

The cash receipts from the Israel Emergency Fund totalled \$111,100,054 - (\$95,073,477.50 from the country; \$16,026,576.50 from New York City). In addition, there is an amount of \$21,000,000 collected by New York City, not yet designated, as to how much of it is regular fund and how much emergency fund. (See financial tables attached)

<u>EMERGENCY FUND - WORLD FIGURES - TOTAL RAISED TO DATE.</u>		
<u>EUROPE</u>		\$95,000,000
	England	\$49,000,000
	France	10,000,000
	Switzerland	10,000,000
	Germany	6,000,000
	Italy	5,500,000
	Belgium	5,500,000
	Austria	1,000,000
	Holland	5,000,000
	Various	3,000,000
	CANADA	\$27,000,000
	LATIN AMERICA	40,000,000
	AUSTRALIA	5,000,000
	SOUTH AFRICA	30,000,000

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CHANGES IN STUDY MISSION PROGRAM. Mr. Fisher called on Mr. Albert Parker, Chairman of the Study Mission Committee. Mr. Parker reported that as of August 3, there were 350 reservations for the October Study Mission, compared to 150 reservations at this time last year. He estimated that 400 or more individuals will join the 1:67 Mission.

He noted that one sub-mission was being contemplated to Roumania, which would be limited to members of the Executive Committee and Cabinet.

Mr. Friedman pointed out that although only \$10,000 and over givers were being invited to participate in the Study Mission, UJA would like to take at least one representative of the 230 organized Jewish communities in the country, which would mean, in some instances, taking leaders who gave less than the normal standard.

Leonard Strelitz suggested that UJA must, in the very near future, work out guidelines for the Mission fund-raising. Mr. Fisher added Mr. Strelitz and Mr. Zuckerman to the Study Mission Committee, headed by Mr. Parker.

NATIONAL CONFERENCE, December 7 - 9, 1:67 Mr. Fisher advised that the speakers for the December 7 Inaugural Meeting will be Governor Nelson A. Rockefeller and Baron Edmond de Rothschild. He reported that speakers for the Saturday night banquet will be Justice Earl Warren, Major General Itzhak Rabin and Jewish Agency Chairman, Louis A. Pincus.

JERUSALEM CONFERENCE Mr. Fisher stated that he was planning to attend the International Advisory Committee Meeting, which the Prime Minister had called on August 9 and 10 in Jerusalem, to discuss the agenda and other salient points pertaining to the April 1 - 4, 1:63 Economic Conference. Mr. Friedman explained that a list of fifteen non-Americans together with twenty-five Americans had been constituted as International Economic Advisory body to the Government of Israel.

In conclusion, Mr. Fisher paid warm tribute to Edward Ginsberg for his tremendous leadership during the emergency campaign. He thanked him as well as Leonard Bell and Mrs. Harry Jones, who went to Israel on almost 24 hour notice, right after hostilities had ceased. He gave special praise to Herbert A. Friedman for his drive and his imagination during the recent crisis. Mr. Fisher indicated that the next meeting of the Executive Committee will be held on September 23 and adjourned the meeting.

Max H. Fisher
Max H. Fisher
General Chairman

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

027101255

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

MEMORANDUM

November 14, 1967

CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting, September 28, 1967

The Executive Committee, with Mr. Max M. Fisher presiding, met at the UJA office in New York on September 28, 1967. The following were present:

Albert B. Adelman	Joseph M. Mazer
Bernard H. Barnett	Joseph Meyerhoff
Leonard D. Bell	Alfred L. Morse
Charles J. Bensley	Albert Parker
Henry C. Bernstein	William Rosenwald
Isadore Breslau	Alan Sagner
Louis Broido	Lawrence Schacht
Melvin Dubinsky	Joseph D. Shane
Jacob Feldman	Dewey D. Stone
Israel D. Fink	Leonard R. Strelitz
Max M. Fisher	Philip Zinman
Louis J. Fox	Paul Zuckerman
Herbert A. Friedman	
Edward Ginsberg	Irving Bernstein
Samuel Haber	Philip Bernstein
Gottlieb Hammer	Ralph I. Goldman
Merrill L. Hassenfeld	Martin Peppercorn
Joseph H. Kanter	Mrs. Judith D. Stang
Leonard Laser	
David Lowenthal	

Mr. Fisher called the meeting to order and expressed his appreciation for the excellent attendance which he felt was indicative of the great concern and understanding for the UJA's task and needs, since the present Executive Committee meeting marked in essence the beginning of the 1968 campaign. Mr. Fisher welcomed Philip Bernstein and expressed his thanks to him and to Louis Fox for the energetic cooperation of the CJFWF during the June crisis as well as for its leadership in the planning for the forthcoming campaign year.

CAMPAIGN AND CASH REPORT Mr. Fisher called on Mr. Friedman for the 1967 campaign and cash report. Mr. Friedman indicated that, of the \$173,758,000 raised by the Emergency Fund (as of September 25, 1967), \$133,924,000 had been collected.

Reporting on Accounts Receivable from regular campaigns prior to 1967, Mr. Friedman indicated that as of January 1, 1967, the sum of \$39,100,000 was outstanding; by September 22, \$26,100,000 had been collected, leaving a total of \$13,000,000 receivable. He estimated that an additional \$3,000,000 would be collected by December 31, 1967. Thus, the Accounts Receivable from previous years' campaigns would be reduced to \$10,000,000. Mr. Friedman estimated that the UJA would be allocated \$66,100,000 from the 1967 regular campaign. Of this, \$46,100,000 has already been collected, and an additional amount of \$8,000,000 is expected to be collected by December 31, 1967. As a result, he noted that all accounts receivable from regular campaigns will then amount to \$22,000,000.

WOMEN'S DIVISION REPORT Since Mrs. Harry Jones was not able to attend this meeting, Mr. Fisher called on Mrs. Stang to report on the Women's Division Mission which had just returned to the United States. Mrs. Stang stated that the members of the Mission were able to familiarize themselves through direct contact with problems in absorption, welfare and aid to the aged and unemployed, as well as child-care, and with the grievous problems resulting from the war and its aftermath. Moved by what they saw, the women returned home prepared to make an all-out effort on behalf of the Emergency Fund in 1963 by increased personal gifts and dedicated participation in their community campaigns. Mrs. Stang reported that many of the pledges made during fund-raising in Israel were increases as high as 100 per cent over last year.

JOINT DISTRIBUTION COMMITTEE Mr. Fisher asked the assembled committee to stand for a moment of silence in memory of Charles Jordan. He then called on Louis Broido to report on the JDC.

Mr. Broido indicated that he was still in contact with U.S. State Department officials regarding the death of Charles Jordan. He advised that no additional information had been received, but praised the State Department for their cooperation. Mr. Broido announced that, to fill the posts left vacant by the tragic loss of Mr. Jordan, the JDC Administration Committee had formally elected Mr. Samuel Haber to the position of JDC Executive Vice-Chairman, and Mr. Louis D. Horwitz has been appointed Director-General beginning December 1st. Mr. Broido also informed the meeting that Mr. Theodor D. Feder has been appointed Associate Director-General and Mr. Herbert Katzki will be the Assistant Executive Vice-Chairman. Mr. Broido stated that the JDC-UJA contract would be renewed by October 1st.

Mr. Samuel Haber then reported on JDC operations abroad. He noted that over 10,000 Jews had left Morocco and Tunisia and were now in France. It is expected that 40 to 60 per cent of these people would remain in France and that the balance would probably emigrate to Israel.

JOINT DISTRIBUTION COMMITTEE (Cont'd)

Mr. Haber noted that the Fonds Social Juif Unifie in France will undoubtedly require increased aid from JDC. Referring to Tunisia, Mr. Haber said that although there is no specific anti-Jewish movement in that country, the Jews no longer had any sense of security as a result of the events of early June. In regard to Morocco, he said that a boycott against Jewish merchants had been instituted and is continuing, although it does not have government sanction; in fact, the Moroccan government is actively working against it, but is unable to end what appears to be a "grass roots" movement against the Jewish population.

As of September 20, 1967, 3,500 of the Jewish population of Libya, which had numbered 4,000 had emigrated to Italy. Thus far 800 of these have continued on to Israel and it is expected that between 1,000 and 1,500 Libyan Jews will remain in Italy permanently. They will obviously require increased assistance.

Mr. Haber noted further that some 300 to 400 Jews remain imprisoned in Egypt, existing in terrible conditions; a similar situation exists in Syria and Iraq. Remarkably, Spain has been giving visas to emigres from these countries. Currently in Iraq, there are some 200 Jewish children, and the United Nations has been asked to try to get the children out, and some efforts in this direction have been undertaken.

Mr. Haber reported that the Polish government has ordered JDC to cease operations by the end of this year. Mr. Broido and Mr. Haber have applied for permission to continue the program and have met with the Polish Ambassador to Washington. The State Department is being helpful in this situation as well, and the matter will be taken up at the highest level by our Embassy in Warsaw. It was further noted that ORT has already ceased operations in Poland. Mr. Fisher then thanked Mr. Haber and complimented Mr. Broido on the quality of his staff appointments.

REVIEW OF MEETING WITH PINHAS SAPIR AND LOUIS PINCUS Mr. Fisher reported on the meetings he, Mr. Ginsberg, and Mr. Friedman had held with Israel's Minister of Finance, Mr. Pinhas Sapir and the Chairman of the Jewish Agency, Inc., Mr. Louis A. Pincus, on September 13. In reference to the recent conflict, Mr. Sapir pointed out that obviously victory had not brought peace, but rather the necessity to maintain a security posture that required a higher percentage of Israel's gross national product than is the rate in the United States. At the same time Israel still has the problem of the continuing and long-term absorption of the one and a quarter million immigrants who arrived during the past eighteen years. In view of its vast security expenditures, Israel needs far more outside assistance than ever before to meet the absorption tasks. Mr. Sapir indicated that the economic crisis Israel was undergoing before the war is not over. There is still an unemployment problem which particularly effects the illiterate and untrained among the newest immigrants. The "emergency" for Israel remains no less -- and it is probably greater -- than it was in June. It is therefore most urgent that a continuing large flow of UJA-raised funds be maintained.

Mr. Fisher concluded that the next few years will be the most crucial in the history of the State of Israel, and that the crisis last June as well as events since then have made it evident that Israel's only dependable source of support is the world Jewish community.

REPORT ON CJFWF MEETINGS Mr. Fisher expressed his deep appreciation again to Mr. Fox, Mr. Philip Bernstein and the CJFWF leadership for their outstanding cooperation. He pointed out that the meetings held by the Council during the previous month were an historic point in the partnership between the UJA and the Federations and Welfare Funds across the country. He then called on Mr. Fox to report on the outcome of the meetings.

Mr. Fox stated that the conclusion of the community leaders, executives, and CJFWF Board involved in the September 22-24 meetings is best expressed in the resolution unanimously adopted, and in the steps recommended to the communities as follows:

We ask our Federations and Welfare Funds to take extraordinary action, beginning now, for the extraordinary sums required for Israel's needs in 1968.

We recommend to our communities that this can be done most effectively by raising and channelling a maximum, special gift from every contributor to the Israel Emergency Fund of the United Jewish Appeal, while at the same time meeting the requirement of an increased gift from every contributor for the essential local, national and overseas services in the regular fund.

We pledge that our Council, in cooperation with the UJA, will give every assistance to our Federations and Welfare Funds for these purposes, as we did in 1967.

Mr. Fox reported that cognizance was taken at the meetings of the assurance by Israel's officials that they will again, as they did in 1967, call upon all Israeli social and educational institutions to urge their American friends and supporters to limit their fund raising to normal on-going programs, to refrain from all special fund raising efforts for emergency or war-related needs for their institutions, and to give their complete and unlimited support to the Israel Emergency Fund of the UJA. He indicated that leaders of the Council and of the UJA and Bond organization are agreed that there must be the fullest coordination and cooperation in the campaigns for contributed free dollars through the Welfare Funds for UJA, and for investment dollars through Bond sales, for their respective purposes--in approaches, timing, and in other ways nationally and locally. It was pointed out that recommendations on how this might best be done for 1968 were being discussed between UJA, the Bond organization, Israel officials, and the CJFWF, and would be reported further to the communities.

Mr. Philip Bernstein confirmed the complete acceptance of the above resolutions on the part of the CJFWF representatives present at the meetings. He expressed his feeling that an excellent campaign climate exists as evidenced by the fact that of 72 Executive Directors invited to the first meeting, 65 attended; of 28 participants invited to a second meeting, 27 attended. Communities are beginning their 1968 campaign efforts early and recognize that not every contributor gave as much as possible to the 1967 Emergency Fund. Mr. Bernstein felt that in the 1968 campaign, we would not be merely trying to maintain giving levels; many new contributors who gave without solicitation last year could now be properly solicited and therefore much new potential exists.

CAMPAIGN DISCUSSION It was noted that the number of \$10,000-and-over gifts had increased from 1200 prior to June, to 3800, and that sacrificial giving of June which could not be repeated might be offset by new contributors found as a result of the emergency effort.

The matter of limiting capital fund efforts was brought up for discussion. Mr. Morse noted that Boston currently had no less than six capital fund drives underway. Mr. Ginsberg urged communities to follow the decision taken by the Cleveland Federation to delay all capital campaign efforts until June of 1969. In regard to other Israel campaigns, Mr. Fisher advised that Israel Finance Minister Pinhas Sapir promised to issue a statement regarding the primacy of free dollars, and to notify all other Israel organizations that the Israel Emergency Fund must be given priority.

A resolution was unanimously adopted to conduct an emergency fund in 1968 to meet the needs as outlined with increased giving to both the regular and emergency funds. Mr. Friedman was asked to give recognition to the UJA staff on behalf of the Executive Committee for their efforts in connection with the emergency campaign.

OCTOBER-NOVEMBER COMMUNITY VISITS Mr. Friedman advised that many communities have requested that the 1967 fall good-will visits be converted to priming and solicitation visits. Therefore, the entire month of November was being projected for solicitation visits by members of the Executive Committee together with an Israeli general.

STUDY MISSION Mr. Parker noted that the tremendous response to the 1967 Study Mission indicated continuing interest which is of vital importance in the building of a greater cadre of leadership. He announced that 250 contributors of \$10,000 or over would be present on the 1967 UJA Study Mission, including 105 participants who will be in Israel for the first time. He also said the Executive Committee would next meet in Tel Aviv on the afternoon of October 17. Mr. Fisher announced that a Study Mission solicitation meeting would take place at the Hilton Hotel immediately after the close of this Executive Committee meeting.

Max M. Fisher

Max M. Fisher
General Chairman

Herbert A. Friedman

Herbert A. Friedman
Executive Vice-Chairman

UNITED JEWISH APPEAL, INC.
1730 Avenue of the Americas
New York, New York 10019

MEMORANDUM

CONFIDENTIAL

February 13, 1967

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting -- January 23, 1967

The Executive Committee, with Mr. Max M. Fisher presiding, met at the UJA office in New York on January 23rd. The following were present:

Bernard H. Barnett	Joseph N. Mitchell
Leonard D. Bell	Albert Parker
Charles J. Bensley	William Rosenwald
Louis Broido	Joseph D. Shane
Melvin Dubinsky	Phillip Stollman
Max M. Fisher	Leonard R. Strelitz
Herbert A. Friedman	
Edward Ginsberg	
Morris Glasser	
Gottlieb Hammer	Irving Bernstein
Mrs. Harry L. Jones	Peter B. Colwin
Leonard Laser	Samuel L. Haber
Joseph Mazer	Edward R. Vajda

NEW MEMBERS Mr. Fisher welcomed as new members of the Executive Committee Mrs. Harry L. Jones of Detroit, Alfred L. Morse of Boston and Leonard R. Strelitz of Norfolk.

MR. & MRS. EDWARD M.M. WARBURG The Executive Committee members expressed their personal sympathy to Mr. and Mrs. Edward M.M. Warburg over the loss of their children, Mr. and Mrs. Stephen Currier.

LOUIS BROIDO In congratulating all of the Committee members for their excellent work in getting the 1967 campaign off to a good start, Mr. Fisher expressed particular thanks to Louis Broido, Chairman of the Joint Distribution Committee, for participating in three top Big Gifts meetings in one week which produced outstanding results. These meetings were in Columbus, Baltimore and Detroit.

DAVID BEN-GURION VISIT Mr. Friedman reported that every effort is being made to assure that Ben-Gurion's visit in March will be productive for all concerned. He reported that Mr. Ben-Gurion is coming to this country at the invitation of a committee comprised of 47 national Jewish organizations to celebrate his 30th birthday. Mr. Fisher is Chairman of this Committee. The original understanding with Mr. Ben-Gurion was for him to take part under UJA auspices in campaign opening meetings in the four largest communities in the United States -- Philadelphia, Los Angeles, Chicago and New York City, in that chronological order. However since Mr. Ben-Gurion has recently made arrangements to go to Brandeis University in order to tape an oral historical account for the University archives, the UJA is trying to get Mr. Ben-Gurion to accept a campaign meeting in Boston. In addition to functions associated with the UJA campaign, he will address the Annual Conference of the Israel Bonds organization on Saturday, March 4th, meet with

students and biblical scholars, and appear on a national television program -- NBC's "Meet the Press", emanating from Miami on Sunday, March 5th.

ISRAEL EDUCATION FUND Mr. Fisher reviewed Mr. Ben-Gurion's concern with the establishment of the Midrasha, an educational complex at Sde-Boker, and indicated that the UJA through the Israel Education Fund at the present time was trying to raise about \$1,200,000 for a comprehensive high school which will be part of this educational complex as well as for some high school scholarships. Mr. Fisher then called on Mr. Bensley to report on the progress of this effort.

Mr. Bensley reviewed two recent functions in Florida where encouraging results were achieved toward this goal as well as other aims of the Israel Education Fund. One of these was a dinner at Albert Parker's residence with Teddy Kollek as the guest of honor. Everyone present seemed deeply impressed and four or five expressed definite interest in contributing to the Israel Education Fund. The other function was a dinner party at Joseph Kanter's home, where Mayor Kollek again was present along with guests from various parts of the United States. Mr. Bensley indicated that, although solicitations were not intended, the meeting developed along these lines due to the inspiring participation of Barney Barnett and Phil Zinman. As a result, gifts to the IEF were announced well in excess of \$1,000,000. Of this sum, \$500,000 may be considered for the Midrasha high school while the remainder is intended for other IEF projects. Mr. Bensley asserted that the additional \$700,000 for the high school can be raised before Mr. Ben-Gurion's arrival if a sufficient number of Executive Committee members will each select three or four prospects, to be included as guests at a dinner party or some other function where solicitations can be made for the IEF.

Mr. Friedman urged that every effort be made to raise the full amount of \$1,200,000 before Mr. Ben-Gurion arrives in the United States. Mr. Fisher expressed appreciation to everyone concerned with the very productive meetings that took place in Florida.

OVERSEAS REPORT Mr. Broido reported as "a great compliment to the experience of the JDC" the fact that Charles Jordan and JDC General Counsel Daniel Lack recently spent two weeks in Saigon at the State Department's invitation to assist with the acute Vietnamese refugee problem. Mr. Broido indicated that he and various JDC staff members have been devoting a good deal of effort to help in the UJA campaign. He pointed out that he has been finding great general interest in the communities in what the JDC is doing, and particularly in the information that one-third of its budget is spent in Israel. He urged the Executive Committee members to stress this point in their speeches at community meetings.

Mr. Hammer commented on how insufficient funds continue to handicap the Jewish Agency. He pointed out that a plan to bring 2,500 teen-agers, currently unemployable, into the Youth Aliyah program, could not be carried out because the Agency was unable to find the necessary \$375,000 in its budget. Referring to the reorganization of the Agency now underway, he said the goal is to streamline activities and consolidate the professional staff in order to make it more effective and responsive to the particular problems that the Agency now faces.

Mr. Fisher reported on a meeting he had with Israel Finance Minister Pinhas Sapir in Chicago during Mr. Sapir's recent visit to the United States. He indicated that Israel is making progress through its current program of economic retrenchment, but that the effort will require a long hard pull. Mr. Sapir was hopeful that American Jews could be encouraged to make new investments in Israel along lines that would really help the country reduce its critical export-import gap. He was further concerned with encouraging research aimed toward the development of new and better Israeli products for export.

Mr. Sapir also looked ahead towards Israel's 20th Anniversary which will occur in April of 1968. To celebrate this event and bring as many prominent people as possible to Israel from various parts of the world to review two decades of achievement, a 20th Anniversary Committee is to be formed in the United States, consisting of nine persons. It will be headed by Israel's Ambassador to the U.S., and will include Mr. Fisher, Mr. Ginsberg, Mr. Stone and Mr. Friedman of the United Jewish Appeal, as well as Mr. Feinberg, Mr. Rothberg, Mr. Boyar, and Dr. Schwartz of the Israel Bond organization. Mr. Fisher assured Mr. Sapir that the UJA would do everything in its power to help make this anniversary as meaningful as possible.

NATIONAL CHAIRMEN ASSIGNMENTS Mr. Fisher announced the following responsibilities for National Chairmen for 1967:

Edward Ginsberg	National Campaign Cabinet
Jack D. Weiler	Joint Distribution Committee
Isadore Breslau	United Israel Appeal
Albert B. Adelman	Cash
Melvin Dubinsky	Budgeting
Israel D. Fink	Midwest
Joseph H. Kanter	City Missions
Albert Parker	Study Mission Committee
Joseph D. Shane	IEF and West Coast
Philip Zinman	Israel Education Fund

PUBLIC RELATIONS COMMITTEES As a result of recommendations based on a study made by the public relations firm of Harshe-Rotman and Druck, Mr. Fisher announced the formation of three committees dealing with various phases of public relations, as follows:

1. Committee on Audio Visual Material

- a) All printed matter
- b) Newspaper advertising
- c) TV spots
- d) Films
- e) Direct Mail

Committee Members

Jack D. Weiler, Chairman
Louis Broide
Victor Carter
Israel D. Fink
Joseph H. Kanter
Lawrence Schacht

1967 EXECUTIVE COMMITTEE MEETING SCHEDULE The Executive Committee meetings from March through May will be held as follows:

Monday March 6th -- UJA Board Room, New York City

Monday April 3rd -- UJA Board Room, New York City

May 12 - 13 - 14 -- Retreat
Concord Hotel
Kiamosha Lake, New York

Spouses and children of Executive Committee members are welcome during the weekend at the Concord Hotel.



Max M. Fisher

Max M. Fisher
General Chairman

Herbert A. Friedman

Herbert A. Friedman
Executive Vice-Chairman

NEW YORK CITY

	<u>Number of Gifts</u>	<u>1967 Value</u>	<u>1966 Value</u>	<u>Change</u>	<u>Percentage</u>
Increases	29	\$ 952,666	\$ 778,606	+174,060	+22.4
Repeats	41	1,067,900	1,067,900		
Decreases	<u>10</u>	<u>405,000</u>	<u>474,640</u>	<u>- 69,640</u>	<u>-14.7</u>
<u>TOTAL</u>	80	\$2,425,566	\$2,321,146	+104,420	+ 4.5

The tabulation above for the communities outside of New York City includes 31 new gifts of \$10,000 and over. Among those who have decreased, no one has dropped below the \$10,000 category.

Mr. Friedman noted that these results indicate that the campaign has gotten off this year to a much faster start than in 1966.

In regard to cash, he pointed out that the UJA entered 1967 with \$3,300,000 more due as accounts receivable than at the beginning of 1966. As of January 1, 1967, there was \$39,490,000 in accounts receivable compared with \$36,138,000 due at the same point last year. These figures result from the fact that we have not yet obtained the full benefit in additional cash collections of the extra pledges actually made in 1965 and 1966. It is hoped that the cash-pledge gap will be materially narrowed this year and next.

WOMEN'S DIVISION REPORT Mrs. Jones reviewed the activities thus far toward fulfilling the pledge to realize \$1,000,000 more than the \$13,500,000 raised last year by the Women's Division toward the increased goal of the 1967 campaign. Since December, she has participated in meetings in Philadelphia, Pittsburgh, Los Angeles, Detroit and the Midwest Leadership Institute in Chicago. She indicated that it will take considerable effort to maintain the ten to twelve per cent increase demonstrated at this early date in the campaign. Mrs. Jones was particularly heartened by the growing number of young people involved in community drives and the enthusiasm they as well as others are demonstrating.

REGIONAL CONFERENCES The Midwest Leadership Institute during the weekend of January 13 and 14th was described as an outstanding success by Mr. Fisher. Sessions such as the seminars on the activities of the UJA's constituent agencies gave delegates a greater feeling of personal participation. All the programmed speakers were commended for helping to produce a very positive reaction. Mr. Bell commented on the inspirational impact of the large number of young leaders who attended.

Mr. Ginsberg reported that the seminars at the South-Southwest Conference in Atlanta (January 20 - 22) were similarly effective. Mr. Barnett recommended utilizing more southern leaders to talk at meetings in the south. Mr. Friedman indicated that continuation of the Southern regional conference would require reevaluation.

Mr. Friedman advised that the Western Leadership Conference, scheduled for the weekend of February 10 - 12, will be held for the first time in San Francisco this year and that this city's attraction should draw more people.

THEODORE KOLLEK VISIT -- JANUARY 8 - 27 Mr. Fisher indicated that Mayor Kollek was completing a very intensive schedule including participation in advance gifts and other meetings across the country, including the Midwest Leadership Institute and solicitations on behalf of the IEF as well as the UJA. The Executive Committee members expressed their warm appreciation to him for his intensive and productive efforts.

CITY MISSION TO ISRAEL Mr. Fisher referred to the attached informational material on Missions which visited Israel under UJA auspices in 1966, as well as on the groups already scheduled to go abroad in 1967. Pointing out that 20 community groups serviced by the UJA went to Israel last year, Mr. Fisher stressed that such a city mission can be as important to a community campaign as the Study Mission is to the country. He urged all Executive Committee members to cooperate with Joseph Kanter in helping to organize as many city missions as possible during the year ahead.

UNIVERSITY STUDY MISSION Mr. Friedman reported that there has been a good initial response to the University Study Mission which the UJA is launching this summer as a logical extension of UJA's five year old campus education program. He indicated that the mission was limited to 25 male participants who have completed their freshmen year and are under the age of 24. Mr. Fisher said that this mission will provide a new instrument for the education and inspiration of the college generation who represent the future leadership of the American Jewish community. The group will depart from New York on June 20th and return on August 13th. The first month will be spent in Morocco, France, Germany, Poland and Austria. The remaining four weeks will be devoted to Israel. The cost per person is \$1,135.

Messrs. Glasser and Lasor reported on Chicago's practice of subsidizing two young leaders each year on UJA's annual Young Leadership Mission. This practice was praised and Executive Committee members were urged to extend it to promising University Mission prospects in their respective communities.

SOLICITATION IN NEW YORK CITY Mr. Fisher reminded everyone how successful Mr. Dubinsky was last year when he helped with solicitations in the New York City campaign, from which the UJA receives virtually 100% of every dollar raised, and that New York UJA has requested help of this kind from additional Executive Committee members this year. Mr. Fisher urged every member -- and particularly those who may be of special influence due to business or other connections with New Yorkers -- to spend at least one or two days for this purpose in New York if possible before the New York City Big Gifts meeting on March 13th. It was suggested that Executive Committee members furnish the UJA with lists of potential New York City contributors whom they know. Teams comprised of one out-of-town UJA leader and one New Yorker will be set up for these solicitations. Mr. Peter Colwin, Director of Big Gifts, was the staff person assigned to coordinate this operation.

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

*Received
Earl Hoff
Europe, 1/67*

MEMORANDUM

April 21, 1967

CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting -- April 4, 1967

The Executive Committee, with Mr. Edward Ginsberg presiding, met at the UJA office in New York on April 4th. The following were present:

Leonard D. Bell	Lawrence Schacht
Henry C. Bernstein	Dewey D. Stone
Isadore Breslau	Edward M. M. Warburg
Melvin Dubinsky	Jack D. Weiler
Louis J. Fox	Philip Zinman
Herbert A. Friedman	Paul Zuckerman
Edward Ginsberg	
Gottlieb Hammer	
Merrill L. Hassenfeld	
Mrs. Harry L. Jones	Irving Bernstein
Joseph H. Lanter	Ralph I. Goldman
Alfred L. Morse	Samuel L. Haber
Albert Parker	Yaacov Morris
Louis A. Pincus	Marc Tabtechnik
William Rosenwald	Edward R. Vajda

Mr. Ginsberg conveyed the regrets of Max M. Fisher, who was not able to attend as he had to leave New York City just prior to the Executive Committee Meeting for an emergency meeting in Ohio. Mr. Ginsberg expressed the pleasure of everyone present at the fact that Mr. Dubinsky had recovered from his recent operation and was able to attend the meeting.

WOMEN'S DIVISION REPORT In introducing Mrs. Jones, Mr. Ginsberg cited her recent visits to Dayton and Denver as well as a forthcoming trip to St. Paul, and expressed admiration for her hard campaigning. Mrs. Jones reported that, in her efforts to achieve the Women's Division goal of raising \$1,000,000 more this year than it did in 1966, she has been presenting as an exciting challenge the need to upgrade the level of giving in each community. She has been encouraged by the fact that, while many are doing better, very few communities are falling behind last year's pace. Mrs. Jones has been finding a considerable number of young matrons' groups organizing within local women's divisions, happily reflecting the increased participation of younger women in the campaigns.

WOMEN'S DIVISION REPORT Cont'd

She reported on a new approach she tried out in Denver recently, which she feels laid the groundwork for a better campaign this year. Mrs. Jones spent two days meeting with eight different groups for the purpose of inculcating a thorough awareness of the need for more generous giving, though without actually soliciting gifts at that time. While in New York she planned a similar orientation session with a group of potential contributors who also are old friends, and she expected to provide the New York City UJA with a list of names for subsequent solicitation after the meeting.

REPORT BY LOUIS A. PINCUS Mr. Ginsberg thanked Mr. Pincus for being with us, and said that everyone welcomed the opportunity to hear from the Chairman of the Jewish Agency about present economic conditions in Israel. Mr. Pincus dealt with three aspects of the current economic situation in Israel:

- A. Position today
- B. Direction of the economy
- C. The duration of the present economic course

The Israel and foreign press, Mr. Pincus noted, reported that unemployment in Israel has reached the staggering figure of 95,000-100,000, or 10 per cent of the total labor force of the country. However, the term "labor force" embraces all persons theoretically employable. In this particular case, the labor force includes some 20,000-30,000 persons not usually employed: housewives and students of Yeshivot. It is proper to say that 50,000 persons actually feel the tragic effect of unemployment. Mr. Pincus pointed out that, chronologically, the development towns were the first ones to suffer from the economic reverses of the country, and, in time, recession reached the large cities such as Tel-Aviv, Haifa and Jerusalem. The severe deprivation caused by unemployment brought about demonstrations in Tel-Aviv, with banners and slogans accusing the government of Israel of discrimination against citizens who came from Africa and Asia.

The well-founded resentment of the unemployed, who essentially carry the burden of the economic readjustment of the country, may compel the government to divert from time to time from the originally planned economic course of Israel. Mr. Pincus believes the pressure from groups which are suffering will cause these adjustments.

Mr. Pincus indicated that other, definitely positive results, emerged from the new policy. The inflation, which plagued Israel for a number of years, was firmly arrested. Wages and prices were stabilized at the November-December level of 1966. This was achieved in cooperation with all segments of production. The Histadrut, representing organized labor, and the Association of Manufacturers, tried to prevent wages and prices from moving upward, thus enabling Israel to achieve the ultimate goal of the plan: to lower the cost of production and to export competitively.

REPORT BY LOUIS A. PINCUS Cont'd

Speaking of the immediate future, Mr. Pincus foresees that the severest point of the present crisis will be reached in August, September and October, when the seasonal employment will stop and the temporary additional income will cease. On April 1st, Mr. Pincus added, the government of Israel started a new program of direct relief to the jobless. If the government can carry out the present economic policy, slightly modified and revised, to a successful conclusion, Mr. Pincus said, then in spite of grave human suffering, Israel will emerge from the crisis with a rational, viable economy able to produce exportable goods at competitive prices.

The Jewish Agency must react quickly to the unfavorable effects of the economic readjustment of the country. In order to bring some measure of help to immigrant workers, the Jewish Agency will have to divert funds from long-range programs to the immediate task of short-range assistance. To immigrant families, previously maintaining an acceptable standard of living because a wife's part-time job income was added to the family budget, the Jewish Agency must now issue vitally needed subsidies.

Mr. Pincus spoke of the necessity of special programs, involving trained social workers, on behalf of the youth. Additional kindergarten facilities represent another emergency measure required from the Jewish Agency.

Mr. Pincus mentioned an increased endeavor by the Jewish Agency to make the immigrants' associations (Landesmanschaften) more active in helping to meet social problems, as many such problems are best met in this way.

Mr. Pincus also dealt off-the-record with current problems of immigration.

CAMPAIGN AND CASH REVIEW Mr. Friedman reported that (as indicated in the attached tabulations) \$43,222,000 had been raised in spring campaigns outside New York City as of April 3rd, representing an increase of about \$4,300,000 over the amount raised at the same point last year. With spring campaigning only 45 per cent completed, and with much attrition yet to come, he said that by a very conservative estimate this phase of the campaign would conclude \$1,000,000 ahead of 1966. The UJA's allotment from such an increase would be \$400,000, while it would realize a larger share of any portion of an increase above \$1,000,000. Taken into consideration in calculating the worth of the spring campaigns was the loss through deaths and removals of gifts valued at \$1,593,000. Mr. Friedman declared it was impractical yet to estimate how the New York City campaign would wind up--or to determine the trend of this fall's drive.

Mr. Friedman pointed out that, outside of New York City, 604 gifts of \$10,000 and over have been announced thus far, 412 of them increases, 165 repeats, and 27 decreases. Included are 85 new gifts in this category, and only three gifts formerly within the category have dropped under \$10,000. In New York City 163 such gifts have been announced so far--65 increases, 85 repeats, and 13 decreases. Out of a potential of 1,150 gifts of \$10,000 and over for the whole country, 767 have now been announced, and they account for more than \$1,500,000 of the amount by which the campaign is ahead of last year's. Mr. Friedman indicated this underscores the importance of putting considerable effort into obtaining the \$10,000 and over gifts that are still outstanding.

CAMPAIGN AND CASH REVIEW Cont'd

In regard to cash, Mr. Friedman reported that as of April 3rd the UJA had received \$12,971,000 compared with \$12,585,000 at the same point last year. He expressed considerable concern that the UJA is still not receiving a sufficiently increased cash flow as a benefit of the extra pledges made in 1965 and 1966. It was indicated that the problem seemed to be located among the individual contributors, since apparently the local welfare funds and federations themselves were not receiving cash in proportion to the outstanding pledges. During the general discussion, the practicability of making an all-out effort for pledge redemptions at this time was questioned because of the imminence of tax payments on April 15th and because primary emphasis must still be given to obtaining additional pledges in the current spring campaigns. It was agreed that every step should be taken during May and June to accelerate cash receipts, with the National Campaign Cabinet Meeting on June 19th set as the target for this mobilization.

STUDY MISSION Mr. Parker, Chairman of the Study Mission Planning Committee, reported that this fall's Study Mission would take place from October 15 to November 1, with the group first meeting in Vienna and going on together to Israel on October 20. (A Mission fact sheet and initial itineraries for Vienna and Israel are attached.) He said that the views elicited from last year's Mission members were being carefully considered in planning the forthcoming Mission. In response to such suggestions, different programs are being arranged in Israel for first-time visitors and those who have visited the country previously, although all will of course share certain experiences and have opportunities to exchange observations. Mr. Parker explained that, because of the consideration which had been given to holding the special Jerusalem Conference this fall, Mission invitations were sent out later than usual, and therefore it was more necessary than ever for Executive Committee members to help in getting appropriate leaders to participate. He further stressed how vital it was to have as many members of the Executive Committee as possible on the Mission. Of those present at the meeting, the following Executive Committee members indicated they would take part in the Mission: Henry Bernstein; Isadore Breslau; Melvin Dubinsky; Herbert Friedman; Edward Ginsberg; Gottlieb Hammer; Albert Parker; William Rosenwald; Lawrence Schacht; Dewey Stone; Jack Weiler; Philip Zinman; and Paul Zuckerman.

1968 JERUSALEM CONFERENCE Mr. Friedman advised that the special Conference in Jerusalem being called by Prime Minister Eshkol has now definitely been set for April 1 through April 4, 1963 -- the year when Israel will mark its 20th Anniversary. The UJA, the Israel Bond Organization, and the Council of Jewish Federations and Welfare Funds are preparing lists of community leaders to be recommended for invitations, and representatives of all three organizations will meet in mid-April to screen these lists. Before an official invitation from Prime Minister Eshkol is sent, Ambassador Avraham Harman will write to the leaders on the screened list advising them about the Conference and asking whether they would wish to receive such an invitation. On the evening of April 4 a meeting was scheduled in the UJA Board Room with Mr. Pincus, to discuss planning for the Conference, and Mr. Friedman invited every Executive Committee member who could so so to attend. He said that, in preparing for the Conference during the year ahead, leaders in the United States would be provided with "position" papers from Israel to consider and have ample additional opportunities to discuss Conference items and arrangements.

1968 JERUSALEM CONFERENCE Cont'd

Mr. Pincus commented that, besides generally reviewing the accomplishments of the past 20 years and projecting the needs of the next decade, it was hoped that through the Conference some fairly immediate investments in new enterprises in Israel could be realized. In the course of the general discussion, the point was made that most likely it would take a year or so after the Conference for its impact actually to produce results of this kind. It was stressed that, particularly in view of this aim, it was most important that considerable time during the next 12 months be utilized for parallel discussions and other planning efforts in this country and Israel to assure the Conference's effectiveness.

INAUGURAL MEETING AND DECEMBER ANNUAL CONFERENCE Mr. Friedman pointed out that the 1968 Inaugural Meeting has been scheduled for December 7, 1967, at the Waldorf-Astoria, and the Annual Conference will take place at the New York Hilton Hotel December 8-9. He said that consultations on planning with Executive and Campaign Directors of major communities, which had contributed significantly to the success of last year's December meetings, were going forward again this year. He reported that Supreme Court Justice Abe Fortas had been approached on the possibility of having President Johnson address the Saturday night banquet of the Conference, and Justice Fortas explained the President had laid down an explicit policy of not appearing before fund-raising organizations. Mr. Friedman said that strenuous efforts would be made to arrange to have Prime Minister Levi Eshkol as the major personality for the December program, including a letter from Mr. Fisher inviting him to participate and a direct approach by Mr. Pincus upon his return to Israel.

Of various speakers suggested for the Inaugural Meeting, the following were generally thought worthy of further consideration: Governor Nelson D. Rockefeller; Baron Ellie or Alain De Rothschild; Sir Barnett Janner; Senator Jacob K. Javits; Leonard Bernstein. The view was expressed during the general discussion that it might be more valuable to have Prime Minister Eshkol address the Inaugural Meeting than speak at the Conference banquet. It was indicated that it might be arranged for him to be present on Thursday night while reserving his address for Saturday.

It was agreed that the daytime programs for Friday and Saturday should follow last year's pattern. For Friday this would include separate workshop sessions appealing to individual interests on various topics such as "Israel's Economic Situation", "Soviet Jewry", "Moslem Countries", "Absorption", "Education". An International Symposium, with presentations by Jewish communal leaders from four or five different countries, will again be scheduled for Saturday afternoon.

CABINET MEETING -- JUNE 19 The meeting of the National Campaign Cabinet scheduled for the afternoon of Monday, June 19, will be held in the St. Regis Hotel in New York. In addition to representing a target date for cash mobilization, the meeting will provide an opportunity for a thorough discussion of the Jerusalem Conference and include an up-to-date analysis of conditions in Israel by the four Israeli Ambassadors in the United States -- Avraham Harman, Gideon Rafael, Nahum Shanir and Michael Arnon.

EXECUTIVE COMMITTEE RETREAT -- MAY 12 - 14 Mr. Ginsberg indicated that the Retreat, which this year will be held at the Concord Hotel, is once again expected to be the most significant meeting of the year for the Executive Committee and he urged all members to attend. He requested every member planning to be present who has not yet done so to advise the office of the number of accommodations and other arrangements he wishes.



Max M. Fisher
Max M. Fisher
General Chairman

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

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