



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

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

Series H: United Jewish Appeal, 1945-1995.

Subseries 3: Conferences and Committees, 1947-1978.

---

Box  
30

Folder  
13

Executive Committee. 1970.

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

---

M E M O R A N D U M

December 4, 1970

To: UJA National Chairmen

Re: Notes on National Chairmen's Meeting -- November 20, 1970

The UJA National Chairmen met at the UJA Office in New York City on November 20, 1970. Edward Ginsberg presided. The following were present:

Albert B. Adelman	James H. Nobil
Irving Bernstein	Albert Parker
Melvin Dubinsky	Martin Peppercorn
Dr. Sidney M. Edelstein	Mrs. Bernard Schaenen
Edward Ginsberg	Leonard H. Strelitz
Louis S. Goldman	Paul Zuckerman
Morris L. Levinson	

PRE-CAMPAIGN REPORT Mr. Ginsberg reviewed with the National Chairmen the following analysis of the first 207 gifts in the 1971 campaign:

<u>CATEGORY</u>	<u># OF GIFTS</u>	<u>1971</u>	<u>1970</u>	<u>% INCREASE</u>
1,000,000 and over	11	\$11,300,000	\$ 5,054,000	123.59
500,000 to 999,999	8	5,100,000	2,817,600	81.01
250,000 to 499,999	17	4,980,000	2,902,000	71.61
100,000 to 249,999	56	7,839,500	4,257,000	84.10
50,000 to 99,999	44	2,683,600	1,599,800	67.75
25,000 to 49,999	37	1,173,000	803,500	45.99
10,000 to 24,999	34	512,000	294,400	73.91
	<u>207</u>	<u>\$33,588,100</u>	<u>\$17,728,300</u>	<u>+ 89.46</u>

The UJA General Chairman declared that these gifts represented a very auspicious campaign start. To maintain the standard of giving that has been set will require extensive personal efforts on the part of the UJA national leadership. Visits to communities by teams of Israelis and UJA national leaders, initiated in September, are continuing. The climate-setting and solicitation efforts of these teams have been responsible for a good number of exemplary initial gifts.

Mr. Ginsberg reviewed the one million dollar minimum meetings which Prime Minister Golda Meir addressed in Los Angeles and New York. Although efforts to arrange a third meeting in Chicago did not work out, a readiness for heightened 1971 giving among some of that community's top level contributors was indicated.

During the discussion Mr. Morris Levinson expressed his feeling that the New York "million dollar" meeting was not as productive as it might have been. It was his opinion that if the invitations had included contributors with a 500,000 dollar gift potential the meeting might have resulted in a wider range of gifts which might have been more productive for the New York City campaign.

Mr. Ginsberg observed that, to maintain present campaign momentum, special attention will have to be given to the larger cities. Mr. Louis Goldman and Mr. Leonard Strelitz, who had recently devoted two days to gift solicitation in Miami, agreed that their experience indicated a concentrated solicitation effort over a one or two week period by UJA national leadership in such cities could prove very fruitful. It was the consensus at this meeting that members of the Executive Committee should be called upon for a series of efforts of this kind in four or five of the biggest communities. The National Chairmen also concurred in the recommendation that solicitation assignments for these visits be carefully planned, and that Executive Committee members be thoroughly briefed concerning the individuals they solicit.

NEW YORK CITY CAMPAIGN Mr. Levinson reported that, for the purpose of achieving a more efficient operation, several changes have been made in the structure for the 1971 New York City UJA campaign. These include:

Reducing the overall leadership of the campaign from five co-chairmen to two in order to narrow and sharpen top responsibility.

Expanding the number of divisional chairmen in order to assure both wider and more intensive coverage of the various areas encompassed by the New York UJA.

Arranging for 200 top New York campaign workers to solicit personally every 10,000 dollar minimum contributor, and bringing over Israelis to be part of the solicitation teams.

Mr. Levinson added that consideration is being given to the following possibilities:

A 10,000 dollar minimum dinner in New York in addition to the traditional Inaugural Dinner which usually is attended by \$1,000 and over contributors.

A weekend retreat in mid-January, before the campaign gets underway formally in February, where the entire New York City campaign cabinet would gather to map out their drive in detail.

A mission to Israel in February for new young millionaires. (This mission would of necessity be for a small group. In response to a question, Mr. Levinson indicated that favorable consideration would be given to the inclusion of similar participants from other communities in order to make up a reasonably sized complement.)

Mr. Albert Parker pointed out an effort also is underway to raise the level of giving of lawyers in the New York City area. A list has been prepared of the partners in 25 of the city's leading law firms. Appropriate people will be sought from outside as well as within New York to solicit these attorneys.

In the ensuing discussion, it was stressed that in the forthcoming campaign there is a greater possibility than ever before of utilizing the resources of outside leadership in New York City. The problem was raised of reaching more middle-sized and small contributors throughout the country, and particularly the many potential givers in this category in New York. There was agreement that personal solicitation to the fullest extent possible was most important, but that every kind of publicity medium also would have to be extensively used. Mr. Irving Bernstein noted that, as worked out in conjunction with New York City UJA, a mobile display unit intended to develop interest and attract new contributors will be exhibited at the UJA Annual Conference. This unit can be conveniently moved and set up in various places in the city where large numbers of people pass by or gather. If it proves effective, New York City may be interested in a similar unit or a trailer truck which can provide greater mobility.

OVERSEAS MISSIONS Mr. Ginsberg reported that the first Operation Israel trip in the 1971 campaign series had departed from New York on November 14. Because two of the group leaders cancelled their participation at the last moment, Mr. Herbert Friedman had remained in Israel to assist with the solicitation and thus could not be present at this National Chairmen's meeting. The UJA General Chairman said this experience underlined the importance of securing sound and firm leadership for subsequent Operation Israel trips. It was pointed out that chairmen were needed for the trip for men departing on December 12 and the couples trip departing on January 10. Mr. Louis Goldman advised he would act as chairman for the group leaving December 12 if he did not have to undertake UJA Conference responsibilities on the days preceding that date, and a number of persons were suggested as possible chairmen for the January 10 trip.

Mr. Goldman was requested by Mr. Ginsberg to undertake the overall chairmanship of the current Operation Israel series. He reported that the 150 men participating in the first trip all pledged 1971 gifts which came to a total of \$1,138,000, and that this represented a 60 per cent increase over their combined 1970 contributions of \$712,000.

Mr. Ginsberg advised the comparative figures for the gifts made by the men on the October 26-November 4 Study Mission were as follows:

<u>1971</u>	<u>1970</u>	<u>1969</u>	<u>1967</u>
\$8,499,500	\$5,030,300	\$3,709,954	\$3,355,356

Mrs. Bernard Schaenen reported that the women's caucus on this trip produced the single largest fund raising total ever recorded by women on a Mission: \$255,000 as against \$151,000 for the same group for 1970. She said that the need and the right of their wives to make separate contributions was emphasized to the men on the Mission, and that this had been of major help in securing larger women's gifts.

Mr. Ginsberg declared the encouraging results of the Mission underlined once again the incomparable influence that being in Israel can have on contributors. He indicated that the extent to which UJA national leaders participated in Operation Israel trips would have the most important bearing on results of each trip.

SPECIAL PROJECTS In additon to Mr. Goldman's undertaking the Operation Israel Chairmanship, Mr. Ginsberg said he had asked National Chairmen and Executive Committee members to accept special assignments for the 1971 campaign as follows:

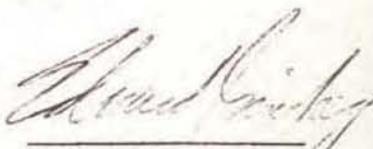
- Mr. Albert Adelman -- recruitment of lay leadership for various campaign assignments
- Rabbi Isadore Breslau -- representing the United Israel Appeal
- Mr. Melvin Dubinsky -- gifts from women of independent means
- Dr. Sidney Edelstein -- cash collection
- Mr. Albert Parker -- Study Mission planning
- Mr. Leonard Strelitz -- gifts from new potential large contributors such as "paper millionaires"
- Mr. Jack D. Weiler -- representing the Joint Distribution Committee
- Mr. Philip Zinman -- regional structures
- Mr. Paul Zuckerman -- solicitation of \$50,000 and over contributions
- Mr. Leonard Bell -- solicitation of \$20,000 - \$50,000 contributions

It was pointed out that Mr. Joseph Kanter, while continuing to serve as a UJA National Chairman, will also be Chairman of Miami's 1971 campaign.

Mr. Strelitz reported that research by the UJA staff, under the direction of Dr. Aryeh Neshet, has already resulted in a list of over 150 "paper millionaires" whose gifts to the UJA are within a very low range. The list includes financial ratings, business applications, past giving and other information. It was agreed that copies would be provided to all UJA National Chairmen. Mr. Strelitz observed that obviously it would not be possible nor the most effective procedure for him to solicit personally all of the "paper millionaires", and Mr. Zuckerman noted that this also was true in his case with regard to \$50,000 and over contributors. They indicated they would require the help of other leaders who might have special influence with the individuals they wanted to contact. Their efforts will be coordinated with those of Mr. Adelman in order to recruit appropriate lay leadership for these assignments.

CABINET MEETING Mr. Ginsberg pointed out that a number of people who would be attending the UJA National Campaign Cabinet meeting on that afternoon had not yet announced 1971 gifts. The National Chairmen volunteered to solicit such gifts during the course of the afternoon and cards were then assigned.

Thanking everyone for attending, Mr. Ginsberg adjourned the meeting.

  
Edward Ginsberg  
General Chairman

M E M O R A N D U M

October 19, 1970

CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting -- October 5, 1970

The Executive Committee met at the Waldorf Astoria in New York City on October 5. Mr. Edward Ginsberg presided. The following were present:

Albert B. Adelman  
Frank Beckerman  
Leonard D. Bell  
Henry C. Bernstein  
Irving Bernstein  
Philip Bernstein  
Louis Broido  
Lawrence M. Cohen  
Gerald S. Colburn  
Simcha Dinitz  
Melvin Dubinsky  
Jacob Feldman  
Laurence M. Frank  
Herbert A. Friedman  
Herbert J. Garon  
Charles Ginsberg, Jr.  
Edward Ginsberg  
Bram Goldsmith  
Samuel L. Haber  
Gottlieb Hammer  
Joseph H. Kanter

Morris L. Levinson  
Nathan I. Lipson  
Joseph M. Mazer  
Joseph Meyerhoff  
Ernest W. Michel  
Samuel H. Miller  
James H. Nobil  
Albert Parker  
Martin Peppercorn  
Donald M. Robinson  
Sam Rothberg  
Robert Russell  
Alan Sagner  
Lawrence Schacht  
Arant H. Sherman  
Joseph H. Strelitz  
Edward M.M. Warburg  
Gordon Zacks  
Philip Zinman  
Paul Zuckerman

Mr. Ginsberg opened the meeting by observing that the 1971 UJA campaign, which would be historic in consequences for Israel and the Jewish people, already was in effect underway. As a result of a number of special efforts to bring an appreciation of Israel's critical situation to communities in this country, a concerned awareness and desire to respond appropriately has been kindled in the leadership of our communities. Among the several substantial gifts obtained at this early point are four pledges of one million dollars or over. The acceleration of the momentum now created will depend on the efforts and examples of the UJA's national leaders as represented by the Executive Committee.

PRE-CAMPAIGN EFFORTS The UJA General Chairman noted that one major effort in preparation for the 1971 campaign was the nationwide closed circuit telecast of the September 20th dinner addressed by Prime Minister Golda Meir. The telecast was received at 19 community meetings attended by about 40,000 leaders. Mr. Philip Bernstein said that reports received by the Council of Federations and Jewish Welfare Funds indicated the community meetings generally were very effective, with telecast reception good and reaction excellent. Some of the Executive Committee members speculated as to whether these meetings should have included fund-raising, and Mr. Bernstein declared it would have been premature.

In another special effort to convey the challenge the UJA faces in 1971, communities throughout the country are being visited by teams generally consisting of three men -- two Israelis of high Government and military rank, and a UJA national leader. The specific purpose of the visits is acceptance by each city of a fund-raising quota for 1971. There were 64 such community visits in September, and 70 more are scheduled for October. These visits were described by Executive Committee members who had already participated in them as "very meaningful" and "effective for climate-building." It was pointed out that in most cases there was unanimous agreement on the quotas proposed, and it appeared this represented real determination to meet the quotas rather than mere "token" acceptance. The UJA field staff was commended for doing an excellent job in laying the groundwork for these meetings.

Mr. Ginsberg pointed out the 1971 campaign will be formally launched with the three major meetings in December: the Inaugural Luncheon and Inaugural Dinner on December 10, and the Annual Conference on December 11 - 12. As agreed at the Executive Committee meeting of September 10, the minimum gift for attendance at the Luncheon is \$150,000, and for the Dinner it is \$40,000. Israeli Defense Minister Moshe Dayan will be the featured speaker at the Dinner and the Conference banquet on Saturday night, December 12.

In response to Mr. Ginsberg's request for proposals to "keep the present momentum rolling," suggestions were made and commented upon as follows:

A fund-raising UJA National Campaign Cabinet meeting this fall to obtain exemplary gifts in the middle and next-to-top level categories. Mr. Ginsberg commented that substantially increased gifts from contributors at these levels will be particularly significant in the 1971 campaign. He indicated a Cabinet meeting could and would be set toward the latter part of November, since it would have to be held after the Study Mission and the Council of Jewish Federations and Welfare Fund meetings. It was observed that the Cabinet meeting at that time would represent a good occasion for priming gifts for the December 10 Inaugural Dinner.

Obtaining agreement from the major communities to start large scale solicitation of gifts now rather than waiting for their traditional fund-raising functions in January and February. It was indicated that the communities would want first to have commitments on the major gifts that spearhead their campaigns. Mr. Friedman noted that, in any event, the indications are that the larger communities will start their 1971 campaigns before January. Of the 21 biggest cities, between nine and eleven should be "ready to go" in October, and another five should have campaigns underway by mid-November. This means that community drives will begin in a period traditionally devoted to Israel Bond sales, and appreciation was expressed to the Israel Bond Organization for the understanding and cooperation it is demonstrating. The Executive Committee members all agreed to assist in the communities with the solicitation of the key gifts needed to spark the campaigns.

REPORT ON ISRAEL In introducing Mr. Simcha Dinitz, Political Secretary to Prime Minister Golda Meir, Mr. Ginsberg pointed out he had returned to the United States at this time especially to provide intimate details about Israel's current situation to the Executive Committee. Mr. Dinitz's presentation largely dealt with Israel's relations with her Arab neighbors and with the United States in the aftermath of the internal conflict in Syria and the death of President Nasser. Understandably, it was for the most part off-the-record. He indicated, in his concluding remarks, that the present cease-fire in the Middle East could not be considered a permanent condition. Israel welcomed it, because every day that none of its young men was lost "was a blessed day for Israel." The duration of the cease-fire depends on the ability of Israel to afford the defense materiel that will deter its enemies, particularly Egypt, from resuming hostilities. It was indicated that, under these circumstances, Israel must depend almost entirely on the Jews of the United States and elsewhere to meet its infernal welfare, social, health and education needs.

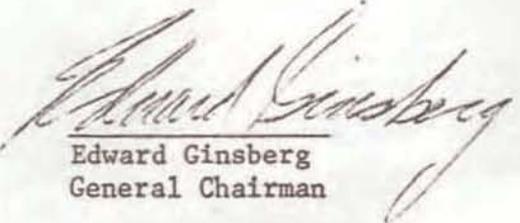
An unusually sophisticated UJA campaign is required to convey the idea that the present period, while there are no headlines about Israeli casualties, must be utilized in a massive effort to prevent new headlines of this sort in the future.

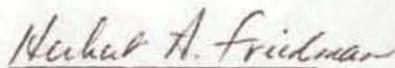
EXECUTIVE COMMITTEE GIFTS The UJA General Chairman declared it was up to the members of the Executive Committee to set a standard for the rest of the country by their own gifts. He noted it was important to have as many members as possible announce their 1971 gifts at this meeting in order to set the pace for the UJA Study Mission which will take place October 25 through November 3. Mr. Ginsberg began by announcing the substantially increased contribution he and Mr. Charles Ginsberg, Jr. will make in the 1971 campaign. Most of the other Committee members followed by pledging 1971 gifts that represented substantial increases over 1970 contributions, in many cases double the amount they gave this year. The UJA General Chairman thanked those who had made their pledges, and expressed confidence that others would make appropriate commitments in the near future.

AFTERNOON SESSION After adjourning for lunch, the meeting resumed for a session mainly devoted to questions and answers and general discussion. Mr. Dinitz's responses to questions addressed to him were off-the-record. The subject of funds Israel may receive from the United States was brought up. Mr. Ginsberg led a discussion on this matter. (A comprehensive report on the subject prepared by the Council of Jewish Federations and Welfare Funds is attached).

Mr. Ginsberg stressed the importance of a large complement for the Study Mission, and he requested the Executive Committee members to make a strenuous effort for additional Mission participation. A similar effort was urged to assure the fullest participation possible in the Operation Israel flights.

The General Chairman thanked the Executive Committee members for attending, expressed appreciation again to those who had announced 1971 gifts, and wished everyone a happy new year.

  
Edward Ginsberg  
General Chairman

  
Herbert A. Friedman  
Executive Chairman

**MEMO**

(NOT FOR PUBLICATION)

October 7, 1970

ECONOMIC AID FOR ISRAEL

Newspaper reports regarding possible United States economic aid to Israel continue to be confusing. The facts are these:

1. The amounts and terms of assistance are under discussion within the U. S. Government, and between the U.S. Government and Israel.

2. The legislation on which Congress has been completing action (the Jackson Amendment to the Defense Procurement Act) is an authorization. The Administration cannot provide the actual credits intended for Israel by that Amendment until an appropriations bill is recommended by the Administration, and then enacted by the Congress, specifying the amount which can then be loaned to Israel. This may be done before the current Congress adjourns, but it is not certain.

The estimates are that when all of the necessary steps would be completed, this might possibly provide total credits of up to \$500 million to Israel, for part of its purchases from the United States. A large portion of this might be in long term (perhaps 25-year) credits at low interest rates, and the other portion might be in short term (perhaps 10-year) credits at regular interest rates.

Of the possible credits, the main part might be for previous purchases by Israel; and it should be noted also in this regard that the \$119 million credit promised earlier this year has not been concluded to date because of legal formalities.

3. Consideration is also being given to increasing the credits for surplus commodities (wheat and feed grain) obtained by Israel from the United States, under P. L. 480. If granted, this would increase the amount above its previous level of about \$40 million annually.

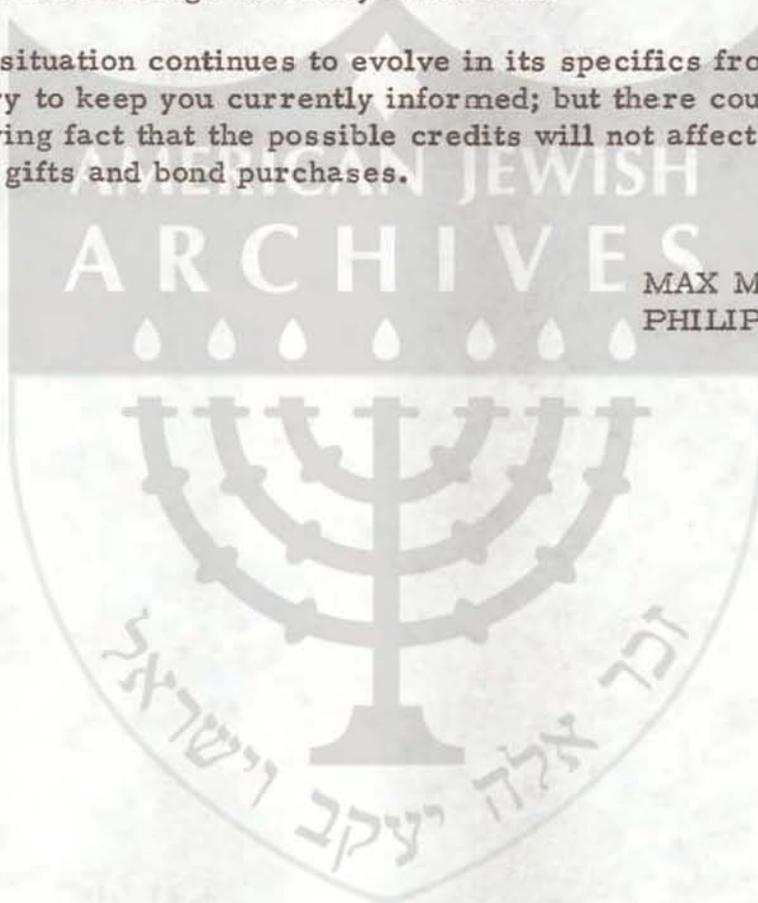
4. A third element of possible increased aid is the proposed amendment in the Senate to make Israel eligible for assistance from the Export-Import Bank for defense needs. If adopted, the estimates are that this might make available loans in the dimensions of perhaps \$25 to \$50 million, but like all of the other possibilities, that too is still a matter of conjecture.

5. It should be noted that all of the possibilities of U. S. Government assistance under consideration are in the form of loans, not grants.

6. The granting of these credits would not affect the amount that will be required in philanthropic gifts for Israel's human needs, and in Israel Bond purchases for Israel's economic development. Instead, the U. S. Government credits would affect the amount of Israel's security purchases from the United States; and would affect also, the extent and nature of Israel's other borrowing, and the drain on its foreign currency resources.

The situation continues to evolve in its specifics from day to day, and we will try to keep you currently informed; but there could be no change in the underlying fact that the possible credits will not affect the need for philanthropic gifts and bond purchases.

MAX M. FISHER  
PHILIP BERNSTEIN



M E M O R A N D U M

September 24, 1970

CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting -- September 10, 1970

The Executive Committee met at the Waldorf Astoria in New York City on September 10. Mr. Edward Ginsberg presided. The following were present:

Albert B. Adelman	Gottlieb Hammer
Robert Arnow	Morris L. Levinson
Bernard H. Barnett	Nathan I. Lipson
Frank Beckerman	Joseph M. Mazer
Leonard D. Bell	Ernest W. Michel
Amb. Asher Ben Natan	James H. Nobil
Charles J. Bensley	Albert Parker
Henry C. Bernstein	Martin Peppercorn
Irving Bernstein	Raymond G. Perelman
Philip Bernstein	Louis A. Pincus
Herschel W. Blumberg	William Rosenwald
Isadore Breslau	Alan Sagner
Louis Broido	Lawrence Schacht
Lawrence M. Cohen	Mrs. Bernard Schaenen
Melvin Dubinsky	Walter S. Segaloff
Leon Dultzin	Arant H. Sherman
Sidney M. Edelstein	Dewey D. Stone
Israel D. Fink	Leonard R. Strelitz
Max M. Fisher	Jack D. Weiler
Herbert A. Friedman	Mrs. Eve Weiss
Herbert J. Garon	Gen. Aharon Yariv
Edward Ginsberg	Stanley R. Yarmuth
Morris Glasser	Gordon Zacks
Louis S. Goldman	Philip Zinman
Alexander Grass	Paul Zuckerman
Samuel L. Haber	

Opening the meeting, Mr. Ginsberg introduced Mr. Ernest W. Michel, who joins the Executive Committee as the newly named Executive Vice-President of the United Jewish Appeal of Greater New York. He also introduced two new national UJA staff members; Mrs. Eve Weiss, Executive Director of the National Women's Division; and Mr. Melvyn Bloom, Director of Publicity.

b4

The UJA General Chairman observed that, in mid-July, he received a call from Mr. Louis A. Pincus, Chairman of the Jewish Agency urgently requesting that he come to Israel to meet with Prime Minister Golda Meir and other key leaders. Mr. Sam Rothberg, Mr. Herbert Friedman, Mr. Irving Bernstein and Mr. Leo Bernstein participated in the subsequent meetings in Israel. (Mr. Max Fisher also was called but could not come to Israel at that time.) It was made evident that Israel's current situation is the most critical in its history. Defense costs will absorb almost all the revenue that can be raised within Israel. As immigration continues at an annual rate of 40,000 to 50,000, the entire burden of the absorption cost must be the responsibility of free world Jewry.

To meet the cost of the humanitarian programs in 1971, the UJA will require a net income of 400 million dollars derived from the combined regular and emergency fund campaigns. This means that the campaign effort in the communities must gross 500 million dollars. A tremendous effort is needed by other Jewish communities elsewhere in the world as well, and countries with Keren Hayesod campaigns must raise a total of 200 million dollars in 1971. An additional 400 million dollars will be sought through worldwide sale of Israel Bonds.

Mr. Ginsberg noted that the Israelis participating in this Executive Committee meeting were on hand to help convey in an authoritative manner the critical situation described to him in Israel. He pointed out that for understandable reasons some of the material they and others presented at the meeting would be off-the-record.

REPORT ON ISRAEL General Aharon Yariv, Israel's Chief of Military Intelligence, reporting on current conditions in the Middle East, made the following points which may be cited in these minutes:

The increasing involvement of the Soviet Union in the Middle East, militarily as well as politically, has created a situation even more menacing to Israel than the one just prior to the Six-Day War. It is felt that a strong military posture on Israel's part has a good chance of limiting Soviet involvement. The equipment to do this now can and must be obtained by Israel, although at tremendous expense. General Yariv commented that, as in other areas of threat, good defensive measures are the answer to Arab terrorist air hijacking. However, in comparison with the massive threat which the Suez front presents, terrorist activities of all kinds are presently of secondary concern. But Syria would become more aggressive should it judge Israel's position to be weakening along the Suez Canal, and the General warned that the internal situation in Jordan must be carefully watched.

Israel faces great immediate dangers of a combined military-political-economic nature. "It is possible for Israel with the aid of the Jewish people everywhere to overcome these dangers."

Both the Hon. Asher Ben Natan, Israel's Ambassador to France, and Mr. Pincus participated in the ensuing responses to questions. Mr. Ben Natan commented that the war that started in June, 1967 did not really last just six days, it actually has been going on for the past three years at a staggeringly increased cost in defense dollars every year. One thing has become certain about Israel's annual defense outlays -- "more will be spent than has been budgeted."

Mr. Pincus pointed out he has met in recent weeks with leaders of virtually all European Jewish communities. At gatherings in Zurich and in Brussels, an overall 1971 campaign target of 200 million dollars was agreed upon, and each community accepted its quota of this goal. A number of important individual gifts were announced at these meetings. It was made apparent that the Jewish world is determined "to find the kind of money that is needed at this hour."

The Jewish Agency Chairman noted that, under prevailing circumstances, the Agency is being required to take over from the Government more and more of the financing of welfare, health and education programs. For example, 70 to 80 per cent of the financial support of the universities formerly provided by the Government now must be undertaken by the Agency, and next year it may have to take over the entire burden of this support. A budget of \$601,500,000 has been projected for Jewish Agency needs in 1971, and it already appears "this figure is only a beginning."

SEPTEMBER 11 CJFWF MEETING Mr. Ginsberg noted that the nature of the unprecedented challenge American Jewry faces in 1971 would be submitted to representatives of the federated communities at an expanded meeting on September 11 of the Overseas Campaign Committee of the Council of Jewish Federations and Welfare Funds. Mr. Max Fisher, currently President of the CJFWF, pointed out that 250 presidents, campaign chairmen and executive directors, representing 90 organized communities, were expected to attend this meeting. He explained that Mr. Pincus would present the 1971 needs to this group, and Mr. Ginsberg would detail the kind of campaign that is required to meet them. It was planned then to divide the representatives into three group sessions for deliberations on ways and means of best accomplishing the task in 1971, including the setting of community campaign quotas. It was expected that the September 11 meeting would pass a resolution for the consideration of the CJFWF Board of Directors on how the American Jewish community should meet the 1971 challenge.

MEETINGS WITH THE PRIME MINISTER Mr. Ginsberg declared that during the meetings in Israel in July the proposal was made to arrange flights to Israel for community leaders, under the Prime Minister's auspices, in order to acquaint them quickly and at firsthand with Israel's problems. Subsequently, two trips were mapped out, one for key contributors and leaders whose communities have a potential of raising six million dollars or more, and the other for a similar group from communities with a two million to six million dollar potential. Sixty-one leaders from 16 cities took part in the first trip (August 26 - 30), and 69 others from 27 communities participated in the second (August 30 - September 3). They met with Prime Minister Meir, Defense Minister Dayan, Foreign Minister Eban, Finance Minister Sapir, Air Force General Hod, Mr. Pincus and other leaders, and made an intensive survey of salient areas. The reaction of most of the participants indicated these trips were generally successful in providing the understanding and motivation for evoking appropriate responses in their communities.

COMMUNITY VISITS The UJA General Chairman reported on a special effort also worked out in Israel, and already in effect, to bring the challenge the UJA faces in 1971 directly to the communities through visiting teams consisting of three men -- two Israelis of high Government and military rank, and a UJA national leader. The specific purpose of the visits is the acceptance by every individual city of a fund-raising quota for 1971. Following consultation with executive directors, about 70 communities are being visited in September, and the program will continue through October.

Executive Committee members who had already participated in community visits indicated that by and large real understanding was being demonstrated and responses were encouraging.

1970 STUDY MISSION The dates in Israel for the 1970 Mission are October 26 through November 3, concluding with the dinner with the Prime Minister. Mr. Albert Parker, Chairman of the Study Mission Planning Committee, observed that about 400 people -- husbands and wives representing some 200 gift units -- already have indicated they will participate. It was noted that there are an exceptionally large number in this group who have never been on a Study Mission before. Mr. Parker commented that what happens on the Mission sets the standard for the forthcoming campaign, and he urged Executive Committee members to do all they can to assure the participation of all those in their communities who should come.

SPECIAL PROJECTS In addition to assignments they and other leaders may be undertaking, Mr. Ginsberg said he had asked several of the Executive Committee members to head special projects planned for the 1971 campaign as follows:

- Mr. Albert Adelman -- recruitment of lay leadership for various campaign assignments.
- Mr. Melvin Dubinsky -- gifts from women of independent means.
- Mr. Leonard Strelitz -- gifts from new potential large contributors such as "paper millionaires".
- Mr. Paul Zuckerman -- solicitation of \$50,000 and over contributions.

It was also pointed out that Mr. Leonard Bell would travel extensively on the UJA's behalf, visiting communities around the country to find large contributors in previously untapped areas.

Mr. Ginsberg noted that the professional staffs of American fund-raising organizations for various Israeli institutions would be made available to aid the UJA in the forthcoming campaign.

SEPTEMBER 20 DINNER AND TELECAST The UJA General Chairman reported on the special arrangements being made in connection with the visit to the United States by Prime Minister Golda Meir. The dinner which she will address at the New York City Hilton Hotel on September 20 is being held under the joint auspices of the UJA and the Israel Bond Organization. Arrangements also are being made for a live closed circuit telecast of the dinner. The aim is to reach 30,000 to 40,000 leaders at meetings simultaneously held in some 21 cities, and in effect to establish the climate for the 1971 campaign at this early date.

Mr. Ginsberg observed the Prime Minister had indicated to him in Israel that she would also take part in parlor meetings in Chicago and Los Angeles when she came to this country for the United Nations proceedings in October, and that she might later on be able to participate in two New York City meetings as well for one million dollar gifts.

DECEMBER CONFERENCE The Executive Committee was asked by the General Chairman to consider not holding this year the UJA Annual Conference which had been projected for December 11 to 13. In the discussion, the following points were made for eliminating the Conference:

The Conference traditionally launches the subsequent year's campaign. But by December this will have been substantially accomplished by the September 20 dinner and the meetings receiving the closed circuit telecasts, the visits to the communities by the three-men teams, the weekly Operation Israel flights planned to begin November 8, as well as other meetings and contacts on regional and community levels.

The top level contributors were always of special and justified concern to the UJA, particularly since 1967. Now is the time to try to increase gifts from the middle group. Although about 3,000 people attend the Annual Conference banquet, the number of middle group contributors among them from outside the New York City area is statistically insignificant. To stimulate middle group giving, it is necessary to go into the communities as the UJA already is doing.

Flexibility is going to be an important element in the 1971 campaign. The traditional kind of Annual Conference requires several months of effort as well as commitments which make its cancellation later on difficult and costly. On the other hand, if circumstances subsequently warrant some kind of December national meeting in a less complex format, it can be arranged on about two weeks' notice.

Points in favor of holding the Conference were:

Bringing together a great number of community leaders at this national meeting has an effect that local meetings cannot produce. The Conference is of vital importance to the communities for generating interest in UJA needs; it has great public relations value. Additionally, the Saturday night banquet symbolizes the unity of the American Jewish community in its feeling and attitude toward Israel.

The consideration which is being given to discard some if not all of the UJA regional conferences increases the importance of the Annual Conference.

It was the consensus of the Executive Committee that the Annual Conference should be held in a simplified format on December 11-12, with Friday luncheon sessions eliminated.

INAUGURAL MEETINGS The UJA Inaugural Luncheon is scheduled for the afternoon of Thursday, December 10, and the Inaugural Dinner is scheduled for that evening at the New York City Hilton Hotel. It was the consensus of the Executive Committee at its February 26 meeting that \$75,000 and \$20,000 should be the minimum gift levels, respectively, for the Luncheon and the Dinner. In view of developments this summer, Mr. Ginsberg asked consideration of raising the Luncheon minimum gift level either to \$150,000 or \$250,000 and the Dinner minimum gift to between \$30,000 and \$50,000.

The consensus was to raise the minimum gift level for the Luncheon to \$150,000, and to \$40,000 for the Dinner.

NATIONAL CHRISTIAN CAMPAIGN The UJA General Chairman commented that, in view of the magnitude of the 1971 campaign, expansion of it beyond the Jewish community might be significant in terms of national climate-setting and conceivably of fund-raising as well. Mr. Friedman pointed out two possible approaches:

- (1) The "generalized accumulation" of non-sectarian support behind the campaign, with emphasis on obtaining endorsement rather than money;
- (2) Seeking large sums in an effort that would include the formation of a national committee of non-Jews who have indicated friendship for Israel and support for the UJA.

It was noted that the last national non-Jewish effort was in 1948, although some communities and UJA national leaders pursuing such efforts have secured a number of substantial gifts from individuals, business firms and other organizations. There was general agreement during the discussion that making an organized national effort of this kind would be inadvisable under present conditions, and the additional amount that might be raised would not be commensurate with possible side-effects. The consensus was to have a UJA staff member try to expand local efforts in this area through informal contact with the communities.

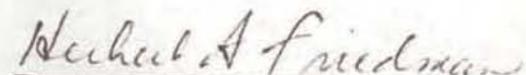
FORTHCOMING MEETING

Executive Committee  
Monday, October 5, 1970

9:30 a.m. to 3:30 a.m.  
Waldorf-Astoria Hotel  
New York, N.Y.

Mr. Ginsberg said that every Executive Committee member in a position to do so would be asked to make his 1971 pledge at the October 5 meeting. He observed that Committee members' gifts have a vital bearing on what others will do, and it is important to have these gifts recorded before the start of the Study Mission. Everyone was requested to consider carefully what his fair share would be of the four hundred million dollars the UJA must raise for 1971.

  
Edward Ginsberg  
General Chairman

  
Herbert A. Friedman  
Executive Chairman

M E M O R A N D U M

CONFIDENTIAL

July 6, 1970

To: Members of the Executive Committee

Re: Notes on Executive Committee Retreat, June 5 - 7, 1970.

The Executive Committee met from Friday, June 5 through Sunday, June 7, at the Williamsburg Inn Complex in Williamsburg, Va. Mr. Edward Ginsberg presided. The following were present:

Albert B. Adelman	Dr. William Korey, authority on Soviet Union,
Hon. Shimon Alexandroni, Israeli Economic Minister for U.S. and Canada	and Dir. N.Y. Bureau of B'nai B'rith Int'l Council.
Bernart H. Barnett	Shai J. Kreutner, Director-General, Keren-Hayesod
Frank Beckerman	
Leonard D. Bell	Morris L. Levinson
Charles J. Bensley	Joseph M. Mazer
Henry C. Bernstein	James H. Nobil
Irving Bernstein	Martin Peppercorn
Herschel W. Blumberg	Donald M. Robinson
Louis Broido	William Rosenwald
Gerald S. Colburn	Samuel Rothberg
Melvin Dubinsky	Robert Russell
Sidney M. Edelstein	Bernard Schaenen
Israel D. Fink	Mrs. Bernard Schaenen
Max M. Fisher	Joseph D. Shane
Herbert A. Friedman	Eliezer Shavit, Director Israel Education Fund in Israel
Herbert J. Garon	
Edward Ginsberg	Joseph H. Strelitz
Morris Glasser	Leonard R. Strelitz
Louis S. Goldman	Jack D. Weiler
Alexander Grass	Gen. Elihu Zeira, Israeli Military Attache for U.S.
Samuel L. Haber	
Gottlieb Hammer	Philip Zinman
Merrill L. Hassenfeld	Paul Zuckerman

Mr. Ginsberg noted the group present was the largest ever to attend an Executive Committee Retreat. He added that he was sure everyone welcomed, as he did, the annual opportunity provided by the Retreat for the Executive Committee to review in a relaxed, leisurely atmosphere the problems of the past and project plans for the future. In order to set the Committee's deliberations in proper perspective, Mr. Ginsberg said that it was fitting for the Retreat to open with reports on Israel's present military and economic situation. He pointed out that of necessity material in these reports, as well as other special presentations during the Retreat, would be off-the-record.

REPORT ON ISRAEL General Elihu Zeira, Israel's Military Attache in Washington, reporting on the current military situation in the Middle East, made the following points which may be cited in these minutes:

The day of this meeting, June 5, was the third anniversary of the start of the Six-Day War. The most knowledgeable people in Israel would not have predicted the outbreak of war even a few weeks before it happened. One lesson to be learned is that in the Middle East "the unpredictable -- the improbable -- has a high degree of probability." Israel in June of 1967, finding itself without substantial support from any other country, was starkly faced with the problem of survival. The Government and the people resolved that "Israel would be". The continuing threat to Israel today is being faced with the same determination. Since 1967, the contributions that Egypt, Jordan and Syria have been receiving to help meet military costs from their "UJA", the oil-rich Arab countries, have been greater than the UIA-Jewish Agency receives from the United Jewish Appeal. Because of the military equipment and personnel provided by the Soviet Union, the Arab nations' spirit has never been higher than it is now, and "the higher their spirit, the greater the danger of full-scale hostilities."

However, even a small nation can give pause to a large one when it is apparent that the little country is resolved to fight to the last man. An index to a nation's resolve is the morale of its young people, and the mood of Israel's youth is patriotic and positive.

General Zeira responded off-the-record to questions from the floor.

Shimon Alexandroni, Israeli Economic Minister to the U.S. and Canada, reviewing Israel's economic situation, made the following points which may be cited:

Israel's foreign currency reserves stood at the low level of \$385,000,000 by the end of 1969, and much of Israel's present economic planning and effort is aimed at trying to offset any substantial fall off from this amount during 1970. The costs of defense requirements directly and indirectly have seriously drained these reserves, and continue to threaten them. Between 22 and 24 per cent of the country's Gross National Product is being spent this year on defense needs. Israel's import-export balance showed a deficit of \$900 million in 1969, and the deficit is increasing to about \$1.1 billion for 1970. Defense requirements have dictated more imports while, at the same time, conditions of the world market are adversely affecting exports.

In projecting a view of its economy for the next five years, Israel must take into consideration the possibility that a "war of attrition" will continue in some form, requiring heavy defense spending to meet it, while during the same period an average of 45,000 new immigrants will enter the country annually. The Israelis, already hard-pressed, will further tighten their belts, and every effort will be taken to expand production and increase exports. In addition, Israel must count upon obtaining credit from friendly governments as well as large sums from Jews abroad, hopefully at a rate at least 25 per cent greater than at any time in the past. Virtually all money raised internally in Israel through taxes and other sources must be applied to defense. The proportion of social welfare, health, housing, education and immigrant absorption requirements, for which UJA-raised funds are utilized exclusively, is necessarily greater than ever before. The "free" dollars represented by funds received for these needs can assist in shoring up currency reserves.

The American Jewish community and Jews in free lands generally -- Israel's "truest ally" -- are giving every evidence that they "do understand". There seems no need any more for extensive efforts to "dramatize the emergency." But Israel will need sustained understanding of the same sort for at least the next five years, or "until the emergency is over and the peace is won".

Mr. Alexandroni also responded off-the-record to questions.

Mr. Ginsberg thanked General Zeira and Mr. Alexandroni. He observed it was obvious that the 1971 campaign would require an unprecedented effort, and that he was calling an Executive Committee meeting for October 5, when the members would be asked to decide in specific terms the "measure of our responsibility for 1971".

SATURDAY, JUNE 6, MORNING SESSION

JDC REPORT JDC Chairman Louis Broido pointed out that, with a projected budget of roughly \$22 million, the Joint Distribution Committee is receiving about \$18 million this year from the UJA. In view of the situation confronting Israel, and the needs to be met in that country, it has sought to reduce expenditures wherever possible. Almost no additional personnel has been added, and there has been a certain amount of reorganization reducing the number of previous personnel. With the exception of France and, in a limited way, of Belgium, the Jewish communities of Western European countries are now "on their own" and JDC funds are not being expended in this area. The same situation now applies to most of Latin America. Mr. Broido reported on some areas of JDC activities, as follows:

ISRAEL Forty per cent of JDC's total budget is spent in Israel itself. JDC-Malben facilities traditionally have taken care of the nursing and infirm aged among new immigrants. Because of increasing needs of the aging among Israel's settled population, a joint planning council representing the Government and JDC-Malben was established with a fund of 30 million Israeli pounds shared equally by the two parties. Procedures are being sought for providing accommodations for the needy aged to a wider extent within their own communities. JDC also contributes to the support of programs for handicapped children in Israel, and to Yeshivoh programs involving 20,000 students.

FRANCE For various political and economic reasons, it has been necessary to reduce the pace at which the JDC has been turning over to the Fonds Social Juif Unifié (France's central Jewish community organization) the financial responsibility for its regular programs. Former UJA West Coast Director Ernest Michel has been working with the French community this year in order to help improve fund-raising procedures. Over 50,000 individuals in France -- mostly of North African origin but some from Egypt, the Middle East, and Eastern Europe -- are reached by a wide-range of social and welfare services. Many Jews are scattered among communities where Jews never lived before. Jewish centers and schools, synagogues and rabbis, are needed or these families will not be able to maintain themselves as Jews after the present generation.

MOROCCO AND TUNISIA Successive waves of emigration, the latest following the riots, looting and economic boycotts after the Six-Day War, have reduced the Jewish population to about 40,000 in Morocco, 14,000 in Tunisia. Maintaining essential services for the aged, sick and handicapped left behind by emigration is an important aspect of the JDC's role in these countries. The Tunisian Jewish community in particular lacks economic viability, and there is considerable unemployment.

ALGERIA A small community of some 2,000 Jews remains in Algeria. Welfare aid for the needy aged among them is channeled through what remains of the organized Jewish communities. It is presently planned, for reasons of economy, to assign only a single JDC Country Director for all of North Africa.

IRAN Local financial participation for the support of community services in this country is increasing, under JDC influence, though not at as fast a rate as might be desired. A knowledgeable individual, working here similarly to the way Mr. Michel is in France, has been trying to help raise more money from wealthy Iranian Jews. Programs in Iran serve about 20,000 people, and include the provision of hot lunches to some 3,500 indigent children.

RUMANIA Last year JDC spent \$1.5 million in Rumania. Recently the longest period of rain in 700 years has had devastating effect in large areas of the country. Rumania's Chief Rabbi Moshe Rosen urged additional JDC aid, some of it applicable to non-Jews. The JDC is providing \$25,000 out of its budget for the Jewish community. Further, an extra contribution of \$5,000 for relief has been made to the Government, a procedure similar to what was done after the floods in Italy a few years ago.

As a sidelight on the way overseas' organizations are being encouraged to draw on new resources for funds, Mr. Broido described what happened at an Alliance Israelite Universelle meeting in February. The Alliance supports educational facilities helping to spread Jewish culture throughout the Mediterranean area. The JDC was requested to provide an additional \$250,000 for its programs. After it was indicated this was not possible, several wealthy European Jews, led by Edmund de Rothschild, together with other Jewish organizations and communities pledged the bulk of this sum. Additional funds are expected from the graduates of Alliance institutions who are holding their first Congress this June when the first agricultural school built in Palestine by Alliance marks its 100th anniversary.

The following points were made in response to questions:

As a result of signs of French anti-Semitism, which is mixed up with anti-Zionism, some North African Jews in France are emigrating to Israel and Canada. Most are going to the French-speaking portion of the latter country.

While large-scale emigration of Jews from Poland was permitted, 8,000 of the 18,000 to 20,000 Jews in that country came out. The majority have been assisted, through the JDC and Jewish Agency, with UJA-raised funds. An additional 3500 Polish Jews have gone to Sweden and Denmark, and they have been given all the aid they required through organizations formed by the governments of these countries and their Jewish communities.

On June 4, 1970, 78 of the 300 Jews arrested in Egypt at the start of the Six-Day War were still in detention. Happily, on June 5 they were finally removed to a special camp. It has been indicated that, starting in mid-June, they will be placed on planes for Paris, seven to ten per flight. Members of their families will be allowed to leave on the same basis.

Mr. Broido said that the JDC Country Directors' Conference in the fall of 1970 might be held in New York, rather than Israel, if circumstances make this feasible and it seems a substantial number of UJA leaders can attend. A number of Executive Committee members indicated they would do so, depending on the date.

1970 CAMPAIGN Mr. Friedman reported that, as of May 29, just over 80 per cent of the 1970 community drives outside New York City were completed, with a total of \$97,330,532 raised in the regular campaigns and \$85,183,368 raised for the Emergency Fund. In 1969 at this point, \$86,578,795 was raised in the regular campaigns in the same communities, and \$63,088,779 for the Emergency Fund. New York City, with its 1970 drive about 60 per cent completed, raised \$20,723,000 in the regular campaign and \$22,817,000 for the Emergency Fund. The comparative New York 1969 figures are: regular - \$18,098,000; Emergency - \$14,234,000.

The computer projections for the totals raised in the communities by the end of 1970 are: regular campaign - \$154,569,104; Emergency Fund - \$128,588,568. It was further projected that the allotment to the UJA out of these total campaign proceeds will amount to \$79,500,000 from the regular campaign, as well as \$128,500,000 representing the Emergency Fund, for a total of about \$208,000,000.

KEREN HAYESOD REPORT Keren Hayesod Director-General Shai J. Kreutner pointed out that his organization is analogous to the UJA in its relation to fund-raising campaigns in 54 countries outside of the United States. With the exception of two of these campaigns, funds raised are exclusively for Jewish Agency operations in Israel. Only six of the countries -- England, Argentina, France, Canada, Union of South Africa and Brazil -- have over 100,000 Jews. Only 20 have more than 20,000 Jews. Keren Hayesod has special problems stemming from multiplicity of languages and national currencies, seasonal variations requiring campaigns at different times of the year in the northern and southern hemispheres, varying attitudes to personal wealth and philanthropic obligation, and the absence of tax exemptions in most countries outside the United States for charitable contributions to meet needs outside national boundaries.

In 1969, pledges in Keren Hayesod-related campaigns came to over \$80,000,000, about half the amount produced in this country. Cash receipts amounted to about \$62,000,000. The Union of South Africa has no campaign this year, since its campaigns take place only in alternate years and last year's drive was intended to cover both 1969 and 1970. Nevertheless, Keren Hayesod still hopes a goal of \$90,000,000 in pledges will be achieved in 1970, as well as \$80,000,000 in cash receipts. As of mid-May, pledges totaled \$30,000,000, an amount 50 per cent greater than at the same point in 1969.

Special steps taken to increase the effectiveness of the 1970 campaign have included:

A one and one-half day conference in December of campaign leaders from 30 European countries, with the participation of Jewish Agency Chairman Louis A. Pincus and an Israel Army General, to consider the problems confronting Israel and appropriate ways to help meet them. A similar conference of South American campaign leaders was held in March, with the participation of former Jewish Agency Treasurer Leon Dultzin. Pledges were sought to spark the campaigns, and a number were made representing 50 to 70 per cent increases over 1969 contributions.

Twice as many guest speakers have been utilized in campaigns this year in order to amplify understanding and stimulate greater giving.

In 1967 Keren Hayesod campaigns produced 12 times more than in any previous year. To maintain subsequent campaigns at a high level it was considered important to augment the professional staff. From a handful of men the staff has been increased this year to 24 individuals working all over the globe. Some of them were trained in the United States with the cooperation of the UJA and CJFWF.

An increasing number of study missions to Israel are being conducted for top and middle contributors as well as for young leaders from various countries. Special importance is attached to the development of young leadership in this way.

Mr. Kreutner noted that a meeting of Keren Hayesod directors and staff to consider 1971 campaign plans was held in Brussels on June 3. It was the consensus that the needs to be met next year almost certainly will require exceeding this year's campaign results by 25 to 30 per cent. A number of innovations for the campaign are under consideration, including a consultative conference in Israel for campaign leaders and top contributors, and the utilization of speakers in teams rather than on an individual basis in 1971. In addition, a number of European communities desire to participate in a UJA telecast from Israel if it is repeated next year.

Mr. Ginsberg thanked Mr. Kreutner for his participation, and indicated his strong desire for an intimate ongoing relationship between Keren Hayesod and the UJA because exchanges between them prove fruitful to both organizations.

CASH REPORT Mr. Albert Adelman, Chairman of the National Cash Committee, reported that, as of June 3, \$62,000,000 in cash receipts had been recorded by the UJA, and there were commitments on hand for an additional sum of \$20,000,000 to be received by June 30. As of June 30, 1969, \$72,000,000 in cash was received, and a total of \$150,000,000 was recorded for the year. It was indicated that the UJA must obtain a six-months' total of \$92,000,000 by the end of this June if an overall sum adequately responding to overseas' requirements is to be realized at year's end.

Appreciation was expressed to the UJA leadership for its participation in special efforts undertaken to accelerate cash flow, including (1) the telephone solicitation of cash from large contributors throughout the country on Wednesday of each week from the UJA office in New York (nearly 1000 calls have been made); (2) the intensive help with cash drives in 500 small communities being provided by the Young Leadership Cabinet.

Mr. Adelman declared that the National Cash Committee (consisting of community leaders throughout the country) will have to go after cash in the same manner pledges are solicited. Every Executive Committee member must accept responsibility to do the same in his own community and as many others as possible. There must be a flow of cash approaching that of 1967, for circumstances are at least as critical today. Emphasis on the cash need was urged at all community campaign closing dinners.

In discussing cash solicitation assignments, it was pointed out that, since there is a reluctance to redeem pledges out of diminished business income or the sale of stock in the present market, individual loans could be the answer. Where necessary in securing loans, help from other individuals or the Federation in obtaining them was suggested, but attempts to secure loans by the community as a whole at this point would be inadvisable. It was agreed that Israel's current needs require overcoming the common tendency to pay pledges at the end of the year or at a time when security sales seem propitious.

CLOSED CIRCUIT TELECAST Mr. Ginsberg noted that the UJA closed circuit television program on February 3 was transmitted to meetings in 43 cities where 9,606 people were gathered. The total pledged at these meetings was about \$60,000,000 compared to \$45,000,000 from the same contributors in 1969. More than one-quarter of the amount pledged represented contributions not announced previously in the 1970 campaign. The reaction to the program in over three-quarters of the communities ranged between excellent and good. Several reported that community functions in connection with the telecast proved among the most attractive ever held.

In response to a question, it was pointed out that \$12,000,000 in 1969 gifts "came in at" \$16,000,000 at the meetings, and that without the telecast "less money would have been obtained with more difficulty." Mr. Irving Bernstein reported the question of repeating the telecast had been discussed with executive directors from various regions of the country in a series of four meetings that he and Mr. Martin Peppercorn held recently with them. The executive directors generally agreed that a similar program should be arranged for 1971 only if significant portions could be transmitted "live" rather than on tape or film.

The Executive Committee members also indicated their view was that any repeat of the telecast must be "live" in significant part. Mr. Friedman observed that, of course, transmittal via satellite would have to be arranged for the kind of programs envisioned. It must still be determined whether this is technically possible under the circumstances that the telecast would entail. Production and transmittal costs, aside from satellite "rental", would probably not be very much greater in 1971 than this year, when they came to about \$288,000. The suggestion was made that the communities share the expense by paying for the line costs necessary for reception at their meetings because of the stimulus to local fund-raising.

A date during the third week in January was considered for the telecast. If this is a weekday, Mr. Friedman explained, transmittal would have to be at 1:00 a.m. Israeli time so that it could be received simultaneously as follows: West Coast -- 3:00 p.m; Mid-West -- 5:00 p.m; East Coast -- 6:00 p.m; Europe -- midnight. Alternatively, transmittal on a Sunday could be at 7:00 p.m. Israeli time, with the program received at the following hours: West Coast -- 8:00 a.m; Mid-West -- 10:00 a.m; East Coast -- 11:00 a.m; Europe -- 5:00 p.m.

During the discussion, there was considerable support of the view that breakfast and brunch meetings, at least in the United States, in connection with a Sunday telecast would be more effective than meetings at the hours required for a weekday program. It was commented that the 1970 telecast had proven capable of attracting people who seldom if ever attend meetings. An extra dramatic touch would be added in 1971 by the knowledge that, with the inclusion of the European communities, the Jews of the world were being brought together by an Israel - oriented event at the same time.

Mr. Friedman observed that the portions of the program transmitted live could include talks with Israeli leaders, and perhaps some outdoor location sequences illuminated by floodlights. The "action" portions generally would have to be videotaped beforehand during daylight hours on the same date. A kinescope can be made of such a telecast which would be available for other community fund-raising meetings beginning a few days after the original transmittal. Film prints of the 1970 telecast, used in this way, have proved very effective.

It was the consensus of the Executive Committee that, subject to approval of the UJA Budget Committee, a telecast should be arranged for 1971 with significant "live" portions if satellite transmittal proves possible. It was further agreed that it should be scheduled on Sunday.

SATURDAY, JUNE 6, AFTERNOON SESSION

PRIME MINISTER'S PROJECT IN U.S. Mr. Ginsberg reviewed the project of last January which was set up to bring together contributors of \$50,000 and over, plus potentials, in 17 central cities during the period January 19-27. Invitations over the signature of Prime Minister Golda Meir were delivered by representatives of Israeli consulates, and follow-up telephone calls for attendance were made by members of the consulate staffs and other Israeli personnel. There were 750 letters sent to contributors associated with 550 gifts.

The two teams of Israelis who participated each consisted of four officials with important responsibility in the areas of immigration, absorption and military security. A "fifth Man" - a UJA leader who participated in the first Prime Minister's Mission in November - took part in each meeting, converting it from education and indoctrination to active fund raising. The meetings were attended by 228 individuals representing 43 cities and 191 gifts.

Reports from participants, lay leadership in the communities and attendees indicated that by and large the meetings were worthwhile. Almost everyone agreed that the concept was imaginative and effective. Many felt, however, that the program would have been more productive in November, before most of the participants had made their commitments.

The UJA General Chairman asked the Executive Committee to consider whether the project should be repeated for the 1971 campaign, but at an earlier date (November 13) with more direct participation by the UJA and the communities, and with a modified format. Israeli Minister Pinhas Sapir and Mr. Louis Pincus, were suggested as members of smaller, three-man teams, each also consisting of an Israel general and a representative of the Jewish Agency. The following points were made in the discussion:

Mr. Sapir's efforts might more effectively be utilized on an individual basis.

The part to be played by community leaders in the project must be clearly defined.

Attendance at the meetings last January was disproportionate to the efforts and talent involved, but this might be improved by the direct participation in the arrangements of the UJA and the communities.

The project represented a good concept for bringing \$50,000 minimum contributors together, and should prove of even greater value if scheduled in November before commitments were made.

Mr. Ginsberg observed it was important to have people of the caliber of Mr. Sapir and of Mr. Pincus on the teams, as well as top military officers, so that those invited to the meetings feel they are obtaining information from the most authoritative sources. It was the Executive Committee's consensus that the project should be undertaken in November, modified in the manner described by the General Chairman, but that consideration should be given to the participation of an Israeli leader other than Mr. Sapir.

BIBLE STUDY The 1969 Retreat included a bible study session, led by Rabbi Friedman, which was devoted to the manner in which the Jews originally became unified as a nation when Saul was anointed as the first King of Israel. At the conclusion, it was agreed that a similar session should be included at the 1970 Retreat. The session at this meeting was devoted to First Book of Kings, Chapter I - XII. These deal with the power struggle between King David's sons while their father was dying, the eventual succession to the throne of King Solomon, and the story of his reign. Some of his deeds support the legend of Solomon's wisdom, but others were so divisive that the united nation did not survive his death. It became two kingdoms after the civil war between the ten northern tribes and the two of the south. Mr. Friedman indicated one lesson to be drawn from this account is that a people is more likely to become destroyed by conflict within its ranks than by enemies from outside as has been proven true many times in subsequent history.

In thanking Rabbi Friedman, Mr. Ginsberg announced that on the following day Rabbi Friedman was receiving an Honorary Doctor of Divinity Degree from The Hebrew Union College - Jewish Institute of Religion. The Executive Committee members all conveyed their congratulations.

ISRAEL EDUCATION FUND REPORT UJA Israel Education Fund President Charles J. Bensley presented the following statistical summary and status report as of the end of May on the Education Fund:

DONORS: 130

AMOUNT PLEDGED: \$32,758,000.00

FACILITIES ESTABLISHED

High Schools -- 68

Youth Cultural and Community Center -- 23

Public Libraries -- 10

Pre-Kindergartens -- 48

TOTAL: 149

Types of High Schools

	<u>General</u>	<u>Religious</u>	<u>Total</u>
Comprehensive	30	10	40
Vocational	9	5	14
Academic	5	2	7
Specialized	7	-	7

CONSTRUCTION STATUS

	<u>Construction Completed</u>	<u>Under Construc.</u>	<u>Construc. in 1970</u>	<u>Construc. in 1971</u>
High Schools	25	25	15	3
Public Libraries	6	1	2	1
Community Center	2	10	11	-
Pre-Kindergartens	15	1	31	1
<b>Total:</b>	<b>48</b>	<b>37</b>	<b>59</b>	<b>5</b>

A recent act of the Knesset provides that free secondary education through grade 10 shall be the right of all Israeli youngsters within the next five years. This will be possible in part because of facilities provided through the Israel Education Fund. Mr. Bensley added that a study is now being made of Israel's education requirements which might be met by the IEF during the next five years. The results of this study subsequently will be presented to the Executive Committee for its consideration.

NEW STUDENT PROGRAM At the UJA Executive Committee meeting February 26, Mr. Friedman presented in detail proposals for the expansion of the UJA program for college students. The Executive Committee indicated that it considered the expanded program generally worthwhile. At the Retreat, the UJA Executive Chairman reported the UJA is ready to put the following phases of it into operation in the months ahead:

A pilot project on ten college campuses. The ten schools are Yale, UCLA, Queens College, Boston University, Cornell, Michigan, Ohio State, Stanford, Wisconsin and Rutgers. It is the intention to create on each of these campuses an understanding group of students who are to be trained intensively for future leadership. To guide these groups the services of a young teaching assistant or graduate student will be acquired. Members of the Young Leadership Cabinet will serve as liaison between the student groups and the national office of the UJA, reporting progress and suggesting ways of making the student leaders more effective.

At the present time there are approximately 7,000 college students who visit Israel during the summer months. Some are on structured study programs at the universities, some are working on kibbutzim, others are touring the country for various lengths of time. In a program called "Operation Joshua" these young people will be offered a chance to see Israel under UJA auspices on four separate one-day trips each week. On these trips, for a minimal price, they will visit points of interest as well as UJA-funded installations. They are to be accompanied by a carefully selected guide and a young person who is knowledgeable, articulate, and able to answer questions intelligently. Registration desks for the trips are to be set up at Lydda Airport, the Hebrew University and Tel-Aviv University. They will be publicized in the Jerusalem Post and the Herald Tribune in Europe. Posters announcing the trips will be placed on bulletin boards in Israel's Government Tourist Offices, European offices of the American Express Co., and on the college campuses in Israel.

A UJA University Faculty mission during the period December 20-30 in the "Operation Israel" series as part of an effort to bring Jewish faculty members closer to UJA and Israel.

The fourth annual UJA University Students Mission is scheduled to leave New York on June 24, 1970, for a two-week stay on the continent (including visits to Geneva, Munich, and Vienna), approximately five weeks in Israel and several days in Rome. Participating will be 22 students from 19 home communities and 21 universities.

SATURDAY, JUNE 6, EVENING SESSION

OPERATION ISRAEL Mr. Paul Zuckerman, Chairman of the Operation Israel Planning Committee, reported that in the 1969/70 campaign year, 1,269 gifts were made by participants from 165 communities on the Operation Israel series of eleven missions to Israel. A total of \$9,416,653 was pledged, as compared to \$6,071,996 on a card for card basis in the previous campaign.

Operation Israel: 1970 succeeded in creating 16 new gifts in excess of \$50,000, 19 new gifts in excess of \$25,000 and 25 new gifts in excess of \$10,000. At the same time, contributions in the lower giving categories showed remarkable upward movement. A supplemental benefit is the development of new leaders who return to their communities and become deeply involved in campaign efforts.

The results of Operation Israel: 1970 clearly reaffirm the program's viability as an effective campaign tool. Based on the positive experience since the program's inception, an expanded series of missions is currently being planned for the 1970/71 campaign year.

Operation Israel: 1971 will offer 15 intensive missions, scheduled from November through February. The program has been augmented to include a number of special flights for couples, fathers and sons, doctors, academicians, as well as rabbis and regular men and women only missions. For those persons who have previously participated and who wish to join the program again, one mission will offer a wholly new itinerary. Additionally, several flights will be scheduled to extend beyond the usual one-week duration. (The complete schedule of Operation Israel: 1971 flights is attached to these notes.)

Efforts to organize for Operation Israel: 1971 are already underway, with meetings currently scheduled in 150 cities nationally. Campaign chairmen, Welfare Fund presidents and Division chairmen will meet with key national lay leaders for the sole purpose of stimulating participation on the Operation Israel program and on all UJA missions. Members of the Executive Committee are urged to participate in their community's meeting and to undertake an active role in the organization of local Operation Israel committees and delegations.

A suggestion was made to provide Operation Israel participants with albums to serve as souvenirs of their trip, and which they might also utilize to attract others to go. Discussion was continued over to Sunday morning. At that time an extra Operation Israel trip in early September was proposed for fall campaign community leaders. Mr. Bernstein explained it would be difficult to handle simultaneously with the Young Leadership Mission scheduled for that period, but the situation would be re-examined to see if this could be done. It was suggested that, as an additional aid to mobilizing participation, the UJA make available "stuffers" about Operation Israel which might be included in community mailings.

In addition to Mr. Zuckerman, the following were named by Mr. Ginsberg as members of the Operation Israel Planning Committee: Frank Beckerman, Leonard Bell, Lawrence Cohen, Gerald Colburn, Dr. Sidney Edelstein, James Nobil, Robert Russell, Mrs. Bernard Schaenen, and Joseph Strelitz.

WASHINGTON REPORT Mr. Max M. Fisher presented an off-the-record report on the current situation in Washington as it relates to Israel.

REPORT ON SOVIET JEWRY Dr. William Korey, who reported on the situation of Soviet Jewry, is a writer and leading authority on Soviet Jewish affairs and Director of the New York Bureau of the B'nai B'rith International Council which he represents at the U.N. His presentation may be summarized as follows:

An up-to-date census probably would show there are now three to three-and-one-half million Jews in the U.S.S.R. Soviet policy toward them threatens their spiritual "dehydration". All of the 108 nationalities except the group officially designated as Jewish are aided in maintaining a variety of community institutions by which their identity and heritage may be transmitted to the future. There are very few means by which Jews may see themselves reflected as a distinct group. Current Soviet textbooks are without reference to Jewish culture, or even to the matter of anti-Semitism in any time or place. There is no reference to ancient Israel, "let alone modern Israel". All religion is discouraged, but while members of other faiths can provide themselves with appropriate articles of devotion, Jews are unable to produce tallithim and mezuzahs. There are quotas with regard to university admissions, and Jews are not likely to be found in top level administrative posts in any area.

After the Six-Day War, little Israel's victory against an enemy much superior in numbers and in terms of its largely Russian-supplied equipment was ascribed in Soviet publications to a world-wide "Zionist conspiracy". The claim also has been made that Czechoslovakia was about to succumb to anti-Russian Zionist conspirators before it was occupied by the Russians. In the present atmosphere, the scores of letters that Jews have been sending out of the Soviet Union, asking that they be allowed to leave the country, represent acts of courage. The Soviet Union can be responsive to public opinion, and hopefully opinion in this country and elsewhere will become intensified in favor of permitting those Russian Jews who so desire to leave the country and others to obtain the full rights to which the Soviet constitution theoretically assures them.

#### SUNDAY, JUNE 7, MORNING SESSION

EMERGENCY PLAN It was proposed that the UJA Executive Staff should prepare a detailed procedure for emergency fund-raising to put into operation in the contingency that Israel's present situation should become dangerously intensified. The consensus was that such a contingency plan should be developed and submitted at a subsequent date for the Executive Committee's approval. The communities would then be consulted with regard to formulating local plans that would implement the national one.

1970 STUDY MISSION In the absence of Albert Parker, Chairman of the Study Mission Planning Committee, Mr. Ginsberg noted that the dates in Israel for the 1970 Mission are October 26 to November 5. He reported that General and Mrs. Dayan will host a gathering on the grounds of their home during the Mission. In response to the view expressed during the discussion that the Mission should be evenly balanced in terms of the areas of Israeli life it covers, it was indicated that this year's trip will be more comprehensive. Alternative arrangements on certain days of the Mission were recommended. It was observed that, because this Mission

1970 STUDY MISSION CONT'D

is limited to \$20,000 minimum contributors, it will probably be somewhat smaller in size than others of recent years. The UJA General Chairman emphasized the importance of the Executive Committee members' cooperation in getting as many contributors in this category as possible to go.

The following were named to join Mr. Parker as members of the Study Mission Planning Committee: Albert Adelman, Louis Goldman, Alexander Grass, Merrill Hassenfeld, William Rosenwald and Leonard Strelitz. In addition, Mr. Ginsberg asked the following National Women's Division Board members to serve on this committee: Mrs. Albert Adelman, Mrs. Sidney Edelstein, Mrs. Merrill Hassenfeld and Mrs. Leonard Strelitz.

WOMEN'S DIVISION REPORT Mrs. Bernard Schaenen, National Women's Division Chairman, reported the comparative totals for women's division campaigns in 109 communities to date as follows:

	<u>1969</u>	<u>1970</u>
Regular	\$8,849,227	\$10,218,886
Emergency	2,473,442	4,965,742
Combined	<u>2,412,779</u>	<u>2,885,920</u>
	\$14,735,448	\$18,070,548

The above figures represent an increase of more than 18 per cent -- or about \$4,500,000 -- in 1970. Many women's divisions already had surpassed their 1969 final figures even though their 1970 campaigns were still incomplete. The Women's Division Chairman pointed out that a great deal of attention this year has been given to strengthening the regional structure, and 12 divisions were newly organized or reactivated. Young leadership is becoming increasingly involved in the campaigns.

The leadership structure has been revamped, and the Executive Committee has been augmented by the addition of 10 vice-chairmen and co-chairmen. Where in past campaigns seven or eight Board members would help in communities outside their own, this year 51 Board members have extended their leadership in this way, and 12 Board members participated in Operation Israel.

Mrs. Schaenen asked for support of separate recording of women's gifts in community campaign records, rather than having them negated by being included as part of their husband's pledges. It was indicated from the floor that this is a problem in a number of communities. Mr. Ginsberg said the Conference of Jewish Federations and Welfare Funds would be consulted on this matter.

Increased attention to the gift solicitation of wealthy women located in the Miami area was recommended. Mrs. Schaenen observed the Women's Division was aware of the gifts that might be obtained in this area. Several good meetings were held there this year, and further efforts are being considered.

YOUNG LEADERSHIP REPORT Young Leadership Cabinet Chairman James Nobil reported several Cabinet innovations this year, including:

Obtaining maximum 1970 gifts from as many Cabinet members as possible before last December's Annual Conference, with the result that 92 gifts totaling \$1,967,856 were announced at the Conference.

Undertaking total responsibility for the cash effort in non-federated communities, for which Cabinet members now have specific assignments that should be completed by the end of June.

Providing leadership for Operation Israel trips, particularly for bus solicitation while on tour in Israel.

Developing with Mr. Friedman the Young Leadership Cabinet's role in the expanded university student program, with special regard to assuring that students returning to their home communities will have a young leader to whom they can refer.

The Cabinet also is engaged in two pilot projects which will be expanded depending on the extent of their initial success. One involves implementing the efforts of the New York City UJA young leadership division by assisting in divisional aspects of the New York campaign and attempting door-to-door solicitations in selected apartment and office buildings. The other involves assistance to the Miami campaign by conducting a supplemental drive in Coral Gables which has never been handled by a separate effort before.

Contacts with young leadership groups outside the United States are increasing. The head of London's young leadership division participated in the UJA Young Leadership Retreat in May, and advised that a young leadership organization for all of the British Isles is being formed. UJA's young leaders are assisting in the implementation of a Canadian young leadership organization, and are planning to help in the organization of such a group in Mexico. It was further reported that there is a growing acceptance of individuals in the young leadership category as directors of campaigns in American communities and as members of federation boards. The development of the UJA regional structure will make it possible for more Young Leadership Cabinet "graduates" each year to go on to new levels of responsibility, in addition to those who annually move over to the senior UJA Cabinet.

Two Young Leadership Missions have been scheduled within the 1970/1971 overseas missions program, and their schedules are included with the Operation Israel calendar attached to these notes.

REGIONAL CONFERENCES Mr. Irving Bernstein reported that, at the recent meetings he and Mr. Peppercorn held with executive directors, the matter of 1971 regional conferences was discussed, and the following views were elicited:

The West Coast executive directors' consensus was that a Western Regional Leadership Conference in January would be meaningful, and that it should be held in San Francisco if possible because of the impetus it might give to the San Francisco campaign.

It was the Midwest executives' consensus that a 1971 Midwest Leadership Conference should be scheduled in St. Louis during the first or second weekend in January.

REGIONAL CONFERENCES CONT'D

It was the view of most of the Southeastern-Southwestern executives that another regional conference early in 1971 would not be productive and meaningful. The suggestion was made that a number of smaller meetings in several cities in the area, rather than a single large conference, might be better adapted to individual community and area needs.

The Executive Committee agreed that the UJA should proceed in this matter in accordance with the Executive Directors' views.

DECEMBER CONFERENCES Mr. Ginsberg reported that, pursuant to previous deliberations on this matter, the UJA was seeking to obtain Defense Minister Moshe Dayan as the speaker for the Saturday night banquet of the Annual Conference. Deputy Prime Minister Yigal Allon will be invited to speak if General Dayan cannot come to this country at that time. General Aharon Yaariv, Israel's Director of Military Intelligence, is being sought to address the Inaugural Dinner.

The UJA Inaugural Luncheon is scheduled for the afternoon of Thursday, December 10, and the Inaugural Dinner is scheduled for that evening at the New York City Hilton Hotel. The Annual Conference will be held at the New York Hilton on December 11 to 13.

RABBINICAL ADVISORY COUNCIL The UJA General Chairman advised that the UJA Rabbinical Advisory Council is undertaking to get a representative number of synagogues to agree that all new members be required to be community campaign contributors, and to strive for all present members to be contributors. Pilot projects are under way in 12 congregations.

The suggestion was made that an advisory group of presidents of congregations be formed to support this effort since they are often the practical moving forces in the area of congregation policy. It was indicated that consideration would be given to this proposal.

1971 RETREAT In response to Mr. Ginsberg's inquiry, the Executive Committee members indicated they would like to hold the 1971 Retreat in Williamsburg. It was the general view that the opening session next year should be scheduled for Friday afternoon, and that Sunday morning be left free for relaxation.

The proposal was made that Committee members should be afforded greater opportunity to introduce items for discussion as well as potential new programs for consideration at the next Retreat. It was agreed that next year's agenda would be drawn up to provide for such items, and that they should be submitted sufficiently in advance of the Retreat to permit their being structured into the format.

Mr. Kreutner extended an invitation to Executive Committee members to visit him at his office when they are in Jerusalem on the Study Mission or other occasions, and to attend some of Keren Hayesod's conferences.

FORTHCOMING MEETING

Executive Committee Meeting  
Monday, October 5, 1970

9:30 a.m. to 3:30 p.m.  
Waldorf-Astoria Hotel  
New York, N.Y.

Mr. Ginsberg expressed appreciation to everyone for making the weekend so effective and attractive, and adjourned the meeting.



*Edward Ginsberg*  
Edward Ginsberg  
General Chairman

*Herbert A. Friedman*  
Herbert A. Friedman  
Executive Chairman

# We hear you, Israel.

OPERATION ISRAEL: 1971

PROJECTED CALENDAR

NOTE: ALTHOUGH THIS SCHEDULE SUPERCEDES ANY PREVIOUS SCHEDULE YOU MAY HAVE RECEIVED, IT SHOULD BE CONSIDERED TENTATIVE AS ADDITIONAL REVISIONS MAY BE REQUIRED TO REFLECT COMMENTS RECEIVED DURING THE CURRENT SERIES OF COMMUNITY ORGANIZATIONAL MEETINGS.

<u>Flight #</u>	<u>Mission</u>	<u>Depart N.Y.</u>	<u>Return N.Y.</u>
1	Rabbis	Nov. 8th	Nov. 18th
2	Men	Nov. 14th	Nov. 22nd
3	Couples: \$10,000 min.	Nov. 28th	Dec. 9th
4	Doctors	Dec. 5th	Dec. 13th
5	Men	Dec. 12th	Dec. 20th
6	Fathers & Sons	Dec. 20th	Dec. 30th
7	Academic	Dec. 20th	Dec. 30th
8	Men	Jan. 2nd	Jan. 10th
9	Couples	Jan. 9th	Jan. 20th
10	Men	Jan. 16th	Jan. 24th
11	*Women	Jan. 20th	Feb. 3rd
12	**Men	Jan. 30th	Feb. 7th
13	Men	Feb. 6th	Feb. 14th
14	Men	Feb. 13th	Feb. 21st
15	Men	Feb. 20th	Feb. 28th

\* Women's mission will include stopover in Vienna enroute to Israel.

\*\* Flight #12 to offer an itinerary different from that of all other flights.

YOUNG LEADERSHIP MISSIONS

Two Young Leadership Missions, opened to couples between the ages of 25 to 40, have been scheduled within the 1970/71 UJA Overseas Mission program as follows:

Depart N. Y. September 14th	Includes stopover in Vienna 9/25-28 for survey of transmigrant programs.
Return N. Y. September 28th	Per person cost, all inclusive, is \$795.00

\*\*\*

Depart N. Y. March 7th	Will also include a European stopover, location to be determined. Cost is
Return N. Y. March 21st	expected to be approximately same as above.

AMERICAN JEWISH  
ARCHIVES



UNITED JEWISH APPEAL, INC.  
1290 AVENUE OF THE AMERICAS  
NEW YORK, NEW YORK 10019

FOR YOUR PERSONAL USE ONLY

## M E M O R A N D U M

May 19, 1970

To: UJA National Chairmen

Re: Notes on National Chairmen's Meeting -- May 8, 1970

The UJA National Chairmen met at the UJA Office in New York City on May 8. Mr. Edward Ginsberg presided. The following were present:

Albert B. Adelman  
Irving Bernstein  
Isadore Breslau  
Melvin Dubinsky  
Sidney M. Edelstein  
Max M. Fisher  
Herbert A. Friedman  
Edward Ginsberg

Louis S. Goldman  
Morris L. Levinson  
Albert Parker  
Martin Peppercorn  
Jack D. Weiler  
Philip Zinman  
Paul Zuckerman

Mr. Ginsberg pointed out that the UJA's outstanding problem at this time is to assure the success of its massive cash collection effort. He urged the National Chairmen at this meeting to concentrate attention particularly on this problem.

1970 CAMPAIGN Mr. Friedman reported that, as of May 4, about two-thirds of the 1970 community drives were completed, with a total of \$85,781,151 raised in the regular campaign and \$85,330,749 raised for the Emergency Fund. In 1969 at this point, \$74,565,620 was raised in the regular campaign, and \$54,440,986 for the Emergency Fund. The computer projections for the totals which will be raised by the end of 1970 were: regular campaign -- \$153,375,000; Emergency Fund -- \$127,317,000. It is further projected that the allotment to the UJA out of all campaign proceeds will amount to \$200,000,000.

Special problems relating to the Chicago campaign, and Chicago's allocation to the UJA, were discussed. It was indicated that Mr. Ginsberg and Mr. Friedman would meet with community leaders in Chicago on Monday, May 11, to discuss the 1970 allotment.

CASH REPORT Mr. Friedman presented, for confidential review at this meeting, a detailed financial analysis which stressed the seriousness of the drain on Israel's foreign currency reserves. In overall summary, the analysis noted that at the end of January, 1969, the reserves stood at \$385,000,000, a critically low level. The reserves can be expected to be reduced by a minimum of \$100,000,000 during the course of this year, while circumstances could drive them close to the zero point by year's end.

As of May 7 of this year, \$47,865,513 in cash had been received by the UJA, compared to a total of \$39,910,588 over the same period in 1969. Mr. Friedman pointed out the UJA entered 1970 with \$100,000,000 in accounts receivable for 1969 and all prior years. As of April 30, this amount had been reduced to \$71,730,000. It was noted that, at the present pace of cash collection, an average of \$10,000,000 a month is being transmitted through the United Israel Appeal - Jewish Agency for needs in Israel. However, a UJA 1970 cash collection of \$250,000,000, realized from the \$200,000,000 projected 1970 total campaign allotment plus past years' accounts receivable, is the only adequate response to the requirements overseas. Measures being taken by the UJA to accelerate cash flow, while helpful, have not increased the momentum to the extent desired, and additional advice and counsel as well as assistance will be needed from the National Chairmen. Procedures already undertaken include:

Bringing together national leaders on Wednesday of each week at the UJA office in New York for the telephone solicitation of cash from large contributors throughout the country. Many of those called have responded encouragingly, indicating they welcome being brought-up-to-date on the problems facing the UJA. Over 600 telephone calls were made during April and early May. The National Chairmen agreed that this type of contact also could have lasting value, and that the procedure should be continued at least through mid-June.

Release by New York City of some of its top solicitors, whose efforts ordinarily would be concentrated on obtaining new pledges, to go after cash.

Scheduling the UJA National Cash Mobilization Conference to set a mid-year target date for cash collection. It will be held on Sunday night, June 7, and Monday morning, June 8, in the Biltmore Hotel in New York City. The Sunday night banquet will also commemorate the fiftieth anniversary of Keren Hayesod, and Ambassador Yitzhak Rabin will be the principal speaker. Congressman Gerald Ford, minority leader of the House of Representatives, will be the featured speaker at the Monday morning session, which will be devoted to a cash seminar and 1971 campaign planning. The National Chairmen indicated they would do all they could to assure the most effective participation in the Conference.

Mr. Ginsberg's recent communication from Israel by telephone or letter with leaders of communities having special cash collection problems. Letters with regard to cash also were sent by Jewish Agency Chairman Louis A. Pincus to community leaders upon the recommendation of Mr. Ginsberg and community executives.

In addition, a series of four meetings have been held between Mr. Bernstein and Mr. Peppercorn, representing the UJA, and executive directors from various regions of the country. Mr. Bernstein reported there was every indication the meetings produced an increased understanding of the urgent reasons for the need for cash, and that the following actions are being taken by the communities:

Telephone cash solicitations on a local basis similar to those being conducted weekly from the UJA national office, utilizing the solicitation approach prepared by Mr. Friedman as a guideline.

Setting up individual phone hook-ups between community leaders and UJA national leadership, as well as analyzing cash collection problems with which the UJA may be able to help.

Arranging community meetings for the selection of effective local cash chairmen and in order to assure the participation in the UJA Cash Conference of those who will continue to give impetus to the cash collection effort after they return to their communities.

The National Chairmen agreed to visit various communities around the country where they could be of particular help with local cash collection efforts. A number of community assignments were worked out at the meeting. In discussing the assignments, it was pointed out that, since there is a reluctance to redeem pledges out of diminished business income or the sale of stock in the present market, individual loans could be the answer. Where necessary in securing loans, help from other individuals in obtaining them might be suggested, but attempts to secure loans by the community as a whole at this point would be inadvisable. It was agreed that Israel's current needs require overcoming the common tendency to pay pledges at the end of the year or at a time when security sales seem propitious.

INVESTMENT OFFER Mr. Ginsberg requested the National Chairmen's views on a proposal made to him while in Washington for the special April 29 fund-raising meeting at Ambassador Rabin's home. One of the large contributors who attended was the head of a company engaged in oil exploration. After the meeting, he approached Mr. Ginsberg with a proposal which he believed could result in a considerable sum for the UJA. It would involve investments in his operation by persons interested in the UJA. He would handle sales, making assignment to a broker with an agreement to pay seven per cent if it was agreed in turn that this would be turned over to the UJA. Further advantages might accrue as the result of additional contributions from investors after they obtain "write-offs" at the end of the year or utilize gains for more quickly paying pledges.

During the discussion it was observed that, of course, gains cannot be guaranteed and losses or investments may occur instead. It was the consensus that any effort of this sort made through the UJA would be ill-advised.

WASHINGTON REPORT Mr. Max M. Fisher joined the meeting at this point and presented an off-the record report on the current situation in Washington as it relates to Israel.

FORTHCOMING MEETING

Executive Committee Retreat  
June 5 - 7, 1970

Williamsburg Inn  
Williamsburg, Va.

Mr. Ginsberg thanked everyone for attending, and adjourned the meeting.



*Edward Ginsberg*  
Edward Ginsberg  
General Chairman

*Herbert A. Friedman*  
Herbert A. Friedman  
Executive Chairman

M E M O R A N D U M

March 27, 1970

CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Executive Committee Meeting -- February 26, 1970

The Executive Committee met at the UJA office in New York City on February 26. Mr. Edward Ginsberg presided. The following were present:

Albert B. Adelman	Merrill L. Hassenfeld
Frank Beckerman	Nathan I. Lipson
Leonard D. Bell	David Lowenthal
Henry C. Bernstein	Joseph Mazer
Irving Bernstein	James H. Nobil
Philip Bernstein	Albert Parker
Louis Broido	Martin Peppercorn
Sidney M. Edelstein	William Rosenwald
Herbert A. Friedman	Alan Sagner
Herbert J. Garon	Arant H. Sherman
Edward Ginsberg	Joseph H. Strelitz
Bram Goldsmith	Gordon Zacks
Alexander Grass	Philip Zinman
Samuel Haber	

Opening the meeting, Mr. Ginsberg introduced the new Executive Committee members who were present: Mr. Bram Goldsmith of Los Angeles, Mr. Alexander Grass of Harrisburg, Mr. James H. Nobil of Akron, and Mr. Arant H. Sherman of Davenport.

1970 CAMPAIGN Mr. Ginsberg reported that as of February 26 an overall total of \$101,500,000 was raised in the spring campaign communities (including New York City). This represented a 33 per cent increase over the sum of \$76,000,000 raised at the same time in the campaign last year. The UJA General Chairman commented that it is important to maintain the 1970 campaign's initial momentum and, hopefully, to accelerate it. He noted that the largest contributors apparently are matching their 1967 gifts, and any fall-off would mainly result from the giving by contributors in the middle group.

Mr. Friedman stated that the community campaigns, with just a few exceptions are running well ahead of last year. Observing that the regular campaigns have been increasing each year beginning with 1967, he presented the following comparative breakdown since 1967:

	<u>Regular Campaign</u>	<u>Emergency Fund</u>
1967	\$67,000,000	\$173,000,000
1968	\$70,000,000	\$ 83,000,000
1969	\$73,500,000	\$101,500,000
1970 (estimated)	\$77,500,000	\$123,000,000

The Executive Committee members discussed various measures aimed at exceeding the \$200,000,000 total projected for 1970. These included:

A meeting in the Washington home of Israel Ambassador Itzhak Rabin bringing together at the Ambassador's invitation 10 or 12 wealthy American Jews who are inadequate or non-givers. Mr. Ginsberg pointed out these would be people who are not likely to have attended community functions such as those Ambassador Rabin might have addressed.

A 1970 "Operation Jet" involving special flights by UJA national leaders to various parts of the country in order to solicit potentially large contributors in small communities who have never been properly approached because of their location. One or two privately owned aircraft could be made available at little or no cost to the UJA. Schedules should be worked out on a regional basis, for most efficient use of UJA leadership time and effort.

One or more flights to Israel for selected potentially large contributors at the personal invitation of distinguished American Jewish community personalities. These would comprise surveys of Israel's situation and meetings with Israeli leaders, similar to those arranged for the Prime Minister's trips, and culminate with gift solicitations. Earliest possible date would be May or June, because of the time required to give sufficient advance notice and make necessary arrangements.

The compilation of a list and special solicitation of independently wealthy women. Mr. Friedman noted that despite some difficulty encountered in the communities, such a list would be ready for review with Executive Committee members shortly. He observed that procedures for obtaining gifts from these women might be utilized throughout most of 1970 as they need not be tied in with the regular periods of community campaigns. Members of the Executive Committee were requested to send additional names of such women to the national office.

Arrangement of parlor type meetings for selected trade and industry divisions in the New York City campaign. About ten top contributors in each division will be invited to meet with a team including representatives of the Israeli diplomatic and military corps and of UJA national leadership at a mutually convenient time of day in an attractive setting, such as a business firm's executive dining room or private club. The traditional annual functions of these trade and industry divisions will be held only after lead-off gifts on new and higher levels have been obtained in this way.

To implement these approaches, it was recommended that the UJA provide all potential large new contributors with authoritative information on how their gifts may be appropriately made with various types of stocks.

CASH REVIEW Mr. Albert Adelman, chairman of the National Cash Committee, reported that \$20,000,000 in cash had been collected during the period January 1 - February 20, 1970 -- compared with \$17,000,000 collected during the same period of 1969. Accounts receivable from all campaigns as of February 20 amounted to \$86,500,000. Mr. Adelman said that the National Cash Committee was being mobilized for a strenuous collection effort, and he urged the cooperation of all the Executive Committee members.

Mr. Friedman declared that a UJA June conference setting a mid-year target date and drawing nation-wide attendance will be indispensable for this cash effort. The consensus of the UJA National Officers at their meeting on February 5 was to hold the conference in New York City on Sunday night, June 7, and throughout Monday, June 8. The Sunday night banquet would commemorate the fiftieth anniversary of Keren Hayesod, which is being marked this year by world-wide observances.

CASH REVIEW CONT'D Mr. Friedman pointed out Israel's Deputy Prime Minister Yigal Allon was a possibility as the featured speaker at the Sunday night banquet. Executive Committee members could be flown directly from the Executive Committee Retreat in Williamsburg, Va. to New York on June 7. The Retreat is scheduled for the weekend of June 5 - 7.

EOAN REQUEST Mr. Ginsberg pointed out that Israel's current dollar reserves were at a critically low level. The United Israel Appeal recently was requested to seek an immediate \$20,000,000 loan. It has been further indicated that an additional loan of \$25,000,000 will be needed during 1970.

Mr. Philip Bernstein reported that commercial banks in New York have indicated they would be prepared to lend a total of \$20,000,000 at this time under the following terms: interest at 1 per cent above the prime rate, repaid over a five-year period. This would permit additional borrowing of \$25,000,000 from banks in some 10 other cities -- the borrowing to be done by UIA nationally but only with the understanding and consent of the local Federation and Welfare Fund.

Pending final approval, the following authorizations for the borrowing have been obtained:

Eleven insurance companies have agreed to modify the ceiling on the debt already owing to them and on the annual debt service payment.

The Board of Directors of UIA has approved borrowing of the total additional \$45,000,000.

Of this amount, the New York banks have agreed to lend the \$20,000,000 additional.

The UJA, Inc. Board has agreed to give its guarantee.

JDC has agreed to give its consent, and provided its officers with instructions on handling the matter with the UIA.

When it entered into its insurance company loans in 1965, the UIA undertook not to incur any further indebtedness without consulting with the Community Federations and Welfare Funds. This step will be taken at an enlarged meeting of the CJFWF Overseas Services Committee and Board of Directors, March 13-15.

STUDENT PROGRAM Mr. Friedman pointed out that at present the UJA program for Jewish college students, which has been run in conjunction with Hillel, includes: bringing Israeli intellectuals to the campuses as lecturers; student attendance at UJA national and regional conferences; and an annual all-male summer mission to Europe and Israel. He proposed the following plan for its expansion:

The establishment on selected campuses of groups of students to be called "garinim" (a Hebrew word meaning nuclei or units) for the training of future American Jewish community leadership. The concept has been discussed with representatives of B'nai B'rith Hillel Foundations and the American Zionist Youth Foundations, and an understanding was reached with them that the task of the "garin" would be to strengthen already existing programs and to create new programs where a vacuum exists. The services of a young Jewish teaching assistant or graduate student on campus would be enlisted to help create the student group and to guide it. The group's activities, in addition to running an annual UJA campaign, would include: combatting of Arab propaganda, sponsoring lectures by Israelis as well as Hebrew and Israeli cultural events on campus; recruiting summer mission participants; developing contact with key Jewish and non-Jewish faculty as well as communication with others on campus.

STUDENT PROGRAM CONT'D

A member of the UJA Young Leadership Cabinet would serve as a liaison between the student group leader and the national office of the UJA to report progress and to advise what aid might be provided to make the student leader more effective.

It was suggested that in the fall of 1970 ten campuses be selected as pilot projects. The programs during the next five years would be expanded to 100 of the major college campuses across the country. Mr. Friedman commented that the program could develop into a self-generating leadership activity, as the Young Leadership organization has done, with five to ten thousand students each year being stimulated and prepared for the future direction of community and national campaigns.

In addition, Mr. Friedman proposed:

A ten day mission to Israel during the December holiday period for campus campaign chairmen and other interested students. The UJA would help defray costs, but it would be best psychologically for the students to participate in the fare.

A UJA University Faculty Mission during December in order to bring Jewish faculty members closer to UJA and Israel. Suggestions for fare payment included a sliding scale based on participants' salaries, and personal decision based on the honor system. Executive Committee members' views on this proposal were favorable, but it was indicated that further inquiry be undertaken.

A pilot project during the course of a limited period this summer devoted to students visiting Israel in order to show them things they do not ordinarily see. Bus tours under UJA auspices would be arranged at a cost not exceeding the amount such students ordinarily set aside for room and board (approximately \$5.00 a day).

Mr. Ginsberg noted during the course of the discussion that the estimated cost of the student program, when fully developed, would reach \$100,000 annually. The Executive Committee indicated that it considered the program generally worthwhile, and recommended further investigation with regard to various aspects of it. The program also must be submitted to the UJA Budget and Finance Committee.

1970 STUDY MISSION The 1970 UJA Study Mission has been scheduled for October 26 to November 5 in Israel. Mr. Ginsberg recommended increasing the minimum level to contributors of \$20,000, this qualification also applying to Campaign Chairmen. Previous Missions have been designed for \$10,000 and over contributors, and invitations also have been extended to campaign chairmen in major communities regardless of size of gift. It was pointed out that the number of \$10,000 and over givers has grown considerably since the \$10,000 level was set. The \$20,000 and over contributors now provide a substantial invitation list -- 1,651 gifts representing 2,810 contributors. The General Chairman also observed that many additional trips to Israel, including Operation Israel flights and Young Leadership missions, are now available under UJA auspices to accommodate contributors in all categories. Adopting a higher gift criterion for the Study Mission will help it retain its special character as a pace-setting project.

With the understanding that invitations might also be extended to selected individuals with a \$20,000 gift potential, it was the National Chairmen's consensus at their February 5 meeting that the Mission be designed for contributors of a \$20,000 minimum -- and that this minimum should be applied to campaign chairmen as well.

## 1970 STUDY MISSION CONT'D

Mr. Ginsberg requested that proposals regarding the format of the Study Mission be submitted for consideration by the Study Mission Planning Committee, which is headed by Mr. Albert Parker.

DECEMBER MEETINGS The UJA Inaugural Luncheon is scheduled for the afternoon of Thursday, December 10, and the Inaugural Dinner is scheduled for that evening. Last year Luncheon invitations were extended to contributors of \$50,000 and over; Dinner invitations to \$20,000 minimum contributors. Mr. Ginsberg asked for consideration of raising the respective minimums to \$100,000 and \$25,000.

With regard to the Luncheon, it was pointed out that, in December, 1969, 52 gifts over \$100,000 were represented, along with 43 gifts below \$100,000. In 1968, there were 44 gifts over \$100,000; 30 gifts below \$100,000. During the discussion it was agreed that the minimum should be raised, but it was felt that moving up to a \$100,000 minimum in one stroke would be too precipitous. The consensus was to raise the minimum gift level for the Luncheon to \$75,000.

With regard to the Inaugural Dinner, last year there were 112 gifts over \$25,000 and 37 below. The previous year there were 107 gifts above and 111 below. Mr. Ginsberg commented that the attendance at last year's Dinner required an unreasonable amount of time for calling cards. During the discussion it was suggested that perhaps the time devoted to the rest of the Dinner program should be abbreviated to permit more card-calling. The consensus was that Inaugural Dinner invitations should include \$20,000 minimum contributors.

General Aharon Yariv, Israel's Director of Military Intelligence, was tentatively proposed as principal speaker for the Inaugural Dinner, and Defense Minister Moshe Dayan was suggested as the speaker for the Annual Conference banquet on Saturday night, December 12. Mr. Ginsberg advised that he and the UJA staff would consider additional names and they would be submitted at subsequent meetings. A suggestion was made to ask Inaugural Dinner participants to bring their teen-age youngsters to the affair, which under this circumstance would not be a black tie function. It was pointed out that the Los Angeles \$10,000 and over function in connection with the February 3 telecast included teen-age children and proved very effective. No decision was reached on this proposal.

REGIONAL CONFERENCES The 1970 Regional Conferences, involving the Western, Midwestern, and South-Southwestern areas, for the first time were held simultaneously during the weekend -- January 9 - 11. It was suggested that perhaps it would be better to schedule them at different times, in order to enable the UJA to concentrate its leadership resources more effectively for each of the meetings. The Executive Committee urged the General Chairman and the staff to give further consideration to this matter, as well as to methods of better marshaling leadership resources even if the regional conferences are held at the same time.

OPERATION ISRAEL The following results were reported for the ten 1970 Operation Israel flights as of February 26:

<u>FLIGHT DATE</u>	<u># GIFTS</u>	<u>1967</u>	<u>1969</u>	<u>1970</u>
November 2	90	\$ 475,631	\$ 533,831	\$ 777,000
November 16 (Women)	89	28,649	67,554	100,438
November 30	120	225,412	372,220	601,480
December 14	67	384,240	360,135	578,320
January 4 (Rabbis)	107	40,495	33,266	56,667
January 11	121	525,241	802,317	1,286,816
January 18	217	1,039,380	1,479,217	2,507,010
January 25	198	1,106,647	1,055,349	1,620,715
February 8	95	1,051,500	1,072,825	1,740,860
February 15	106	366,814	469,472	689,675
	<u>1,210</u>	<u>\$ 5,274,009</u>	<u>\$ 6,246,186</u>	<u>\$ 9,958,981</u>

These results were compared to last year's totals on nine flights as follows:

<u># GIFTS</u>	<u>1967</u>	<u>1968</u>	<u>1969</u>
807	<u>\$ 3,581,922</u>	<u>\$ 3,883,191</u>	<u>\$ 5,276,446</u>

An additional flight was underway to complete the OPERATION ISRAEL - 1970 series:

<u>FLIGHT DATE</u>	<u># PARTICIPANTS</u>	<u>CHAIRMAN</u>
February 22 (Women)	36	Mrs. Bernard Schaenen

Mr. Ginsberg proposed scheduling two Operation Israel flights for husbands and wives in December, as well as one for fathers and teen-age sons during the December holidays. The further planning of these flights was referred to the Operation Israel Planning Committee, which is headed by Mr. Paul Zuckerman. This Committee will next meet at the UJA office on Monday, April 6, and it will consider recommendations from Executive Committee members at that time. Among proposals made by Committee members were:

Provide the national leaders on each trip with better resumes on each participant whose gift they solicit, including business and financial information.

Include the participation of teen-age sons on all flights when their fathers wish to bring them. The few youngsters who took part in some 1970 trips by special arrangement were reported to have been an inspiring influence.

Arrange for enough leaders on each trip so that there will be at least two of them to solicit gifts on each bus. One suggestion was that leaders whenever possible remain in Israel for two weeks and thus be available for solicitation on successive Operation Israel trips. The Young Leadership Cabinet is planning to try to provide more men who will be available for a two week stay.

Consider a flight for \$10,000 minimum contributors.

Mr. Ginsberg reported that the response of rabbis participating in flights designed for them has been very good and understanding. The UJA Rabbinical Advisory Council has advised that hereafter it would be reasonable to arrange rabbinical trips on the same payment basis as others.

PRIME MINISTER'S JANUARY PROJECT Mr. Rosenwald requested a review of the January project, which was set up to bring together contributors of \$50,000 and over, plus potentials, in 17 central cities during the period January 19 - 27. Invitations over the signature of Prime Minister Golda Meir were delivered by representatives of Israeli consulates, and follow-up telephone calls for attendance were made by members of the consulate staffs and other Israeli personnel. There were 750 letters sent to contributors associated with 550 gifts.

The Israelis who participated in the program were:

TEAM I - Mr. Zeev Sharef - Minister of Housing  
General Raphael Vardi - Occupied territories  
Mr. Naftali Bargiora - Department Director,  
Immigration Department  
Captain Oded Weisbaum - Israeli Armed Forces

TEAM II - Mr. Shimon Peres - Minister of Absorption  
General Benyamin Peled - Air Force  
Mr. Yehudah Dominitz - Department Director -  
Immigration Department  
Major Shmuel Shaked - Israel Armed Forces

They visited Columbus, Philadelphia, Miami, Washington, Pittsburgh, Boston, Hartford, Newark, Milwaukee, St. Louis, San Francisco, Los Angeles, Dallas, Memphis, Chicago, Detroit, and New York City.

With the exception of Washington, D.C., all of the meetings took place. The Washington meeting did not materialize because of a severe snow storm on the afternoon of January 20. Icy roads affected attendance at the Columbus meeting.

A "fifth man" - a lay leader who participated in the first Prime Minister's Mission in November - took part in each meeting, converting it from education and indoctrination to active fund raising. Those who participated were:

Edward Ginsberg of Cleveland - Dallas  
William Rosenwald of New York - Philadelphia, Chicago, New York  
Sam Miller of Cleveland - Memphis  
Donald Robinson of Pittsburgh - Pittsburgh, Columbus  
Morris Messing of Newark - Miami  
Nate Cummings of New York - Boston  
Louis Rogow of Hartford - San Francisco, Los Angeles, Hartford  
Bernard Striar of Newark - Essex County  
Ben Fixman of St. Louis - St. Louis

The meetings were attended by 228 individuals representing 43 cities and 191 gifts.

Reports from participants, lay leadership in the communities and attendees indicated that by and large the meetings were worthwhile. Almost everyone agreed that the concept was imaginative and effective. Many felt, however, that the program would have been more productive in November, before most of the participants had made their commitments. It was also felt that the importance of this project was somewhat diminished by the ongoing community fund raising schedule and Pinhas Sapir's tour for Israel bonds, since these projects brought the Israeli Minister and other Israeli officials into the communities almost simultaneously.

Based on his experience with this year's project, Mr. Rosenwald made the following comments:

The involvement of effective Israelis to an extent never obtained before proved a great asset.

The exclusive association of the project with the Prime Minister and her representatives, although advantageous in some respects, had a built-in handicap. It precluded the full and effective participation of the UJA staff. (A similar handicap pertained to the Prime Minister's invitational trips to Israel of November 16 - 18 and February 10 - 12.)

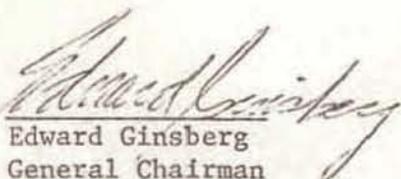
The timing in relation to the campaign was anti-climatic, in many instances following community big-gift meetings. Subsequent projects should be scheduled in October or November.

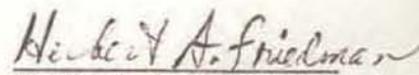
During the discussion it was suggested that the same types of teams be utilized next year to cover two or three functions in a community on the same day, and also that any future effort of this sort should include only one military representative in order to shorten the time devoted to presentations. The Executive Committee's consensus was to repeat the project at an earlier date for the 1971 campaign with more direct participation by the UJA and the communities.

REGIONAL STRUCTURE Mr. Philip Zinman, Chairman of the Committee on Regional Structure, reported on the expansion of such structures in recent months. He pointed out that the existing campaign structures in a particular area are implemented to produce a closer working relation among communities and with the national UJA. A major inspiration for the present effort was the outstanding organizational job performed by Leonard and Joseph Strelitz in Virginia and the Carolinas, and by Sidney Edelstein in New Jersey. They demonstrated how fruitful cross-fertilization between one community and another can be. The levels of individual and community giving were raised by exposure to other communities where there was more understanding and higher giving standards.

Regional structures are now being further developed in New Jersey and California, and a meeting to plan a regional framework will be held in Florida shortly. Consideration is now being given to other areas where there are indications of readiness for this step. It is anticipated that organizational activity will be underway in ten to twelve areas by the end of the year.

Mr. Ginsberg thanked everyone for attending, and adjourned the meeting.

  
Edward Ginsberg  
General Chairman

  
Herbert A. Friedman  
Executive Chairman

MEMORANDUM

March 9, 1970

To: UJA National Chairmen

Re: Notes on National Chairmen's Meeting -- February 5, 1970

The UJA National Chairmen met at the UJA Office in New York City on February 5. Mr. Edward Ginsberg presided. The following were present:

Albert B. Adelman	Louis S. Goldman
Bernard H. Barnett	Joseph H. Kanter
Irving Bernstein	Morris L. Levinson
Isadore Breslau	Albert Parker
Melvin Dubinsky	Martin Peppercorn
Sidney M. Edelstein	Leonard R. Strelitz
Herbert A. Friedman	Philip Zinman
Edward Ginsberg	Paul Zuckerman

1970 CAMPAIGN Mr. Ginsberg remarked that the big gifts produced by the November 16 - 18 Prime Minister's flight have been spearheading the campaigns so far, but all means possible must be used to prevent a possible fall-off because of non-commensurate giving by contributors in the middle group. Some communities -- Milwaukee was cited as an outstanding example -- are concentrating heavily on this group, described as "the silent majority".

Mr. Ginsberg stressed the pivotal nature of the campaigns in the three largest cities -- New York, Chicago and Los Angeles. The National Chairmen agreed that more effective methods of solicitation in these cities by UJA national leaders are required to communicate the need for increased crisis-level giving during Israel's present state of acute emergency.

A plan was suggested for parlor-type meetings for selected trade and industry divisions in the New York City campaign. About ten of the top contributors in each division will be invited to meet with a team including representatives of the Israeli diplomatic and military corps and of UJA national leadership. The meetings are to be scheduled at a mutually convenient time of day in an attractive setting such as a business firm's executive dining room or private club. It was proposed that the traditional annual functions of the trade and industry divisions should be held only after lead-off gifts on new and higher levels are obtained.

In regard to Chicago, Mr. Ginsberg said that a leader from that city would be invited to join the UJA Executive Committee in place of Mr. Philip Klutznick, who will not be serving on the Committee in 1970. He asked the National Chairmen to submit names of candidates who might further strengthen relations between the national UJA and Chicago.

PRIME MINISTER'S JANUARY PROJECT Mr. Friedman reported that the January project was set up to bring together contributors of \$50,000 and over, plus potentials, in 17 central cities during the period January 19 - 27. Invitations over the signature of Prime Minister Golda Meir were delivered by representatives of Israeli consulates, and follow-up telephone calls for attendance were made by members of the consulate staffs and other Israeli personnel. There were 750 letters sent to contributors associated with 550 gifts.

The Israelis who participated in the program were:

TEAM I - Mr. Zeev Sharef - Minister of Housing  
General Raphael Vardi - Occupied territories  
Mr. Naftali Bargiora - Department Director,  
Immigration Department  
Captain Oded Weisbaum - Israeli Armed Forces

TEAM II - Mr. Shimon Peres - Minister of Absorption  
General Benyamin Peled - Air Force  
Mr. Yehudah Dominitz - Department Director -  
Immigration Department  
Major Shmuel Shaked - Israel Armed Forces

They visited Columbus, Philadelphia, Miami, Washington, Pittsburgh, Boston, Hartford, Newark, Milwaukee, St. Louis, San Francisco, Los Angeles, Dallas, Memphis, Chicago, Detroit, and New York City.

With the exception of Washington, D.C., all of the meetings took place. The Washington meeting did not materialize because of a severe snow storm on the afternoon of January 20. Icy roads affected attendance at the Columbus meeting.

A "fifth man" - a lay leader who participated in the first Prime Minister's Mission in November - took part in each meeting, converting it from education and indoctrination to active fund raising. Those who participated were:

Edward Ginsberg of Cleveland - Dallas  
William Rosenwald of New York - Philadelphia, Chicago, New York  
Sam Miller of Cleveland - Memphis  
Donald Robinson of Pittsburgh - Pittsburgh, Columbus  
Morris Messing of Newark - Miami  
Nate Cummings of New York - Boston  
Louis Rogow of Hartford - San Francisco, Los Angeles, Hartford  
Bernard Striar of Newark - Essex County  
Ben Fixman of St. Louis - St. Louis

The meetings were attended by 228 individuals representing 43 cities and 191 gifts.

Reports from participants, lay leadership in the communities and attendees indicated that by and large the meetings were worthwhile. Almost everyone agreed that the concept was imaginative and effective. Many felt, however, that the program would have been more productive in November, before most of the participants had made their commitments. It was also felt that the importance of this project was somewhat diminished by the ongoing community fund raising schedule and Pinhas Sapir's tour for Israel bonds; since these projects brought the Israeli Minister and other Israeli officials into the communities almost simultaneously.

PRIME MINISTER'S JANUARY PROJECT CONT'D

Mr. Ginsberg also suggested that any future effort of this sort should include only one Israeli military representative. In some cases, he observed, the fifth men were not as adept as they might have been in swinging the meetings over to fund-raising.

The National Chairmen agreed that the project should be repeated next year at an earlier date, possibly in November with UJA national leaders participating to assure the most effective fund-raising and with more direct participation by the UJA and the communities.

PRIME MINISTER'S FLIGHTS Mr. Ginsberg reported that, at the invitation of Prime Minister Golda Meir, a second group of about 28 American Jews with very high giving potential had indicated they would travel to Israel on February 10 for a two-and-a-half-day stay. The UJA General Chairman commented that the November 16 - 18 flight, with 48 participants, successfully achieved the purpose of producing massive and inspirational gifts. Of the 42 gifts represented, 28 massive pledges were announced on the trip and ten more have been made since.

Concerning similar flights for the 1971 campaign, Mr. Friedman suggested the National Chairmen consider the possibility that too frequent repetition might diminish the value of the Prime Minister's invitations.

The National Chairmen felt a decision on repeating this project should be held in abeyance until a better idea could be obtained of 1971 campaign requirements. It was agreed to hold the matter for final determination at the Executive Committee Retreat in June.

CLOSED CIRCUIT TELECAST Mr. Ginsberg reported the closed circuit television program on February 3 was transmitted to meetings in 43 cities where 9,606 people were gathered. Norfolk did not receive the telecast due to local technical difficulties.

The total pledged at these meetings was about \$60,000,000, compared to \$45,000,000 from the same contributors in 1969. More than one-quarter of the amount pledged represented contributions not announced previously in the 1970 campaign.

The reaction to the program in over three-quarters of the communities ranged between excellent and good. The National Chairmen who had seen the telecast generally were impressed. Comments included the following:

The knowledge that thousands of their fellow American Jews in other cities were watching simultaneously had great impact on participants in each meeting.

As a result of the telecast, a number of communities got off to earlier campaign starts than they would have ordinarily.

The number of new gifts indicated the telecast attracted a substantial portion of people who had not as yet made their gifts.

While the telecast was particularly effective for people who had not been to Israel, there was some feeling among those who had that more "scenes where the action is" should have been included.

CLOSED CIRCUIT TELECAST CONT'D

The 30-minute length of the telecast was appropriate for maximum effectiveness.

Additional techniques should be explored for any subsequent telecast, and perhaps scenes should originate from other countries as well as Israel.

Mr. Ginsberg reported that costs for the telecast added up to about \$250,000. The National Chairmen agreed that the cost had proven worthwhile in terms of gifts produced.

Mr. Friedman advised that several Jewish communities in Western Europe have asked to be included in any showing of a similar telecast next year, particularly if it is done the last week in January or early in February, simultaneously with the American communities. Thus, Jews of the free world would be brought together by a single Israel-oriented event at the same time.

It was the consensus of the National Chairmen that a similar telecast should be used at about the same time in next year's campaign, that it should be taped, that in this country it should involve only fund-raising meetings, and that it should be available to overseas communities. It was felt that having fund-raising information exchanged between meetings via open microphones might consume time and create technical difficulties which would lessen the impact of the meetings.

Mr. Ginsberg said that 50 prints of the telecast on 16 millimeter film are available for showing at additional fund-raising meetings upon request from the communities. These would be meetings open only to contributors, as was the case with the telecast.

OPERATION ISRAEL The following results were reported for the eight 1970 Operation Israel trips as of February 5:

<u>FLIGHT DATE</u>	<u># GIFTS</u>	<u>1967</u>	<u>1969</u>	<u>1970</u>	<u>CHAIRMEN</u>
November 2	90	\$ 475,631	\$ 533,831	\$ 777,000	Paul Zuckerman
November 16 (women)	89	28,649	67,554	100,438	Mrs. Bernard Schaenen
November 30	120	255,412	372,220	601,480	Melvin Dubinsky
December 14	67	384,240	360,135	578,320	Joseph D. Shane
January 4 (Rabbis)	107	40,495	33,266	56,667	Rabbi David Golovensky
January 11	121	525,241	802,317	1,286,816	Dr. Sidney Edelstein
January 18	217	1,039,380	1,479,217	2,507,010	Leonard Strelitz
January 25	198	1,106,647	1,055,349	1,620,715	Merrill Hassenfeld Louis Goldman
<b>TOTALS</b>	<u>1,009</u>	<u>\$3,856,695</u>	<u>\$4,703,889</u>	<u>\$7,528,446</u>	

These results were compared to last year's totals on nine flights, as follows:

<u>807</u>	<u>\$3,581,922</u>	<u>\$3,883,191</u>	<u>\$5,276,446</u>
------------	--------------------	--------------------	--------------------

OPERATION ISRAEL CONT'D

The following additional flights complete the OPERATION ISRAEL 1970 series:

<u>FLIGHT DATE</u>	<u>PROJECTED #</u>	<u>CHAIRMEN</u>
February 8	115	Charles Bensley Bernard H. Barnett Morris Levinson
February 15	90	Paul Zuckerman
February 22 (Women)	40	Mrs. Bernard Schaenen

The following dates for flights to Israel have been selected for 1971 Operation Israel trips:

22 November	24 January
29 November	31 January
3 January	7 February
10 January	14 February
17 January	21 February

Mr. Friedman explained that dates had been left open in December so that trips for couples as well as for fathers and teenage sons might be considered during that month. The former would be ten to twelve day trips to lessen the strain on wives. The latter would understandably have to be held during the school holiday period, arranged so that the fathers and sons would be back home for New Year's eve.

It was the consensus of the National Chairmen that one Operation Israel trip for husbands and wives should be scheduled in December, as well as one for fathers and sons which would be solely for educational and inspirational purposes. Alternative age minimums of 14, 15 and 16 were suggested for the youngsters on this flight, and a determination of this point was left to the Operation Israel Planning Committee.

The National Chairmen also agreed to a further proposal that an Operation Israel flight for members of the medical profession should be scheduled.

Mr. Ginsberg reported that the response of rabbis participating in flights designed for them has been very good and understanding. The UJA Rabbinical Advisory Council has advised that hereafter it would be reasonable to arrange rabbinical trips on the same payment basis as others. The National Chairmen's consensus was that the 1971 Operation Israel trip for rabbis should be arranged accordingly.

A number of National Chairmen indicated they had recommendations to make for the 1971 flights based on this year's experience. Mr. Ginsberg requested they submit them to Mr. Paul Zuckerman, head of the Operation Israel Planning Committee. Mr. Zuckerman advised that a meeting of the Committee to consider recommendations would be held at the UJA office on Monday, April 6.

1970 STUDY MISSION The 1970 UJA Study Mission has been scheduled for October 26 to November 5 in Israel. These dates avoid conflict with the Jewish holidays in October. Mr. Friedman reported that the Jewish community of Great Britain wishes the opportunity to participate in the Prime Minister's dinner during the 1970 Mission. The National Chairmen agreed that the British mission members should be invited to do so.

1970 STUDY MISSION CONT'D

Mr. Ginsberg asked the National Chairmen to consider limiting Mission invitations this year to contributors of \$20,000 minimum. Previous Missions have been designed for \$10,000 and over contributors, and invitations also have been extended to campaign chairmen in major communities regardless of size of gift. It was pointed out that the number of \$10,000 and over givers has grown considerably since this policy was set. The \$20,000 and over contributors now will provide a substantial invitation list -- and are likely to produce a Mission as large as those of previous years. The General Chairman also observed that many additional trips to Israel, including Operation Israel flights and Young Leadership missions, are now available under UJA auspices to accommodate contributors in all categories. Setting a higher gift criterion for the Study Mission would help it retain its special character as a pace-setting project.

With the understanding that invitations might also be extended to selected individuals with a \$20,000 gift potential, it was the National Chairmen's consensus that the Mission be designed for contributors of a \$20,000 minimum -- and that this minimum should be applied to campaign chairmen as well.

Mr. Ginsberg asked for proposals regarding the Mission to be submitted during or after the meeting for consideration by the Study Mission Planning Committee, which is headed by Mr. Albert Parker. Proposals made at the meeting included:

Provide an itinerary with more points of interest for those who have been to Israel before.

Arrange for national leaders on the trip to be associated with assigned groups of participants during the entire course of the trip, rather than just for fund-raising, so that social relationships may be better established.

Arrange for all leaders to participate in deciding on their Mission assignments prior to the trip.

RETREAT AND CASH CONFERENCE The 1970 UJA Executive Committee Retreat is scheduled for the weekend of June 5 - 7 at the Williamsburg Inn in Virginia. Mr. Friedman asked for consideration of a UJA national conference in New York City on Sunday night, June 7 and Monday, June 8, to help mobilize cash at mid-year and also to help mark the fiftieth anniversary of Keren Hayesod. He said the UJA had been asked to hold a commemorative function this year in connection with world-wide observance of the anniversary.

Mr. Ginsberg remarked that this year, when Israel has a most urgent need for funds, there is evidence that cash collection by the UJA will be difficult. A June conference setting a target date and drawing attendance from all over the country may prove a necessary element in the cash effort. It was noted that Israel's Deputy Prime Minister Yigal Allon was being considered as the principal speaker for the Sunday night conference banquet. Executive Committee members could be flown directly from the Retreat to New York on June 7.

The National Chairmen agreed that the conference should be arranged for the time indicated.

ISRAEL BONDS REQUEST Mr. Ginsberg reported that the Israel Bonds organization, through Mr. Samuel Rothberg, its National Chairman, had requested him to participate in a national telephone hook-up emanating from Miami on February 17. Mr. Friedman indicated the request evidently resulted from Israel's present difficult economic situation particularly in terms of dollar reserves, and the concurrent Bonds organization sales problems in a competitive bond market. He expressed the view that the UJA's cooperation with the request would demonstrate a united front between the two organizations at a critical time, that it could be helpful to Israel and would not hurt UJA fund-raising.

The UJA's legal counsel, Mr. Herbert Rose, entered the meeting at this point, and suggested that the propriety of the UJA General Chairman's participation should be further explored. During the ensuing discussion it was remarked that participation in any particular function should be examined within its own terms, and it also was pointed out that many UJA national leaders give leadership on a separate basis to the Bond organization. The National Chairmen recommended that Mr. Ginsberg agree to participate in the Bonds organization telephone hook-up within terms approved by counsel.

LOAN REQUEST Mr. Ginsberg pointed out that Israel's current dollar reserves of \$350,000,000 were at a critically low level. The United Israel Appeal recently was requested to seek an immediate \$20,000,000 loan. It has been further indicated that an additional amount of \$25,000,000, making a total of \$45,000,000 in cash obtained through borrowing, is desired during the further course of the year.

Commercial banks in New York have indicated that they would be prepared to lend a total of \$20,000,000 at this time under the following terms: interest at 1 per cent above the prime rate, repaid over a five-year period. This would permit additional borrowing of \$25,000,000 from banks in perhaps 10 other cities -- the borrowing to be done by UIA nationally but only with the understanding and consent of the local Federation and Welfare Fund.

Pending final approval, the following authorizations for the borrowing have been obtained:

Eleven insurance companies have agreed to modify the ceiling on the debt already owing to them and on the annual debt service payment.

The New York banks have agreed to lend the \$20,000,000 additional.

The Board of Directors of UIA has approved borrowing of the total additional \$45,000,000.

The UJA, Inc. Board has agreed to give its guarantee.

Beyond these actions:

JDC must give its consent -- its meeting was scheduled for February 11.

The UIA undertook, in 1965, when it entered into its insurance company loans, not to incur any further indebtedness without consulting with the Community Federations and Welfare Funds. This step will be taken at an enlarged meeting of the CJFWF Overseas Services Committee and Board of Directors, March 13-15.

ISADORE LIPSCHUTZ REQUEST Mr. Ginsberg explained that Mr. Lipschutz is a 79-year-old New York City contributor and leader engaged in diamond exporting who contributes about \$125,000 annually to the UJA. He has long provided the sole financial maintenance, in the amount of some \$100,000 a year, for an organization called The Society for Prevention of World War III of which he is the founder. The Society publishes a quarterly magazine and is involved in a large volume of correspondence on an international scale. Mr. Lipschutz does all the work of the organization along with only two employees.

Mr. Lipschutz recently called on Mr. Friedman to ask if help could be obtained to assure that his efforts will be continued after his passing. This would entail both financing and aid with the correspondence. The National Chairmen agreed with a proposal that an appropriate evaluation of the Society's work should be made outside the scope of the UJA.

HELICOPTER Mr. Friedman reported that, due to new regulations, after April 1 no State of Israel military helicopters can be made available to the UJA. Private helicopters for renting in Israel are and will continue to be in short supply. This type of aircraft has proved valuable for showing Israel in dramatic perspective to selected contributors who could then be solicited for very large gifts.

It was pointed out that a helicopter can be purchased for \$150,000. A helicopter rental firm is being formed in Israel by a former Israel Air Force pilot which would completely handle maintenance and running of the aircraft in return for having it available for rental when the UJA is not utilizing it. The firm expects to acquire two additional helicopters of its own for rental. Helicopter rental is 1000 Israeli pounds an hour, and because of the demand blocked rental time cannot be guaranteed to the UJA.

The consensus was that the UJA should explore the costs of renting a helicopter in terms of blocked time for the purpose of soliciting major gifts.

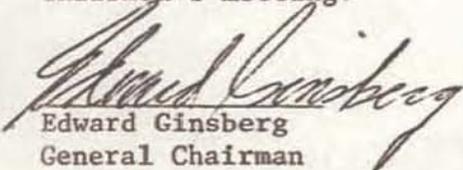
PROPOSED 1970 BUDGET Mr. Ginsberg reviewed with the National Chairmen the proposed 1970 UJA budget, copies of which had been mailed to them prior to the meeting. It was noted the budget must be submitted for final approval to the UJA Budget and Finance Committee. The General Chairman observed that most of the additional expenses in the budget were for promotional items designed to stimulate increased giving.

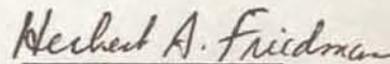
It was the consensus of the National Chairmen to recommend the proposed budget's acceptance by the Budget and Finance Committee.

TAX CHANGES Mr. Herbert Rose reviewed with the National Chairmen changes in the Internal Revenue Code introduced by the 1969 tax reform bill that may be of consequence in relation to UJA contributors. Copies of a memorandum by Mr. Rose summarizing these changes were sent to National Chairmen on January 16.

FORTHCOMING MEETINGS Mr. Ginsberg announced there will be a meeting of the UJA Executive Committee at the UJA office on Thursday, February 26, starting at 9:30 a.m.

The General Chairman thanked everyone for attending, and adjourned the National Chairmen's meeting.

  
Edward Ginsberg  
General Chairman

  
Herbert A. Friedman  
Executive Chairman