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Executive Committee. 1971.

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M E M O R A N D U M

February 25, 1971

To: UJA Executive Committee

Re: Notes on Executive Committee Meeting -- February 12, 1971

The UJA Executive Committee met at the UJA Office in New York City on February 12, 1971. Mr. Edward Ginsberg presided. The following were present:

Albert B. Adelman
Charles J. Bensley
Leonard D. Bell
Irving Bernstein
Herschel Blumberg
Joel S. Breslau
Louis Broido
Lawrence M. Cohen
Melvin Dubinsky
Laurence Frank
Herbert A. Friedman
Edward Ginsberg
Mitchell Gold

Louis S. Goldman
Alexander Grass
Gottlieb Hammer
Max H. Karl
James H. Nobil
Martin Peppercorn
Bert Rabinowitz
Robert M. Schroyer
Joseph M. Strelitz
Leonard R. Strelitz
Paul Zuckerman
H.E. Pinchas Sapir, Israeli Minister
of Commerce and Finance

Mr. Ginsberg, having just returned from Israel, said he has seldom found such unanimity of opinion about the precariousness of the cease-fire and the need to be thoroughly prepared for a resumption of hostilities at any time by the other side. Under prevailing circumstances no amount raised by the UJA this year can be considered enough. The present status of the campaign indicates that "even to obtain an irreducible minimum" will require unusual efforts.

CAMPAIGN REPORT Mr. Friedman observed that, in projecting the 1971 campaign, it had been agreed to ask the communities to aim for a total goal of \$500,000,000, of which some \$400,000,000 would be allocated to the UJA for transmittal to the Jewish Agency in Israel. While computerized analysis of results to date indicates the improbability of reaching this goal, there is a statistical possibility of realizing a gross amount of over \$400,000,000 with the UJA receiving \$300,000,000 or more. Last year a total of \$283,200,000 was raised in community campaigns, and of this the UJA was allocated \$207,000,000. Mr. Friedman asserted that a \$410,000,000 gross total, producing about \$320,000,000 for the UJA, can be achieved through a tremendous effort from now on. In view of the massive need to be met, and the psychological value of such a result in comparison to the amount raised last year, failure to achieve it "would be tragic."

A breakdown of 1971 \$10,000 and over gifts to date was presented (see attachment).

Mr. Friedman drew particular attention to the fact that the 3,489 gifts in this category produced \$126,352,000 of the total amount of \$283,200,000 raised last year. The number of new \$10,000 plus gifts thus far this year indicates that there can be over 4,000 such gifts made in the campaign. Only one-fourth of this number has been announced. An especially concerted effort is required to get the fullest possible value from the remaining 3,000 plus big gifts still to be solicited.

It was pointed out that if the increased amount realized in \$10,000 plus gifts, now running 58 percent ahead of 1970, can be maintained at a minimum of 50 percent, then a total of \$189,000,000 will be raised from such gifts by the end of the campaign. Gifts beneath the \$10,000 category produced a total of \$157,000,000 last year; a 50 percent increase in these gifts would produce \$234,000,000 in 1971. Thus, increases of 50 percent in both gift categories would result in a \$423,000,000 campaign, with a possible total allocation to the UJA of \$335,000,000.

COMMUNITY CAMPAIGN ANALYSIS It was noted that another way of determining the potential of the present campaign is through a community-by-community analysis. Mr. Friedman reported on an analysis of this sort, made in consultation with community executives through a series of five regional meetings during the period February 5 - February 11.

The communities, on the average, had completed one-fourth of their campaigning in the second week of February. Their own unofficial estimates of their final total raised coincided almost exactly with the UJA estimates. This makes it very evident that there is a real possibility of raising over \$400,000,000 in the campaign during 1971.

SPECIAL SOLICITATIONS Both Mr. Ginsberg and Mr. Friedman expressed the view that the 1971 campaign is confirming an earlier theory that individual soliciting is the key to success in this year's drive. Meetings are far less productive, and despite calendar or convenience or tradition they should not be scheduled until everything possible in the way of individual gift-priming has been done. It was pointed out that contributors, in response to the presentations or a few exemplary pledges made at a meeting, just do not voluntarily announce the kind of bold 1971 gifts needed.

Many big gifts may have to be solicited over and over, and teams of solicitors may have to be shifted, until something near the rated figure -- if not the actual amount itself -- is achieved. Mr. Friedman commented that communities now generally recognize that solicitation by UJA leaders from other communities is of special immediate value and can have important residual benefits. Mr. Ginsberg said that to meet the communities' demand and achieve the campaign results desired, all UJA leaders must undertake solicitation efforts outside their own communities during the next two months. Big contributors of demonstrated knowledgeability as well as Executive Committee and National Campaign Cabinet members will be called upon.

Discussion centered upon specific steps to be taken for the most effective solicitation. As summed up by Mr. Friedman, these were:

Rate every card for the exact gift to be requested. Ratings to be made by lay committee.

Let the contributor know the amount from the start, and that it was set by committee of his peers.

Work slowly and steadily, and be prepared to go back to a contributor several times.

A proposal was made to invite as many big gifts solicitors as possible to meet in New York with Mr. Ginsberg and Mr. Friedman and some members of the Executive Committee, in order to get better coverage and active solicitation of major gifts. It was decided to hold such a meeting in New York starting at 10:00 a.m. on Monday, February 22.

Mr. Ginsberg referred to a set of cards listing unsolicited potential large scale contributors in unfederated communities. In response to his request, various Executive Committee members volunteered to solicit the individuals involved.

CHICAGO ALLOCATIONS Mr. Friedman indicated that several points relating to Chicago's campaign needed to be brought to the Committee's attention:

- (1) On the basis of a unilateral resolution of its Board, Chicago is the only community which for the past three years has been charging a proportion of its total campaign expenses to Emergency Fund receipts.
- (2) The UJA has been receiving allotments of 33 percent from Chicago's regular campaigns. Last year, after Mr. Ginsberg and Mr. Friedman met with Chicago's leadership, the community agreed to allocate 35 percent of 1970 regular campaign receipts to the UJA. A few weeks ago, at another meeting in Chicago, Mr. Friedman and Mr. Peppercorn were advised by that community's leadership that -- in their own words -- they would have to "renege" and return to the former 33 percent formula with respect to last year's campaign. This will mean a loss to the UJA of about \$200,000.
- (3) At the recent meeting in Chicago, the leadership proposed an allocation of 33 percent to the UJA in 1971 if the regular campaign realized a minimum of \$12,750,000. If less is raised, the amount of Chicago's allocation would have to be considered at the end of the campaign. It was indicated that this could not be done until March of 1972 when Chicago's final campaign figure would be available. Mr. Friedman advised the Chicago leadership he did not feel the UJA could agree to a continuation of the 33 percent formula for 1971, and that the UJA certainly would want the opportunity to negotiate Chicago's 1971 allocation as soon as possible this year. Mr. Raymond Epstein, President of the Chicago Jewish United Fund, agreed the UJA should have this earlier opportunity.

Mr. Friedman indicated in Chicago he reported that there was nothing the UJA could do if the community insisted on withdrawing from the 1970 formula agreement, but that charging expenses to the Emergency Fund was under challenge. The Chicago leadership was told that the foregoing details would be presented to the Executive Committee, and that it may be necessary for the Committee to consider appropriate action at a subsequent date.

MINISTER SAPIR Mr. Ginsberg introduced H.E. Pinhas Sapir, Israel's Minister of Commerce and Finance, who was rendering assistance to the UJA campaign during his visit to the United States. Mr. Sapir's remarks were off the record.

Mr. Sapir said he was very much moved by what was occurring in Jewish communities in the United States and Latin America, and grateful to the UJA leadership for all that it was doing in the 1971 campaign.

ENDOWMENT FUND GRANTS Mr. Ginsberg reported that, at a dinner in Cleveland on February 10 honoring Leonard Ratner on his 75th birthday, it was announced that a grant of \$750,000 would be made to the 1971 Israel Emergency Fund from the Cleveland Jewish community's Endowment Fund. The General Chairman observed that community endowment funds, or reserve funds, are accumulated in order to be able to meet special crises in Jewish life, and surely this cannot be interpreted narrowly to mean merely crises in the local community. In view of the desperate financial crisis facing Israel's people. Mr. Ginsberg said he was writing to the trustees of community endowment and reserve funds to request that they follow Cleveland's example and grant the largest possible sums to the 1971 Emergency Fund.

It was noted that the UJA has turned before to American Jewry for this kind of extra giving. In the midst of the 1967 crisis a number of endowment funds responded by making special grants. Cleveland made a grant of \$1,000,000 at that time, Detroit contributed a half-million, San Francisco a quarter-million, and Des Moines granted \$100,000. Mr. Friedman observed this could be an important way to obtain possibly as much as a total of \$10,000,000 in extra money for the Emergency Fund this year. The Executive Committee members were urged to make their influence felt in their own communities on behalf of endowment fund grants.

CASH REPORT Mr. Friedman reported that the UJA entered 1971 with about \$120,000,000 in cash receivable from all past campaigns, and as of the end of January \$111,564,000 remained in this category. Last year the UJA received a total of \$178,000,000 in cash. With a 1971 campaign that produces a pledged amount of \$300,000,000 for the UJA along with over \$100,000,000 due from past campaigns, certainly a minimum of \$300,000,000 should be attained during 1971.

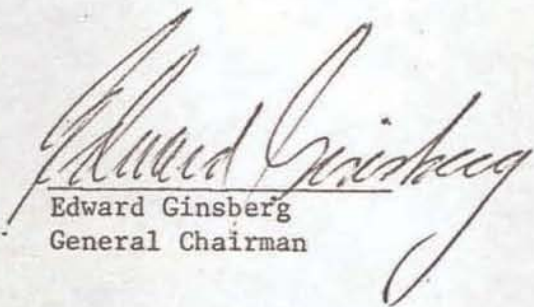
Mr. Ginsberg stressed that Israel's need for a massive sum in cash is critical. It cannot wait for the usual peak periods of the year in June and December when substantial amounts of money traditionally are received by the UJA from the communities. Although it is difficult to obtain cash during periods when the bulk of pledges are being solicited, there must be an unprecedented effort to do so this year. To raise the total sum desired, the UJA must aim at obtaining an average of \$25,000,000 a month beginning now. The present economic climate should make this somewhat more feasible than it would have appeared a short while ago.


The urgent and immediate cash requirement was taken up with community executives during the recent series of meetings with them. They indicated general agreement with a proposal to have the UJA leadership make telephone calls to contributors in their communities requesting pledge payments. Mr. Ginsberg asked Executive Committee members to undertake calls to large contributors, utilizing special telephones set up in the UJA Board Room for this purpose. He also urged them to make calls from their home communities. The aim is to cover every \$10,000 minimum contributor. Approaches should be made without pressure but with persistence, and it was indicated that several phone calls may be necessary in some cases. The General Chairman noted that the staff would be in further touch with the members of the Executive Committee with regard to details, after clearing names with local federations and welfare funds.

The proposal was made to ask the communities not to wait until they have "a nice round sum" but to transmit cash more frequently to the UJA. It was also suggested that the economic feasibility should be investigated of having local banks telegraph money to the UJA's bank, which would represent a considerably faster procedure than the present one.

It was also proposed at the meeting that the UJA make a short solicitation training film or video tape, especially slanted to the 1971 campaign, for use in the communities. Mr. Friedman indicated that this probably could and would be done. The additional proposal was made to urge brokers involved in transactions with respect to stocks contributed in the campaign to return their commissions to the UJA. This is being done by a brokerage firm in Atlanta, and Mr. Ginsberg said a firm in the New York area also has agreed to do so.

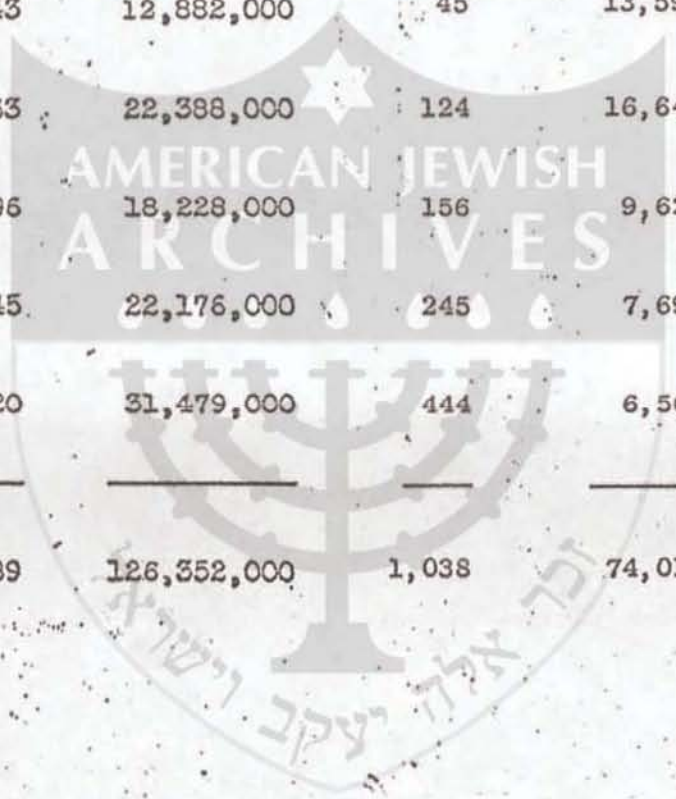



Edward Ginsberg
General Chairman


Herbert A. Friedman
Executive Chairman

Attachment

CATEGORY	TOTAL # OF 1970 GIFTS	TOTAL \$ OF 1970 GIFTS	TOTAL # OF 1971 GIFTS	1971	1970	% INCREASE
\$1,000,000 and over	5	5,050,000	12	12,416,000	4,867,000	155.10
500,000 to 999,999	17	14,149,000	12	7,475,000	5,192,000	43.97
250,000 to 499,999	43	12,882,000	45	13,593,000	9,529,000	42.64
100,000 to 249,999	163	22,388,000	124	16,641,000	10,638,900	56.41
50,000 to 99,999	296	18,228,000	156	9,627,000	6,648,700	44.79
25,000 to 49,999	745	22,176,000	245	7,699,000	5,281,825	45.76
10,000 to 24,999	2,220	31,479,000	444	6,562,050	4,469,000	46.83
TOTAL	3,489	126,352,000	1,038	74,013,050	46,626,425	+ 58.73



2/9/71

M E M O R A N D U M

May 27, 1971

To: UJA National Chairmen

Re: Notes on National Chairmen's Meeting -- April 19, 1971

The UJA National Chairmen met at the UJA Office in New York city on April 19, 1971. Mr. Edward Ginsberg presided. The following were present:

Albert B. Adelman	Edward Ginsberg
Bernard H. Barnett	Samuel H. Miller
Charles J. Bensley	Albert Parker
Irving Bernstein	Mrs. Bernard Schaenen
Isadore Breslau	Robert Max Schroyer
Melvin Dubinsky	Jack D. Weiler
Herbert A. Friedman	Philip Zinman

Mr. Ginsberg observed this meeting was called primarily to discuss procedures to assure success for the 1971 campaign -- and to accelerate the 1971 cash drive which was seriously lagging.

CAMPAIGN REPORT Mr. Friedman pointed out that as of April 14, 1971 a total of \$204,270,000 had been raised in community campaigns (including New York City) -- 43 percent more than the \$143,280,000 raised in last year's comparative values. Current estimates indicated that a total of \$338,000,000 would be realized in the communities with fund-raising now underway.

The fall campaign cities and non-federated communities where drives have not yet started raised in 1970 a total of \$33,000,000. They should do at least 20 percent better this year, and raise \$40,000,000. Thus, the 1971 campaign could result in a final total of \$378,000,000.

Mr. Friedman said it was further estimated that allocations to the UJA would amount to \$293,000,000, while \$85,000,000 of the total raised would be the share of local communities. The UJA goal for 1971 is \$300,000,000 in allocations. The projection shows that, at the present pace, we will fall \$7,000,000 short of the goal. To attain it, the community campaigns must raise a total of \$385,000,000 to \$386,000,000.

Three approaches for raising the levels of selected community campaigns were presented by Mr. Friedman. They were:

"Saturation" solicitation efforts by 4 to 6 UJA leaders in five major communities -- Miami, Los Angeles, New Orleans, St. Louis and Atlanta. Visits to these cities will be for more than one day. It was felt that an additional \$2,000,000 could be produced in Los Angeles, and possibly \$500,000 in each of the other communities. Several other large cities were proposed for similar efforts, but there was general agreement with Mr. Friedman's view that the UJA cannot afford expending time and manpower at this point in places where they are not likely to be effective.

One-man one-day solicitation visits to other communities where just two or three special gifts "can make a lot of difference." The communities include Atlantic City, Akron, Buffalo, Columbus, Dallas, Dayton, Lynn, Minneapolis Oakland, Portland, Wilkes-Barre and Youngstown.

"Operation Mississippi", a solicitation effort by three southern community campaign chairmen who will visit 12 Mississippi towns in a period of two days (April 27 and 28), generally traveling by private plane. It was noted that a total of \$75,000 was raised in the state of Mississippi last year, and the highest individual gift was \$5,000. There is evidence that greater gifts may be obtained through the proper approaches, and contributions ranging as high as \$100,000 will now be sought. Consideration also is being given to similar solicitation approaches in isolated, small communities elsewhere in the United States.

Mr. Schroyer indicated that some UJA leaders might be of help in securing larger gifts from contributors in Chicago's trades divisions. He said that a number of these contributors who now make \$4,000 - \$10,000 gifts were capable of giving \$100,000.

Mr. Ginsberg observed that Russian-Jewish emigration to Israel is reaching dramatic proportions, and reference to it might effectively be included in face-to-face solicitations. He indicated that the number of Russian Jews who entered Israel during the first three-and-one-half months of this year was almost three times the number who came in the entire year of 1970.

CASH REPORT As of April 15, 1971, the UJA had received \$45,522,025 in cash compared to \$36,481,539 received by the same date in 1970. Last year the UJA realized a total of \$178,364,000. Mr. Friedman said that \$200,000,000 to \$225,000,000 in cash might be received by this year's end if collections continue at the present pace. Under prevailing circumstances, this amount must be considered unsatisfactory.

The UJA entered 1971 with about \$117,267,000 in accounts receivable from all past campaigns. If the 1971 campaign produces \$300,000,000 in pledges for the UJA, and if the 1971 cash reaches only \$200-\$225,000,000, the UJA would go into 1972 with approximately \$200,000,000 worth of receivables on the books. This amount in unpaid pledges could have a serious inhibitory effect on 1972 gift announcements, and it would mean depriving Israel of a large sum of cash that is vitally needed this year. Mr. Friedman pointed out that procedures taken thus far in the cash collection effort have proven inadequate. Special telephones were set up in the UJA Board Room in New York so that national leaders could undertake calls from there to large contributors. UJA leaders also were urged to make calls from their home communities. Although 750 telephone calls were made from New York, of which 342 were completed, and many more were made from the communities, the number of leaders available for this effort has not been commensurate to its requirements. With Dr. Sidney Edelstein as Chairman, a UJA National Cash Committee has been in active operation. It consists of 62 regional chairmen covering 201 communities. Various types of letters relating to cash have been sent to local leaders and contributors by the UJA national office. In addition, the UJA has sought -- without success except in a few cases -- to have communities bill contributors for pledge payments earlier and more frequently.

During the discussion, National Chairmen who had been involved in making telephone calls for cash reported that these calls generally were productive, and indicated that the causes for insufficient leadership participation should be identified and corrected. Consideration was given to scheduling a UJA national cash emergency conference in June which would set a mid-year target date for massive cash receipts. It was agreed that the time and effort spent on arrangements as well as in getting people to come to New York could be better applied to community meetings instead.

Further discussion centered around a proposal by Mr. Miller to designate a national cash collection day or week for simultaneous large scale cash collections and meetings in many communities.

Mr. Ginsberg indicated that this might be most effective in the latter part of May. He pointed out that over 90 percent of the UJA's cash receipts come from 21 communities, inclusive of New York. He suggested cash meetings be scheduled in 20 of these communities for a day during the last week in May with a UJA national leader participating in each of these meetings. If they were all held on the same date, generally at lunch time, it might be possible to arrange for Prime Minister Golda Meir to speak to them via telephone hookup.

The consensus was that the UJA should proceed with plans for these simultaneous meetings, to be held on Tuesday, May 25. It was urged that the National Cash Committee become involved in arrangements for them as quickly and extensively as possible. It was also agreed that the UJA should call together the executive directors of the communities concerned as soon as possible with regard to the cash meetings and concerted cash drives to be conducted in connection with them.

The importance was stressed of immediate pledge payments by UJA National Chairmen and Executive Committee members with outstanding gifts. Mr. Bernstein observed it was understandable that payments are outstanding in some cases, since this group consists of contributors of exceptionally big gifts, but that others will expect the UJA leadership particularly at this time to set an example for the country.

DECEMBER CONFERENCES The UJA Inaugural Luncheon and the Inaugural Dinner meeting are scheduled for Thursday, December 9, and the National Conference for December 10 - 11. The Conference will be at the New York Hilton Hotel. Mr. Ginsberg asked the National Chairmen to consider whether one or more principal speakers should be scheduled for the Conference Saturday night banquet session, and to propose American and Israeli dignitaries who might be invited to address the session. He indicated that neither Prime Minister Golda Meir nor Defense Minister Moshe Dayan would be available to participate in this year's Conference.

Americans proposed as Conference banquet speakers were President Richard M. Nixon, former President Lyndon B. Johnson, and Senator Henry Jackson of Washington. Other Israelis proposed were Deputy Prime Minister Yigal Allon and Foreign Minister Abba Eban. It was agreed that President Nixon and possibly Senator Jackson should be considered as key figures for other UJA events. The consensus was that the banquet should feature one speaker, and that he should be an Israeli. It was then decided to invite Foreign Minister Eban as the banquet speaker.

Last year the Inaugural Luncheon was held for \$150,000 minimum contributors, while contributors of \$40,000 and over were invited to the Inaugural Dinner. Mr. Ginsberg observed that, although these minimums represented a substantial increase over 1969, neither of the functions "suffered from lack of attendance". Mr. Friedman proposed that the Inaugural Luncheon invitations should indicate an expected minimum contribution of \$250,000. He pointed out that over 60 people attended the Luncheon last year, and that 40 gifts were announced. Of these gifts, 17 were in the \$150,000-\$250,000 category; 23 were \$250,000 or more. He stated his belief that these figures indicated the Luncheon minimum could be productively raised to \$250,000. He added that experience has demonstrated "raising sights" on the highest level of giving has the encouraging effect of elevating standards in lower gift categories.

In discussing this proposal, several of the National Chairmen expressed their apprehension that raising the minimum gift might inhibit some contributions in the \$150,000-\$250,000 category and also reduce too severely the number of gifts announced at the function. Mr. Ginsberg noted that participation by UJA officers in the Luncheon is desired, and that not all of them are in a position to make \$250,000 gifts. A majority of the National Chairmen indicated they would prefer that the \$150,000 gift minimum be retained this year. The General Chairman advised that the matter would be presented to the UJA Executive Committee for its decision at the June 4 - 6 Retreat in Williamsburg, Va.

GOLDA MEIR ROSE Mr. Ginsberg reported that the Golda Meir Rose, a hybrid tea-golden yellow rose, will soon be on the market. One of its parent bushes is the Peace Rose, which has been an all-time best seller. The developer has volunteered to contribute to the United Jewish Appeal 75¢ per plant sold. If other growers are licensed to produce this variety, the developer will contribute 75¢ per plant from the royalty it receives from these licensed growers. In consideration of this arrangement, the Israeli Prime Minister gave her consent for the new rose to bear her name.

The General Chairman commented that if this rose sells as well as the Peace Rose Bush, the UJA might realize a fairly substantial annuity for a number of years. He asked the National Chairmen for their views on whether it would be all right for UJA leaders in positions to do so to help open up significant sales outlets for the Golda Meir Rose through personal contacts. The UJA would not be identified with the rose in any promotional or sales material. It was agreed that this approach would be all right and could prove worthwhile, but that any formal identification of the rose with the United Jewish Appeal clearly must be avoided.

* * *

Mr. Ginsberg reported that Mr. Friedman had brought up the suggestion that it would be in the interest of the UJA if he (Mr. Friedman) were to center the conduct of his activities for the campaign in Israel, and therefore spend the major portion of the campaign year in Israel. Mr. Ginsberg had discussions with Mr. Friedman on this subject, and then consulted further with Mr. Max Fisher, as Chairman of the UJA and Mr. Louis Broido, as Chairman of the JDC, who naturally have an interest in any matter which might affect the campaign. A further consultation was held with Mr. Louis Pincus of the Jewish Agency.

Following these discussions, it was decided that it would be in the interest of the UJA if Mr. Friedman were to transfer the center of his activity to Israel and therefore make his residence there. He would continue to be charged with the basic responsibility of working out the concept and strategy for the campaign, and would come to the United States as and when dictated by the needs of the campaign. While in Israel he would be able to perform additional services of soliciting individual major contributors; planning missions; developing and training speakers; and many other duties.

It was felt that executive responsibility in the United States should be vested solely with Mr. Irving Bernstein, since day-to-day decisions on UJA policy must be made in New York. Mr. Friedman and Mr. Bernstein should bear the same title of Executive Vice-Chairman.

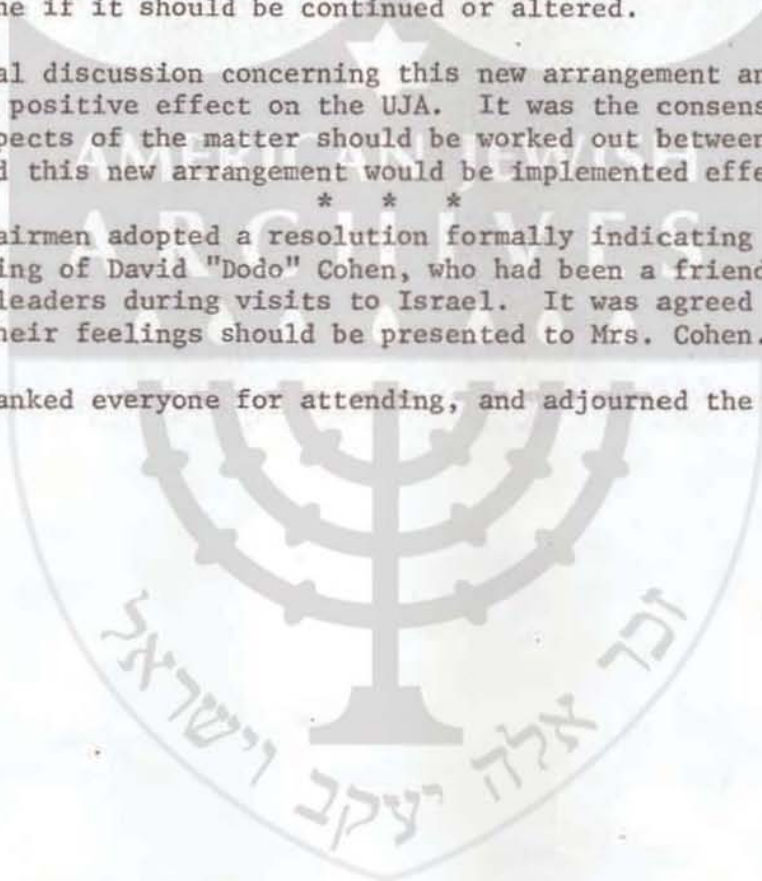
Mr. Ginsberg pointed out that the arrangement would be reviewed at the end of a year to determine if it should be continued or altered.

There was general discussion concerning this new arrangement and it was felt that it could have a positive effect on the UJA. It was the consensus that details of the personal aspects of the matter should be worked out between Mr. Ginsberg and Mr. Friedman and this new arrangement would be implemented effective July 1, 1971.

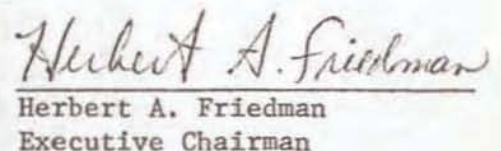
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The National Chairmen adopted a resolution formally indicating their sorrow on the recent passing of David "Dodo" Cohen, who had been a friend as well as a guide to so many UJA leaders during visits to Israel. It was agreed that some concrete expression of their feelings should be presented to Mrs. Cohen.

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




Edward Ginsberg
General Chairman


Herbert A. Friedman
Executive Chairman

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

MEMORANDUM

CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Executive Committee Retreat, June 4 - 5, 1971.

The Executive Committee met from Friday, June 4 through Saturday, June 5, at the Williamsburg Inn Complex in Williamsburg, Va. Mr. Edward Ginsberg presided.

The following were present:

Albert B. Adelman	Morris L. Levinson
Hon. Shimon Alexandroni, Israeli Economic Minister for U.S. and Canada	Ernest Michel
Frank Beckerman	Zvi Nezer, Office of Prime Minister of Israel
Leonard D. Bell	James H. Nobil
Charles J. Bensley	Albert Parker
Irving Bernstein	Martin Peppercorn
Philip Bernstein	Ambassador Yitzhak Rabin
Herschel W. Blumberg	Bert Rabinowitz
Joel Breslau	Donald M. Robinson
Gerlad S. Colburn	Morris Rodman
Melvin Dubinsky	Malcolm M. Rosenberg
Sidney M. Edelstein	William Rosenwald
Raymond Epstein	Mrs. Bernard Schaenen
Larry Frank	Bernard Schaenen
Herbert A. Friedman	Robert Max Schroyer
Charles Ginsberg, Jr.	Eliezer Shmueli, Israeli Deputy Minister of Education
Edward Ginsberg	Mrs. Burt J. Siris
Mitchell Gold	Joseph H. Strelitz
Louis S. Goldman	Leonard R. Strelitz
Alexander Grass	Jack D. Weiler
Samuel L. Haber	Philip Zinman
Gottlieb Hammer	Paul Zuckerman
Merrill Hassenfeld	

FRIDAY, JUNE 4, EVENING SESSION

Mr. Ginsberg said it was appropriate for the Retreat to open with a report on Israel's present problems and opportunities by Israel's distinguished Ambassador to the United States, the Hon. Yitzhak Rabin. He observed that, of necessity, material in this report as well as other special presentations during the Retreat would be off-the-record.

AMBASSADOR RABIN Ambassador Rabin made the following points in his presentation and answers to questions which may be cited in these notes:

Israel's principal problem today is maintaining financial stability while continuing to bolster its security with highly expensive armaments which can cope with those lavishly provided Egypt by the Soviet Union. Israel has never received an outright gift of military equipment from the United States. From 1949, when Israel "was on the verge of bankruptcy" to 1965, the country received some American grants. Such aid was phased out in 1965 "because of Israel's economic achievements." All funds from the United States now are credits -- extended on various terms -- and must be repaid -- in American dollars. Since 1967, the burden of defense has been the major cause of Israel's increasing financial problems. Because of the extent of continual Russian involvement in the Middle East, the sophistication -- and expense -- of the armaments required by Israel grows greater all the time.

Israel is pleased with the present cease-fire and hopes it can continue because the blood of its youth is not being shed. In the Israeli view, it can only continue if a balance of power is maintained in the Middle East. The new Soviet-Egypt 15-year pact gives evidence that there will be a massive Russian presence in Egypt for at least the next decade and a half. Genuine peace in the area will only come slowly "piece by piece" and Israel's defense costs will be high for a long time to come. The stronger Israel is economically and socially, the better the prospects for a lasting armistice and, in the long run, for real peace.

SATURDAY, JUNE 5, MORNING SESSION

CAMPAIGN REPORT Mr. Friedman reported that, as of this date, a total of \$261,300,000 has been raised in community campaigns (including New York City), compared to \$195,600,000 in last year's values. This total included \$128,000,000 produced in the regular campaign, compared to \$108,300,000 in last year's values, and \$133,300,000 from the Emergency Fund compared to 1970 values of \$87,300,000.

Gifts still to be solicited in the 1971 spring campaigns and New York City represent a total of \$68,900,000 in last year's values. The fall campaign cities and non-federated communities, where drives have not yet started, raised in 1970 a total of \$15,300,000. The final overall total for the 1971 campaign is difficult to project at this point with any precision. There should be a fairly substantial increase in the amount raised in the fall and non-federated campaigns. Traditionally, "the last money is the

hardest to get" and, in the absence of any special effort, the outstanding values in the spring campaigns might come in at no increase over last year.

If the 1971 regular campaign produces the minimum that now seems possible, \$172,200,000 will be raised, representing an increase of about \$20,000,000 over last year's total. It is estimated, based on last year's experience and the present "tone" in the communities, that allocations to the UJA out of a regular campaign total of \$172,200,000 would be between \$84 - \$85,000,000. By the same token, if the Emergency Fund produces the minimum of \$173,300,000 that seems achievable, then the total allocation to the UJA would be between \$257,300,000 and \$258,300,000.

Mr. Friedman observed that the national leadership had worked very hard in a campaign which, because of its very early start, will be the longest in UJA history. But further strenuous effort with regard to gifts still unsolicited in the spring campaign communities could result in raising several million dollars more than these gifts produced last year. The Executive Committee members were urged to ascertain from campaign chairmen and executive directors in their communities the status of outstanding cards and how they might help to achieve maximum results.

CASH REPORT Dr. Edelstein, UJA National Cash Chairman, pointed out that the cash drive is now being conducted much like the campaign for pledges because of the need to bring in cash faster and in larger amounts than ever before. He reported that, as of June 3, 1971, the UJA had received over \$76,000,000 in cash compared to \$60,000,000 received by the same date last year.

Last year, the UJA realized a total of \$178,364,000 in cash. Of this amount, \$87,000,000 was received by the end of June. The goal of the cash drive is to realize \$125,000,000 by June 30, 1971. The UJA National Cash Committee, which Dr. Edelstein heads, has been engaged in a major effort to have communities accept substantial cash goals for June 30. Most significantly, implementing a proposal made by Mr. Samuel Miller at the UJA National Chairmen's meeting on April 19, cash meetings were held in 19 of the largest communities on May 25. Prime Minister Golda Meir addressed these meetings via telephone hookup. Cash quotas to be met by June 30 were adopted, and leaders at these meetings generally indicated they would accelerate payment of their own 1971 pledges and complete payments on 1970 pledges where they were still owed.

The Cash Committee and national office are keeping in contact with communities showing slow returns in collections. In addition to emphasizing Israel's immediate need for cash, the point is made that going into a new year with large amounts in unpaid pledges could have a serious inhibitory effect on 1972 gifts.

In at least one instance a community is arranging to back loans made by contributors who wish to borrow in order to pay their pledges but find their personal credit is overextended. This policy is being suggested to other communities.

Dr. Edelstein stressed the importance of immediate payments by Executive Committee members with outstanding gifts. It was noted that, understandably, payments are outstanding in some cases because this group consists of contributors of exceptionally big gifts, but that others will be looking to the UJA leadership particularly at this time to set an example for the country.

ISRAEL ECONOMIC REPORT Mr. Shimon Alexandroni, Israel Economic Minister for the U.S. and Canada, reviewing Israel's economic situation, made the following points which may be cited:

Israel's major economic tasks today, as they always have been in varying proportions, are keeping up its defenses at a level that will enable it to survive, and accommodate Jewish immigrants from anywhere in the world in a way that will be productive to them and the country. The cost of the kind of defense Israel must now maintain in response to the build-up by its enemies is having a deteriorative effect on the economy. Israel already has the highest per capita tax rate in the world. All that it raises in taxes this year is required to meet defense expenditures and service debt. Yet immigration is increasing - 50,000 newcomers are expected this year compared to 42,000 in 1970 -- , and imposes a special obligation because of the growing numbers of Soviet Jews it includes. The smallest proportion ever of Government funds is available to help meet social welfare, health, housing, education and immigrant absorption requirements. The recent "Black Panther" incidents in Jerusalem are a symptom of the inevitable neglect of human needs, particularly housing, because of massive defense spending.

In meeting its economic tasks, Israel has developed the highest per capita debt in the world and a seriously low foreign currency reserve. "If it were not for the \$500,000,000 in credits Israel has received from the United States, there would be nothing left in foreign currency at all." Foreign debts must be paid in foreign currency. In 1971 the unfavorable balance of trade will probably reach \$1.5 billion, despite efforts this year to curb imports and increase exports drastically. The comparative 1970 deficit was \$1.3 billion. Some further financial help, it is hoped, will be forthcoming from the United States. It is known that \$300,000,000 in additional credits, which must be approved by Congress, are being considered. In addition, Israel is seeking an outright grant of \$200,000,000. Similar requests have been turned down twice before. The Administration may now be more favorably considering whether such a grant might be made -- again with Congressional approval -- in terms of existing legislation. It would be particularly meaningful this year because of Israel's growing external debt and increasing service charges on that debt.

The people of Israel must continue to place its basic reliance on Jews throughout the world for moral support and understanding

as well as funds needed for a full range of humanitarian programs. The roles played by the leadership of the UJA, in particular, can be critical. Most immediately, a great deal depends on the cash which can be produced quickly out of the current UJA campaign and the amount that is pledged in next year's campaign.

JDC REPORT Reporting on current JDC programs around the world, Mr. Haber emphasized the global nature of the agency's activities. In Australia, which has provided a haven for hundreds of refugees since the Six Day War, mainly from Eastern Europe, it has been giving support to Jewish welfare agencies in providing a variety of welfare, health, counseling, and other services. In India, about 1200 needy - mainly the most destitute children and aged among the 10,000 Indian Jews who generally live in abject poverty - are helped by JDC food and care services. In Chile, where money formerly was raised for the JDC, some of the wealthiest Jewish families have emigrated since the advent of the new government, and the JDC now provides aid to two homes for the aged, and two institutions for children.

The main areas of JDC activity continue to be Israel, Europe, North Africa, and Iran. These efforts include:

ISRAEL JDC-Malben facilities traditionally have taken care of the infirm and the aged among new immigrants. In view of the increasing needs of the aged among the settled population, it has been working with voluntary and community groups towards the establishment of a network of regional centers throughout the country. A health and welfare guidance center for the aged was opened in Jerusalem at the end of 1968, the first of its kind in Israel, and it provides a broad spectrum of home care services. The success of projects of this sort has provided an impetus to communities to launch similar programs. Besides helping the aged, JDC-Malben has also strengthened its rehabilitation programs for handicapped persons designed to enable them to become self-supporting and productive members of the community. A pilot rehabilitation project, the Chaim Weizmann Rehabilitation Center, was established in Tel Hashomer Hospital. Similar rehabilitation services have been initiated in Rambam Hospital in Haifa.

A major JDC-Malben objective has been the establishment of a nationwide program of rehabilitation services for the chronically ill in general hospitals. Increased attention is also being devoted to mentally retarded children, those with cerebral palsy, polio, congenital dysfunctions and other disabilities. In partnership with local agencies, JDC-Malben is establishing a network of centers to serve these handicapped children. Last year, JDC-Malben aid went to approximately 34,000 men, women, and children in Israel. A Medical Advisory Committee has been established consisting of leading U.S. medical specialists and academics to evaluate regularly the JDC programs in Israel. Mr. Haber observed that if funds were available, the JDC would like to set up pilot projects dealing with social problems in depressed sections of Tel Aviv and Jerusalem which recent demonstrations brought to new attention.

EASTERN EUROPE In Rumania, where more than 50% of the 100,000 strong Jewish population are over 50 years of age, JDC help has had to be confined to relief for 17,000 of the most destitute who are entirely

dependent on JDC aid. Three times this number could use assistance if the JDC had sufficient funds to provide it. In Yugoslavia, JDC cares for nearly 1000 of the aged, sick, and handicapped, as well as children, among the country's 7,000 Jews. In countries where the JDC cannot operate directly, the Relief-In-Transit program brings vital assistance. More than 80,000 were helped in this way last year.

WESTERN EUROPE France is the only country in Europe with a Jewish population greater today than at the end of World War II, having tripled from about 175,000 in 1946 to an estimated 550,000 in 1970. Refugees from North Africa were largely responsible for the three-fold increase. Without the disproportionate demands on the French welfare agencies by refugees and transmigrants, the French Jewish community would now be completely self-supporting. As it is the French Jews are raising more and more money each year, lessening the need for JDC funds. JDC has provided technical assistance and subsidized the services of a skilled fund raiser.

In Austria, and for the most part in Italy, JDC aid is now confined to transmigrants. In Belgium, the JDC is providing technical assistance to the national Jewish community similar to that given in France and by the end of 1971 the Jewish community should be able to assume full financial responsibility for its welfare needs.

ARAB AND MOSLEM COUNTRIES Great population changes have occurred in this part of the world since the Six Day War, and its number of Jews -- particularly in Egypt, Libya, and Algeria -- is greatly diminished. Unhappily, the 3,000 Jews in Iraq and the 3,500 in Syria are trapped with only occasional movement reported. Fortunately, through friendly organizations, it is still possible to send some assistance to the needy in Syria. At present, there are about 35,000 to 40,000 Jews in Morocco; nearly 45 per cent were dependent on JDC for aid of some kind during 1970. The major part of the JDC expenditures in Morocco went for education and care of children and young people, benefiting some 10,000. The Jewish population of Tunisia, about 100,000 at the end of World War II, has declined to about 12,000. About half of them are aided in one way or another by JDC. The depletion of the Jewish population of Tunisia has placed an increasing relief load on JDC. As in Morocco, a large part, almost one-third, of JDC's expenditures in Tunisia goes for care and education of the young people. The Jewish community of Algeria now numbers some 1500. Of these, JDC aids 100 needy aged and ill. In Iran, the Jewish population has been stabilized at about 75,000 over the past several years. The JDC is continuing its efforts to increase local Jewish involvement in its health and welfare programs. There are still some 20,000 needy Jews in Iran who are aided by JDC, mostly children and young people.

It was pointed out that the JDC program during the UJA Study Conferences in Israel this fall would be expanded to deal appropriately with the extensiveness and dramatic nature of JDC activities. Mr. Ginsberg joined Mr. Weiler in urging those who will participate in the Study Conference

to attend, if possible, some of the sessions of the JDC County Directors meeting which is scheduled in Geneva October 27-28 immediately after the Study Conference concludes.

SATURDAY, JUNE 5, AFTERNOON SESSION

1972 RETREAT In response to Mr. Ginsberg's inquiry, the Executive Committee members indicated they would like to hold the 1972 Retreat in Williamsburg.

STUDY CONFERENCE Mr. Parker reported that the 1971 UJA Study Conference and Operation Israel Planning Committees had met jointly the previous afternoon and projected a particularly exciting and informative trip for this fall. (Notes on the Committees' discussion and conclusions at this meeting, and their discussion and conclusions on Operation Israel 1972 at a subsequent session on Saturday morning, June 5, were sent to Executive Committee members on June 15.) The Conference dates in Israel are October 18, 1971 - October 26. Special flights for Conference delegates who wish to utilize them will be arranged to Israel from New York on Sunday, October 17, and returning to New York on Tuesday, October 26. Participation is limited to \$20,000 contributors. Mr. Parker emphasized the importance of the Executive Committee members' cooperation in getting as many people as possible in this category to go. Dr. Edelstein's suggestion made at that Planning Committee meeting was cited to the effect that Executive Committee members consider themselves as hosts to the Study Conference delegates. The best way for UJA leaders to get others to make the trip is to go themselves. Their participation is further required to help in the orientation of Conference delegates visiting Israel for the first time and to realize the maximum possibilities from gift solicitation.

Mr. Ginsberg said that, as a special effort to mobilize Conference attendance, leaders who solicited big gifts this year would be asked to try now to have the contributors they solicited join the conference.

OPERATION ISRAEL Mr. Goldman reported that at that morning's meeting of the Planning Committees for overseas trips it was decided 11 trips in the 1972 Operation Israel series should be scheduled, as follows:

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|-------------------------|--------------------------|
| 1. COUPLES | November 14 - 24 |
| 2. MEN | November 28 - December 5 |
| 3. PHYSICIANS AND WIVES | December 5 - 15 |
| 4. MEN | December 12 - 19 |
| 5. STUDENTS | December 19 - 29 |
| 6. COUPLES | January 9 - 19 |
| 7. MEN | January 16 - 23 |

8. WOMEN'S DIVISION January 23 - February 2
9. COUPLES January 30 - February 9
10. MEN February 6 - 13
11. MEN February 13 - 20

Mr. Goldman announced that Mr. Colburn would act as Chairman of Recruitment for Operation Israel 1972.

On the basis of last year's experience and views expressed about it, the forthcoming Operation Israel itineraries will be more evenly balanced in terms of the areas of Israel life covered and give special stress to social problems. Members of the Executive Committee were urged to participate in community meetings for mobilizing participation, do all they can as individuals to get people to take part, and take part themselves in at least one trip as their leadership is vital for guidance and gift solicitation.

DECEMBER CONFERENCES The UJA Inaugural Luncheon and the Inaugural Dinner meeting are scheduled for Thursday, December 9, and the National Conference for December 10 - 11 in New York City. The Dinner will be held at the Americana Hotel, and the Conference at the New York Hilton. Last year the Inaugural Luncheon was held for \$150,000 minimum contributors, while contributors of \$40,000 and over were invited to the Inaugural Dinner. Mr. Ginsberg observed these minimums represented an increase over 1969. The Executive Committee members were asked to consider whether the Luncheon invitations this year should indicate an expected minimum contribution of \$250,000, and whether the minimum gift for the Dinner should be raised to \$50,000. Mr. Friedman pointed out that over 60 people attended the Luncheon last year, and that 40 gifts were announced. Of these gifts, 17 were in the \$150,000 - \$250,000 category; 23 were \$250,000 or more. He stated his belief that these figures indicated the Luncheon minimum could be productively raised to \$250,000. He added that experience has demonstrated "raising sights" on the highest level of giving has the encouraging effect of elevating standards in lower gift categories, and indicated this would be applicable to raising the Inaugural Dinner gift minimum as well.

The UJA General Chairman advised that, in discussing the Inaugural Luncheon at the UJA Chairman's meeting on April 19, some apprehension was expressed that raising the minimum gift might inhibit some contributors in the \$150,000 - \$250,000 category and also reduce too severely the number of gifts announced at the function. Mr. Ginsberg also noted that participation by UJA officers and Executive Committee members in the Luncheon is desired, and that not all of them are in a position to make \$250,000 gifts. In the discussion by the Executive Committee, it

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was suggested to stay with the \$150,000 Luncheon minimum, although a \$50,000 Dinner minimum might work out all right. On the other hand, aiming high at the inaugural functions was the best way for the UJA to emphasize from the campaign's inception the need to raise large sums of money.

There was agreement that the Inaugural Luncheon minimum gift should be less than \$250,000, but while a majority favored raising it to \$250,000, an impressive minority indicated it favored maintaining a \$150,000 minimum. In the absence of a consensus, Mr. Ginsberg said he would consult with Executive Committee members in order to arrive at a final decision in this matter during August when the kind of thrust required for the 1972 campaign would be better known.

It was agreed by the Executive Committee to raise the minimum gift for the Inaugural Dinner to \$50,000.

Mr. Ginsberg reported that at the National Chairmen's April 19 meeting it was the consensus that Israeli Foreign Minister Abba Eban should be invited as the speaker for the Saturday night, December 11 UJA Conference banquet; there was no objection to this decision by members of the Executive Committee. The General Chairman asked the Executive Committee to consider whether one or more principal speakers should be scheduled for the December 9 Inaugural Dinner and to propose American and Israeli dignitaries who might be invited to address the sessions. Americans proposed as speakers were Senators Hubert H. Humphrey of Minnesota and Henry Jackson of Washington, Ambassador to the United Nations George Bush, and "a leading representative of the U.S. military" to be selected. Israelis proposed were, in the order named, Avraham Harman, President of Hebrew University; Deputy Prime Minister Yigal Allon, Minister of Labor Joseph Almogi, Gen. Aharon Yariv, author Eli Wiesel, and "someone who can speak passionately and authoritatively about depressed social conditions." Mr. Ginsberg, in the absence of a clear consensus, indicated these proposals would be weighed in terms of various considerations and an Inaugural Dinner speaker selected in consultation with UJA officers and national professional leadership.

JANUARY PROGRAM Mr. Ginsberg recalled two occasions during President Lyndon B. Johnson's administration when UJA national fund-raising functions were held in Washington. In one instance, a meeting with the President at the White House was associated with the occasion, and in the other participants met with the Hon. Hubert H. Humphrey who was then Vice President. The General Chairman outlined a proposal for a similar event to be scheduled Thursday and Friday, January 20 - 21, 1972, which hopefully would encompass a substantial number of large contributors who would not be at the December Inaugural Dinner in New York.

On Thursday, Jan. 20, 1972 afternoon participants would meet with the Israeli ambassador and a representative of the military as well as an authoritative spokesman for the JDC. That night there would be a card-calling dinner

with Defense Minister Moshe Dayan or Deputy Prime Minister Allon as the speaker. Mr. Ginsberg indicated it could be arranged for participants to be received by the President on Friday morning in the East Room of the Executive Mansion. Subsequently, participants would receive as a memento a plaque inscribed with a quotation from the President's remarks to them.

The Executive Committee members were asked to consider whether such an event would be productive and whether it should be limited to \$25,000 or \$50,000 minimum gift contributors. Mr. Friedman pointed out the East Room can accommodate 300 guests (standing). At least 250 contributors can be expected to take part if there is a \$25,000 gift minimum, and therefore it would not be possible to include spouses in the visit to the White House, while it probably will be possible to do so with a \$50,000 minimum gift.

In the discussion, the view was expressed that the event as outlined would be most helpful to the cause of the UJA and its 1972 campaign. It was also pointed out that a \$25,000 gift minimum seemed better served to effectuate a fund-raising function that would complement the \$50,000 minimum Inaugural Dinner. The Executive Committee's consensus was that the event should be programmed -- with the expected minimum gift, which "probably should be \$25,000," to be resolved later in the year.

1972 LEADERSHIP Mr. Ginsberg said that he would be retiring as General Chairman in December after four years of service in the UJA's top post. The prescribed procedure is for a new UJA General Chairman to be designated jointly by the retiring General Chairman and the Chairmen of the United Israel Appeal and the Joint Distribution Committee. Mr. Ginsberg announced that he, Mr. Fisher and Mr. Broido, had designated Mr. Paul Zuckerman as the UJA General Chairman for 1972.

It is also the procedure for the incoming General Chairman to designate the National Women's Division Chairman for the forthcoming year, and it was announced -- since Mrs. Schaenen is retiring from her post -- that Mr. Zuckerman had named Mrs. Burt J. Siris to head the Division next year. In addition, Mr. Bensley is retiring as President of the Israel Education Fund to become Chairman of the Board of Governors of Haifa University, and Mr. Schrayner will retire as Chairman of the Young Leadership Cabinet. Mr. Philip Zinman is the Israel Education Fund President-designate and the 1972 Young Leadership Chairman will be named shortly.

The Executive Committee also was advised that Mr. Ginsberg will assume the post of Chairman of the JDC (Mr. Louis Broido retiring), and Mr. Melvin Dubinsky will become Chairman of the UIA replacing Mr. Max Fisher. Mr. Ginsberg also will serve next year as President of the UJA.

Mr. Ginsberg observed that the UJA General Chairman has the right and obligation to designate the UJA National Chairmen, and he proposed that the present National Chairmen offer their resignations as of the end of the year so that Mr. Zuckerman will have a free hand in "selecting his own team for 1972". The National Chairmen at the meeting indicated they would follow this procedure.

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The Executive Committee members rose to pay a standing tribute to the retiring General Chairman. After expressing appreciation, Mr. Ginsberg introduced Mr. Zuckerman, who expressed a "feeling of great honor in being named the successor to someone as outstanding as Ed Ginsberg." Pledging his "total commitment," Mr. Zuckerman said he would "devote all my energy, strength and hope" in serving the UJA as General Chairman.

Mr. Ginsberg reported that Mr. Friedman had made the suggestion that it would be in the interest of the UJA if he (Mr. Friedman) were to center the conduct of his campaign activities in Israel, taking up residence there. Mr. Ginsberg had discussions with Mr. Friedman on this subject, and then consulted further with Mr. Fisher, as Chairman of the UIA, and Mr. Broido, as Chairman of the JDC, who naturally have an interest in any matter which might affect the campaign. A further consultation was held with Mr. Louis Pincus of the Jewish Agency.

Following these discussions, it was decided to accept Mr. Friedman's suggestion. He would continue to be charged with the basic responsibility of working out the concept and strategy for the campaign, and would come to the United States as and when dictated by the needs of the campaign. While in Israel, he would be able to perform additional services of soliciting individual major contributors, planning missions, developing and training speakers.

It was felt that executive responsibility in the United States should be vested solely with Mr. Irving Bernstein, since day-to-day decisions on UJA policy must be made in New York. Mr. Friedman and Mr. Bernstein should bear the same title of Executive Vice Chairman.

Mr. Ginsberg pointed out that the arrangement would be reviewed at the end of a year to determine if it should be continued or altered.

"PAPER MILLIONAIRES" Mr. Leonard Strelitz reported that information on 7,500 companies has been reviewed during the past seven months in research carried on by the UJA staff, under the direction of Dr. Aryeh Neshet, to uncover "paper millionaires" whose gifts to the UJA have been in a very low range. In 900 companies, the executives were found to be predominately Jewish, and 434 of these firms have been further analyzed so far. As a result, 725 executives have now been listed whose personal assets apparently are very substantial. Of the 256 such individuals approached to date, 57 have pledged large gifts, some even becoming solicitors and campaign leaders on their own. Mr. Strelitz said the project already had produced \$5,038,000 in pledges from contributors whose gifts came to \$1,573,375 last year.

The objectives of the project were described as follows:

1. To survey every public corporation in the U.S. to find Jewish directors and officers with minimum holdings in stocks and bonds of \$1,000,000.

2. To ascertain the history of these Jewish executives and their contributions to Jewish and non-Jewish philanthropies.
3. To draw a financial and social profile of those making low level UJA gifts in order to determine the most effective solicitation approach -- and, if possible, the best person to do the soliciting.

Mr. Strelitz recommended the expansion of the project, with more personnel undertaking research both nationally and regionally, and more leadership involved in solicitation. He said it would be productive to bring Israelis to this country for a month or two at a time to team up with UJA leaders for solicitation, and to increase the number of special "invitation" visits to Israel for small groups of "paper millionaires." During the discussion, it was agreed that a similarly well organized approach should be taken with regard to women of independent means, and it was suggested that there be a special application of the project to potential contributors in the real estate field.

Results achieved in the "paper millionaires" project indicated that existing concepts of key community campaign meetings should be reconsidered. In particular, the UJA should continue to urge communities -- as has been done in the 1971 campaign -- to be sure everyone who participates in a big gifts, trade or industry division meeting is presolicited and pledged to announce an appropriately large gift.

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

DONORS: 132 AMOUNT PLEDGED: \$35,143,000

FACILITIES ESTABLISHED

High Schools -- 78 Youth Cultural and Community Center -- 25
 Public Libraries -- 11 Pre-Kindergartens -- 58

TOTAL: 172

Types of Schools

	<u>General</u>	<u>Religious</u>	<u>Total</u>
Comprehensive	31	12	43
Vocational	11	7	18
Academic	5	2	7
Community Colleges	2		2
Specialized	8		8

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CONSTRUCTION STATUS

	<u>Construction Completed</u>	<u>Under Construction</u>	<u>Construction in 1971</u>	<u>Construction in 1972</u>
Schools	39	24	8	7
Public Libraries	7	0	3	1
Community Center	7	6	11	1
Pre-Kindergartens	<u>27</u>	<u>20</u>	<u>11</u>	<u>0</u>
TOTAL:	80	50	33	9

WOMEN'S DIVISION REPORT Mrs. Schaenen reported that 1971 Women's Division campaigns in 104 communities to date had raised a combined total of \$21,537,816 as against \$16,976,666 at the same time last year. This represented an overall increase of 27%. However, the major part of the increased giving was to the Israel Emergency Fund which showed a 61.5% increase over last year. Several Women's Divisions already had surpassed their 1970 final figures even though their 1971 campaigns were still incomplete.

Major impetus to Women's Division campaigns was created by visits to Israel by women on the UJA Study Mission last fall as well as on the 1971 Women's Mission, part of Operation Israel, which took place January 20 - February 3. The Study Mission produced \$255,000 in contributions from 56 women who had given a total of \$151,000 in 1970. Of the 107 participants in the Women's Mission, 103 made gifts totaling \$171,539, compared to a total of \$90,468 from the same contributors in 1970. The responses made on these trips helped most significantly to set a high standard of giving in communities throughout the country. Women who participated went back and infused their home communities with their own enthusiasm and commitment.

A decentralization effort has brought about much greater participation by Women's Division Board Members. Since January, 34 National Board members have participated in 130 meetings around the country. They were joined by 25 local community leaders who became active as a result of the formation of State Committees in 31 states. These committees have broadened community coverage, stressed education and involvement, and have been responsible for persuading communities to upgrade gift categories. There are now 5 cities which have a \$5,000 minimum women's function - Houston, Dallas, Nashville, Miami, and New York.

Mrs. Schaenen expressed "gratitude for the wonderful experience, as National Women's Division Chairman, of working with the Executive Committee in the inner family of the UJA."

YOUNG LEADERSHIP REPORT Mr. Schroyer reported the Young Leadership Cabinet has been devoting itself to the fund-raising campaign of the UJA. In recent months young leaders were actively engaged in the UJA cash collection efforts.

Cabinet members had thus far pledged \$2,617,450 in 1971, as compared to 1970 pledges from the same young leaders totaling \$1,643,980. It is expected the

Cabinet contributions will reach the \$3,000,000 mark by year's end.

Many Cabinet members filled top community campaign positions throughout the country, including the chairmanship of some of the most successful drives. In addition, a large number helped in campaigns outside their own communities, with about 95 young leaders visiting over 100 "other" communities.

The first of three 1971 Young Leadership Missions to Israel, March 3 - 17, had a complement of 104 people. Over \$447,000 in pledges was secured from young leaders who gave a total of \$244,755 the previous year. Two additional Missions will take place July 13 - 27 and November 1 - 15.

The Cabinet has been instrumental this year in beginning or implementing leadership development programs in 22 communities where they did not previously exist or had not been overly effective. It has been sponsoring regional and area conferences on a periodic basis. The Young Leadership Retreat in May was highlighted by a dramatic and highly enlightening 7-1/2 hour session with Mr. Friedman considering the history of the Jewish people. This year four representatives of Great Britain's Young Leadership group, which the UJA Cabinet was instrumental in starting, participated in the Cabinet Retreat. A mission is being planned by the English group for November to coincide with the Cabinet's, and two groups will spend some time overseas together. The Cabinet has also been working with the UJA Student Coordinating Committee in connection with the expanded college campus program this year.

UNIVERSITY STUDENT PROGRAM Last fall a Student Coordinating Committee, with six members who had been participants in UJA University Student Missions, was set up to provide student leadership in an expansion of the UJA campus program. The chief objective is to involve students with leadership potential who may develop as UJA leaders of the future. Mr. Gold, representing the Committee, said it has been concerned with reaching two kinds of Jewish students: those who are committed to Jewish survival and to Israel, and prepared to make a monetary contribution; and those "alienated from the 'establishment'" whether or not affiliated with any Jewish group.

To date, \$191,775 had been raised in 1971 in campaigns on 77 campuses, and additional fund raising among high school students in seven communities had produced \$18,470. It is expected \$15,000 to \$25,000 more will be forthcoming from colleges and \$5,000 from high schools, for a final 1971 total of over \$230,000. Most of these contributions are made on an immediate cash basis. The largest UJA University Students Mission so far will leave on July 6, 1971, for a two weeks' stay on the continent (including visits to Geneva, Munich, Vienna and Bucharest) and four weeks in Israel. The mission will return to New York on August 18th. It will number 65 students-- 36 boys and 29 girls (included for the first time) -- representing 40 communities, from 43 campuses.

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Mr. Gold commented that on-the-spot studies by the Committee had indicated considerable leadership potential among students who would like to make the trip but could not afford the full cost. He said the Committee would like to include more such students on future missions, with members of the Committee if necessary independently trying to raise money to help defray their costs. Mr. Irving Bernstein observed the UJA would want to give careful attention to development of this idea in order to avoid conflicting or duplicate campaigning.

In 1970 Operation Joshua was started to offer young people visiting Israel during the summer an opportunity to see Israel under UJA auspices on four separate one-day trips each week. On these trips, for a minimal charge, they visited points of interest as well as UJA funded installations. In its initial year, Operation Joshua proved a success -- with over 3200 college students participating during the summer. The program will be expanded in the summer of 1971 under the direction of Student Committee members.

In December 1970, the Committee conducted its first Campus Leadership Mission -- composed of 66 campus chairmen and top leaders and workers. They represented 41 campuses and, after an intensive ten-day study tour of Israel, returned to spark campaigns at their schools.

Mr. Gold said the Committee had encountered some difficulty this year in making arrangements with a few federations for members of the Committee to participate in campus campaigns in their communities. Mr. Philip Bernstein observed that in the first year of this expanded operation there had been problems to iron out on "both sides." He indicated that, in view of what has been learned from this year's experience, "difficulties of this sort should be very much the exception in 1972."

SATURDAY, JUNE 5, EVENING SESSION

RECONSTITUTION OF JEWISH AGENCY Mr. Hammer reviewed with the Executive Committee the reconstitution of the Jewish Agency for Israel. He presented a brief history of the Agency from the concept indicated by the League of Nations in 1922 when it mandated what was then Palestine to Great Britain, and referred to an "appropriate agency" to be set up to work with the mandated power in connection with the settlement of Jews on the land. The World Zionist Organization (WZO), already in existence at that time, was at first temporarily designated as this agency. Subsequently, and until the present, the Jewish Agency in various manifestations has been integrated with the WZO.

As a result of the present reconstitution, the two will be separated. The Agency will be exclusively a philanthropic organization while the WZO retains its ideological character. The process for achieving this end was initiated by representatives of American Jewry through the United Israel Appeal. Differences among Jewish leadership in various parts of the world

about the form and process of the reconstitution were resolved in a series of meetings and conferences during 1968 - 1970, with much consideration being given to the concern of the American Jewish community with special regulatory problems in this country.

Mr. Hammer pointed out that at a time when unmet needs have been symbolized by "black pantherism," the reconstituted Agency faces tremendous tasks in the following areas:

Immigration and absorption, including health, welfare, and housing.

Youth care and training.

Higher education (many more seek to get into existing universities than can be accommodated, and Israel will be needing more and more university-trained people).

Agricultural settlements (considerable effort is required in terms of consolidating present settlements and maintaining the viability of the agricultural aspect of the economy as Israel grows).

In coping with these tasks, as well as the management and liquidation of debts taken over from its predecessor, the reconstituted Agency must have extensive and understanding support from the Jews of America and throughout the world.

REPORT ON SOVIET JEWRY Mr. Zvi Nezer of the office of Israel's Prime Minister and an authority on the situation of Soviet Jewry, spoke in large part off-the-record. His presentation may be summarized as follows:

Reasons were cited for believing there are three to three-and-one-half million Jews in the U.S.S.R., and for considering that the official Soviet census figure of 2,150,000 greatly underestimates the Jewish population. Mr. Nezer reviewed the factors since World War II which have produced a strong Jewish consciousness among Soviet Jews. The depth of the consciousness is demonstrated by the courageous acts of protest and defiance which have been focusing world attention on long frustration of their desire to emigrate to Israel. Now Soviet Jews are entering Israel in unprecedented numbers; during the first five months of this year, arrivals have been three times the number who reached Israel during all of 1970. Previous Soviet Jewish immigrants mostly came from the outer regions of the U.S.S.R. (such as the Baltic area) and generally consisted of the elderly. More immigration currently is coming from the Russian heartland and consists of families with children, professional and technically trained people who should make a major contribution to Israel in the long run.

These immigrants do present some special absorption problems. Unlike many other groups of immigrants who come to Israel, they cannot find

among earlier arrivals, already settled on the land, backgrounds similar to their own who could be helpful and understanding in their immediate orientation. In time, of course, they will themselves take root and be in a position to make easier the absorption of newcomers like themselves. In addition, they were brought up under a system which indoctrinates its citizens to believe it is not to be questioned. The Soviet immigrants now tend to transfer to Israel this kind of uncritical allegiance which is not desirable in a truly democratic society and could make some of them unduly susceptible to future shock and disillusionment. They will also have to be encouraged to be more flexible and resourceful in making their way economically, for in the U.S.S.R. -- like Soviet citizens generally -- they were accustomed simply to accepting jobs assigned to them.

The cost per person that must be paid in the U.S.S.R. for arrangements to emigrate to Israel amounts to about \$1,000. There are channels through which, with the Soviet government's awareness, the means are being made available to any Jew in a position to emigrate who needs monetary help.

Following Mr. Nezer's presentation, Mr. Michel recalled the time when, as a youth, he sought help to get out of Nazi Germany by appealing to the President of the United States and the League of Nations, and received no replies. He indicated that Soviet Jewry today has more reason to feel the outside world is responding to its plight, although in the United States the response so far has been mainly by rabbis and students and it would seem a larger proportion of lay leadership might become involved on an individual basis.

In response to a question about organized activity in the United States on behalf of Jews in the U.S.S.R., Mr. Philip Bernstein pointed out steps were being taken to restructure the American Jewish Conference on Soviet Jewry to provide a focal point through which all segments of the American Jewish community can maintain a continuing, dynamic and activist program for Soviet Jewry as a priority concern. The Conference would continue to draw on the talents of its member agencies, which include all major American Jewish organizations, but it would operate on an independent budget that would enable it to initiate and carry out specific nationwide programs and projects.

* * * * *

Mr. Ginsberg thanked everyone for making the weekend such a productive one, and adjourned the meeting.

Edward Ginsberg
General Chairman

Irving Bernstein
Executive Vice-Chairman

Survival
means
sacrifice

Matt
Shurley

United Jewish Appeal

ON BEHALF OF UNITED ISRAEL APPEAL, JOINT DISTRIBUTION COMMITTEE, NEW YORK ASSOCIATION FOR NEW AMERICANS.

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PLAZA 7-1500, CABLE ADDRESS: UJAPPEAL, NEW YORK

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*GOTTLIEB HAMMER
- *Member, Executive Committee

TO: UJA EXECUTIVE COMMITTEE

FROM: EDWARD GINSBERG

AMERICAN JEWISH
ARCHIVES

Just a personal note to inform you that our good friends, Joe and Rebecca Meyerhoff, just celebrated their Fiftieth Wedding Anniversary.

I know that you will want to send them your own personal good wishes. Therefore, I am including their addresses and telephone numbers.

Business: Sun Life Bldg. - 9th Floor
Charles Center
Baltimore, Maryland 21201
Telephone: 301-727-3800

Residence: 6724 Westbrook Road
Baltimore, Maryland
Telephone: 301-764-3355

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United Jewish Appeal

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M E M O R A N D U M

October 6, 1971

To: UJA National Chairmen

From: Edward Ginsberg

Subject: UJA National Chairmen's Meeting, Thursday evening, November 4 -- and UJA Executive Committee Meeting, Friday afternoon, November 5.

A meeting of the UJA National Chairmen will be held on Thursday, November 4, starting at 6:30 p.m. in the St. Regis Hotel in New York City. Dinner will be served. If necessary, we will also use the morning of November 5.

In addition, a meeting of the entire UJA Executive Committee is scheduled for Friday, November 5, starting at 12:30 p.m. at the Americana Hotel in New York City. Luncheon will be served at this meeting.

Because the UJA Study Conference will be taking place in Israel from October 18 through October 25, scheduling either of these meetings in the United States during October would not be practical. Eight National Chairmen and twenty-four Executive Committee members have indicated they will participate in the Study Conference, and a meeting of the Executive Committee will be held in Israel during the course of the Conference.

Please arrange your calendar so that you can attend the meetings on November 4 and 5. I am looking forward to seeing you.

EG: bga

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EDWARD GINSBERG*
- National Chairmen
Representing Agencies
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- JACK D. WEILER, IDC*
- National Chairmen
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M E M O R A N D U M

December 6, 1971

CONFIDENTIAL

To: UJA National Officers

Re: Notes on National Officers Meeting, November 22, 1971, at the UJA office in New York. Mr. Edward Ginsberg presided.

The following were present:

Albert B. Adelman	Donald H. Klein
Charles J. Bensley	Morris L. Levinson
Irving Bernstein	Albert Parker
Melvin Dubinsky	Martin Peppercorn
Sidney M. Edelstein	Louis A. Pincus, Chairman of Jewish Agency
Larry M. Frank	Bert Rabinowitz
Charles Ginsberg, Jr.	Mrs. Burt J. Siris
Edward Ginsberg	Leonard R. Strelitz
Alexander Grass	Jack D. Weiler
Samuel L. Haber	Philip Zinman
Gottlieb Hammer	Paul Zuckerman
Joseph H. Kanter	

Mr. Ginsberg welcomed Mr. Larry M. Frank, Mr. Charles Ginsberg, Jr. and Mr. Bert Rabinowitz to this meeting. He pointed out that they, as well as Mr. Gerald S. Colburn and Mr. Bram Goldsmith, have been asked by Mr. Zuckerman to serve as new National Chairmen in the year ahead. In addition to Mr. Zuckerman, who will be UJA General Chairman in 1972, and Mrs. Siris, who will be the National Women's Division Chairman, it was noted that a number of UJA officers will be assuming new posts in the year ahead as follows:

Mr. Edward Ginsberg -- Chairman, Joint Distribution Committee
Mr. Melvin Dubinsky -- Chairman, United Israel Appeal
Mr. Philip Zinman -- President, UJA Israel Education Fund
Mr. Charles Bensley -- Chairman, Board of Governors, Haifa University

CAMPAIGN STATUS Mr. Ginsberg reported that, as of November 22, \$320,764,651 had been raised in 1971 community campaigns, compared to \$249,050,498 in last year's values.

Gifts still outstanding in the 1971 spring campaign represent a total of about \$31,000,000 in last year's values. The greater part of these outstanding gifts are in New York City, Los Angeles, Chicago, and the fall campaign communities. Mr. Bernstein said no major problems were being encountered in the concentrated efforts now being made to obtain them. He added that 1971 fall campaign results so far seem to offer an encouraging portent for the 1972 campaign.

Mr. Ginsberg noted that, as of November 22, the computer projected \$346,284,602 as the gross result for the 1971 campaign. It was further projected that the allotment to the UJA out of all campaign proceeds could amount to \$262,000,000 compared to \$205,000,000 for 1970.

It was reported that, at the time of this meeting, 238 gifts totaling \$29,140,000 had been pledged for the 1972 campaign, compared to \$20,811,000 in 1971 values. There were 14 pledges of \$1,000,000 minimum. For 1971 there were 13 gifts in this category. Mr. Ginsberg advised that half of the 1972 \$1,000,000 minimum pledges thus far are first-time gifts of this kind, and the other seven are from contributors who gave a similar amount this year. He indicated it is anticipated that six of the remaining contributors in the 1971 group may also respond again with \$1,000,000 minimum contributions in the year ahead.

MILLION DOLLAR MEETINGS Mr. Ginsberg advised that Prime Minister Golda Meir was coming to the United States the first week in December. She would meet with the President and Secretary of State and deliver the major address at the UJA Annual Conference Banquet on Saturday, December 11. Foreign Minister Abba Eban, who had been scheduled to speak at the Banquet, would address the Inaugural Dinner on December 9 in lieu of Ambassador Itzhak Rabin. As a consequence of this arrangement, Defense Minister Moshe Dayan could not come to this country in December, and the \$1,000,000 minimum gift meetings he was to address during that month were being cancelled. However, it had been arranged for Prime Minister Meir to participate in a newly scheduled meeting of this sort at the home of Mr. Meshulam Riklis in New York on December 7. In addition, General Dayan would come to the United States to participate in meetings in Los Angeles, Chicago and New York on February 8, 9 and 10.

Mr. Ginsberg commented that potential \$1,000,000 minimum givers comprehend the massive nature of the needs to be met and are not "shocked" when asked for gifts in this category. He indicated this should encourage the Officers in continued efforts to obtain similar large-scale contributions.

CASH REPORT Dr. Edelstein, UJA National Cash Chairman, reported that, as of November 19, the UJA had received a total of \$157,624,926 in cash for 1971, compared to \$137,246,454 received by the same date last year. He pointed out that at the Assembly of the reconstituted Jewish Agency in Israel in June it was indicated that a minimum of \$240,000,000 in cash was needed from the UJA this year to meet overseas requirements. Although the need was in no way lessened, it now appeared that \$210,000,000 would be the optimum amount which the UJA could realize by this year's end. To obtain within the next six weeks the additional \$52,000,000 in cash required for attaining this amount would demand strenuous effort and exemplary action.

It was noted that, as of November 19, UJA Accounts Receivable for 1971 and all previous years totaled about \$209,000,000. Dr. Edelstein observed that, in addition to the urgency of meeting Israel's need for cash, it was important to get outstanding pledges paid quickly because otherwise they could have an inhibitory effect on 1972 giving.

Mr. Bernstein observed that over 70 per cent of UJA Accounts Receivable was due from the 21 major communities. He said that he and Jewish Agency Chairman Louis Pincus had met on November 12 with the executive directors of these cities who attended the CJFWF General Assembly in Pittsburgh. Several worthwhile suggestions regarding cash collection were made -- which Mr. Bernstein subsequently circulated by letter among the executive directors in all federated communities -- as follows:

- 1) Federations arranging loans at local banks for large contributors whose credit is exhausted.
- 2) Twelve months intensive cash collection program.
- 3) Arranging schedule of payments after solicitations of prospects.
- 4) Public announcement of large collection communities for the months of November and December.
- 5) Use of the National UJA "bullpen" for calls to special contributors cleared with communities.

Dr. Edelstein indicated that in communities where he has sought to accelerate cash drives it was frequently stressed to him that payment of pledges by key leaders with outstanding gifts should have a particularly stimulating effect. Therefore, immediate payments by UJA Officers and Executive Committee members with outstanding gifts was of pivotal importance. Mr. Ginsberg said he would ask several of the Officers to make approaches to national leaders with unpaid gifts. It was noted that, understandably, payments are outstanding because this group consists of contributors of exceptionally big gifts. The proposal was made to explore the possibility for establishing with UJA or UIA backing a special line of bank credit for those Officers who want to avail themselves of this means of pledge payment. Mr. Hammer advised he would explore the possibilities for this arrangement, which he believed could be made.

(As the Officers who attended the meeting were advised in a memorandum from Mr. Bernstein on November 24, Mr. Hammer has now arranged for a line of credit at the First Israel Bank for national leaders for the purpose proposed. The credit line extends up to \$1,000,000, one line above prime rate for up to 24 months. Mr. Bernstein or Mr. Hammer may be contacted for further information.)

PINCUS REPORT Mr. Ginsberg expressed the gratification of all the Officers to have Mr. Pincus present at the meeting to report on the present situation overseas. Mr. Pincus said that he would like, first of all, to express his encouragement at the climate of understanding encountered in American Jewish communities he had recently visited. There seemed to be a full acceptance of the seriousness of the situation facing Israel and its people, and of the fact that it is likely to continue for a long time. He noted in particular a greatly improved atmosphere in Boston and Philadelphia, compared to that found in previous visits late last year, and that spirited and knowledgeable young leaders were coming to the fore.

Mr. Pincus indicated immigration to Israel this year was continuing on a large scale. As of October 31, 8,023 Soviet Jews had entered the country, about 2,000 of them during September and October alone. In addition, the rate of entry of South American Jews in 1972 is 40 to 50 per cent higher than last year, and it is expected to increase.

The budgetary situation of the Agency has become increasingly critical because the flow of cash to it has not been commensurate to the needs. It has had to make cut after cut affecting immigrant housing, education, social welfare and health services. Mr. Pincus expressed his hope and trust that the Jews of America would understand, and that sufficient extra cash would be forthcoming by the end of the year to enable the Agency at least to maintain its present budgetary line.

In view of Egyptian President Anwar el-Sadat's current uncompromisingly aggressive statements and stance, and concomitant developments in the Middle East, Israel's defense budget probably will be going up rather than down, despite recent efforts to reduce it. As a result, the Jewish Agency would have to assume even greater responsibility for civilian services. Mr. Pincus expressed his view that President el-Sadat's present threats must be taken seriously, since he could become "a captive of his own language" as Nasser did in 1967.

OPERATION ISRAEL The first of the ten trips in the 1972 Operation Israel series took place October 31 - November 10 and the second, scheduled for November 14 - November 24, was being completed. Mr. Ginsberg reported that on the initial trip, for physicians and wives, there were 121 participants and \$200,000 was raised compared to \$155,000 in 1971 values. Four pledges were still outstanding. At the time of the Officers meeting Mr. Louis Goldman, Chairman of the Operation Israel Planning Committee, and Mr. Gerald Colburn, Co-Chairman, were overseas with the second trip for couples, in which 369 husbands and wives were participating. In a preliminary report on this trip, cabled from overseas by Mr. Goldman, it was indicated that 175 gifts had been pledged totaling \$1,054,960 compared with \$749,383 from the same givers last year and representing a 33 percent increase. However, Mr. Bernstein commented this did not yet give a realistic picture of results on this mission, since previously acquired gifts should be deducted.

Mr. Bernstein noted that the representation of big gifts on Operation Israel trips seems to be declining. There were only four potential gifts of \$50,000 minimum in the large contingent on the November 14 - 24 couples' flight. This flight also included a greater portion of people from small communities than was generally the case in the past. The number of participants, who had to be accommodated in two Tel Aviv hotels, made appropriate contacts for solicitation more difficult. It was pointed out that the next flight for couples, scheduled January 9 - 19, 1972, is being limited to 300 participants, and registration for it has been closed because projections already indicate full subscription. Mr. Klein indicated that there would be a larger proportion of \$1000 and over gifts, and people from major communities, on the next two trips.

During the discussion, it was suggested that for 1973 perhaps more flights should be scheduled with each accommodating fewer participants. The consensus of the Officers was that for the 1973 campaign it would be necessary to reconsider the format and size of Operation Israel trips.

It was also reported that on the November 1 - 15 Young Leadership Mission, comprised of 46 couples and two singles, 47 gifts were pledged totaling \$240,475, compared to \$180,660 in last year's values.

DECEMBER CONFERENCES The UJA Inaugural luncheon and Inaugural dinner meeting are scheduled for Thursday, December 9, and the National Conference for December 10-11 in New York City. At its Retreat in June the UJA Executive Committee agreed that the minimum gift for the dinner, which had been \$40,000 last year, should be raised this year to \$50,000. The dinner will be in honor of Mr. Edward Ginsberg.

Mr. Bernstein indicated that the response so far gave cause for apprehension that there would be inadequate attendance at the dinner, particularly in view of its importance for helping to spearhead the 1972 drive. As of November 22, there were responses from 201 people representing 74 gifts, and it was hoped that about twice that number would attend. The Officers were provided with the names of potential participants and requested to telephone them, or see them personally if possible, during the next few days in order to mobilize greater attendance.

Mr. Ginsberg said that attendance for the Inaugural luncheon, for \$150,000 minimum contributors, was shaping up, and that the Conference Banquet on Saturday, December 11, was expected to be over-subscribed, in view of the fact that Prime Minister Meir will be the major speaker.

ISRAELI RESIDENTS As a new program in connection with the 1972 campaign, the UJA has been utilizing Israeli solicitors to an increased extent, making arrangements for them to take up residence in selected communities for periods of one to four weeks at a time. Arrangements that had been made as of November 22 involved 11 Israelis and 18 individual communities as well as the general West Coast area. Mr. Bernstein pointed out this program previously proved valuable in New York City. Some of the communities now cooperating in it apparently have not yet become geared to realize its full potential, and the resident solicitors are not yet being used to the fullest advantage. The Officers were requested to help in seeing to it that resident solicitors assigned to their communities were adequately scheduled, and in arranging appropriate appointments for them. The UJA Field Staff also is addressing itself to this problem, and, in instances where a resident is found to be without a schedule for a given day, it will try to have him reassigned to an area where he can be helpful not too distant from his base of operation.

JANUARY PROGRAM At the Executive Committee Retreat a proposal was outlined to schedule a national fund-raising function in Washington on Thursday and Friday, January 20-21, 1972, for \$20,000 or \$25,000 minimum contributors. It was indicated that, hopefully, arrangements could be made for participants to be received by the President of the United States on the morning of January 21 in the Executive Mansion. The Executive Committee's consensus was that the event would complement the \$50,000 minimum Inaugural Dinner, and that it should be programmed.

After presenting this background, Mr. Ginsberg asked the Officers to decide whether the January 20 meeting should be scheduled even if the reception by the President could not be arranged. Mr. Zuckerman proposed they also consider whether it would be sufficiently productive as part of a chain of events that included the Prime Minister's Mission, the Study Conference, community big gift meetings and the Inaugural Conference.

The consensus was that a UJA national fund-raising meeting, with a \$20,000 gift minimum, could be productive and should be scheduled for January 20.

OPERATION UPGRADE Operation Upgrade is a program of individual solicitations by lay leaders to increase gifts in the \$1,000 to \$10,000 range. Mr. Leonard Bell is program Chairman, and Mr. James Nobil is Co-Chairman. With a group of young leaders they tested the program as a pilot project in 17 communities last year. Mr. Ginsberg observed Operation Upgrade has proven helpful in raising more money. A report on it presented earlier in November at the CJFWF Assembly was received encouragingly. It is being expanded this year, and the Officers were urged to foster further acceptance of the program in the communities.

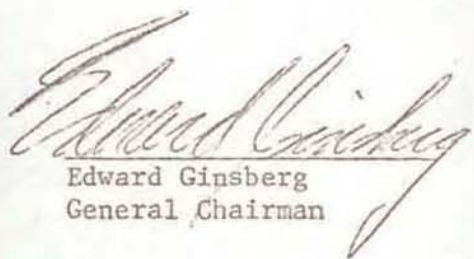
OPERATION FREEDOM Mr. Bernstein reported that Operation Freedom is a program to bring new Russian and possibly Iraqi immigrants into various American Jewish communities in order to provide a more intimate sense of the drama and problems involved in the current wave of newcomers to Israel. These visitors will help solicit gifts and address meetings. At the time of the Officers' meeting, two Russian women immigrants had already made some visits on the UJA's behalf and were proving exceptionally effective.


* * *

Mr. Ginsberg indicated that Herbert Friedman would be in the United States from November 29 through December 12 for a solicitation and speaking tour of major communities, as well as to participate in the December Conference.

Mr. Ginsberg then remarked that this would be the last meeting of its kind where he would preside as General Chairman. Handing his gavel to Mr. Zuckerman, he said that if the UJA leadership worked with the new General Chairman as they had with him -- and he was sure they would -- then Mr. Zuckerman could look forward to having the most rewarding experience of his life. The Officers rose to pay a standing tribute to the retiring General Chairman. Mr. Zuckerman said that, in view of the high standards of leadership his predecessor had set, "Ed Ginsberg is a tough act to follow", but that he would "give the job all I have." He indicated his total respect and admiration for his fellow-officers and "the awesome dedication" that they demonstrate.




Edward Ginsberg
General Chairman


Irving Bernstein
Executive Vice-Chairman

file

December 30, 1971

M E M O R A N D U M

CONFIDENTIAL

To: Community Executives

Re: Notes on December 22, 1971, meeting of Community Executives -- Hilton Hotel,
New York, N.Y.

Community Executives from cities of the Eastern Seaboard, were invited to meet with representatives of the UJA on this date. Mr. Irving Bernstein presided. The following were present:

Sydney S. Abzug, Buffalo, N.Y.	Richard Krieger, Utica, N.Y.
Morton R. Adell, Albany, N.Y.	Burton Lazarow, Waterbury, Conn.
Barry Axler, Kingston, N.Y.	Elmer Louis, Rochester, N.Y.
Nathan Barnett, Wilmington, Del.	Julius Mintzer, Richmond, Va.
Irving Bernstein, UJA	Mrs. Beatrice Nemzer, Norwalk, Conn.
Philip Bernstein, CJFWF	Sidney P. Nemiroff, Philadelphia, Pa.
Meyer H. Brissman, Washington, D.C.	Dr. Bernard Olshansky, Boston, Mass.
Gary Cohn, Newburgh, N.Y.	Lawrence Pallas, Lancaster, Pa.
Bernard Dubin, Camden, N.J.	Martin Peppercorn, UJA
Norman Edell, Syracuse, N.Y.	Murray Peters, NY UJA
Charles Epstein, Manchester, N.H.	Martin S. Rakitt, Newark, N.J.
Milton A. Feinberg, Trenton, N.J.	Herzl Rosenbaum, Plainfield, N.J.
George Feldman, Allentown, Pa.	Dan Rosenberg, CJFWF
Joseph Galkin, Providence, R.I.	Michael Ruvel, Schenectady, N.Y.
Irving L. Geisser, Springfield, Mass.	Marvin Schpeiser, Lynn, Mass.
Donald A. Glazer, Erie, Pa.	Jack Sher, Easton, Pa.
Max Grossman, Passaic, N.J.	Israel Silver, Perth Amboy, N.J.
George Hantgan, Englewood, N.J.	Nathan Skolnick, Bridgeport, Conn.
Robert I. Hiller, Baltimore, Md.	Louis Smith, Wilkes-Barre, Pa.
Rabbi Daniel A. Jezer, Holyoke, Mass.	Samuel Soifer, Highland Park, N.J.
George Joel, Scranton, Pa.	Abe Sudran, Newark, N.J.
Elton J. Kerness, Union, N.J.	H. David Weinstein, Stamford, Conn.
Irving Kessler, Hartford, Conn.	Jack Weintraub, Norfolk, Va.
Donald H. Klein, UJA	

It was pointed out that the meeting was the third of a series of four scheduled. The first two involved Community Executives of the Central States and the South-Southwest. A West Coast meeting would be held on December 27.

Mr. Bernstein indicated this meeting had been called to share with the Executives three major problems:

1. The impact on the campaign of increased immigration from the Soviet Union which began on December 1.
2. Contingency planning in case of outbreak of hostilities in the Middle East.
3. Changes in pace in programming for the 1972 campaign.

Mr. Bernstein pointed out that, during her visit to the United States, Israel Prime Minister Golda Meir met with himself and also with a small group of leadership to indicate her deep concern with increasing pressures on Israel and the inability of the Government to arrive at a budget for 1972. This was due to the increased demands on the people of Israel resulting from the threat of hostilities and an unexpected increase in immigration from the Soviet Union.

In regard to the budget, the most optimistic estimate of income from all sources is \$3,630,000,000. The Ministry of Finance understands that the various ministries simply cannot function with this amount, and has proposed a budget of \$3,800,000,000 above the most optimistic estimate of gross income.

However, the various Ministries, fully conscious of the Government's financial difficulties and therefore imposing cuts in advance, have submitted budgets totaling more than \$4,520,000,000, which is \$650,000,000 above the proposals of the Ministry of Finance.

At the same time a crisis of similar magnitude is facing the Jewish Agency due to the increase in arrivals of immigrants from Russia which started on December 1. Since that date, over one hundred persons are entering Israel daily. At this rate, 12,000 Jews will arrive in Israel over the 12 months period ending December 31, 1971 -- which is four times more than came from 1967 to 1971. If this pace continues, it is estimated that immigration from the Soviet Union alone might come to 36,000 in 1971, representing an additional 7,000 family units for whom budgetary provision was not made. It is estimated that immigration costs -- including documentaion, transportation, housing, education and re-training -- will come to \$35,000 a family unit, or \$245,000,000 over and above the present Jewish Agency budget.

Therefore, the community executives were asked to consider:

- (1) what steps should be taken through the remainder of 1971 to help Israel meet the additional needs created by the increased immigration, and
- (2) what steps should be taken with regard to the 1972 campaign if the situation continues through the early part of 1972 and suggests itself as the pattern for the year ahead.

IMMEDIATE STEPS - In the ensuing discussion on steps to be taken during December, the following suggestions were made:

It might be helpful to have UJA field staff members spend more time in some of their communities to work on cash collections.

Step up phone calls and visits to contributors with large unpaid pledges, explaining the new situation to them -- as cleared with community executives.

A telephone hook-up between the UJA General Chairman or a National Officer with community leaders.

Community review of reserve funds in order to provide additional cash quickly.

Obtain authoritative statements from Israeli sources about the increased immigration that could be publicized.

Wires to leadership citing the 100 per day immigration to stimulate payment of pledges -- i.e., it was reported that such a wire resulted in payment of a million dollar pledge in New York City.

It was generally felt that the increased immigration could be utilized at this time in obtaining further increased pledges for 1972. Some of the executives felt that it would be more productive to be able to go back to big contributors early in March to ask them to augment 1972 pledges already made, if the increased immigration continued. In order to do this, 1972 gifts of \$10,000 and over would have to be obtained quickly so that they could be resolicited if the situation called for such action.

In reply to a query concerning short term loans, it was suggested that this procedure not be followed at present since massive borrowing might be called for before the end of 1972. There was general agreement that an all out effort on Russian emigration required an extensive publicity campaign. In view of restrictions imposed on publicity at this time -- in spite of inexplicable statements by Israeli officials -- it was urged that publicity for the present be conveyed by word of mouth and limited to intra-community communications. It was also suggested that stories in "The New York Times" and other papers be reproduced for local use.

Mr. Peters said New York City UJA is considering a special Russian Jewish rescue fund if the present immigration rate continues. Representatives of other communities generally preferred such an effort as part of the ongoing emergency campaign without adding a third line to the campaign. They suggested local emergency meetings for all levels of contributors (in addition to a national meeting or meetings), utilizing publicity media to whatever extent possible, and resoliciting gifts already made.

It was noted that the activities of the Conference on Russian Jewry both locally and nationally should also be expected to help meet the challenge of increased immigration by giving to the UJA. Mr. Philip Bernstein pointed out he had just come from a meeting with a group concerned about Soviet Jewry which had separated from the Conference and was considering independent fund-raising. He believed he had persuaded the group that this could be most productively done through the community campaigns on behalf of the UJA.

CONTINGENCY PLANS - The community executives discussed, off the record, procedures to be taken immediately in the communities, as well as nationally, if war should break out again in the Middle East. It was agreed that every community should have a contingency plan worked out appropriate to local circumstances and requirements.

1972 CAMPAIGN - Mr. Bernstein called attention to a number of UJA projects and programs which could be of assistance to the communities in their 1972 campaigns:

Operation Upgrade -- a program of individual solicitations by young national leaders to increase gifts in the \$1,000 - \$10,000 range.

Operation Breakthrough -- a program involving research on potential new large contributors as well as the solicitation of such contributors.

The one hundred per cent plan, under the direction of the UJA Rabbinical Advisory Council, to have every congregational member be a contributor to his community's campaign.

Israeli Solicitors -- use of distinguished Israelis to act as solicitors in communities for periods of one or more weeks at a time. This arrangement is proving most effective where communities see to it that the residents assigned to them are adequately scheduled and have full rounds of appointments made for them.

Short term (two or three day) trips to Israel, similar to the Prime Minister's flight, for \$10,000 minimum contributors -- but based on the Baltimore plan which consisted of 35 contributors of \$10,000 and over who visited Israel for a two day trip and actually had a fund-raising meeting in Israel at the climax of their mission. As of the present time, Washington and Hartford are planning similar missions. It was urged that all communities try to plan similar trips, not necessarily with as many as Baltimore involved. It was pointed out that Herbert Friedman's presence in Israel could be extremely helpful in this program.

Mr. Bernstein declared the 1971 campaign particularly had demonstrated the special effectiveness of pre-solicitation of gifts prior to meetings and the special effectiveness of parlor meetings rather than or leading to larger traditional meetings.

Mr. Bernstein also pointed out that the UJA National Chairmen, as recently augmented, represent an eager and knowledgeable group of leaders whom the communities should feel free to call on for assistance in their campaigns.

On January 20 the UJA has scheduled a national meeting in Washington, honoring outgoing Israeli Chief-of-Staff Haim Bar Lev, for \$20,000 minimum gifts. It was suggested that if increased immigration continues into the new year, this meeting will be amplified in a way appropriate to this problem. Mr. Bernstein urged that the January 20 Dinner be used as a target date in the early solicitation of \$20,000 and over 1972 gifts.

* * *

Obviously a good deal of discussion had to be off the record and cannot be included in these notes. The executives reflected their own deep concern with the problems and their own readiness and willingness to act quickly and relevantly as events demanded. It was indicated that every means will be sought to keep them alerted as to developments in order to avoid a communications gap.

Mr. Bernstein expressed deep appreciation to all attending for the cooperation which they exhibited not only at this meeting but throughout the entire campaign.

