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

Series H: United Jewish Appeal, 1945-1995. Subseries 3: Conferences and Committees, 1947-1978.

Box Folder 31 1

Executive Committee. 1972.

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

UNITED ISRAEL APPEAL, INC. \$25,000,000. CREDIT AGREEMENT WITH NEW YORK BANKS

THE PARTICIPANTS in this transaction are:

| Manufacturers Hanover Trust Co. | \$3,800,000. |
|---------------------------------|--------------|
| Chemical Bank | 3,800,000. |
| Chase Manhattan Bank | 3,800,000. |
| First National City Bank | 3,800,000. |
| Bankers Trust Company | 3,800,000. |
| Franklin National Bank | 1,500,000. |
| National Bank of North America | 1,500,000. |
| Marine Midland Bank | 1,000,000. |
| Sterling Natl. Bank & Trust Co. | 1,000,000. |
| First Israel Bank & Trust Co. | 500,000. |
| Israel Discount Bank, Ltd. | 500,000. |
| | |

THE BORROWER:

United Israel Appeal, Inc.

THE GUARANTOR:

United Jewish Appeal, Inc.

AMOUNT OF

COMMITMENT:

\$25,000,000.

TERM OF

COMMITMENT:

To December 31, 1972

COMMITMENT

FEE:

One-half of one percent per annum on unused portion from date of signing of credit agreement.

TERMS OF REPAYMENT:

Five years with amortization at the rate of 10% per annum in quarterly instalments, beginning with March 31, 1973, or three months after the borrower will have taken out the entire commitment; a balloon of 50% at the end of five years.

RATE OF INTEREST:

One-half of one percent, plus the prime rate as established by Manufacturers Hanover Trust Company.

DEBT LIMITATION:

All participants have agreed to increase the debt ceiling from \$100,000,000. to \$150,000,000.; the limitation on the amount which the United Israel Appeal is permitted to spend in any one year for debt service and amortization will be increased from \$20,000,000. to \$32,000,000.

UNITED JEWISH APPEAL COVENANTS:

Increased from \$40,000,000. to \$50,000,000. the floor on U. J. A. campaigns.

TENTATIVE TIME TABLE:

Counsel for United Israel Appeal Guzik & Poukstein, Esqs. - have been
asked to prepare all the necessary
documents. It is expected that a first
draft of these documents will be available for distribution to the banks by
the middle of February.

We hope to execute this agreement during the first week in March, 1972.

WITHDRAWALS UNDER THIS CREDIT AGREEMENT:

The time and amounts of drawings will be subject to the continued or accelerated flow of immigration to Israel. Based upon present indications, we would probably draw down 20% of this credit either at the end of March or beginning of April, 1972, and 20% per month thereafter until the entire credit would have been used up.

Summary Minutes - Telephone Hook-up, UJA Officers, February 2, 1972, at Noon

Participants: Albert B. Adelman

Donald Benjamin
Gerald S. Colburn
Melvin Dubinsky
Max M. Fisher
Larry M. Frank
Alexander Grass
Gottlieb Hammer

Mrs. Fannie Schaenen Leonard R. Strelitz Philip Zinman Paul Zuckerman Irving Bernstein

Martin Peppercorn Marc Tabatchnik Donald H. Klein

Morris L. Levinson

Mr. Zuckerman shared the campaign status as of January 30, noting that values of \$67,763,981 in the 1971 campaign are now worth \$88,751,435, a 31% increase for 1972. He further noted that the cash status as of January 30 showed \$21,269,660 compared to \$15,500,688 for the same period in 1971.

Mr. Zuckerman further noted that while the 1972 campaign status is encouraging thus far, the long hard road and the problems are yet to follow. As far as cash is concerned, we are off to a good start, but the need for hard dollars must be continually emphasized throughout the year.

Special Telephone Hook-up, February 6, 1972

Mr. Zuckerman and Mr. Bernstein reviewed arrangements for the special telephone hook-up scheduled for 12:30 p.m. on February 6, originating at the Commodore Hotel in New York City. Particular appreciation was expressed to Mr. Max Fisher and the CJFWF for their cooperation in bringing the matter of increased immigration to the American Jewish community in this dramatic way. It was noted that 130 cities will be participating encompassing more than 13,000 people. Each city is using the program for different purposes - solicitation, planning, information, some for meetings of 1,000 people and others for leadership groups only. The program itself will consist of an introduction by Max Fisher (5 minutes), a presentation by Louis Pincus (18 minutes), questions and answers directed to Pinchas Sapir (15 minutes), a call to action by Zuckerman (5 minutes), and a summation by Max Fisher (2 minutes). Mr. Zuckerman's call for action will encompass four major points, namely, that communities (1) will re-examine their goals (2) re-evaluate their campaign (3) re-rate their prospects and (4) accelerate their ongoing cash campaign.

Mr. Zuckerman stressed, and others on the line agreed that the follow up to this program by our national officers was crucial. He emphasized that, as a major part of the follow up, we have agreed to visit every community in order to stimulate reevalution of the campaigns. The officers were urged, therefore, to keep contact with the communities for which they are responsible, and to be available to visit cities in order to encourage planning on the four points Mr. Zuckerman will raise on the program.

Mr. Zuckerman indicated that each of the officers will receive in their mail tomorrow a full list of the cities joining us in the radio hook-up.

Announcement of next Officers' Meeting

Mr. Zuckerman asked all to hold Friday, March 3rd, free for a meeting in New York City. Formal announcement of the meeting will be sent shortly.

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

MEMORANDUM

February 4, 1972

CONFIDENTIAL

To: UJA Executive Committee and National Campaign Cabinet

Re: Notes on expanded UJA Executive Committee and Campaign Cabinet meeting, January 20, 1972, at the Hilton Hotel in Washington, D.C. Mr. Paul Zuckerman presided.

The following were present:

Albert B. Adelman, Milwaukee Gary Aminoff, Los Angeles Leonard D. Bell, Boston Donald H. Benjamin, Newark Charles J. Bensley, NYC Irving Bernstein, UJA Philip Bernstein, NYC Herschel W. Blumberg, Washington, D.C. Abraham Borman, Detroit Joel S. Breslau, Washington, D.C. Mrs. Joseph Cohen, New Orleans Lawrence M. Cohen, Greensboro, N.C. Gerald S. Colburn, Milwaukee Lewis D. Cole, Louisville Millard Cummins, Columbus Melvin Dubinsky, St. Louis Rabbi Joseph H. Ehrenkranz, Stamford, Conn. Max M. Fisher, Detroit Larry M. Frank, Atlanta, Ga. Martin Fridovich, Ft. Lauderdale, Fla. Herbert A. Friedman, UJA Herbert J. Garon, New Orleans Larry Goldberg, Washington, D.C. Leonard Goldfine, Philadelphia Paul Goodwin, New Haven Donald Gould, Albany Alexander Grass, Harrisburg Jack Grynberg, Denver Samuel L. Haber, NYC Gottlieb Hammer, NYC Joseph H. Kanter, Cincinnati Neal Katz, Chicago Solomon P. Kimerling, Birmingham

FWISH

Sidney Lansburgh, Jr., Washington, D.C. Jac J. Lehrman, Washington, D.C. Sidney Leiwant, Newark Nehemiah Levanon, Head of Jewish Agency East European Section Nathan I. Lipson, Atlanta David Lowenthal, Pittsburgh Joseph M. Mazer, NYC Mrs. Joseph M. Mazer, NYC Harvey M. Meyerhoff, Baltimore James H. Nobil, Akron Bernard Olshansky, Boston Michael Pelavin, Flint Martin Peppercorn, UJA Joshua Pratt, Consul, Israeli Consulate-General, NYC Bert Rabinowitz, Boston Malcolm M. Rosenberg, Roanoke, Va. Gary Rubin, Des Moines Robert Russell, Miami Robert M. Schrayer, Chicago Walter Segaloff, Newport News, Va. Philip S. Seltzer, Philadelphia Norman Sisisky, Petersburg, Va. Louis Stern, Newark Joseph H. Strelitz, Norfolk Leonard R. Strelitz, Norfolk Herbert Tenzer, NYC Gordon Zacks, Columbus Calman J. Zamoiski, Jr., Baltimore Philip Zinman, Philadelphia Paul Zuckerman, Detroit

Mr. Zuckerman thanked all present for attending at short notice in response to the telegraphed invitations sent less than ten days before while he was in Israel. He said that this group, representing the leadership of the American Jewish community, was being called upon in 1972 to meet the greatest challenge ever to confront Israel, its people, and the UJA — the challenge of the continuing high level of immigration to Israel from the Soviet Union.

A substantial rise in this immigration was first noted at the beginning of December, 1971. During her December visit to the United States, Israel Prime Minister Golda Meir met with a small group of leadership to indicate her deep concern about increasing financial pressures on Israel. The Prime Minister pointed out over one hundred Russian Jewish immigrants had been entering Israel daily since December 1, demanding huge daily expenditures on their behalf.

The crisis facing the Jewish Agency and Israel, and its possible implications for the 1972 campaign, were discussed in a conference telephone hook-up with Mr. Zuckerman, Mr. Irving Bernstein and the UJA Officers. Between December 20 and 27 Mr. Bernstein and Mr. Martin Peppercorn held four regional meetings with community executive directors from all over the country to discuss the situation.

Other sessions in December included: meeting of the professional leadership of the national UJA, New York City UJA and CJFWF on December 17; the Young Leadership "Think Tank" meeting on December 19; and a meeting of lay and professional leaders of the southeast during the regional conference in Atlanta, Georgia. On all these occasions, those consulted were asked to consider what steps should be taken with regard to the 1972 campaign if the situation continued through the early part of 1972 and suggested itself as the pattern for the year ahead.

On January 9 the UJA National Officers met in New York and confronted the necessity of intensifying the 1972 campaign in the light of information that Russian Jewish immigration for the first week of January was approaching 900. Mr. Zuckerman and Mr. Bernstein left for Israel immediately after the Officers' meeting, where they were joined by Herbert Friedman, to consult with Jewish Agency Chairman Louis A. Pincus and Israel Finance Minister Pinhas Sapir, as well as other Jewish Agency and Government leaders, about the immigration and various matters connected with it. The Israeli leaders indicated they had every reason to believe that Israel would receive at least 20,000 more Jews from Russia than originally anticipated during the course of 1972. (A total of 70,000 immigrants is anticipated this year, at least 30,000 of them from the Soviet Union.)

The overall cost of the immigration and absorption of a family of 3.5 persons amounts to \$35,000. With defense requirments continuing at high levels, the Government is forced to reduce its expenditures in other areas. The Jewish Agency, therefore, must also be prepared to increase in 1972 its budget for social needs (health, housing, welfare, education).

Mr. Zuckerman said that Prime Minister Meir had described the responsibility imposed by Russian Jewish immigration, which fulfilled a hope of long duration, as a "joyous burden". He pointed out that, to meet its fair share of this burden, the American Jewish community will have to raise \$100,000,000 more than was originally contemplated in campaigns for the UJA this year. A successful campaign this year depends more than ever on pace-setting contributions by national and local leaders, and on broadening the base of contributions in all major communities.

In effect, the intensified 1972 campaign will be formally launched with a nationwide closed circuit radio hook-up on Sunday, February 6, linking meetings in some 130 federated communities, with Mr. Pincus and Mr. Sapir reporting on the significance and costs of the immigration to both Israel and world Jewry. This will represent the first time so many cities have been linked simultaneously in this way. Mr. Zuckerman expressed great appreciation to Mr. Max Fisher and Mr. Philip Bernstein, President and Executive Vice-President respectively of the Council of Jewish Federations and Welfare Funds, for their cooperation and that of their organization in coordinating the arrangements for the February 6 event.

On the same date, February 6, Mr. Pincus and Mr. Sapir will meet with the Conference of Presidents of major Jewish organizations. American Jewish leaders will be urged to alert their memberships to the need to contribute in the proper dimension for the increased demands through their local federations and welfare fund campaigns. A meeting with the leadership of the Conference on Soviet Jewry also is planned to make certain all those concerned with Soviet Jewry understand that the way to meet the cost of the emigration is by contributing to the UJA through the local campaigns.

Mr. Zuckerman further noted that four regional meetings are scheduled in February under the auspices of the UJA Rabbinical Advisory Council. Israeli Minister of Absorption Natan Peled and Mr. Herbert Friedman will meet with rabbis and congregational presidents to urge widespread support through the media of synagogues — including the utilization of every sabbath in March and April to apprise their memberships of the problem, and to stress the need for unprecedented giving in their communities' campaigns.

REPORT ON SOVIET JEWRY Mr. Nehemiah Levanon, head of the Jewish Agency's Eastern European Section in Jerusalem, and a particular authority on the recent history of Soviet Jewry, spoke in large part off the record. His presentation and responses to questions, may be summarized as follows:

Evidence was cited indicating there are now 50,000 to 55,000 Jews in the Soviet Union waiting to get out as soon as possible. Between 7,000 to 10,000 additional Jews may be expected to apply formally for permission to emigrate each month in 1972. It is anticipated that some 30,000 from among all of these will reach Israel this year, in addition to about 40,000 from other countries. Already in the first two weeks of January, 1972, 1,765 Russian Jews had arrived in Israel.

As a result of the Soviet Jews' own determination, and the efforts on their behalf by others outside Russia, the Soviet Union apparently has concluded it is best to let them go — although continuing to beset their paths with physical and pychological hurdles. The courage and high morale of the Soviet Jewish in confronting these obstacles has been ascribed by these Jews themselves to their awareness of the existence of a strong and determined Israel — backed up by a determined diaspora. This determination may be further tested by the Russian controlled acceleration and deceleration of the emigrant flow, which cannot be expected to suit the convenience of those concerned with its economic implications or logistics.

These immigrants inevitably do present some special absorption problems. The nature of their early response to accommodations and facilities provided may be quickly seized upon and used for negative propaganda. They represent a variety of useful professions and skills, though not all of them -- lawyers are an example -- are readily transferable from one society to another.

Typifying their eagerness to get to Israel, Russian Jews arriving in Vienna have indicated to the Jewish Agency their impatience about necessary time spent in that attractive city. (Mr. Zuckerman commented that Israel's main natural resource is people, and it wants all Jews who can come.) Only a very small proportion have been indicating they wish to settle in countries other than Israel, and these are serviced by Hias, which also is a recipient of UJA-raised funds.

Mr. Levanon said that even raising an additional \$100,000,000 in the overall UJA campaign cannot be expected to resolve all of the problems in Israel related to immigration and human needs. At the end of December 400 unabsorbed Russian immigrants remained in Jewish Agency centers in Israel — a number which is still manageable but could grow and become cumbersome in the absence of sufficient funds. There are also other segments of the existing population with neglected needs — some oriental Jews and young couples — who would agree new immigrants should be well received but want appropriate living quarters and improved conditions for themselves as well. It is important to cope with this situation in the near future, for it could eventually become explosive.

The problem of a publicity gap will have to be overcome in conveying the immigration story in the current campaign. Although some newspaper articles have appeared — and these, of course, can be cited — the Israeli Government "for understandable reasons" considers it best that no official sources be ascribed for publication. Details will have to be confined to material circulated among the leadership, and further spread by word of mouth — hopefully, in increased numbers of person-to-person solicitations.

Mr. Zuckerman thanked and congratulated Mr. Levanon for a most enlightening and knowledgeable account.

WASHINGTON REPORT Mr. Fisher presented an off-the-record report on the current situation in Washington as it relates to Israel. He also commented that everything possible should be done to tie in with UJA fund-raising efforts the National Solidarity Day for April 30 scheduled by the Conference on Soviet Jewry. A petition is being circulated to obtain a million signatures, and Mr. Fisher observed that every one of these names also should be on a pledge card.

CASH REPORT Mr. Zuckerman reported that, as of December 31, 1971, the UJA had received a total of \$212,589,204 in cash for the year 1971, compared to the total of \$178,363,767 received in 1970.

It was pointed out that, as of December 31, 1971, UJA Accounts Receivable for 1971 and all previous years totaled about \$151,000,000. To meet the massive continuing need overseas, and to reduce the inhibitory effect of outstanding pledges on new giving, it was vital to continue day-by-day cash collection efforts on a basis similar to the campaign for pledges.

Special appreciation was expressed for the cash collection leadership in 1971 of Dr. Sidney Edelstein, who will continue as UJA National Cash Chairman this year.

CAMPAIGN REPORT Mr. Zuckerman pointed out that 92 community campaigns were already underway, and thus far a total of \$83,510,000 had been raised for 1972, compared to \$64,238,000 in last year's values for an increase of about 30 per cent. There are 14 pledges of \$1,000,000 minimum, of which six are repeats of 1971 gifts in this category (there were 13 such gifts last year). It was indicated that four of the remaining contributors in the 1971 group — two in New York and two in Los Angeles — may also respond again with \$1,000,000 minimum contributions this year.

It was observed that, in view of the increase thus far over last year, the 1972 campaign ordinarily might be considered off to a good start -- but circumstances this year require the raising of an extraordinary sum. The UJA will be utilizing several new approaches for this campaign in addition to those described at the start of this meeting -- but, it was emphasized, to raise the funds required all other procedures must be accompanied by, or followed up with, person-to-person solicitations. Such solicitations must be repeated as may be necessary in order to obtain the maximum gift possible in every case.

Mr. Zuckerman again thanked everyone for attending and adjourned the meeting.



Paul Zuckerman General Chairman Irving Bernstein Executive Vice-Chairman

ring Bundien

Exec. Comm.

MINUTES of MEETING of BUDGET COMMITTEE

Thursday, February 24, 1972

A meeting of the Budget Committee was held on Thursday, February 24, 1972. Present were: Melvyn H. Bloom, Donald H. Klein, Martin Peppercorn, Herbert Rosenstein and Marc Tabatchnik.

The purpose of the meeting was to review the 1972 budget as related to the Field Department and Public Relations Department.

FIELD DEPARTMENT:

Mr. Tabatchnik explained that in 1971 the Field Department payroll expenses amounted to \$1,164,500. The estimated expenditure for 1972 is \$1,233,000, or \$69,000 greater. This includes Union increases and executive increases.

It was pointed out that in the narrative of the Budget Report for the Field Department, in 1970 there were 40 field representatives; as of December 31, 1971, 44 field representatives; and the estimated number of field representatives during 1972 will be 41, or 3 less. Martin Peppercorn noted that there may be even fewer than 41.

Tabetrinik said that the number of field representatives also affects usen and travel expenses, and Mr. Peppercorn added that in 1972 there were the ruch stricter control on travel and hotel expenses. Mr. Tabatchnik hat although we spent \$255,000 on per diem last year, we have reduced adget to \$233,000.

11 was added that Mr. Emmet Wallace will conduct a seminar for field executives which has not been budgeted to the Field Department, but will show up some other place in the budget. Donald Klein estimated that this will cost \$4,000.

Mr. Tabatchnik said that by the middle of March we will have another meeting, and a report on expenditures for the first two months as compared to the first two months of 1971 will be presented. Herbert Rosenstein said that these reports will be given on a monthly basis and figures will be shown on a comparative basis with last year.

Melvyn Bloom asked whether the basic regional structure has to be what it is. Mr. Peppercorn said that we have splintered the regions too much and there are plans to combine certain regions and create six basic regions as follows:

- 1. New York and New England.
- 2. Central States.
- 3. South (which will include Samuel Sablosky's area)
- 4. Southwest.
- 5. Middle Atlantic States.
- 6. West Coast.

There will be one key Regional Director in each area, backed up by an Assistant Regional Director.

Mr. Peppercorn also brought up the idea of having Regional Directors in residence within their region so that the Regional Director may exert better control over his area and more efficient supervision of the staff; e.g., Robert Pearlman would be in Chicago, and Joel Friedman would be in Dallas. The New Jersey - Pennsylvania area would be run from an office in New Jersey.

PUBLIC RELATIONS DEPARTMENT:

Mr. Tabatchnik noted that the Public Relations payroll budget for 1971 was \$275,000. However, we spent \$300,000/and we are projecting \$300,000 for 1972. Mr. Bloom asked why the 1972 projection is the same as 1971 expenditures. Herbert Rosenstein explained that during 1971 we had a large turnover in the Public Relations Department and spent a lot of money for employment agency fees which were charged to the payroll account. We do not anticipate these charges for 1972.

Mr. Bloom asked who was charged to the Public Relations payroll and Herbert Rosenstein went through the list on Page 12 of the text of the Budget Report and identified each staff member.

Mr. Tabatchnik said that we spent \$222,000 on literature and printing in 1971 and have reduced this budget for 1972 to \$205,000. While motion pictures and TV spots were budgeted in 1971 for \$64,000, we spent \$125,000. This includes the student film amounting to \$50,000 for which an additional budgetary request was made and approved. For 1972 we are budgeting motion pictures and TV spots at \$200,000; however, we have already spent \$100,000 on the filmic essay project. For 1971 we budgeted advertising at \$175,000 but spent \$247,000. This was approved by the Budget Committee. For 1972 we restored the same \$175,000 budget. Melvyn Bloom said that this was probably all spent already. Mr. Tabatchnik assured Mr. Bloom that if we see that we are going over budget in this area we will go to the Budget and Finance Committee and ask for additional appropriations.

Mr. Bloom was told that by the middle of March we will have a report on Public Relations expenditures for the first two months as compared with last year, and we will meet to discuss these figures. Thereafter, reports will be prepared on a month by month basis showing the expenditures of the Public Relations Department as compared with last year.

The meeting was then adjourned.

HR: FF

cc Irving Bernstein; Melvyn H. Bloom; Donald H. Klein; Martin Peppercorn; Marc Tabatchnik.

AGENDA

EXECUTIVE COMMITTEE MEETING Friday, March 3, 1972

ARCEI VES

- 1. Status of Emigration from Soviet Union
- 2. Campaign Report
- 3. Cash Review
- 4. Report on London Board of Governors Meeting
- 5. Analysis of February Program
 - a) Radio Network
 - b) Meeting with Presidents Conference
 - c) Conference on Soviet Jewry
 - d) Rabbinical Meetings
- 6. Significance of Splinter Campaigns for Russian Jews
- 7. Special Projects
 - a) Operation Israel
 - b) Operation Upgrade
 - c) Operation Florida
- 8. Assignments to Executive Committee Members
 - a) \$50,000 and over Solicitations
 - b) Cash Problems
 - c) Special Projects
- 9. 1973 Campaign Planning

MEMORANDUM

Date

March 1, 1972

To

Executive and Campaign Staffs

From

Irving Bernstein

Subject

CALENDAR OF EVENTS

| Date | Event | Place |
|------------------|---|-----------------------------------|
| March 1 | Connecticut State Leadership Conference | Hartford, Conn. |
| March 2 | Women's Division Virginia & No. Carolina State Meetin | g Washington, D.C. |
| March 4-5 | Tri-State Regional Conference | Pittsburgh, Pa. |
| March 6-20 | Young Leadership Mission | Israel |
| March 16-19 | CJFWF - Committee and Board of Directors Meeting | New York City |
| March 19 | 19th Annual Labor Zionist West Coast Conference for UJA-UJWF | Ambassador Hotel Los Angeles |
| March 22 | Women's Division Indiana State Committee Meeting | Indianapolis, Ind. |
| March 30-April 6 | Passover | |
| April 28-30 | UJA/CJFWF Young Leadership Regional Conference | Greensboro, N.C. |
| April 30 | National Solidarity Day for Soviet Jewry | |
| May 14 | Salute to Israel 8th Annual Parade | New York City |
| June 1-4 | Young Leadership Cabinet Retreat | Harrison House Glen Cove, N.Y. |
| June 5-7 | Women's Division National Board Retreat | Sterling Forest |
| June 9-11 | Executive Committee Retreat | Williamsburg, Va. |
| June 15-18 | CJFWF Board and Committee Meetings | New York City |
| June 28-August 8 | Student Summer Mission to Europe/Israel | |
| August 25-27 | UJA/CJFWF Young Leadership Regional Conference | Dallas, Texas |
| August 28-31 | Jewish Agency Board of Governors Meeting | Jerusalem |
| | | |

.

CALENDAR OF EVENTS

| Date | Event | Place |
|----------------------------|--|--------------------|
| September 9 | First Day of Rosh Hashanah - 5733 | |
| September 14- | CJFWF Board and Committee Meetings | New York City |
| September 18 | Yom Kippur | |
| September 23 | First Day of Succoth | |
| September 23 october 1 | UJA National Study Conference Sub-Mission | Vienna- Rumania |
| September 24 · October 1 | UJA National Study Conference Sub-Mission | Iran |
| October 2-10 | UJA National Study Conference | Israel |
| October 13-15 | UJA/CJFWF Young Leadership Regional Conference | Boston, Mass. |
| October 20-22 | UJA/CJFWF Young Leadership Regional Conference | Los Angeles, Cal |
| October 30- November 13 | Young Leadership Mission | Israel |
| November 8-12 | CJFWF General Assembly | Toronto, Canada |
| December 6 | JDC Annual Meeting | New York City |
| December 7 | UJA Annual Inaugural Luncheon | New York City |
| December 7 | UJA National Women's Division-Annual Board Meeting | New York Hilton |
| December 7 | UJA Annual Inaugural Dinner and Meeting | Americana Hotel |
| December 8-10 | UJA Annual National Conference | New York Hilton |
| | | |

#######

MEMORANDUM

Date February 28, 1972

To Mr. Irving Bernstein

From Rabbi Earl A. Jordan

Subject Meetings of the American Rabbinate with Mr. Natan Peled, Minister of Immigrant Absorption and Rabbi Herbert Friedman. (Feb. 14, N.Y.C., Feb. 15, Chicago; Feb. 16 Los Angeles; Feb. 17, Miami)

Genesis AMERICAN IEWISH

As a result of the Steering Committee's meeting with Irving Bernstein in which the current large scale immigration from the Soviet Union was discussed, it was decided to convene as many of the American rabbinate as possible, together with their key lay leadership, for an information-sharing and inspirational session.

Because of the restrictions on the use of the mass media imposed on us, we felt that the rabbinate would be one of the most effective ways to bring the story to the wider American Jewish community.

In addition to the information - sharing function of these convocations, we determined to use them as the setting in which we would prevail upon the rabbinate to adopt a meaningful action program on behalf of U.J.A., the major element of which would be the 100% Plan.

Program

While the format changed slightly from city to city, it was composed of four basic elements:

- 1. A presentation by Mr. Peled which dealt with the Russian Aliya and the problems of absorption.
- A presentation by Rabbi Friedman which filled the gaps left by Mr. Peled and emphasized the arduousness and difficulty experienced by Russian Jews trying to obtain exit visas.
- The outline of an action program to be undertaken by rabbis and synagogue leaders. Rabbi Ehrenkranz made this presentation.
- A description of the materials in the packet distributed at the close of each meeting. EAJ did that.

There was also ample time for questions of the panel and for discussion among the men.

- 2 -

In each city, a local rabbi of prominence in his community who serves as a member of our R.A.C. chaired the meeting, introduced the speakers, and moderated the question and answer period.

Action Plan

We called upon the rabbis to do the following:

- Call a meeting of their synagogue Board of Trustees in order to brief them on the current Soviet immigration and the needs which it has created.
- 2. Call for a 100% Plan Resolution by the Synagogue Board.
- Compile, with the aid of the local Federation or Welfare Fund Office, a list of congregation members who are non-contributors.
- Organize a committee, with the help of the Board, to solicit noncontributors who have not been successfully reached through the local drive.
- Write a personal note of thanks to each congregant who has participated in the Campaign.
- 6. Write to each non-contributor, after he has been unsuccessfully solicited by a member of the synagogue committee or by the rabbi himself, expressing his disappointment and the hope that whatever circumstances prevented the member from making a gift at this time will soon be altered.
- 7. Speak on Russian aliyah from the pulpit. The Sabbath before Passover (Shabbat Hagadol) and Passover itself, are to be emphasized. Speak of the history, the current facts and the needs created or aggravated by the Russian immigration.
- 8. Write items for the congregational bulletin. Samples were provided.
- 9. Publish UJA visual pieces which were supplied, in the Bulletin. They are copies of 1972 campaign posters. Their use in the synagogue bulletin will relate the synagogue's campaign to that of the community.
- 10. Contact the R.A.C. for any further materials or information.

ATTENDANCE

| City | Rabbis | Presidents |
|---------------|--------|------------|
| New York City | 185 | 21 |
| Chicago | 86 | 17 |
| Los Angeles | 68 | 19 |
| Miami | 32 | _4 |
| Totals | 371 | 61 |

MATERIALS

Each participant received a packet of materials containing the Pollack lecture on the history of Soviet Jewry, several useful articles about the situation of Jews in the Soviet Union as well as their absorption in Israel (for use as Sermon material), a comprehensive fact sheet, sample synagogue bulletin articles, copies of UJA Campaign posters for use in bulletins, and a copy of Leonard Shane's letter.

FOLLOW-UP

- 1. Every rabbi who attended will receive a personal letter from Rabbi Friedman, mailed from Jerusalem.
- Every rabbi who attended will receive a check-list to be returned to the R.A.C., indicating what action he has taken. He will also receive an edited transcript of Mr. Peled's and Rabbi Friedman's remarks.
- 3. Every rabbi who did <u>not</u> attend will receive the packet of materials distributed, together with a cover letter explaining what the rabbis are expected to do. He will also receive the transcripts.
- 4. The Federation Executives will receive all materials sent to rabbis, as well as a list of the rabbis in their respective areas who attended our meetings.

Roster of Groups Sponsoring Direct Assistance Programs for Soviet Jews (not including the JDC)

Lishkas Ezras Achim - Sends packages and cash to individual Jews in Russia, especially those Lubavitcher-oriented. Operated administratively by Lubavitcher ordained rabbis; considered to have blessing of Rabbi Schneierson. Small yearly staff augmented heavily in summer but also other times by Lubavitcher rabbis who do fund raising through parlor meetings, pulpit appeals, personal solicitation and recently through direct mailings.

In past two years, has requested cooperation of several federations in setting up parlor meetings. Last year brought Soviet Jews to America to assist in fund raising.

- 2. The Ezra Fund of the Rabbinical Council of America Sends packages containing articles of clothing and other items to be resold legally at profit in Soviet government stores. Beneficiaries are mainly religiously oriented Jews who, because of lack of funds, find it difficult to practice religious observances. Solicits funds only through pulpit appeals and personal appeals to a limited number of individuals within the Orthodox community.
- 3. The National Council of Young Israel sponsors an appeal, also entitled The Ezra Fund, for packages of resaleable items and food and at times cash. The Young Israel and the RCA have at various times 1) pooled administrative procedures; 2) shared information on lists of Soviet Jews; 3) mailed packages together. Parcels are generally mailed from the United States, although some purchasing and mailing originates in Europe through English, Swiss and other European parcel firms.
- 4. The youth arm of the Union of Orthodox Jewish Congregations of America the National Conference of Synagogue Youth collects money for its National Torah Fund from proceeds of sale of Soviet Jewry posters, bumper stickers and seals. Does not itself mail packages directly but channels funds to RCA Ezra Fund and possibly some amounts to Al Tidom. (see below)
- 5. Student Struggle for Soviet Jewry Through "Direct Aid Fund for Soviet Jewry", sends packages mostly to prisoners and activists families requesting aid during 'phone calls to the Soviet Union; some requests also received from returned student tourists. Contributions are solicited from individuals and through pushka campaigns. Amounts involved are small.

........

- 6. Chesed 1'Avraham of the Skluener Rebbe The Skluener Rebbe is a saintly Chassidic rabbi who escaped from Rumania about a dozen years ago and has quietly been sending cash and packages and conducting a relief and rescue effort on behalf of Jews in the Eastern European bloc. Raises funds through a yearly dinner in New York City and confidential personal solicitation of individuals.
- 7. The Satmar Rebbe also sponsors a fund for Soviet Jews in the trans-Carpathian areas of the USSR (formerly Hungarian and Czech territories).
- 8. The Agudat Israel is the American section of the World Agudat Israel Movement. This Orthodox agency carries on a package program also entitled Ezra Fund and runs an overseas Pessach Campaign this time of year. At times has provided platform for Rabbi Bronstein to raise funds for Al Tidom. (see below)
- 9. Al Tidom Association founded and directed by Rabbi Harry Bronstein of Brooklyn, New York. Runs "Operation Passover" appeals this time of year. Proceeds pay for food packages. Effort conducted in cooperation with officials of International League for the Repatriation of Russian Jews, which operated for many years outside organized Jewish community under leadership of Morris Brafman. (see below)

Al Tidom has office in Israel operated by Mrs. Batya Barg, recent emigre from Kiev. She and Rabbi Bronstein appear widely in U.S. mainly under the banner of such Orthodox institutions as the UOCJA, synagogues, Mizrachi groups, etc. Also stumping country in this effort is Rabbi Gedalia Fleer.

- 10. The American Federation for Soviet Jews and its related educational and policy making group, The Research Institute on Soviet Jewry of Bethpage, Long Island, Inc., was organized in August of 1971 by Morris Brafman, an American revisionist leader and former President of International League for the Repatriation of Russion Jews, Inc. He projected a 5 million dollar fund raising campaign to develop experimental modular housing for mass absorption for Soviet Jews in Israel, as well as to engage in educational activities on behalf of Soviet Jews in the United States. Held rally last November in Miami but has been inactive since.
- 11. Union of Councils for Soviet Jews A loosely knit coalition of community-based Soviet-Jewry-activist adult and youth groups in 18 cities in the United States and Canada; was organized in 1970. The Union was originated by the Cleveland Council on Soviet Anti-Semitism, a small group of local individuals interested in stimulating protest and educational activities on behalf of Soviet Jews. Last year began to advocate individual parcels to Soviet Jews and to solicit cash for them. In many cities operates outside organized community. On January 21, 1972, issued a release strongly criticizing the December 16, 1971 statement of the Committee on Control and Authorization of campaigns of the WZO-American section, which urged American Jews to channel all aid to Soviet Jewry through the U.J.A. Similar criticism was also voiced by an organization based in Berkeley, California, called Chevra for Soviet Jewry.

........

12. Other Efforts - There are several strongly motivated and well-intentioned individuals around the country, many of whom have recently been to the Soviet Union and established personal relationships with Soviet activitists and continue contacts through telephone and correspondence. Several of these individuals have been sending cash and parcels in varying amounts to these activists. An example is Rabbi Moshe Tutnauer of Phoenix, Arizona who was ejected from the Soviet Union in August 1971. Since his return he has raised over \$10,000 in his congregation for groups of Soviet Jews who were dismissed from their jobs subsequent to their application for emigration and whose names were given to him in phone conversation with Moscow Jews. Rabbi Tutnauer telephones the Soviet Union weekly and sometimes more often.

There are several such individuals in various cities. In the New York metropolitan area several individuals and <u>small synagogue groups</u> are similarly involved in sending parcels and raising funds for same. They organize Adopt-a-Prisoner projects, hold Prisoners-of-Conscience Dinners and conduct internal solicitations for this purpose.



###########

I. FINAL STATISTICAL SUMMARY

A. PARTICIPATION

| ×. | 19 | 72 | 197 | 71 |
|-----------------------|-------|------|-------|------|
| Community Category: | Total | Pct. | Total | Pct. |
| Headquarters - all 21 | 673 | 48.4 | 671 | 49.1 |
| Big Board - 84 of 144 | 585 | 42.1 | 605 | 44.2 |
| All Others 54 | 132 | 9.5 | 92 | 6.7 |

Number of Gifts

AMT96ICAN JEWIS1,027

(The lower ratio of gifts to number of individual participants this year is accounted for by the greater number of couples' flights: five in 1972, two in 1971.)

B. RETURNS (New money only, from non-professional participants).

| Flight Type | # Gifts | Prev.Yr. Values | Pledged | Total Gain | Pet, Gain |
|--------------|---------|--------------------|-------------|-------------|-----------|
| 1-MD COUPLES | 61 | \$ 83,645 | \$ 139,650 | \$ 56,005 | 67.1 |
| 2-COUPLES | 177 | 725,340 | 929,760 | 204,420 | 28.2 |
| 3-MEN | 78 | 184,485 | 296,200 | 111,715 | 60.6 |
| 6-COUPLES | 161 | 833,063 | 1,234,061 | 400,998 | 48.1 |
| 7-MEN | 63 | 139,780 | 229,810 | 90,030 | 59.0 |
| 8-WOMEN | 82 | 36,094 | 70,325 | 34,231 | 94.8 |
| 9-COUPLES | 78 | 220,863 | 326,567 | 105,704 | 47.9 |
| 10-MEN | 42 | 51,085 | 83,950 | 32,865 | 65.3 |
| 11-COUPLES | 40 | 95,350 | 192,850 | 97,500 | 102,3 |
| 1972 TOTALS | 782 | \$2,369,705 | \$3,503,173 | \$1,133,468 | 47.8 |
| 1971 TOTALS | 1,027 | 2,843,395 | 4,734,178 | 1,890,783 | 66.5 |
| | | | | | |

NOTE:

1972 Couples Missions, with 517 gifts, showed an aggregate 44.2% gain. 1972 Men's Missions, with 183 gifts, showed an aggregate 62.5% gain.

C. GIFT RANGE ANALYSIS

| 1971 Gift Range | Number | Average Gain | % Gain |
|-----------------|-------------|--------------|--------|
| \$ 0 - 99 | FRI(112 N I | \$ 1,390 | * |
| 100 - 249 | 77 | 450 | ** |
| 250 - 499 | 69 | 700 | ** |
| 500 - 999 | 113 | 1,330 | 300% |
| 1,000 - 2,499 | 184 | 1,180 | 79% |
| 2,500 - 4,999 | 94 | 1,970 | 61% |
| 5,000 - 9,999 | 79 | 1,750 | 31% |
| 10,000 - 24,999 | 36 | 5,160 | 38% |
| 25,000 - 49,999 | 15 . | 7,540 | 25% |
| 50,000 and up | 20, 3 | 25,000 | 22% |

^{* -} Since most participants in this range were non-givers in 1971, the percentage gain is not a viable yardstick.

......

^{** -} Since most participants in these ranges were minimum givers, the percentage gain was disproportunate and not a usable index.

II. RECOMMENDATIONS FOR 1973

A review of the above figures and supplementary reports on Operation Israel 1972 produced a consensus among Chairman Louis S. Goldman, Co-Chairman Gerald S. Colburn and UJA management staff concerned with the mission program on the following recommendations:

That community mini-missions for big givers, patterned on this season's Baltimore mission, be introduced into the overall Mission program and actively promoted by the Campaign Department as a major campaign tool;

That recruitment of a full roster of National Chairmen as Operation Israel Mission Chairmen be pursued and completed as early in the calendar year as possible;

That the 1973 Operation Israel schedule be largely for couples;

That some sort of minimum gift be established as qualification for participants on Operation Israel, possibly based on the cost of the mission, or on the most favorable gift range revealed by analysis.

That - since it has been difficult to fill flights during the months of December and February - Operation Israel missions be scheduled primarily in November and January.

That the size of Operation Israel missions be limited, possibly to one planeload, or to a maximum of six buses.

March 1, 1972

DM:MS

VISITORS TO ISRAEL - JULY 1, 1971 - JUNE 30, 1972

| To Date: | | | |
|--------------------------------------|---------------------|-------------------|-------|
| University Students Summer Mission | 69 | | |
| Operation Joshua* | 2,100 | | |
| Young Leadership Missions (2) | 142 | | |
| Prime Minister's Mission | 204 | | |
| Public Relations Mission | 19 | | |
| Study Conference | 313 | | |
| Newspapermen's Mission (3) | JEWIS ₄₂ | | |
| Operation Israel | 1,429 | | |
| Student Campaign Chairmen | 86 | | |
| Community Missions (11) | 358 | | |
| Estimated individual visitors** | 3,000 | Total to date: | 7,761 |
| Projected March - June | | | |
| Estimated # on 11 community missions | 322 | | |
| Estimated individual visitors** | 1,000 | Projected: | 1,322 |
| 103 | 100 | Projected total . | 9,083 |

^{*3,641} tickets were sold for Operation Joshua, and many of the 2100 participated more than once.

^{**}Figures on individual visitors are readily available only on a calendar year basis. Figures used here are based on a pro-rated 4,000 estimate (lower than the total for calendar 1971 but higher than the preceding four years, and higher than the five year average).

OPERATION UPGRADE

INTERIM STATUS REPORT

as of

March 2, 1972

As of March 2, 1972, Operation Upgrade has already been used by, or scheduled with hard dates for, thirty communities. A breakdown by community and total number of days scheduled is shown below:

| Community | Total # of Days |
|------------------|-----------------|
| | |
| Albany | 3 |
| Birmingham | 4 |
| Boston | 5 |
| Buffalo | 4 |
| Canton | 2 |
| Columbus | 25 |
| Dallas | 1 |
| Des Moines | 4 |
| Essex County | 3/1 |
| Flint | 4 |
| Greensboro | 5 |
| Hollywood | 8 |
| Houston | 4 |
| Kansas City | 4 |
| Los Angeles | 20 |
| Louisville | 2 |
| Miami | 21 |
| New Orleans | 2 |
| Philadelphia | 8 |
| Phoenix | 5 |
| Pittsburgh | 6 |
| Rochester | 5 |
| San Francisco | 2 |
| Scranton | 8 |
| Springfield | 5 |
| Stamford | 6 |
| Toledo | 4 |
| Washington, D.C. | 5 |
| Wilkes-Barre | 2 |
| Wilmington | 3 |

OPERATION UPGRADE

TOTAL RESULTS REPORTED AS OF 3/2/72

| Community | # of Prospects See | # Closed n To Date | 1971 Value | 1972 Value |
|----------------|-----------------------|-----------------------|------------|-------------|
| Albany | 13 | 7 | \$ 63,700 | \$ 85,400 |
| Birmingham | 4 | 1 | 2,750 | 3,000 |
| Buffalo | 23 | 14 | 172,900 | 206,500 |
| Canton | 13 | 8 | 8,400 | 11,250 |
| Columbus | 77 | 41 | 88,150 | 103,150 |
| Dallas | 6 | 3 | 1,925 | 2,525 |
| Des Moines | 3 | 1 11 1/ | 750 | 1,000 |
| Flint | 14 | 10 | 31,000 | 37,000 |
| Greensboro | 20 | 8 | 64,950 | 60,369 |
| Hollywood | 23 | 18 | 51,800 | 60,125 |
| Houston | 13 | 5 | 8,750 | 20,500 |
| Kansas City | 12 | 9 | 16,450 | 20,400 |
| Miami | 58 | 34 | 117,225 | 209,150 |
| Philadelphia | 27 | 13 | 60,700 | 90,700 |
| Phoenix | 22 | , 21 | 14,900 | 26,450 |
| Rochester | 30 | 24 | 88,025 | 121,900 |
| San Francisco | 8 | 2 | 6,000 | 7,000 |
| Scranton | 47 | 25 | 73,850 | 92,100 |
| Stamford | 24 | 21 | 33,250 | 67,100 |
| Toledo | 19 | 5 . | 10,500 | 13,700 |
| Washington, DX | CARTERIO | 16 | 25,250 | 41,650 |
| Wilmington | 15 | 12 | 36,000 | 57,750 |
| Totals: | 496 | 298 | \$ 977,225 | \$1,338,719 |

Percent of Increase:

Total Period: 38.8

Initial Phase: 10/11/71-1/1/72 - 48.5

January '72: 48

February '72: 20 UNITED JEWISH APPEAL, INC. 1290 AVENUE OF THE AMERICAS NEW YORK, NEW YORK 10019



MEMORANDUM

April 28, 1972

CONFIDENTIAL

To: UJA National Officers

Re: Notes on National Officers Meeting, April 17, 1972, at the UJA office in New York City. Mr. Paul Zuckerman presided.

The following Officers were present:

Albert B. Adelman
Irving Bernstein
Melvyn H. Bloom
Gerald S. Colburn
Melvin Dubinsky
Sidney M. Edelstein
Rabbi Joseph Ehrenkranz
Larry M. Frank
Edward Ginsberg
Louis S. Goldman
Samuel L. Haber
Joseph H. Kanter
Donald H. Klein

Morris L. Levinson
Joseph Meyerhoff
Samuel H. Miller
Martin Peppercorn
Bert Rabinowitz
Mrs. Bernard Schaenen
Mrs. Burt J. Siris
Leonard R. Strelitz
Marc Tabatchnik
Jack D. Weiler
Philip Zinman
Paul Zuckerman

The following were not able to be present:

Donald H. Benjamin Max M. Fisher Herbert A. Friedman Charles Ginsberg, Jr. Bram Goldsmith Alexander Grass Gottlieb Hammer

Mr. Zuckerman expressed gratification with the response to the call for this important meeting.

IMMIGRATION Mr. Zuckerman reported the surge of Soviet Jews into Israel in the current month was surpassing January's rate of almost 100 a day. During the first 14 days of April, 1,490 entered the country. Jewish Agency immigration authorities were reported as expecting that the figures for the rest of April and for all of May will continue at the current rate. The projection of 30,000 immigrants from Russia this year within an overall influx of 70,000 seems to them as sound as ever. The scope of the absorption task facing Israel's people - and, therefore, of the UJA 1972 campaign and cash drive to meet the human needs behind those figures - remains undiminished.

ISRAEL OFFICE Mr. Zuckerman reported that, when the current Israel office was set up, it was agreed to review its operation at the end of a year to determine whether it should be continued or changed. He and Mr. Ginsberg pointed out that, when Mr. Friedman left to reside in Israel last June, it was understood he would have the right to return to his office in the United States if he so desired. However, he has opted to remain in Israel. Therefore, after consultation between Mr. Friedman and, respectively, Mr. Zuckerman, UJA General Chairman; Mr. Ginsberg, JDC General Chairman; Mr. Dubinsky, UIA General Chairman; and Mr. Fisher, UJA Finance Committee Chairman — the following was agreed upon:

Mr. Friedman has agreed to a change in position, and will henceforth be designated by the corporate title of Executive Vice-President. He has indicated his preference to remain with the UJA in his new capacity for three years to permit vesting in his pension. Throughout this time, he will continue to present ideas for the UJA's operations, solicit gifts in Israel as well as assist with Operation Israel and other UJA missions, and help in the United States at significant points in the campaign.

Rabbi Matthew Simon, the Staff Assistant in Israel, and Mrs. Shirley Stellman, the secretary, have been offered the choice of continuing employment in the United States or of making other arrangements for themselves if they wish to remain in Israel.

CAMPAIGN REPORT Mr. Zuckerman reported that the 1972 campaign was running about \$40,660,000 ahead of last year, with a total of \$200,586,230 raised to date, compared to \$159,925,000 in last year's values. He commended the UJA Officers for an outstanding job of team work so far in helping to produce and maintain this campaign increase. Approximately \$180,000,000 in last year's values remain urpledged. Computer projection indicates the 1972 campaign will conclude between \$25,000,000 and \$35,000,000 ahead of last year. Mr. Zuckerman urged trying "to beat the computer" by undiminished efforts on the part of everyone.

It was further reported that the 1971 gross campaign raised \$339,426,000, of which \$249,700,000 was UJA's share including \$90,700,000 from the regular campaign and \$159,000,000 from the Emergency Fund.

REGIONAL STRUCTURE Mr. Miller pointed out that, within the UJA's Regional Structure, ten regional meetings were held thus far in the 1972 campaign: Virginia and the Carolinas; two in the Tri-State Area; the South; Ohio; the Pacific Southwest; Massachusetts and Rhode Island; New Jersey; the Southwest, and Connecticut. These meetings were reported to have provided exceptional opportunities for "cross-pollination". The leadership of local campaigns obtained up-to-date data on 1972 campaign needs, discussed and resolved problems together, and made arrangements for help from outside leadership in problem communities and with recalcitrant contributors. The Regional Leadership concept was evaluated as most productive and meriting expansion.

Mr. Miller observed, however, that this activity is not completely erasing a certain feeling of remoteness in local communities from the New York centered national UJA organization. He suggested it might be helpful if Officers and/or Executive Committee meetings in future were scheduled in different cities around the country to which top local leaders in each host city would be invited. An alternative proposal was made to ask such leaders to participate in these meetings in New York if scheduling them elsewhere seemed inadvisable. Mrs. Siris said local women leaders had participated in a couple of National Women's Division leadership meetings this year with very good effect.

Several of the Officers indicated their view that this group and the Executive Committee must be able to have frank and intimate deliberations, sometimes involving sensitive matters, and that the presence of others would have an inhibitory effect. It was recalled that two years ago an Executive Committee meeting was held in Palm Springs so that for two or three days thereafter Committee members might assist in various West Coast communities which had campaign problems at the time. A similar procedure was suggested for other areas where there are special problems. Mr. Bernstein noted that a national leadership meeting presently was being projected for February of next year in Florida, where the leaders would be asked to stay on a few days in order to help solicit vacationing contributors.

Additional proposals included scheduling more expanded National Campaign Cabinet meetings, and arranging more regional meetings with greater national leadership participation. Mr. Zuckerman said that considerable effort was already being expended this year, and with substantial success, to make closer the relation between the national UJA and the communities. In particular, Mr. Bernstein has been traveling extensively to meet with community executives as well as otherwise communicating regularly with them. It was agreed that continued consideration should be given to all the proposals made for achieving even greater closeness.

CAMPAIGN REPORT (Cont'd) Mr. Bernstein pointed out that, of last year's \$10,000-and-over gifts, 2,343 were already "in" for 1972, and 1,873 were outstanding. The latter represented about \$66,000,000 in last year's values. Therefore, obtaining the outstanding gifts in this category must be given foremost consideration in further 1972 campaign efforts. In addition, Mr. Zuckerman noted that campaigns had not yet started in 12 of the larger communities as well as 323 smaller ones, and "a huge amount of work lies ahead of us" in this area.

Of the \$10,000 minimum gifts still to be obtained, it was reported, 502 are outstanding in New York City, 81 in Chicago and 178 in Los Angeles. Mr. Bernstein observed that much of the success in the remainder of the campaign depends on the effectiveness of further efforts in these three cities. He said that Los Angeles has been particularly understanding with regard to the utilization of national level assistance. The working relationship between Chicago and the national UJA is now considerably greater than last year, but there remains substantial room for expansion. New York City continues to seem to prefer to conduct most of its campaign solicitations independently. Mr. Levinson and Mrs. Siris offered to try to obtain further acceptance in New York of their own views that national leaders could be exceptionally helpful in their city's campaign, and should be utilized more extensively. It was pointed out that the approach to Chicago so far has generally been on a professional-to-professional basis, and Mr. Adelman was requested to try to expand relations in contacts with Chicago lay leadership.

Mr. Adelman reported that 50 of the 90 gifts made last year in the \$50,000 minimum category remain outstanding. The 40 gifts which have been received total \$4,170,000 for 1972, and they produced \$3,325,000 last year. It was indicated that national leadership assignments have been made with regard to the outstanding gifts in this category, and they should be "solidified" in the next 30 days. Shifts in present solicitation arrangements will be made in instances where a particular leader might be able to exert "more leverage" on a contributor than the solicitor now assigned. In addition, some resolicitation will be made of gifts already obtained which seem inadequate. Mr. Zuckerman called upon the Officers to make themselves available to Mr. Adelman in every way possible for this effort.

WOMEN'S DIVISION Mrs. Siris indicated that the present Women's Division campaign is running about 30 per cent ahead of last year, and that the campaign climate continues to seem very positive. Particular attention is being given to establishing a closer rapport between the National Women's Division and the communities, and to increase local concern with women's division activities.

Mrs. Schaenen said that additional help from the UJA male leadership could be very productive in furthering efforts to realize the gift potential of women of independent means (Operation Breakthrough). Research in this area is being expanded, and the Officers were requested to share with the UJA national office any knowledge they might have of women in this category, providing as much background information as possible. Approaches in this area have already demonstrated this Operation can produce substantial additional campaign proceeds.

PROBLEM CITIES Mr. Rabinowitz presented background material on the situation in 15 key cities with special problems involving the resolution of key contributions and cuts in key gifts, as follows: Los Angeles, Hartford, Atlanta, New Orleans, Boston, Lynn, Mass., Flint, Mich., Teaneck, N.J., Albany, N.Y., Greensboro, N.C., Cleveland, Toledo, Allentown, Harrisburg and Charleston, S.C. The majority of these communities were discussed in some detail and particular Officers agreed to visit them in order to help in the resolution of their problems. The Officers were asked to take with them informational material provided on the problem cities and to consider individually in the next few days where they might be of additional help.

SPECIAL PROJECTS After reporting on the very successful Florida Operation Jet of February 8-9 at the March 3 UJA Executive Committee meeting, Mr. Strelitz had advised that similar operations were planned in a number of other areas as part of the overall efforts of Operation Breakthrough. At the present meeting he requested and received offers to participate in Mississippi Operation Jet, involving three potential big gifts; New York Operation Limo (Rockland County) -- five prospects; Upstate New York Operation Jet -- five prospects; and Connecticut Operation Limo -- four prospects.

Mr. Strelitz recommended that means be sought to establish regular contacts throughout the year with these and other outlying communities visited in Operation Breakthrough. Mr. Bernstein said that recent reorganization by Mr. Peppercorn of the UJA field supervisors' responsibilities, involving increased community visits, was intended in part to achieve this as well as other aims. The field staff will be expected to set up more lay leadership contacts with the communities as well as visiting them on their own. It was additionally proposed to arrange two or three meetings annually for new and potential big givers in small communities with top level Israelis and UJA leaders.

CASH REPORT Dr. Edelstein reported that, as of April 14, the UJA had received a total of \$49,379,923 in cash for 1972, compared to \$45,522,025 raised over the comparable period last year. He commented that the increase of about \$4,000,000 over 1971 in cash collected to date this year "does not really represent progress". Cash collections in the present month were behind the comparable period last year, totaling \$5,812,704 for the first two weeks in April against \$7,586,100 for April 1-14 of last year. This continued a trend that started in March, when \$10,388,378 was received compared to the \$12,907,948 realized in March, 1971. The lag in March was attributed to contributors' holding on to money in response to the stock market situation, and the intense community pledge campaigns in that month with decreased attention to cash collection.

It was noted that, as of April 14, accounts receivable for 1971 and all prior years totaled \$111,441,470. The bulk of this amount -- 76 per cent -- is outstanding in the major (Headquarter) communities, and an additional 20% is in the cities of next largest size. Dr. Edelstein outlined a "plan of action" for collecting cash from key sources in these cities, as follows:

Contacts by Officers with 12 of the major cities to set up six-to-twelve men community cash collection teams in order to obtain cash from \$25,000-and-over contributors. Dr. Edelstein will subsequently meet with these teams, and he as well as other officers who offer to do so will work with them in their local cash collection efforts.

Similar approaches — involving Executive Committee members as well as Officers — in cities of the next largest size, in order to obtain cash from contributors of \$10,000-and-over.

The period in June marking the anniversary of the Six Day War has been set as the target date for the mid-year collection effort, and those six days should be utilized for particularly intensive cash drives. Dr. Edelstein said that to reach the required cash goal by the end of the year requires giving the highest priority to cash collection for the remainder of the campaign, and proposed that this be given a top place on the agenda of all subsequent Officers and Executive Committee meetings. He noted there was evidence that unpaid past pledges were already a restrictive factor in obtaining \$10,000-and-over 1972 gifts, and they could be a particularly severe impediment to new and increased pledges next year.

It was indicated that, because of the particular significance of exemplary action by national leaders, Officers and Executive Committee members with outstanding gifts will be further consulted about working out procedures for rapid payment. Mr. Zuckerman expressed his confidence that the Officers would work with Dr. Edelstein in his leadership of the cash drive as zealously as they were doing in the pledge campaign, and that the drive would be successful.

OPERATION CLOSE-UP Mr. Bloom, UJA Public Relations Director, demonstrated a device in the form of a suitcase which presents a small screen when opened upon which sound films may be projected. Short campaign films featuring Israeli and other dignitaries would be utilized for the film cartridges, and a message from a local leader can be conveniently added for particular communities. It can be carried to a contributor's office and used as part of an individual gift solicitation. The Officers agreed the device should be tested in a selected community, and that it might prove an effective additional campaign technique.

1973 CAMPAIGN PLANNING Mr. Zuckerman pointed out that 1973 campaign planning would have to be considered in detail at the Executive Committee Retreat in Williamsburg, Va. June 8-11 which he expected all the Officers would attend. He advised that Jewish Agency Chairman Louis Pincus and Simcha Dinitz, Director-General of the Israeli Prime Minister's office, would participate, as well as a specialist on the subject of Soviet Jewry.

Mr. Bernstein said that the Retreat has become an important occasion for "looking back and looking forward", and represents the first step in the subsequent year's campaign. With Israel's 25th Anniversary occuring next year, much of the campaign will give emphasis to that event. It was indicated that 1973 planning will have to take into consideration Israel's 25th Anniversary and to include built-in flexibility, as it will necessarily be based on various anticipated elements in the overseas situation which may be somewhat altered in the actual event. Mr. Bernstein cited the example of the increase in Soviet Jewish immigration starting last December which changed the complexion of the current campaign. He outlined some of the possible highlights of the 1973 campaign as follows:

The Prime Minister's Mission in August, 1972 which this year will give even greater consideration to the gift potentiality of participants and be reduced in size.

Presentation of the proposed 1973 campaign goal at the CJFWF meeting in September, followed by quota-setting community meetings.

Utilization of late September and all of October to "sell" quotas to communities with the participation of strong overseas and national leadership.

The Study Conference in Israel for \$20,000 minimum contributors, October 2-9.

Israel's TV satellite, going into operation this summer, will make possible live telecast from Israel, and such a telecast to major American communities might be considered for November.

The UJA Annual Conference in December.

Mr. Bernstein further suggested the possibility of trying to arrange for the United States President-elect to address the UJA \$50,000 minimum gift Inaugural Meeting, and holding the Meeting in Washington a week prior to the Annual Conference if this could be worked out.

OPERATION ISRAEL Mr. Goldman reported that, building upon an experience of overwhelming success with top level community groups going to Israel for only two to four days, following an itinerary modeled after the Prime Minister's Mission, heavy emphasis will be placed within the 1973 Operation Israel framework on expanding and developing this concept. Baltimore, Union County, the State of Virginia, and Hartford used this concept very effectively in the 1972 campaign. There will be concentration upon Couples Missions, limited to 200 participants (100 couples) with a minimum gift pegged at the cost of the mission. The schedule will begin earlier in the campaign year, running primarily in October, November, and January, which were the peak months for participants during the last few years, and also

are the months in which results can be most influential to community campaign success. There will be six couples flights, two flights for "Men only", and two for women.

It was noted new itineraries are being worked out, involving less busing back and forth between areas in Israel. Couples missions will be departing from New York on Thursday evening, and returning the following Sunday evening - a ten-day stay. This schedule will allow every Couples mission to spend three nights in Jerusalem, one night at a kibbutz, and five nights in Tel Aviv. It will also include -- all in the first days of the trip -- Friday night at the Western Wall, a Saturday reception with the President of Israel, a dinner with a Cabinet minister at the Knesset, a visit to an Absorption Center to meet Russian Jews, visits to the Yad Vashem and the Military Cemetery, and tour of the Old City. The full proposed Operation Israel itineraries will be mailed out for consideration of the UJA leadership prior to the Williamsburg Retreat. Mr. Goldman said that commitments by the Officers to lead Operation Israel trips will be sought before the summer. He observed the key to the success of the program is having high level national leadership firmly committed to head each group, and to have this commitment soon enough so that leaders involved can participate in early planning.

Mr. Goldman praised the work of his co-Chairman Mr. Colburn, and pointed out that for 1973 he would take responsibility for the cameo missions while Mr. Colburn would concentrate on Operation Israel.

With regard to the handling of all UJA overseas trips, it was pointed out the following staff changes have been made:

Donald H. Klein, Assistant Executive Vice-Chairman, will have overall responsibility for our overseas programs.

Herman E. Rosen, Associate National Campaign Director, will be in charge of all aspects of recruitment for missions.

Miss Gitl Bialer will handle the Operation Israel and group missions desk.

Mrs. Ruth Cohen will be handling individual travel.

ISRAEL EDUCATION FUND Mr. Zinman observed that Israel Education Fund activites had been limited thus far this year to give priority to big gift solicitation in the campaign. However, an intensive effort was planned to start May 1. He requested the Officers to advise of potential large scale contributors to the building of Israel educational institutions, as well as to help in setting up appointments with such individuals and participating in meetings with them if possible. Mr. Zinman said four gifts already had been received toward the community center to be built in honor of Mrs. Pinhas Sapir, and all ten of the gifts required to achieve the sum of \$1,100,000 were expected to be announced by the end of the month.

ISRAEL HOUSING Mr. Weiler, who had just returned from Israel, reported briefly on the meetings concerning Israel's housing problems in which he had participated. He said the meetings had included the participation of the Finance Minister as well as the Minister of Housing and other top leaders in the Housing Ministry. Mr. Weiler declared that a staff was being organized, funded by the Jewish Agency and the Ministry, to follow-through on the approaches to the problems proposed at the

meetings -- and that he expected substantial positive results will be demonstrated within the year. It was noted that a particular difficulty with regard to expanding construction was a shortage of labor, but that even so, on a per capita basis Israel was the second largest producer of housing units in the world.

CONTINGENCY PLAN Copies of the National UJA Contingency Plan to go into effect in the event of renewed warfare or a declared emergency in the Middle East were distributed at the meeting. It was pointed out the plan, for seven days of intensive and expanding nation-wide activity, had been developed by representatives of national lay leadership and the UJA Executive Staff. The Officers were asked to take the Plan with them to read and analyze, and to advise the national office of any changes or additions they would like to propose. Mr. Zuckerman expressed the hope that it would never have to be implemented.

* * *

Appreciation was expressed to the Officers for attending, and the meeting was adjourned.

ARCHIVES

Irving Bernstein

Executive Vice-Chairman

Paul Zuckerman

General Chairman



United Jewish Appeal

1290 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10019 © PLAZA 7-1500 © CABLE ADDRESS: UJAPPEAL, NEW YORK

*PAUL ZUCKERMAN

*JACK D. WEILER, JOC

"ALBERT 8. ADELMAN

*GERALD S. COLBURN

SIONEY M. EDELSTEIN *LARRY M. FRANK

*CHARLES GINSBERG. JR.

*LOUIS S. GOLDMAN

*BRAM GOLDSMITH

*ALEXANDER GRASS

* JOSEPH H. KANTER

MORRIS L LEVINSON *SAMUEL H. MILLER

BERT RABINOWITZ

*LEONARD R. STRELITZ

nar Women's Division

Chairman *MRS. BURT J. SIRIS

Israel Education Fund

*PHILIP ZINMAN

Young Leadership Cabinet

*DONALD H. BENJAMIN

Raddinical Advisory Council

*JOSEPH H. EHRENKRANZ

Executive Vice Channan

"HERBERT A. FRIEDMAN

Erecutive Vice Chairman

"IRVING BERNSTEIN

*MARTIN PEPPERCORN

DONALD H. KLEIN

Evecutive Committee in formation

August 1, 1972

Rabbi Herbert A. Friedman c/o Jewish Agency P.O. Box 92 JERUSALEM, ISRAEL

Dear Rabbi Friedman:

UJA has received a gift from Neil J. Norry of an undivided one-half interest in approximately 57 acres of undeveloped real property located in Webster, New York.

Through the good offices of Neil and his father, Irving Norry, UJA has the opportunity to sell its interest in the property together with the interest of the owner of the other one-half, to Willfree, Inc. at a purchase price of \$7,000 per acre, a gross sales price of \$399,000.

To effect such sale, approval of the Board of Directors of UJA is necessary. Rather than call a special meeting of the Board solely for this item, approval is being requested from all Board members by means of a waiver of notice of the meeting and ratification by each member of the minutes of the meeting herein enclosed.

Please sign the enclosed waiver of notice of Special Meeting of the Board of Directors and Ratification where indicated and return same to Herbert Rosenstein.

President

SJS:EG:me Encs.

*EDWARD GINSBERG

*MRS. BERNARD SCHAENEN

MORRIS W. BERINSTEIN

*MAX M. FISHER *JOSEPH MEYERHOFF

*WILLIAM ROSENWALD *EDWARD M. M. WARBURG

onorary National Chairmen
*BERNARD H. BARNETT

"ISADORE BRESLAU

*JACOB FELDMAN *ISRAEL D. FINK

MERRILL L. HASSENFELD

JOSEPH HOLTZMAN

*ALBERT PARKER *LAWRENCE SCHACH?

JOSEPH D. SHANE

*DEWEY D. STONE

BENJAMIN H. SWIG

DOSEPH M. MAZER SAMUEL RUBIN

JOSEPH I. LUBIN

LOUIS D. STERN "SAMUEL L. HABER

GOTTLIEB HAMMER

"Wereder, Executive Commits

MINUTES OF SPECIAL MEETING OF BOARD OF DIRECTORS OF UNITED JEWISH APPEAL, INC.

The Board of Directors of United Jewish Appeal, Inc. held a special meeting at 1290 Avenue of the Americas, New York, New York on August 1, 1972 at 10:00 a.m.

The following members of the Board were marked present being all of the members of the Board of Directors:

Louis Broido
Edward Ginsberg
Emanuel Goldberg
Monroe Goldwater
Samuel Haber
Joseph I. Lubin
Albert Parker
William Rosenwald
Joseph J. Schwartz
Edward M. M. Warburg
Jack D. Weiler

4 ...

Irving Bernstein
Isadore Breslau
Melvin Dubinsky
Jacob Feldman
Max M. Fisher
Herbert A. Friedman
Gottlieb Hammer
Mrs. Mortimer Jacobson
Joseph Meyerhoff
Emanuel Neumann
Paul Zuckerman

The Executive Vice President of the Corporation reported to the meeting that the Corporation has received a gift from Neil Norry of an undivided one-half (1/2) interest in approximately fifty-seven (57) acres of real property located in the Town of Webster, Monroe County, New York. The Corporation has an opportunity to sell its interest together with the interest of the owner of the other undivided one-half (1/2) interest at the price of \$7,000 per acre to Willfree, Inc. Approval of such sale by the Board of Directors of the Corporation is necessary.

After discussion, upon motion duly made, seconded and carried, it was

RESOLVED, that this corporation be and it hereby is authorized and directed to sell its undivided one-half (1/2) interest in certain real property located in the Town of Webster, Monroe County, New York, received by it as a gift from Neil J. Norry, more particularly described in Deed from Neil J. Norry dated June 5, 1972, for the price of \$7,000 per acre for approximately 57 acres (which said sum per acre includes the interests of both this corporation and the interest of Jacob Grossman, owner of the other one-half interest in said property) in accordance with the terms and conditions of purchase offer dated June 27, 1972 entered into between United Jewish Appeal, Inc. and said Jacob Grossman, as Sellers, and Willfree, Inc., as Purchaser; and it was further

RESOLVED, that the execution of the said purchase offer dated June 27, 1972 by Irving Bernstein and Samuel Haber on behalf of this corporation be, and the same hereby is, ratified, confirmed and approved; and it was further

RESOLVED, that any one of the following officers of the corporation, to wit: the President, Treasurer, Secretary or the Executive Vice President be, and he hereby is authorized to take all proceedings to execute, acknowledge and deliver such papers, documents and instruments and do all things which may, in his judgment, be necessary and proper in connection with said sale and to carry out the purpose and intent of this resolution; and it was further

RESOLVED, that any officer of this corporation be, and he hereby is, authorized to certify this resolution.

There being no further business to come before the Board, the meeting was, upon motion, duly adjourned.

Respectfully submitted,

AMERICAN JEWISH
ARCHIVES

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

MEMORANDUM

September 29, 1972

CONFIDENTIAL

Joseph M. Mazer

Ernest W. Michel

To: UJA Executive Committee

Re: Notes on UJA Executive Committee meeting, September 22, 1972, at the Plaza

Hotel in New York. Mr. Paul Zuckerman presided.

The following were present:

Albert B. Adelman Frank Beckerman Donald H. Benjamin Charles J. Bensley Irving Bernstein Philip Bernstein Melvyn H. Bloom Larry M. Frank Alexander Grass Samuel L. Haber Gottlieb Hammer Merrill L. Hassenfeld Donald H. Klein Frank Lautenberg Nehemiah Levanon, Chief of Soviet Desk, Israel Prime Minister's Office

Martin Peppercorn Raymond G. Perelman Charles Rutenberg Alan Sagner Edward Sanders Robert M. Schrayer Philip S. Seltzer Arant H. Sherman Mrs. Burt J. Siris Dewey D. Stone Joseph H. Strelitz Marc Tabatchnik Herbert Tenzer Laurence A. Tisch Jack D. Weiler Gordon Zacks Philip Zinman Paul Zuckerman

Mr. Zuckerman expressed pleasure at the presence of Mr. Weiler and Mr. Stone, as well as praise for their long and outstanding leadership in the United Jewish Appeal. He announced Mr. Lautenberg's appointment as a UJA National Chairman, and welcomed Mr. Rutenberg and Mr. Tenzer, who were attending their first meeting of the Executive Committee.

The present meeting was described as, in effect, the first of the 1973 UJA campaign. Mr. Zuckerman noted it was especially relevant at this time to have the participation of Mr. Nehemiah Levanon, head of the Soviet Desk in the office of Israel's Prime Minister, and the authority on Soviet Jewry.

REPORT ON SOVIET JEWRY Mr. Levanon spoke in large part off-the-record both in his presentation and responses to questions. He reviewed the large exit visa fees which the Soviet Union imposed on academicians wishing to emigrate to Israel. Continued strong international pressure is being developed hopefully to influence the U.S.S.R. to withdraw these inhuman and shocking demands.

Mr. Levanon stressed that immigration of Jews to Israel from the Soviet Union, as well as elsewhere, is continuing at a high rate and will even be greater in 1973. Over 21,000 Russian Jews had entered Israel since the start of 1972, and a total of 30 to 35,000 such immigrants were expected by the end of the year. There are currently in the Soviet Union about 85,000 Jews who have applied for permission to emigrate, and by year's end their number should be close to 100,000. It was noted that recent events have reflected the chagrin of Soviet authorities at the increasing and (to the authorities) unexpected numbers of Jewish intellectuals and "top members of Soviet society" who have been applying for exit permits this year, as well as the large numbers of other highly skilled people doing so. Since May the Soviet Union has been jamming Israeli radio broadcasts. Arrests of Jews on various pretexts were stepped up. As a final step in the efforts to stop emigration, the policy of exorbitant exit fees for academic people was instituted.

The basic exit fee of \$1000 per person still remains in effect. The new fees for academics are beyond the resources of almost all those they affect. In most cases, intellectuals who are heads of families have educated wives and children for whom such fees also have to be paid. It is the Israeli point of view that the aim of these fees is not entirely to "make money", but to prevent people of the calibre involved from leaving the Soviet Union. The feeling is that if this demand is given into, then the Soviet Union will resort to something else even more unreasonable and harsh.

It was pointed out that academic people represent no more than 20 per cent of all Soviet Jews wishing to emigrate, and the number of non-academic emigrants is also increasing. Therefore, the total number of Russian immigrants will be greater in 1973 than in 1972. Mr. Levanon expressed his confidence that by continuing concerted action, and through the mobilization of our "united strength" we will eventually secure the release of all Soviet Jews who want to come out and overcome the other challenges — economic and political — which now confront Israel and the Jewish people.

1972 CAMPAIGN REPORT Mr. Zuckerman pointed out the 1972 campaign is expected to conclude with the greatest sum raised in UJA history. Among its highlights are the 17 contributions of one million dollars or over. He said the entire UJA national leadership can take pride in the campaign results achieved.

Mr. Irving Bernstein reported that a total of \$321,000,000 had been raised as of this date, compared to \$277,000,000 in last year's values. "Cards" still remaining to be pledged represent \$58,000,000 in 1971 values. Of this amount, \$11,000,000 is in fall campaign communities, and \$37,000,000 in the largest or "headquarter" communities. In fact, some \$34,000,000 is in three cities — New York, Los Angeles and Chicago.

Last year the gross total raised in all communities was \$339,000,000. For all of 1972, Mr. Bernstein said, this total can come to "anywhere between \$360 - \$370,000,000, depending on the results achieved with the outstanding cards. Depending on the gross total, the UJA allotment out of the campaign results will be between \$15 - \$25,000,000 greater than last year.

CASH REPORT Mr. Bernstein observed that the most cash received to date in any one year was the sum of \$233,000,000 in 1967. This year more than that amount will be collected. The needs of Israel and our communities require that it be done. In addition, if we fail to do so, the large accounts receivable sums remaining at the end of this year could have an inhibitory effect on the 1973 campaign.

It was reported that \$146,000,000 would be received by the end of September for all of 1972 thus far — about \$10,000,000 more than the amount received over the same period last year. In all of 1971 a total of \$212,500,000 in cash was produced. The 1972 total will be greater than that, and to achieve the necessary results, between \$90 - \$100,000,000 must be raised between October 1 and December 31, 1972. This accomplishment will require giving top priority to the cash effort, and fully using all resources available in the UJA. The Executive Committee members were urged to give considerable time and effort to the cash drive in the three months ahead.

Mr. Zuckerman praised Dr. Sidney Edelstein for his efforts as National Cash Chairman, and reported that Dr. Edelstein was giving up the Cash Chairmanship to work in other areas of the campaign. Mr. Zuckerman then indicated that he had asked Mr. Colburn of Milwaukee, who was not able to be present at this meeting, to take the Cash Chairmanship for 1973. Mr. Zuckerman expressed his hope that Mr. Colburn would come with a cash plan for the 1973 campaign to be presented at the next Executive Committee meeting.

PRIME MINISTER'S MISSION Mr. Zuckerman described the recent Prime Minister's Mission as one of the most successful ever held, and indicated the results were evidence of understanding that more money must be raised in 1973 than in 1972. The 132 gifts that were made totaled \$14,355,000, as compared to \$11,600,000 in 1972 values. This Mission also resulted in the first \$2,000,000 contribution in UJA history. There were 43 gifts not announced in Israel; three of these have since been pledged, each of them at a substantial increase.

Mr. Peppercorn said UJA national leaders who had responsibility for the remaining unpledged gifts were being asked to contact the people involved and resolicit them in the next few days.

CJFWF RESOLUTION Mr. Philip Bernstein, reporting on the Council of Jewish Federations and Welfare Funds Committee and Board meetings September 13 - 16, observed there was a record-setting attendance of over 300 campaign chairmen, federation presidents and executive directors. Mr. Max Fisher presented the overseas needs for 1973 to this group; Mr. Zuckerman gave an account of the Prime Minister's Mission and presented for consideration an overall 1973 campaign goal; Mr. Levanon reported on Soviet Jewish immigration; and Mr. Sheldon Guren discussed what would have to be done in 1973 in terms of community fund-raising. The CJFWF Board of Directors adopted a resolution which included the following:

"The human needs to be met by Jewish Federation and Welfare Funds of the United States and Canada in 1973 are the greatest we have ever faced.

"The requirements for immigration and absorption, for housing, health, welfare, education and higher education, youth care, agricultural settlement in Israel will total \$785 million. Our share of that responsibility will be to provide \$505 million from North America.

"Our vital needs here at home for the aged, for the sick and poor, for education and culture, for youth services, for economic and vocational needs, for problems of minority and group relations, for families and children, will add up to at least \$125 million.

"Our total responsibility will be not less than \$630 million. ... Each Federation must assess the full implications of these unmet needs and then seek that goal which will help achieve the greatest response.

"...We are agreed that every community has the capacity to raise more. We are convinced that every community will do better if many more contributors are seen personally and with the same care that has been given to relatively few contributors until now.

"The primacy of these responsibilities must be recognized and reinforced by all organizations and leaders concerned with the priority human needs of Israel and of our communities — in avoiding competitive efforts and in adding their energies and funds to assure the fullest support."

The Board of Directors also adopted a resolution in support of resistance to payment of the Soviet exit fees for intellectuals, and calling on "all fairminded people and upon our government to do everything within their power to obtain the rescinding of this tax". Mr. Bernstein said that the participants at the CJFWF meeting then broke up into small groups for "down-to-earth" discussions of fund-raising in the communities in 1973. He indicated there would be "many more calls" next year for UJA national leadership to visit communities in order to help their campaigns.

QUOTA-SETTING MEETINGS IT was noted that the resolution on 1973 campaigns adopted at the CJFWF meeting has been brought to the attention of communities throughout the country.

Mr. Irving Bernstein pointed out the resolution is being followed up in September, October and early November by meetings in communities throughout the country -- with the participation of UJA lay leadership and staff -- to set local campaign goals. Five such meetings had already been held, with good results indicating confidence that more money can be raised next year.

Mr. Bernstein reported that he and Mr. Peppercorn had visited both Miami and Boston for goal setting meetings, and he praised the professional and lay leadership of both communities for their vision and courage in accepting much larger goals than their achievements of last year, and for their confidence in their ability to reach these goals.

Mr. Bernstein observed that the Olympic tragedy had made a tremendous and continuing impact, and that it was important for the UJA leadership to understand the mood in the American Jewish community and to proceed in a sensitive and constructive way.

STUDY CONFERENCE Mr. Adelman, Chairman of the Study Conference Planning Committee, pointed out the Conference would convene on October 2 in Israel. The two sub-Mission groups would depart on the evening of September 23. Mr. Bert Rabinowitz will be Chairman of the sub-Mission to Iran, and Mr. William Rosenwald will lead the Vienna-Rumania sub-Mission, with Mr. Sanders as co-Chairman. The sub-Mission to Morocco, of which Mr. Sam Miller was Chairman, had to be cancelled because events around the world and specifically in Morocco made this move advisable -- as well as dramatically illustrating the problems Jews face in Morocco. The sub-Mission reports will be delivered to the full Study Conference in Israel on Thursday afternoon, October 5 at the Malben Center.

The Study Conference will have about 300 participants from some 50 communities, representing about 150 gifts. The 1972 value of gifts represented should be approximately \$14,000,000. There will be large contingencies from such major areas as Los Angeles, Washington, D.C., Miami, Chicago, Boston, Detroit, Essex County, Philadelphia and New York City. The large concentrations from these areas will necessitate special efforts geared to each contingent. Several of the cities are planning their own priming meetings, which will lead into the overall Conference caucuses.

Among highlights of the Study Conference itinerary cited by Mr. Adelman were:
Monday — opening dinner with Jewish Agency Chairman Louis Pincus: Tuesday —
"immigrant day", followed by dinner with Deputy Prime Minister Yigdal Allon;
Wednesday — a trip to the Suez Canal, and a reception at the home of Defense
Minister Moshe Dayan; Thursday — JDC Malben Day, with an Israel 25th Anniversary
celebration at the Mann Auditorium that evening; Friday — breakfast with Finance
Minister Pinchas Sapir; Saturday — a special ceremony at Masada; Sunday — a
tour of Jerusalem and lunch at the Knesset with Simcha Dinitz, Director-General
of the Prime Minister's office; Monday — several alternate programs and the
concluding dinner with Prime Minister Golda Meir.

Special receptions, each to be hosted by a UJA National Chairman, are planned for Tuesday evening. This will give solicitors a chance to meet "prospects" socially very early on the trip. Under Mrs. Merrill Hassenfeld's chairmanship there will be a special program for women participants and a women's fund-raising meeting on Friday.

Mr. Adelman said he knew the Executive Committee members participating would cooperate to the utmost to assure the maximum giving from every Conference delegate.

Mr. Zuckerman praised Mr. Adelman for his efforts on behalf of the Study Conference. He indicated that UJA President and JDC Chairman Edward Ginsberg could not be present today because he was still in Israel. Mr. Zuckerman expressed his confidence that Mr. Ginsberg and Mr. Haber, who was present, would plan an exceedingly dramatic and provocative JDC Day during the Study Conference.

"MILLION DOLLAR" MEETING Mr. Zuckerman said he and Mr. Bernstein would meet with representatives of New York City UJA leadership shortly for further planning of the national million dollar minimum gift meeting on November 15 hosted by New York UJA General Chairman William Levitt with the participation of Defense Minister Dayan. The meeting was described as the second most important of the three primary 1973 campaign climate-setting activities, the other two being the Prime Minister's Mission and the Study Conference.

The Executive Committee members were urged to submit more names of potential million dollar minimum contributors to be invited to the meeting, in response to Mr. Zuckerman's letter to them to do so. Mr. Bernstein observed that the leadership's fullest cooperation was required for the success of this pivotal meeting.

FLORIDA PROGRAM As agreed at the Executive Retreat in June, the national UJA will undertake a program in Florida in January and February of 1973 for the first time since 1962.

Mr. Zuckerman indicated that the initial planning for the Florida program had been done by a committee at the Retreat chaired by Mr. Charles Ginsberg, who could not be present at the meeting on September 22. He then called on Mr. Peppercorn who reported that the New York City UJA has continued midwinter activities in Florida, and that Mr. Michel has indicated a cooperative endeavor by national UJA would prove productive. Many top contributors from New York City and other northern communities now have semi-residences in Florida and spend a good deal of their time there. The executive directors of these communities will be consulted with regard to providing lists of their cities' contributors who might be approached in the Florida effort.

The Florida program will include an Executive Committee meeting in Palm Beach, probably on February 18, a \$100,000 minimum gift meeting during that month on Mr. Levitt's yacht, and a combined national — New York City UJA meeting in Palm Beach on February 22. There will be at least one jet operation to cover other communities in Florida outside of Miami Beach and Palm Beach. It was stressed that the effectiveness of the program will depend on the willingness of Executive Committee members to give their time and energies to the endeavor — particularly to the person-to-person solicitations that must be undertaken.

Mr. Hassenfeld suggested that some sort of memorial observance for the murdered Israeli Olympic athletes be considered in connection with the February 22 Palm Beach meeting. Mr. Sanders proposed a special effort in Palm Springs, Calif., be considered for some time in the future.

LEGACY PROGRAM Mr. Zuckerman noted that New York City and many of the federated communities throughout the country have legacy development programs capable of producing considerable contributions through special kinds of gifts and bequests. Mr. Bernstein then explained that as approved at the last meeting of the Executive Committee the UJA has developed a legacy program for the non-federated cities. The program is for the 600 or more such communities with small numbers of Jewish families where there may be real potential for legacies and bequests.

QUEEN ELIZABETH II TOUR Mr. Bernstein noted that a great deal of interest has already been indicated in the mission under UJA auspices on the Queen Elizabeth II at the time of Israel's Independence Day on May 7 — the climax of the 25th Anniversary celebration. The period for the trip will be April 28 - May 13, 1973. The Queen Elizabeth II is expected to have on board for this cruise over 1000 Jews of affluence from the United States and elsewhere, and approaches to them might well prove productive for the 1973 and 1974 campaigns.

STAFF DEVELOPMENTS Mr. Bernstein announced the following developments with regard to the UJA staff:

Public Affairs Director, Ray Levy, is on loan for a year to coordinate the activities of the American Committee for Israel's 25th Anniversary Celebration, established by the Conference of Presidents of Major American Jewish Organizations.

Rabbi Earl Jordan will be director of the UJA Student Program while continuing as Director of the Rabbinical Advisory Council.

Ehud Mouchly is leaving the post of Executive Director of the Israel Education Fund, which he had agreed to undertake for only one year, and Yaacov Avnon, formerly in Israel's diplomatic service, will serve in this capacity.

Samuel Abramson, who has been heading the Student Program, is returning to the Field Department as a special assistant to Mr. Peppercorn.

Zev Baumgold, UJA Labor Zionist Director, recently completed a temporary assignment with JDC in Argentina to aid in remobilizing support for the Jewish educational system, and he performed an outstanding job.

FORTHCOMING MEETING An Executive Committee meeting will be held in New York on Monday, November 20. A national luncheon had been contemplated for that date to bid farewell to Ambassador Itzak Rabin. However, since it was learned he would not leave his post in this country until February, an event with his participation will be scheduled later on at the end of January.

* * *

Mr. Zuckerman stressed that the massive nature of the needs overseas was obvious. At the same time the mood of the American Jewish community was one of understanding and determination. He was confident the UJA Executive Committee would provide the leadership necessary to meet the challenge of raising an even greater sum in 1973 than this year.

Wishing everyone a good New Year, Mr. Zuckerman adjourned the meeting.



Pring Brustzie

Irving Bernstein Executive Vice-Chairman Paul Zuckerman General Chairman

1, Luherman

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



MEMORANDUM

November 30, 1972

CONFIDENTIAL

To: UJA Executive Committee

Re: Notes on UJA Executive Committee meeting, November 20, 1972, Plaza Hotel, New York. Mr. Paul Zuckerman presided.

The following were present:

Albert B. Adelman Leonard D. Bell Donald H. Benjamin Charles J. Bensley Irving Bernstein Melvyn H. Bloom Joel S. Breslau Gerald S. Colburn Joseph H. Ehrenkranz Raymond Epstein Martin Fridovich Charles Ginsberg, Jr. Alexander Grass Samuel L. Haber Gottlieb Hammer Joseph H. Kanter Max H. Karl Frank R. Lautenberg Ben Zion Leuchter Morris L. Levinson

Joseph M. Mazer Ernest W. Michel Samuel H. Miller James H. Nobil Martin Peppercorn Raymond G. Perelman Malcolm M. Rosenberg William Rosenwald Alan Sagner Walter Segaloff Philip S. Seltzer Joseph D. Shane Mrs. Burt J. Siris Dewey D. Stone Joseph H. Strelitz Leonard R. Strelitz Marc Tabatchnik Laurence A. Tisch Jack D. Weiler Paul Zuckerman

At the start of the meeting Mr. Zuckerman asked all those present to stand for a moment in silent tribute to the memories of Louis D. Stern, UJA Treasurer and former President of the CJFWF, and Peter B. Colwin, UJA Associate Campaign Director.

Mr. Zuckerman then introduced Ambassador Ya'acov Avnon, the new Director of the Israel Education Fund.

* * *

COMMITTEE APPROACH Mr. Zuckerman indicated that, in order to implement the committee approach to UJA operations developed at the Executive Committee Retreat in June, Executive Committee members would be asked to serve on one of these committees together with Women's Division leaders and Young Leadership Cabinet members. Executive directors of large cities were also being invited to serve in order to assure that committee activities reflect community and UJA concerns. Mr. Zuckerman noted that the committees formed to date, with their chairmen, were:

Breakthrough -- Leonard R. Strelitz Cash -- Gerald S. Colburn Florida -- Charles Ginsberg, Jr. Missions -- Louis S. Goldman Operation Upgrade -- Leonard D. Bell and James H. Nobil Potential -- Bert Rabinowitz Special Gifts (\$50,000 minimum) - Albert B. Adelman Women of Independent Means -- Mrs. Fannie Schaenen

Additional committees are in the process of formation. The hope was expressed that the committees would assume considerable autonomy and undertake increasingly to develop programs in the areas of their special responsibilities.

1973 CAMPAIGN Mr. Zuckerman pointed out that, after the conclusion of the Study Conference in October, he had been on the West Coast with Israel's Ambassador to to the United Nations, Yosef Tekoah, who was very effective. Ambassador Tekoah offered to meet with significant potential contributors, either individuals or in groups, at UN headquarters during the course of the 1973 campaign.

Mr. Leonard Strelitz reported on a recent meeting in Greensboro, North Carolina, which he had arranged, involving about 55 campaign chairmen and large contributors from Virginia and North and South Carolina. Mr. Strelitz noted that two Russian-Jewish immigrants participated in the meeting which was addressed by Mr. Meshulam Riklis, who did an outstanding job in communicating the needs to be met in 1973 and inspired a very positive response from those attending. Similar meetings are now being planned with Mr. Riklis to increase motivation in communities elsewhere in the country. Other Executive Committee members were urged to consider such meetings for their regions. The Greensboro meeting was held at the airport; Mr. Riklis flew there in his own plane and therefore was not bound by a commercial flights schedule.

The following results of significant missions to Israel to date were then presented:

| MISSION | DATE | # OF PARTICIPANTS | # OF GIFTS | 1972 | 1973 | % OF INCREASE |
|----------------------------------|-------------|----------------------|---------------|--------------|--------------|------------------|
| PRIME MINISTER'S | 8/28-9/1 | 175 | 132 | \$11,640,250 | \$14,355,000 | 23.3 |
| DETROIT | 9/19-10/5 | 22 J | 22 | 70,505 | 81,500 | 15.6 |
| STAMFORD | 9/19-10/2 | 27 | 6 | 30,242 | 51,250 | 69.5 |
| STUDY CONFERENCE | 10/1-10/10 | 271 | 192 | 8,750,000 | 12,025,000 | 37.4 |
| WOMEN'S DIVISION CHAIRMEN | 10/1-10/15 | 18 | 17 | 67,545 | 88,275 | 30.7 |
| OPERATION ISRAEL #1 (WOMEN'S) | 10/15-10/25 | 54 | 50 | 50,783 | 86,740 | 70.8 |
| OPERATION ISRAEL #2 | 10/19-10/29 | 178 | 134 | 339,129 | 521,350 | 54.0 |
| BALTIMORE COMMUNITY | 10/25-11/5 | 32 | 13 | 42,000 | 61,000 | 45.2 |
| OPERATION ISRAEL #3 | 10/26-11/5 | 111 | 71 | 219,835 | 287,910 | 32.0 |
| YOUNG LEADERSHIP | 10/29-11/13 | 81 | 73 | 95,836 | 159,225 | 66.1 |
| OPERATION ISRAEL #4 | 11/2-11/12 | 81 | 62 | 178,238 | 328,421 | 84.3 |

Mr. Zuckerman said these results were very encouraging. In addition, it was reported two <u>Cameo missions</u> had taken place. These are top leadership community groups in brief intensive visits to Israel similar to the Prime Minister's Mission. On the Cleveland Cameo, November 12-16, 43 gifts were announced totaling \$3,300,000, compared to \$2,880,000 in 1972 values. On the Chicago Cameo, November 14-18, the eight gifts announced for 1973 totaled \$432,000 compared to \$270,000 in this year's values.

<u>Fifty-one quota meetings</u> held up to November 20, had resulted in the acceptance of campaign quotas for 1973 greater than -- or equal to -- the amounts raised in 1972.

As a result of the November 15 Million Dollar Minimum Gift meeting with Israel Defense Minister Moshe Dayan in William Levitt's home, 12 pledges for 1973 were announced totaling \$14,000,000, which included 2 gifts of \$2,000,000 each for the first time in UJA history. At this Executive Committee meeting, Mr. Weiler reported he had just secured that morning the pledge of an additional \$1,000,000 gift. In 1972 a total of 17 gifts of \$1,000,000 each was realized. It was indicated that this number is likely to be surpassed in 1973.

Mr. Zuckerman observed that attendance for the \$150,000 minimum gift Inaugural luncheon on the afternoon of December 7 was shaping up well. He stressed that it was particularly important for Executive Committee members to help assure attendance and giving for the UJA Inaugural Dinner in New York on the evening of December 7. As of November 20, participants representing 83 gifts had indicated they would attend the Dinner. The \$35,000 minimum gift requirement for the Dinner represents the cost of saving a Soviet Jewish family, and the solidarity of the American Jewish community behind this historic rescue effort must be demonstrated by maximum attendance at the Dinner. Mr. Bernstein urged each Executive Committee member to do what he could to recruit additional attendance in his community. Mr. Adelman noted members of the \$50,000 Minimum Gift Committee had assignments with respect to attendance recruitment and he was following through to assure these were being carried out.

CASH Mr. Colburn reported the 1972 cash flow is only slightly ahead of last year's pace, and must be accelerated to assure that a total of no less that \$235,000,000 is received by year's end. As of November 17, \$163,637,103 in cash had been received for 1972, compared to a total of \$156,338,804 received by the same date last year. To reach \$235,000,000 by December 31, over \$71,000,000 more would have to be raised in less than a month and a half. Last year \$56,000,000 was received in the period November 17-December 31.

It is expected that \$265,000,000 will be allocated to the UJA from the total pledged in the communities in the 1972 campaign. Of the cash thus far received this year, \$102,000,000 represents payment on 1972 pledges, leaving about \$163,000,000 still uncollected in current year pledges. Mr. Colburn noted that entering the new year with a large accounts receivable amount could inhibit new pledging. He stressed that, although the 1972 pledge campaign was proving outstandingly successful, "all the pledges in the world cannot help meet the needs in Israel until they become cash." He urged the Executive Committee members to exert their efforts now as "credit managers" in securing cash in the same dynamic way they had performed as "sale managers" in obtaining pledges.

Mr. Bernstein urged that immediate payments be made by Executive Committee members in order to provide examples to others in their communities and elsewhere. Those with gifts outstanding were being contacted about payments by UJA National Chairmen, and were being asked to respond with the maximum cash possible. Mr. Bernstein noted that "most of our money" comes from communities where Executive Committee members reside, and therefore it was especially important for them "to lead the way."

Mr. Colburn said that the immediate cash requirement was presented in several of the sessions of the recent CJFWF Assembly in Toronto to the community representatives who attended. He added that he would now be contacting the Federation presidents and executive directors of the major 21 cities to ascertain how the UJA might be of further help in their local cash efforts. Executive Committee members would be called upon for their assistance in these communities and were asked to give priority to such requests. Mr. Colburn praised the executive directors of the 21 large communities for their cooperation and the commitments they made during their meeting with Mr. Bernstein at the CJFWF General Assembly.

To accomplish long-range aims with regard to cash collection, Mr. Colburn said the National Cash Committee under his leadership would be a continually functioning group. Melvin Zaret of Milwaukee has been included among the members to represent community professionals on the Committee. The Committee will meet on December 9 during the Annual Conference to consider new procedures and approaches that will maintain ongoing awareness of the continual need for cash even while pledges are still being sought.

FLORIDA PROGRAM Mr. Ginsberg noted that the national UJA will undertake a program in Florida in January and February of 1973 for the first time since 1962. He indicated the Florida Program will include the following highlights:

January 24 -- a Women's Division \$2,500 minimum gift luncheon in Palm Beach

January 25 -- a \$100,000 minimum gift luncheon on Mr. William Levitt's yacht

February 22 (afternoon) -- a UJA Executive Committee meeting on William Levitt's yacht. (Mr. Ginsberg observed that the full success of the Florida effort depended upon UJA national leaders coming down some time prior to this meeting and remaining afterwards to help in the program.)

February 22 (evening) -- a \$10,000 minimum gift dinner at the Palm Beach Towers.

As is done annually, Mr. Rosenwald will host a reception in his hotel suite in February for New Yorkers, and other contributors whom communities would like to have invited. Mr. Rosenwald is making himself available to host or participate in other community-oriented functions during this period.

A jet operation will bring leadership to other communities in Florida outside of Palm Beach and Miami for gift solicitations.

The UJA will have two functioning offices during this period in Miami and Palm Beach staffed by national and New York UJA personnel. The Florida Committee will be expanded during this period to include in its operations leaders spending extended time in Florida who can be helpful in the program. To add to the names of potential contributors who "winter" in Florida, the UJA with the cooperation of the Miami Federation is obtaining tenant lists from Florida hotels, developments and country clubs. Executive Committee members belonging to Florida clubs were asked to be of help in obtaining such lists. All members of the Executive Committee were requested to advise the national office of dates they would be in Florida so that a schedule of individual activities can be effectively developed.

RABIN FAREWELL A national luncheon to bid farewell to Israel Ambassador Itzhak Rabin currently is being planned for January 22 in New York. Because the Florida Program will be getting underway about that time, and this luncheon could attract people already in Florida on that date as well as UJA leadership, Mr. Zuckerman asked the Executive Committee to consider changing the site for this luncheon. He pointed out the Ambassador's present plans call for his leaving the United States at the end of January. The Executive Committee's consensus was that the Farewell Luncheon should be held in Florida rather than New York.

RETREAT The traditional UJA Executive Committee mid-year Retreat is again being planned for June. It has been ascertained that the only two weekends for which accommodations are available at the Williamsburg Inn complex in Virginia — where Retreats have been held in recent years — are May 28-June 2 and June 28-July 1. Mr. Zuckerman pointed out the former period conflicts with the dates for the Economic Conference in Israel, which some of the UJA leadership would be attending. In the ensuing discussion, members of the Executive Committee indicated a period conflicting with the Economic Conference should be avoided, if at all possible, and also that the last weekend in June was agreeable for the Retreat, although mid-June dates might be preferable. The possibility of holding the meeting at an off shore resort was suggested, such as Paradise Island, Bermuda or the Virgin Islands. It was also suggested that the following be considered: Hershey, Pa; Hunt Valley Inn; Sterling Forest, N.Y.; Host Farm in Lancaster, Pa. If such accommodations were not desirable, it was agreed the Retreat should be held June 28-July 1 in Williamsburg.

IMMIGRATION Mr. Zuckerman reported that Soviet Jewish immigration had increased in October and thus far in November. Between November 1 and 19, 2,062 Soviet Jews arrived in Israel, making a total of 26,777 who had come this year so far — in addition to immigrants from elsewhere. Mr. Zuckerman pointed out that in the previous week he had participated in a UJA Executive Staff meeting which was addressed by Israel Minister of Labor Joseph Almogi. Mr. Almogi indicated his conviction that the Soviet Union cannot over the long run continue to frustrate the stubborn determination of additional Russian Jews to emigrate to Israel — if Israel is prepared to absorb as many as can come and the Jews of the free world help provide the very substantial funds required for their absorption. Ongoing Soviet Jewish immigration was called "basically a question of finances."

Mr. Zuckerman expressed <u>his</u> conviction that the UJA leadership would work to assure, through their efforts to secure cash now and 1973 pledges, that this immigration would in no way be hindered by any question of finances.

Irving Bernstein

Executive Vice-Chairman

Paul Zuckerman General Chairman

Lave Zuherman

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

MEMORANDUM

July 3, 1972

CONFIDENTIAL

To: Members of the Executive Committee

Re: Notes on Executive Committee Retreat, June 8 - 11, 1972

The Executive Committee met from Thursday, June 8 through Saturday, June 10, at the Williamsburg Inn Complex in Williamsburg, Va. Mr. Paul Zuckerman presided.

The following were present:

Mr. & Mrs. Albert B. Adelman, Milwaukee Shimon Alexandroni, Israel Economic Minister for U.S. and Canada Prof. & Mrs. John Armstrong, Dept. of Political Science, Wisconsin University, Madison Donald H. Benjamin, Newark Irving Bernstein, NYC Philip Bernstein, NYC Mr. & Mrs. Melvyn H. Bloom, NYC Mr. & Mrs. Isadore Breslau, Washington, D.C. Zelig Chinitz, UIA Representative in Israel Gerald S. Colburn, Milwaukee Simcha Dinitz, Director-General, Prime Minister's Office, Israel Melvin Dubinsky, St. Louis Mr. & Mrs. Raymond Epstein, Chicago Mr. & Mrs. Larry M. Frank, Atlanta Herbert A. Friedman, Israel Mr. & Mrs. Herbert J. Garon, New Orleans Mr. & Mrs. Charles Ginsberg, Jr., Cleveland Edward Ginsberg, Cleveland Mr. & Mrs. Louis S. Goldman, Dayton Alexander Grass, Harrisburg Samuel Haber, NYC Gottlieb Hammer, NYC Mr. & Mrs. Merrill L. Hassenfeld, Providence Mr. & Mrs. Donald H. Klein, NYC

Mr. & Mrs. Morris L. Levinson, NYC Mr. & Mrs. Joseph M. Mazer, NYC Mr. & Mrs. Harvey M. Meyerhoff, Baltimore Mr. & Mrs. Joseph Meyerhoff, Baltimore Ernest Michel, NYC C. M. Newman, Omaha Mr. & Mrs. James H. Nobil, Akron Martin Peppercorn, NYC Mr. & Mrs. Louis A. Pincus, Chairman of Jewish Agency, Israel Mr. & Mrs. Bert Rabinowitz, Boston Mr. & Mrs. Morris Rodman, Washington, D.C. Mr. & Mrs. Malcolm M. Rosenberg, Roanoke William Rosenwald, NYC Mr. & Mrs. Sam Rothberg, Peoria Mr. & Mrs. Robert Russell, Miami Mr. & Mrs. Bernard Schaenen, Dallas Robert M. Schrayer, Chicago Eliezer Shavit, Director, Israel Education Fund, Israel Mrs. Burt J. Siris, NYC Mr. & Mrs. Joseph H. Strelitz, Norfolk Mr. & Mrs. Leonard R. Strelitz, Norfolk Mr. & Mrs. Melvin M. Swig, San Francisco Marc Tabatchnik, NYC Sol S. Weiner, Chicago Mr. & Mrs. Philip Zinman, Philadelphia

Mr. & Mrs. Paul Zuckerman, Detroit

THURSDAY, JUNE 8, EVENING SESSION

Mr. Zuckerman expressed his deep personal appreciation to all present for their participation in the Retreat. He noted that the program would have a somewhat different format this year. Instead of using the entire Executive Committee to review all aspects of the campaign, on the two mornings the membership would be divided into committees to permit full discussion of specific campaign aspects. On the two afternoons, areas of concern requiring the attention of the full membership would be developed. The three evenings would be devoted to presentations by major authorities in the following fields: the Soviet Union's policy toward minorities, by Prof. John Armstrong, Professor of Political Science at the University of Wisconsin; absorption of Jews in Israel, by Mr. Louis A. Pincus, Chairman of the Jewish Agency; Israel's international relations, by Mr. Simcha Dinitz, Director-General of the Israel Prime Minister's office.

For the first evening's presentation, Mr. Zuckerman introduced Prof. Armstrong, a recognized and eminent authority on the problems of national minorities in the Soviet Union. (Of necessity, some material in this presentation as well as in the others during the Retreat were off-the-record and therefore not included in these minutes.)

SOVIET POLICY Prof. Armstrong made the following points in his presentation and in answer to questions:

Over 40 per cent of the Soviet Union's population belong to minority national and religious groups which experience discrimination at least to some degree. The situation of the Jews is more delicate than that of other groups because of the Jews' special insecurity developed in over 200 years of persecution under the czars. When discrimination against Jews was renewed in the mid-1940's, it was understandably feared this might encourage widespread popular hostility. Other Soviet minorities generally are larger in size and inhabit territories within the U.S.S.R. to which they are attached. It was natural that the scattered Jews should consider emigration when discriminated against. In late czarist times they tried to come to the United States. Today they are seeking in increasing numbers to emigrate to the Jewish State of Israel.

Reasons were cited for believing there are three million Jews in the U.S.S.R., and that the official Soviet census figure of 2,160,000 underestimates the total. Prof. Armstrong's view was that, if present circumstances prevail — becoming neither more nor less intolerable — half of the actual Jews in the Soviet Union — 1,500,000 of them — will seek emigration to Israel during the next ten years. (A few years ago, former Israeli Prime Minister Ben Gurion stated that, if allowed to do so, one million Russian Jews would come to Israel.)

Conditions impelling Jews to leave were detailed. The first to wish to do so were intensely religious Jews. Counter-measures were taken against them, which made all Jews anxious, more thoughtful of their ethnic identity and desirous of establishing solidarity with others. An exceptionally large number of experts in all fields in the U.S.S.R. have been Jews. As the regime grows concerned about this group, it keeps Jews out of certain professional areas — or limits their advancement — by quotas (always unofficial). Jews also begin to find their loyalty to the state being questioned by their professional superiors, subordinates and peers, as well as by those with whom they associate in apartment houses and clubs.

It was suggested that the Soviet Union might develop in a number of ways during the next ten years. One — and currently appearing least likely — would be toward great liberalization and democratization, permitting complete freedom for cultural activities of all groups and for emigration. On the basis of past experience, many Jews would consider even such a development "too good to last" and would seize the opportunity to leave. Another development would be an expansive, increasingly successful Soviet Union, with a reinvigorated messianic sense of mission on behalf of communism. Its rulers most likely would crack down on special ethnic groups and consider those wishing to emigrate traitors to "international socialism". However, Prof. Armstrong felt that the most likely development would be in the direction of an authoritarian, nationalistic — and not particularly communistic regime — which might come to feel the Jews represented one minority problem it could solve very easily by letting them go.

Prof. Armstrong indicated that, under any circumstances, the rate of Soviet Jewish emigration would be significantly influenced by the financial help provided for it by Jews in free lands.

FRIDAY, JUNE 9, AFTERNOON SESSION

JDC REPORT Mr. Zuckerman paid tribute to Edward Ginsberg and Mr. Haber for recent honors conferred on them. He referred to the former as Dr. Ginsberg, since an Honorary Doctorate in Humane Letters was conferred upon him by the Herbrew-Union College Jewish Institute of Religion on June 3. On June 8 Mr. Haber received Yeshiva University's Mordecai Ben David Award.

Mr. Ginsberg reported on the JDC's global activities and its plans as follows:

of the approximately 750,000 Jews remaining in Western Europe, 550,000 are in France. About 75 per cent of the JDC funds allocated in 1971 for seven countries in Western Europe was spent in France on programs for Jews from North Africa -- Algerians for the most part, as well as Moroccans and Tunisians. Despite the progress made in the absorption of North African refugees, considerable help is still required by many of them to cope with inflationary pressures and the persistent difficulties confronting newcomers from underdeveloped countries in their integration into the complex French economy. The aid provided includes monthly cash grants, kosher canteen in Paris, various socio-medical services, financial assistance to ORT training centers, Jewish day schools and camps for children as well as a wide variety of other cultural and educational activities for youth and university students.

JDC's contribution in France includes technical assistance in fundraising to the French Jewish community, and French Jews are raising more money on their own each year. Mr. Ginsberg anticipated that eventually a large proportion of Algerian Jews now in France will emigrate to Israel.

About 50,000 Jews remain in Morocco, Algeria, Tunisia and the Middle East Arab lands. Of these nearly 21,000 are beneficiaries of JDC-supported programs. Morocco, with 35,000 remaining Jews, has the largest such population in the area, a population divided between extremes of city dwellers of some affluence and utterly impoverished cave dwellers in the Atlas Mountains. The majority of those receiving aid are children and adolescents, attending JDC-assisted schools, but programs for care of the aged are continuing to expand in order to deal with the emergence of a steadily growing group of isolated, dependent, non-emigrable aged. Other welfare services include regular family relief grants and food packages; canteens serving daily meals to needy school children, adults and aged; kindergartens; summer camps, cultural and youth activities. Additional thousands benefit from JDC-supported medical services.

The attempted coup d'etat in Morocco last July at first caused panic in the Jewish community and then hope that the King would emerge even stronger than before. With the growing instability and declining business activity this hope has faded. Nevertheless, despite the awareness that Morocco holds no future, Jews are reluctant to break away from centuries—old ties—— although in recent months there has been some increase in emigration.

In <u>Libys</u> the Jewish community has virtually disappeared; the communities still in existence in <u>Egypt</u> and <u>Algeria</u> barely number 1,700 persons. The currently estimated 3,500 Jews in <u>Syria</u> and about 500 in <u>Iraq</u> lead lives of continual harassment, persecution and danger. The Jews in Syria cannot leave the country nor can they freely move beyond a relatively short distance from their homes without special permission. Some JDC aid is provided through a cooperating agency. The 500 Jews in Iraq remain from a total of about 3,000 a year ago.

In Iran, a Moslem but non-Arab country, with a Jewish population of about 75,000 which has enjoyed relative stability for many years, a concerted effort to obtain greater local financial participation in the community's health and welfare programs achieved less than anticipated results. It is hoped, however, that with the further development of community organization and fundraising techniques, and a more active lay leadership, future years will see a marked improvement. Meanwhile, JDC continues to bear the major financial responsibility for educational, medical and social welfare services aiding close to 20,000 needy Jews. The JDC and Jewish Agency are jointly making a study of education programs in order to help find ways of maintaining a sense of Jewish identity among the young as Jewish families move into new areas of Iranian life.

The 750,000 Jews in <u>South America</u> face growing problems — particularly, at present, those of Argentina and Chile. Increasing numbers may be expected to emigrate to Israel, many of them only hesitating now because as former European refugees it will mean the second change of homelands in their lifetimes. Conditions in the <u>Argentine</u> Jewish community deteriorated during 1971. The Jewish school system, the center of Jewish life, faced a financial crisis and appealed to the JDC for financial assistance. The collapse of the community cooperatives,

which provided about \$2,000,000 a year for the Jewish schools, was even more damaging than worsening economic conditions and rising prices. The community will require additional financial aid from outside the country if the schools are to remain open. There are about 500,000 Jews in Argentina.

The Jewish community of about 35,000 in Chile also faces a growing financial problem. The one community Hebrew School in Santiago, which enjoys a very good reputation, has been hard hit by the emigration of the more affluent members of the Jewish community, who not only paid full tuition for their children but also added substantial contributions for scholarships and operating expenses. There are some 1,100 children enrolled in the school, more than one third of whom receive full or partial scholarships. The community has requested financial aid from the JDC for the school. In 1971 JDC provided funds for the children's home and two old age homes.

In Eastern Europe, outside the Soviet Union, it is estimated there are about 200,000 Jews. In only two of these countries, Rumania and Yugoslavia, is JDC permitted to operate programs to help some of the many thousands of Jews who are in dire need. About 100,000 Jews are in Rumania. The opportunity in 1967 for JDC to resume operations in Rumania was quickly seized upon in the knowledge that a very substantial proportion of the Jews were aged, sick and destitute, requiring urgent help. Since then the JDC program has continued to expand as financial means became available and staff and services were developed. Nevertheless, because of a shortage of funds the minimum essential requirements are far from being met.

Elsewhere in Eastern Europe JDC channels funds through its Relief-in-Transit Program. In 1971 approximately 80,000 persons were aided in the form of cash assistance or in kind at a cost of \$2,260,000. About \$900,000 was spent on relief packages, matzohs and other forms of aid it is possible to provide Jews in the Soviet Union.

Reflecting the increased needs in Israel in 1971, the JDC allocated over 42 per cent of its resources to aid 103,000 persons in that country. Most of this expenditure was made in the JDC/Malben program, and in funding six categories of services -- aged care; chronically ill, handicapped and rehabilitation services; diagnosis and treatment of handicapped children; mental health services; socio-medical programs; and manpower development. Additional aid went to religious schools and helped finance ORT's vocational training program in Israel. JDC/Malben programs included six homes accommodating close to 2,200 residents, a 100-bed hospital for the chronically ill and for rehabilitation, dental and medical facilities for newcomers and extra mural services for non-institutionalized elderly people. Another area of increasing concern was care of handicapped children. The JDC continued to provide funds and professional guidance for programs on behalf of deaf and hard-of-hearing children, cerebral palsy victims, those suffering from neuromuscular disorders and mentally retarded children. In addition, financial assistance was provided to 145 yeshivoth. JDC also gave relief grants to refugee rabbis and provided subsidies for research and publication projects, teacher training and fellowships.

With the increase of those age 65 and over to between six and seven per cent of Israel's population, there is a growing need for institutional services for the aged requiring sheltered care. In order to establish a nationwide system of geriatric services — extra-mural and institutional care — JDC initiated the establishment of the Association for the Planning and Development of Services for the Aged. It has also committed itself to provide 50 per cent of the first five-year budget of \$8,333,000. It is anticipated that the Association will play an important role in Israel in increasing the number of available institutional beds for the aged, and in developing a system to provide institutional and extra-mural services for the indigenous as well as the immigrant population.

It was noted that the JDC Annual Meeting, scheduled in New York on Wednesday, December 6, will have a different format this year. It will consist of morning and afternoon sessions including reports by JDC Country Directors from all over the world, and conclude with an early evening reception.

WOMEN'S DIVISION AND YOUNG LEADERSHIP RETREATS Mr. Zuckerman observed that Retreats had been held by the UJA National Women's Division Board (June 5-7) and the Young Leadership Cabinet (June 1-4). Mrs. Siris, National Women's Division Chairman, and Mr. Benjamin, were asked to report on their sessions.

WOMEN'S DIVISION Mrs. Siris said 30 women participated in their Division's Retreat, which consisted of round-table discussions with knowledgeable leaders on areas of concern in Jewish life. These included sessions on "the Holocaust to Rebirth"; "the History of Judaism"; "Jewish Values in the United States"; "World Jewry - Its Interaction and Independence"; and "Psychology of Solicitation and Campaign Techniques". An appraisal of the 1972 campaign to date was presented by Mr. Irving Bernstein to the Division's Executive Committee during the course of the Retreat, and the Committee considered the two joint institutes of UJA/CJFWF Women's Divisions to be held this fall, plans for the Division's session at the UJA Annual Conference in December, and the programming of three new projects for 1973: Gift solicitation of women of independent means; a joint UJA/CJFWF Women's Divisions education project; and a leadership development program. Mrs. Siris expressed her belief the Retreat had an important inspirational effect, providing a significant exchange of ideas and a mutual strengthening of determination. The intensity and concern of the participants was impressive, and these women should prove even more effective than before in fundraising.

YOUNG LEADERSHIP Mr. Benjamin noted that the Young Leadership Cabinet, now entering its second decade, is undergoing change. At its Retreat "we took a long, hard look at ourselves in terms of the effectiveness of what we are doing" and what might be done to increase productivity. It was believed that, as a result, the Cabinet had strengthened itself as an organization.

The Retreat program included a meeting of the Executive Committee with Mr. Irving Bernstein to review its program for 1973, and presentations and discussions on "Social Change and the American Jew", "the Art and Science of Solicitation", "Plans and Promises of the Institute of Jewish Life", and "the Middle East" (an analysis and prognosis by Ambassador Yitzhak Rabin). Mr. Herbert Friedman continued his presentation of the history of the Jews, a highlight of previous Young Leadership Retreats, with a comprehensive account of the history of today's Israel. In addition there were committee meetings dealing with various aspects of the Cabinet's campaign activities and Think Tanks on various problems and programs of general UJA concern.

1972 CAMPAIGN REPORT Mr. Zuckerman reported that the 1972 campaign was running \$45,157,802 ahead of last year, with a total of \$281,757,945 raised as of June 2 compared to \$236,600,143 in last year's values. He commented the Executive Committee members could take pride in the outstanding job they have done so far in helping to produce and maintain this increase. Approximately \$103,000,000 in last year's values remain unpledged. Computer projection indicates the 1972 campaign will conclude with a gross total of about \$370,000,000 raised, compared to last year's total of \$339,426,000. Of this amount, the UJA can expect to be allocated between \$267,000,000 and \$270,000,000, compared to about \$249,000,000 in 1971.

Mr. Zuckerman noted the computor projection reflected a threat, based on past experience, of a decline in the present amount of campaign increase over the remainder of the year. He urged undiminished efforts on the part of everyone to assure that pledges still outstanding prove substantially greater than in 1971.

Mr. Irving Bernstein commented that the present campaign is unlike others of the past in that the initial rate of increase over the previous year has not fallen off by mid-year. Despite some predictions to the contrary, persistent face-to-face solicitation has not slowed the 1972 campaign, since it was running ahead of the 1971 campaign in time as well as pace, and the truth of Mr.Zuckerman's phrase has been demonstrated: "small meetings mean big money and big meetings mean small money."

Mr. Bernstein pointed out that, of the amount in outstanding values still unpledged, \$11,000,000 is in fall campaign communities and \$92,000,000 remains in spring campaign communities. Moreover, \$64,000,000 of it is in 15 cities, and more than half in the three cities of New York, Los Angeles and Chicago, symptomizing the trend in these largest communities to have almost year-round campaigns. In addition, of last year's \$10,000-and-over gifts, 1,393 were still outstanding and also represented more than half (or about \$45,000,000) of the total remainder of last year's outstanding values in the 1972 spring campaign. Therefore, national leadership efforts now should be concentrated on outstanding \$10,000 minimum gifts, and particular aid should be given to New York, Chicago and Los Angeles so that they wind up their campaigns most effectively.

It was noted that the 3,243 gifts of \$10,000 and over pledged so far this year produced a total of \$140,000,000, and that 460 of these gifts were increases in this category or had moved into it for the first time resulting in a total of about \$30,000,000 in "new" money.

Mr. Zuckerman paid special tribute to Mr. Bernstein, UJA Executive Vice-Chairman, for outstanding aid, counsel and diligence in Mr. Zuckerman's initial year as General Chairman. He commended Mr. Peppercorn, National Campaign Director, and the campaign staff for their enormously effective efforts in the campaign.

CASH REPORT Mr. Zuckerman expressed regret that Dr. Sidney Edelstein, UJA National Cash Chairman, could not attend the Retreat since he was presently in Israel. The UJA General Chairman observed that, despite the strenuous efforts of Dr. Edelstein and others, there was only a slight increase in cash collected to date this year compared with the comparable period in 1971, and in view of the urgency of overseas needs the collection pace must be considerably stepped up.

Mr. Bernstein reported that, as of June 9, the UJA had received a total of \$83,500,000 in cash for 1972, compared to \$78,400,000 received for the comparable period last year. He commented that there is a parallel in the 1972 Israel Bond organization effort to the UJA's experience this year with regard to cash collection. He expressed the view that, while there was a general recognition of massive overseas needs as evidenced by the many gift increases, the absence of "war" in the Middle East created a feeling that the rapid payment of pledges was less urgent than it actually is. Consequently, contributors are postponing the conversion of investments and stocks into cash for pledge payments in order to benefit from the improvements in the economy in the fall which this election year hopefully seems to promise.

Special approaches to accelerate the cash drive have included: visits to mobilize cash by Dr. Edelstein to communities where national leaders never visited before; meetings of UJA executive personnel with executive directors of the 16 largest communities in order to try to change cash collection patterns; strengthening the National Cash Committee; increased use of Women's Division, Young Leadership and UJA Rabbinical Advisory Council resources; a letter from Mr. Zuckerman to 20,000 contributors calling attention to a recent cable from Jewish Agency Chairman Louis Pincus urgently appealing for cash; an intensive national effort to obtain a maximum amount in cash during the six day period in early June marking the anniversary of the Six Day War; telephone cash solicitations made by national leadership in a "bucket shop" arrangement at the national UJA office (over 300 calls of this sort were made).

Mr. Bernstein said that, as of June 9, accounts receivable for all years prior to 1972 totaled approximately \$89,000,000, of which roughly one-third is in regular campaign and two-thirds in Emergency Fund pledges. The bulk of this amount — about \$79,000,000 — is outstanding in the 21 largest cities, some \$25,000,000 in New York City and Cleveland alone and \$20,000,000 in Philadelphia, Boston and Los Angeles. Last year \$101,000,000 in cash was realized during the first six months and \$112,000,000 more between July 1 and December 31. This year it is vital to reach a minimum final total of \$250,000,000, and to attain it no less than \$110,000,000 must be realized by June 30. The weeks ahead will require considerable concentration on the five cities where there is a total of \$45,000,000 outstanding for 1971 and prior years. Additional national leadership help will be required in continuing telephone calls for cash and in making person-to-person cash solicitations in communities after appropriate consultation with local leadership.

Particular stress was placed on the importance of rapid payments by Executive Committee members with outstanding gifts. It was noted that, understandably, payments have been delayed in some cases because of the exceptionally big gifts pledged, but many other payments throughout the country may follow from the examples provided by UJA leadership. It was suggested that those who definitely could not make full payment by the end of the year might give the UJA a note for the amount owed to the Emergency Fund and pay interest on the note. At least one community — Miami — was reported to have gotten a consortium of banks to agree to guarantee one year loans to pay outstanding pledges. Mr. Hammer pointed out that, for those who prefer not to borrow from local banks, the United Israel Appeal can arrange credit through New York City banks.

COMMITTEE MEETINGS Mr. Zuckerman called upon Mr. Adelman, Chairman of the Study Mission Planning Committee, and upon Mr. Charles Ginsberg, Jr., Chairman of the Committee on Florida, for reports on their Committees' deliberations. (Copies of the reports are attached to these Notes.)

Mr. Zuckerman joined Mr. Adelman in urging that all Executive Committee members participate in the Study Conference. Mr. Adelman's asked the Executive Committee to extend their efforts in their own communities and elsewhere in order to assure the maximum participation in the Conference by \$20,000 and over contributors as well as those with \$20,000 minimum gift potential. The gifts made in Israel during the Conference, and the accounts of their experience which participants bring to their communities, will be of great importance in providing early momentum to the 1973 campaign.

In the discussion of the Florida Committee Report, it was stressed that the UJA program outlined should start early in January to be most effective and to avoid conflict with the Israel Bond effort in that area. Mr. Michel stated the New York City UJA will have four or five solicitors in Florida starting in January to seek gifts from vacationing New York residents, and he urged Executive Committee members to plan their calendars so that they might be of assistance in that aspect of the New York campaign. Mr. Zuckerman asked Mr. Charles Ginsberg to continue as Chairman of the Florida project, and the Executive Comttee members who had participated in the meeting on Florida at the Retreat to continue as Committee members in developing the recommendations the Committee had made. Mr. Zuckerman advised that the Executive Committee would meet on February 22 in Palm Beach on Mr. William Levitt's new yacht.

FRIDAY, JUNE 9, EVENING SESSION

Mr. Zuckerman indicated that Mr. Pincus, the Chairman of the Jewish Agency -- who would speak that evening on the Agency's program and problems -- was known and admired by everyone present, and needed no introduction. Therefore, he presented the Executive Committee members to Mr. Pincus, expressing his pride in all they had helped accomplish in the current campaign. At the General Assembly in Pittsburgh last November, Mr. Zuckerman said "the 1972 campaign would succeed only if we could reach new levels of creativity, courage and cooperation." He noted that the number of new and creative approaches the communities have developed in cooperation with the UJA this year is very impressive. The courage displayed in the 1972 campaign has helped to break through previous heights in fundraising to new dimensions -and "together we will continue to reach further heights in order to meet the needs of the Jewish people." Growing cooperation between federations and welfare funds and the national UJA contributed importantly to this year's accomplishments. More than anything else, Mr. Zuckerman said, "it was the cooperation and support and encouragement and willingness of the Executive Committee members to accept assignments that made it all possible."

JEWISH AGENCY REPORT Mr. Pincus said that, as he had anticipated five years ago ago, "since the Six Day War neither 'we' in Israel nor 'you' in the United States and other Jews outside Israel have ever been the same again." Jews of the Soviet Union have been inspired with determination and courage to try to come to Israel in increasing numbers. The partnership growing out of emotions produced by the War has taken on a solid and continuing form in the reconstituted Jewish Agency. The Jewish communities of the free world emerged from the events of 1967 with a more mature attitude. Before 1967 their campaign approaches involved only concern

with the needs of the particular campaign year. Now the communities seek to see and plan ahead. Mr. Pincus' prognosis was that the challenge in the years immediately ahead "would be at least as great as the years of our major mutual achievements to date."

Those responsible for Israel's financial situation are planning fiscal policy on the basis of a "no war, no peace" situation, which means that Israel for a long period of time will be economically hobbled by the cost of its military security bill. "Even if peace comes it will be for some time an uneasy peace." Materiel for defense must virtually all be bought with foreign currency. Israel's Ministry of Finance is now trying to gear itself to a situation in 1973 when, largely because of higher costs of increasingly sophisticated armaments, it will have to meet a budget "at least 30 per cent more than was spent annually in any of the past few years."

Israel now has about \$900,000,000 in foreign currency reserves. Though higher than in the past, Mr. Pincus said "there is illusory comfort in this figure." Israel's foreign debt in 1966 was \$1.6 billion; by next year it is expected to be \$3.8 billion. Debt servicing on this amount would be over \$550,000,000 annually, making dangerous inroads into the currency reserve. "In the world of today, Israel should be able to know it can stand alone if necessary" -- economically as well as defensively -- "for the longest possible period." Mr. Pincus declared in 1966 Israel had sufficient reserves in regard to imports to hold out for six months if "cut off"; in 1973, with a foreign debt close to \$4 billion, its reserves would hold for "less than three months in the event of any serious disturbance to international tranquility."

For the planned period ahead all revenue derived from Israel's taxpayers will have to go for their country's defense requirements. Needs related to new immigration and to festering social problems resulting from past immigrations, for which Jews outside Israel must undertake total responsibility, will be considered in planning the Jewish Agency budget this August. It already is apparent that some vital requirements will have to be omitted because UJA and Keren Hayesod campaigns, while producing substantial sums in pledges, are still not rising to the full level of the challenge. And the flow of cash from these and past pledges is not commensurate with needs requiring rapid attention, while as a consequence campaign accounts receivable grow alarmingly large.

Mr. Pincus observed that the social and economic lag of so-called "oriental" Jewish immigrants -- particularly North African --, of which "Black Pantherism" is a symptom -- started 25 years ago and continues because of insufficient campaign proceeds to absorb them adequately. Mr. Pincus reaffirmed the projection of 70,000 new arrivals from the Soviet Union and other countries in 1972. From January 1, 1972 to May 31, 12,465 Soviet Jews came to Israel. (Between June 1 and June 12, the end of the Retreat weekend, 1,224 additional Soviet Jews arrived.) Although these numbers are large, it was pointed out that immigration was reduced in May and June because for the period of President Nixon's visit Soviet authorities issued fewer exit permits. However, as an indication this immigration has become "an irreversible process", some 20% of those coming in recent months emanate from the Russian heartland, whereas until recently the immigrants overwhelmingly came from the outer Soviet regions (such as Georgia, the Baltic area, and that part of the Ukraine which the U.S.S.R. acquired after World War II). It is known that some 100,000 Jews still in the Soviet Union have formally indicated their wish to emigrate, and as Jews leave others acquire the determination to do so. Mr. Pincus anticipated in the period ahead Soviet authorities will not be able to resist international opinion and pressure, and will permit large numbers of Jews to emigrate.

This immigration presents some special absorption problems. A severe housing crisis is looming. It requires considerable expense to absorb these technologically trained people in ways that will assure this immigration provides Israel the economic benefits it can give. In addition, there were 400 arrivals from Romania in May (223 more came between June 1-12). Jews from Iraq and Syria are coming in "a small but steady stream." Immigration from South America, particularly Argentina, is increasing.

Mr. Pincus said that in the social upheaval which seems inevitable in South America, Jews are particularly vulnerable, and they probably will be coming to Israel in growing numbers over the next few years.

It was asserted that, while dealing with current immigration, it is vital at the same time to take steps to alleviate "the cancer of old, unsolved social problems" which understandably are now producing resentment among some segments of the already existing population. This situation already is affecting further immigration. Moroccan immigration is down partly because the Jews of that country feel many Moroccans who entered Israel in the past did not obtain the kind of housing and social services that other groups received. Mr. Pincus iterated that, insofar as there is truth in this, it was because insufficient means were forthcoming in the past to enable the Jewish Agency to provide the full extent of services that were required.

The Jewish Agency Chairman urged the Jews of the free world — after the experience of the holocaust, the Six Day War, and the present Soviet Jewish exodus — to show more timely readiness to respond to ongoing massive immigration in a manner that will really permit "absorption in depth." All of the admittedly large sums being raised by the UJA and Keren Hayesod in 1972 will not sufficiently provide for the newcomers this year, just as the amount provided last year did not cover the needs of 1971.

At least as many immigrants are anticipated in 1973 as in 1972. They will be entering an Israel in which 60 per cent of those at the lowest economic level are "oriental" Jews (which represents some improvement; in 1963-1964 they made up 65 per cent of this category). As of 1970, eight per cent of Israel's general population lived in overcrowded housing — over three people to a room —; but 20 per cent of the "orientals" lived in such conditions. Therefore, in the immediate period ahead, the Jewish Agency must meet two sets of massive problems — those lingering from the past and those stemming from new immigration. If the former is not dealt with adequately, the growing resentment and general malaise in Israel may seriously inhibit newcomers from entering. Mr. Pincus concluded by stressing the need for the UJA leadership "in its wisdom" to find ways for meeting the challenge he had presented.

* 2 * * * * * * *

Mr. Zuckerman noted that the presentation just made by Mr. Pincus, and Mr. Ginsberg's report that afternoon, obviously meant "we must all dedicate ourselves to even harder and more extensive efforts." Moreover, the Executive Committee members must set the tone for the 1973 campaign by their exemplary giving. He asked for a "sampling" of the members present — without indicating specific amounts at this time — to contribute to an understanding that all will give more next year than in 1972 by announcing now they would make increased 1973 pledges. With Mr. Zuckerman leading off, a number of Executive Committee members made announcements to this effect at this session (and on other occasions afterwards during the Retreat weekend), indicating greater giving in 1973 would be the pattern for the Executive Committee in the year ahead.

After the conclusion of this session there was a screening of a 50 minute film biography of Israeli Prime Minister Golda Meir, made by the British Broadcasting Company for its Panorama Series on British television.

SATURDAY, JUNE 10, AFTERNOON SESSION

COMMITTEE REPORTS (Continued)

Mr. Zuckerman called in turn upon Mr. Leonard Strelitz, Chairman of the Committee on Solicitation; on Mr. Rabinowitz, Chairman of the Project Potential Committee; on Mr. Zinman, Chairman of the Israel Education Fund Committee; and on Mr. Goldman, Chairman of the Operation Israel Committee (of which Mr. Colburn was Co-Chairman), to report on their Committees' deliberations. (Copies of the reports are attached to these Notes.)

The Executive Committee agreed to adopt all four parts of the Solicitation Committee's recommendation to establish a solicitation training division of the national UJA. Mr. Zuckerman advised that this recommendation would be carried out, but that the approval of the UJA Budget and Finance Committee would be required for the proposed budget. He said it would be submitted at this Committee's next meeting scheduled for June 16. It was noted that the Council of Jewish Federations and Welfare Funds is planning a program of solicitation seminars, and that an International Fund Raising Institute under Jewish Agency auspices is being established in Jerusalem. Mr. Philip Bernstein expressed the view that the UJA division would complement these efforts and would be welcome because of the considerable demand for solicitation education in the communities.

In response to the proposal made at the conclusion of Mr. Rabinowitz's report, Mr. Zuckerman named him as continuing chairman, and the Potential Committee participants as continuing members, of a standing Committee to develop further a program for seeking out and helping communities not now realizing their fundraising potential.

Mr. Zinman remarked, at the conclusion of his report, that ten people were responsible for raising the nearly \$40,000,000 pledged to the Israel Education Fund since its inception in 1964 — and added there "was no telling what can be accomplished if a large number of Executive Committee members help". He asked everyone to submit names of one or two appropriate prospective donors — people who have gift potential beyond their campaign contributions and would seem interested in memorialization through endowing an Israeli educational institution. Mr. Zinman or Education Fund Director Ehud Mouchly will in due course seek the Executive Committee members' assistance in setting up appointments with the prospects they suggest, and direct aid with the gift approaches if possible.

1973 PROJECTED PROGRAM Before outlining the projected program, Mr. Bernstein indicated that criticism of the UJA staff was always welcome since it stimulated improvements in staff operations — but it should also be noted that the UJA staff was, in his opinion, the best in the country and played a prominent role in the campaign which was the largest in history. Mr. Bernstein then introduced his concept of a Management Team consisting of Messrs. Peppercorn, Klein, Tabatchnik and Bloom in addition to himself. He then pointed up the increasingly youthful image of the UJA staff by introducing all the members present and noting their age and background.

Mr. Zuckerman then reviewed the recommendation of the UJA Public Relations Department regarding the use of the slogan "Keep The Promise" again for the 1973 campaign, because it would be just as relevant in 1973 as it has been in 1972 — and because it has been used more extensively by the communities than any previous campaign slogan. It was the consensus of the Executive Committee members that the "Keep The Promise" slogan be retained.

Mr. Bernstein then outlined the following activities scheduled or <u>under</u> consideration for the campaign:

Jewish Agency Board of Governors meeting in Jerusalem the last week in August, 1972.

The Prime Minister's Mission, August 28-September 1, which this year will give even greater consideration to the gift potential of participants. It had been initially felt that a smaller sized mission this year might be planned, but the major communities strongly urged that the complement not be reduced because of the numbers of potential large contributors they hope to have participating and the special role this Mission plays in accelerating the campaign setting pace and climate.

Presentation of a proposed 1973 campaign goal at the CJFWF Board of Governors' meeting September 14-17, followed by quota-setting meetings in each community to help establish the proper dimensions for 1973. Utilization of late September and all of October for a dialogue with communities regarding goals, with the participation of overseas and national leadership.

"Operation Freedom" to be resumed at the end of September, and a number of Soviet Jewish immigrants to be brought to this country to help in the campaign.

The President of Israel will officially open Israel's 25th Anniversary year this fall, and lit menorahs will be flown to the United States for appropriate ceremonies in American Jewish communities.

In October, four or five Israelis, whom Dr. Nesher will train as solicitors this summer, will start to come to the United States -- one each month -- in order to make gift solicitations in communities.

The Study Conference in Israel, for \$20,000 minimum contributors — October 2-9 — to be closely associated with Israel's 25th Anniversary year.

The on-going Operation Israel series and cameo missions to start October 15.

Concerted efforts to get a maximum number of community campaign chairmen to Israel, where they will receive a 25th Anniversary award made to their communities for service to Israel, and be photographed with a prominent Israeli who will present the award.

Israel's TV Satellite, going into operation this summer, will make possible live telecasts from Israel and such a telecast to major American communities might be considered for November.

A national meeting for potential million dollar gift contributors in New York, hosted by New York City UJA General Chairman William Levitt -- hopefully with the participation of Israel's Defense Minister Moshe Dayan.

The UJA \$150,000 minimum Inaugural Luncheon in New York on December 7.

The UJA Inaugural Dinner on the evening of December 7, with the minimum gift requirement reduced to \$35,000 to emphasize the concept that this is the amount required to "save a Russian family" -- and in order to produce larger attendance at the dinner.

The UJA Annual Conference December 8-10, with Israel's Deputy Prime Minister Yigal Allon as the featured speaker at the Saturday night banquet, which will include a pageant celebrating Israel's 25th Anniversary. A special Saturday afternoon program also marking this event is being planned by the UJA National Women's Division.

Resumption in January of the resident overseas solicitors' program, with improved arrangements with the communities for more effective utilization of the solicitors.

A special concert in March at Lincoln Center to celebrate Israel's 25th Anniversary and to stress the need for increased gifts -- with American and Israeli artists -- under the joint auspices of the national and New York City UJA.

The program in Florida in January and February as proposed in the Florida Committee report.

Marking Israel's 25th Anniversary with a UJA New York Sunday Times Magazine supplement in February, highlighting UJA efforts in assistance to Israel and its people.

The Jewish Agency Assembly in Israel in February.

An all-star TV network special in prime time with "The Seven Lively Arts in Israel' for its theme (the possibility of subsidizing the program is being explored with a number of national concerns).

A spectacular in Hollywood in March with stars in the entertainment world, also associated with Israel's 25th Anniversary and under the joint auspices of the national UJA and the Los Angeles Jewish community.

Obtaining from NBC-TV for UJA utilization at least one of the live TV presentations it will be doing from Israel during the course of the 25th Anniversary year.

Sponsoring a contest in Israel for a song in tribute to the relationship during the 25 years of statehood between the Jewish communities of America and Israel.

It was pointed out a proposal was made at an informal UJA National Officers' meeting on May 9 that, during the course of the 1973 campaign, all community campaign chairmen should be invited with executive directors and key community leaders-contributors to the UJA offices in New York — to review campaign problems and approaches, with appropriate representatives of UJA national leadership and staff. Similar meetings with local Women's Division chairmen also were proposed. It was recommended by the Officers at their meeting that this concept should be tried first as a pilot project with groups from five to ten communities.

Other possibilities presented by Mr. Bernstein, in view of the Anniversary, included commissioning a book by a prominent author to be commercially published, a film to be made by a Soviet Jewish emigre movie director in Israel, and a cruise trip to Israel under UJA auspices on the Queen Elizabeth II. The Queen Elizabeth has two cruises scheduled — one during the Passover period, and the other at the time of Israel's Independence Day. Mr. Zuckerman commented that the 25th Anniversary was a most significant and indeed glorious event which appropriately should be observed by the UJA, but the practical consequences for the campaign must be of prime concern in the arrangements for all 1973 events.

"TIMES" SUPPLEMENT Mr. Zuckerman pointed out that the proposal for a magazine supplement in the Sunday New York Times had been discussed and favorably received at the May 9 meeting of Officers. The supplement's proposed 12 pages of dramatic words and pictures, six of them in color, costing a total of \$64,000, would demonstrate the UJA's accomplishments in the past 25 years and its links with the people of Israel. National distribution would be 1,412,000, including 347,000 outside of New York City. In addition, the supplement could be inserted in Sunday editions of local newspapers in major cities -- with the additional costs borne by the communities or to some degree by local commercial sponsors.

The supplement could also serve as UJA's major educational piece for national and community mailings. It would reach the majority of the Jewish population in the United States as well as a significant number of non-Jews. In Greater New York, where the UJA campaign continuously tries to broaden its base of support, such a supplement would be particularly valuable in reaching Jewish families unreached by any previous means. Although contributions from non-Jews is not the supplement's purpose, it could well create sympathy in that sector, perhaps motivation for giving.

It was also pointed out that the UJA spent about \$200,000 on newspaper advertising last year, and the cost of the Sunday supplement might reduce the overall 1973 advertising budget rather than be a total addition to it. In the discussion on the matter, it was indicated that an earlier publication date than February would be more helpful to local campaigns outside New York City if the supplement is to be utilized nationally. Mr. Michel said agreement would have to be worked out with the New York Federation of Jewish Philanthropies to permit the publication in New York prior to February of material associated with UJA fundraising. However, the point was raised that, from the New York point of view, the effect of a supplement published before February 1 might be dissipated before the New York campaign begins in that month. A proposal was made to look into the possibility of obtaining the supplement for utilization in communities outside New York beforehand if it cannot be circulated in New York prior to February.

Mr. Zuckerman asserted that, in any event, by the time the supplement came out most communities will already have gone after large gifts, and it should be considered as an appeal for contributions to the broad base of potential givers not contacted in head-to-head solicitation. The Executive Committee members agreed the UJA should proceed with arrangements for the supplement.

This agreement was followed by enthusiastic discussion of the film biography of Prime Minister Meir which members of the Committee had viewed the night before. It was pointed out that the producer, BBC, was engaged in negotations for its possible sale to one of the American TV networks for commercial use, and under these circumstances would not presently consider offers to obtain it for UJA organizational use. It was indicated that Mr. Simcha Dinitz, who had already been involved in approaches to the British Broadcasting Co., would together with Mr. Irving Bernstein make further approaches. The Executive Committee's consensus was that the UJA should try to purchase the film for campaign utilization if it is not taken by one of the American networks for national presentation. It was also agreed that, if the UJA budget will not allow for the purchase of both, and the organization can obtain the film, the film should be bought in lieu of the New York Times supplement.

INAUGURAL DINNER It was pointed out that last year, when the minimum gift requirement for the Inaugural Dinner in December was raised to \$50,000, participation was reduced and, as it turned out, most of the gift announcements made actually represented pledges previously announced. The executive directors of the largest sixteen communities, in consultations with them by Mr. Bernstein and Mr. Peppercorn, have indicated they would favor a \$35,000 gift minimum for the Dinner this year, emphasizing the concept that this amount will save a Russian family. The Executive Committee members agreed that \$35,000 should be the minimum gift required this year, with the invitations expressing the "Save a Russian-Jewish Family" theme.

CHAIRMEN TRIPS Mr. Zuckerman noted that the UJA Officers present at the informal meeting on May 9 recommended that all 1973 community campaign chairmen be attracted to go to Israel on a UJA mission next year, or on some other occasion under UJA auspices, by arranging for each chairman to be presented with an award from the State of Israel citing his community's campaign efforts on behalf of Israel and its people during the past twenty-five years. During the Executive Committee members' lively discussion of this recommendation, the following points were raised:

It might be more helpful to the campaigns in some communities to have a leader other than the chairman go to Israel to receive the award.

Perhaps the chairman could be accompanied by other key persons in the community, if this is desired.

Follow-up functions should be arranged in the communities to receive the award after the chairman returns with it.

In addition to the award to his community, some recognition should be given to the chairman in Israel for his campaign leadership during the 25th Anniversary year.

The chairman should be photographed in Israel with a prominent Israeli making the award to him.

Each chairman should receive a letter from Israel inviting him to come to that country to receive the award.

Mr. Zuckerman expressed his view that the awards should be made only to campaign chairmen since the main thrust of the Officers' recommendation was to develop more knowledgable chairmen by attracting them to Israel.

The Executive Committee agreed that a 25th Anniversary Award should be presented in Israel to communities for their efforts on Israel's behalf during the past 25 years -- and that every effort be made to have a maximum number of community campaign chairmen visit Israel in order to receive the award and see Israel under UJA auspices. A presentation also should be made to the chairmen marking their leadership in this anniversary year. Where the desirability of someone other than a chairman receiving the award is indicated, it was agreed Mr. Zuckerman and Mr. Bernstein -- possibly in consultation with some of the officers -- should be left to arrange the best way of utilizing the occasion of the 25th Anniversary by means of this award presentation. Mr. Zuckerman observed it continued to be his view that only chairmen should be presented the award except in cases where it was physically not possible for a chairman to make the trip to Israel. Mr. Bernstein pointed out that a UJA Silver Anniversary medallion will also be created in Israel for use in making individual awards for the 1973 campaign, and possibly this medallion could be given in Israel to the chairmen for their 25th Anniversary leadership.

It was indicated that the award presentations would be used, first of all, to help attract chairmen in appropriate cases to participate in already scheduled UJA missions and trips, and that at an early point additional arrangements would be made to bring chairmen not enrolled in these trips to Israel.

* * *

* * *

A proposal was made and adopted that a session of the <u>UJA Annual Conference in</u> <u>December</u> be devoted to <u>solicitation training</u> conducted by Dr. Nesher.

TAX LAW CHANGES Mr. Philip Bernstein reviewed proposals for changes in income tax regulations now being considered in Congress which might affect deductions for charitable giving. He said that it was not believed at this time there was much likelihood of the passage of any of these changes, but that detailed information concerning them would be sent to the members of the Executive Committee. (This information is attached to these Notes.)

* * *

Mr. Nobil paid special tribute to Mr. Friedman, expressing the great debt of gratitude owed to him by the UJA and by Israel. Mr. Zuckerman praised Mr. Friedman for his continuing contribution to the UJA, and the entire Executive Committee joined in applauding Mr. Friedman.

Mr. Zuckerman expressed the best wishes of the Executive Committee to Mr. Jack Weiler and Mr. Peter Colwin for quick recovery to good health and active participation in the UJA.

SATURDAY, JUNE 10, EVENING SESSION

Mr. Zuckerman declared it was a particular personal pleasure for him to have the participation in the Retreat of Mr. Simcha Dinitz, Director-General of the Israel Prime Minister's Office. He expressed gratitude to Prime Minister Golda Meir for making it possible for Mr. Dinitz to come to the United States at this time.

OVERSEAS REPORT In analyzing Israel's foreign relations today, Mr. Dinitz made the following points in his presentation and answers to questions which may be cited in these notes:

For a year and a half the guns have been silent along the Suez Canal, terrorism still tragically takes victims but is reduced in scale, and on the whole this is a period of <u>relative</u> military tranquility for Israel. After knowing so much storm and stress, there may be a tendency by Jews within Israel and without to respond with less intensity to present circumstances. But what is done -- or not done -- now -- in this "gray" in-between period for Israel -- may very well determine the nature of Israel's future in terms of war and peace, or the outcome if there is war.

The threat of war remains great; it could be resumed by Israel's enemies at any time. The possible deterrents to its outbreak not only are strength of arms, know-how and morale, but the quality of life within Israel. This will be determined by such factors as how well the current newcomers from Russia and elsewhere are absorbed, and whether the inferior living and social conditions of many who came in past immigrations are substantially improved. The massive means required for absorption and social improvement

must come from Jews outside Israel. What the Jews of America do through the UJA, influenced by its leaders on the Executive Committee, is of pivotal importance. Jews elsewhere in the diaspora look to the Jewish community of this country to show the way. Thus, by extending themselves in their giving and in efforts to obtain greater gifts from others, American Jewish leadership may well advance movement toward real peace in the Middle East.

Mr. Dinitz also related an unusually moving incident during Prime Minister Meir's recent state visit to Rumania. Mrs. Meir attended sabbath services at the main synagogue in Bucharest, which holds about 600 people. On the basis of wishing to assure seats for all who came that night, the Rumanian authorities wanted to limit attendance to actual members of the synagogue, but then agreed they might also bring relatives. There were about 1,500 members and "relatives" in the synagogue that night. Another 1,500 to 2,000 were outside in the yard.

Afterwards, Mrs. Meir and her party, who were on foot, were directed by accompanying Russian officials to turn down the street in one direction. However, up the street in the other direction she saw soldiers guarding a barricade, and behind the barricade row upon row of silent Jews stretching from one side of the street to the other. The Prime Minister walked up to the barricade and called out "Shabat Shalom!" to those behind it. The massed crowd immediately responded as one with a cheer for the Prime Minister and a cheer for Israel—and as Mrs. Meir turned away, became silent again as if a switch had been turned off. The Prime Minister's explanation later was that "Jews can communicate with each other without words".

* * *

Mr. Zuckerman described the Retreat now concluding as having provided an "inward journey" for the Executive Committee members — "one in which we searched for new horizons within our minds, in which we sought to re-define who we are and what we want to do with our lives." He expressed his conviction that all were even more strongly committed to assuring the survival of the Jewish people. They and he were aware it would not be easy to raise more money in 1973 than this year, but also recognized the absolute necessity of doing precisely that. He was sure that, working together, success would be achieved.

Mr. Zuckerman adjourned the meeting.

Irving Bernstein

Executive Vice-Chairman

Paul Zuckerman

General Chairman

Spul Luckerman

TAX PROPOSALS AFFECTING PHILANTHROPIC GIVING

Several bills have recently been introduced in the Congress which could seriously harm philanthropic giving. They include:

HR 11058 and HR11862 -- introduced by Representative James C. Corman of California, with 25 co-sponsors.

S3378 -- introduced by Senator Gaylord Nelson, with 11 co-sponsors -- among them Senators Kennedy, McGovern and Humphrey.

The proposal by Wilbur Mills and Senator Mike Mansfield -HR15230, to repeal 54 categories of tax "preferences", including the deduction
for charitable giving, unless re-enacted by the Congress within a threeyear period.

The proposal by Representative Ullman for a two-year study of similar deductions to guide future legislative action.

The Corman and Nelson bills include one or more of the following proposals:

- (a) To limit deductions for charitable gifts to the amount which is above three per cent of taxable income. The gifts equivalent to the first three per cent would no longer be deductable. Since it is estimated that 29 million of the 35 million taxpayers who itemized their deductions in 1970 contributed less than three per cent of their taxable income, that would remove the tax incentive and benefit for the overwhelming majority of contributors.
- (b) To reduce the tax free deduction of long-term appreciated property (including securities) contributed to charities from 100% of the appreciation to 50%, and to lengthen the holding period from six months to twelve months. For a number of philanthropic organizations and institutions, a substantial part of the payment of large gifts is in the form of appreciated property. This proposal would have a very damaging effect on such gifts. Any reduction in large gifts would affect adversely the entire campaign because of the pace-setting role of such gifts.

- (c) To reduce the tax deduction allowed on tax of estates given to charities from the present 100 per cent of the gift above the basic exemption of \$60,000 to 50 per cent -- with the other 50 per cent taxable. This, too, would reduce the income to charities materially.
- (d) To end tax exemption for gifts from estates and bequests to institutions located in other countries. This would have a direct effect on American charitable organizations with overseas assistance programs.

The sponsors of the Corman and Nelson bills include liberal Congressmen (lists attached) who have been supporters of philanthropies. Manifestly it is not likely that they understand fully the harmful effects of their proposals -- since reduction in the income of charitable agencies would increase the deprivation and suffering of those they help, and would transfer some of the burdens to government agencies, possibly at greater cost. It would be particularly helpful if this understanding could be brought to them by their own constituents in their respective districts and states whose agencies and services would be hurt by such changes.

The Mills-Mansfield proposal, which would schedule the termination of various deductions and preferences over the next three years, would bring the deductions for charitable contributions to an end on January 1, 1976. The burden would then be on the charitable agencies to convince the Congress that the deductions should be re-enacted. This would put an immediate damper on gifts because of the jeopardy to the provision which enables people to carry over tax deductions for their gifts over a five-year period. It would also reverse the initiatives and responsibilities, compelling the charitable agencies and their supporters to justify the continuation of the historic American policy of encouraging voluntary responsibility and financing, through tax deductions, rather than placing the burden on those who want to revise them to justify the revisions.

The Ullman Bill, to have a two-year study of these provisions before proposing changes, would be more constructive.

While a number of persons believe that there is little likelihood of any action being taken by the current Congress, such assessments and predictions have not always been accurate. Rather, it is felt that the necessary understanding of the often unintended harmful results should be brought to the sponsors of legislation as early as possible, so they can make the revisions to prevent possible enactment of the damaging provisions.

An underlying confusion is to put philanthropic giving into the category of "tax loopholes." What must be conveyed and understood is that charity is not a loophole; that while other exemptions and deductions such as interest paid on mortgages, realty taxes, etc. are mandatory, gifts to charity are completely voluntary. Tax changes can wipe out or cause major reduction of such gifts, whereas the persons would still be compelled to pay their interest charges and their other taxes which have been deductions. Charitable gifts should be removed completely from the linkage with other tax deductions.

These concerns are shared not only by welfare agencies. They are felt by other philanthropies -- universities, museums, libraries, symphony orchestras, health organizations, etc. They too should convey the required understanding to the Congressmen.

This action should go beyond reacting each year to harmful proposals for changes in the tax laws. Rather, the philanthropic organizations should themselves formulate constructive proposals to inform the Congress what will assure maximum tax incentives for charitable giving, while preventing abuses of these provisions. Such abuses have already been very substantially eliminated.

The 1969 Tax Reform Act followed a searching comprehensive review of the charitable contribution. Any further considerations at this time should take that into account, and not result in harassment of the efforts of philanthropies to meet vital human needs.

Co-Sponsors of Corman Bill:

Rep. Les Aspin, Wisconsin D)

Rep. Richard Bolling, Missouri (D)

Rep. George E. Danielson, California(D)

Rep. William D. Ford, Michigan(D)

Rep. Seymour Halpern, New York(R)

Rep. Augustus F. Hawkins, California(D)

Rep. Henry Helstoski, New Jersey (D)

Rep. Andrew Jacobs, Jr., Indiana(D)

Rep. Harold T. Johnson, California(D)

Rep. John McFall, California(D)

Rep. Lloyd Meeds, Washington(D)

Rep. William S. Moorhead, Pennsylvania (D)

Rep. John E. Moss, California(D)

Rep. David R. Obey, Wisconsin(0)

Rep. Claude Pepper, Florida(D)

Rep. Otis G. Pike, New York(D)

Rep. Thomas M. Rees, California(D)

Rep. Henry S. Reuss, Wisconsin(D)

Rep. William F. Ryan, New York(D)

Rep. Fred Schwengel, Iowa (R)

Rep. B. F. Sisk, California(D)

Rep. Louis Stokes, Ohio(D)

Rep. Lionel Van Deerlin, California(D)

Rep. Jerome R. Waldie, California(D)

Rep. Charles H. Wilson, California(D)

Co-Sponsors of Nelson Bill:

Sen. Frank Church, Idaho(D)

Sen. Thomas F. Eagleton, Missouri (D)

Sen. Fred R. Harris, Oklahoma (D)

Sen. Philip A. Hart, Michigan (D)

Sen. Harold E. Hughes, Iowa (D)

Sen. Hubert H. Humphrey, Minnesota (D-F-L)

Sen. Edward M. Kennedy, Massachusetts(D)

Sen. George S. McGovern, South Dakota(D)

Sen. Lee Metcalf, Montana(D)

Sen. Walter F. Mondale, Minnesota (D-F-L)

Sen. John V. Tunney, California(D)

REPORT ON MEETING OF UJA STUDY CONFERENCE COMMITTEE EXECUTIVE COMMITTEE RETREAT - JUNE 8-10, 1972 Chairman - Albert A. Adelman

Mr. Adelman delivered the following report on the meeting of this Committee:

INTRODUCTION

I am reporting for the Study Conference Committee consisting of Isadore Breslau, Sam Haber, Joseph Mazer, Melvin Swig, Mrs. Albert Adelman, Donald Klein, and Harry Biele. The Study Conference dates are -- departure from New York, October 1, with the entire group convening in Tel Aviv on October 2, and departing Israel October 10.

CONCEPT

We began with the assumption that the 1973 campaign (barring a full scale resumption of shooting in the Middle East) will have as its thrust immigration and absorption, with the continuing underlying theme of defense. Of course Russian immigration will be the all-encompassing issue with which we have to deal. We are therefore constructing the itinerary to highlight the dominant themes as early in the trip as possible. We are also taking cognizance of the 25th anniversary of the State of Israel as an additional highlight with the emphasis of UJA's accomplishments throughout these years as the backdrop for what we still have to do in 1973 and the years ahead.

ITINERARY AND PROGRAM

I will not give you every specific but simply touch upon the highlights. It was the consensus of the committee to structure the itinerary so that the basic stress and campaign theme would be covered as quickly as practical for maximum impact.

On Monday evening, October 2nd - the day of a rival - we will present the overall story of immigration and absorption, with Louis Pincus as our guest speaker.

Tuesday has been structured as Immigration and Absorption day with every attempt to be made to personalize the experience for participants. We are incorporating small cocktail parties into the program for Tuesday evening thus enabling everyone to get to know each other more quickly.

Wednesday is <u>Defense Day</u> with a trip to the Suez Canal, a meeting with the Chief of Staff and culminating in the evening with a buffet dinner at the home of Defense Minister Moshe Dayan.

Thursday morning, we will study the work of the JDC. Mr. Ginsberg and Mr. Haber are planning an outstanding experience in which we will see the new specialized facilities of the JDC in a manner different from previous years. Thursday evening, we are planning a very special silver anniversary celebration at Mann Auditorium. It will feature an exciting evening which is being planned and produced by our colleagues in Israel especially for the UJA. Israel's foremost performing artists will participate. Israelis who have been associated with us throughout the years will join us as our guests, including members of the Defense Forces, the people from the kibbutzim, Malben immigrants; Jewish Agency personnel will also be represented.

Friday will begin with a breakfast meeting with the Minister of Finance, Pinchas Sapir, and then we will be off to the Haifa area with a visit to the Navy. The evening will feature visits with Israelis in their homes.

Report - UJA Study Conference Committee - 2 -

Saturday we will offer optional trips, and cap off the day with a General Chairman's party.

Sunday we go to Jerusalem. Besides a visit to the Western Wall and to Yad Vashem, we are planning a luncheon with Foreign Minister, Abba Eban, and a visit to the new Residence of the President.

On Monday, we will offer alternative programs and close with the Prime Minister's Dinner.

SUB-MISSIONS

Accommodations on the sub-missions are almost completely filled. We are planning three: (1) Vienna-Rumania, led by Mr. William Rosenwald; (2) Marseilles-Morocco, led by Mr. Melvin Dubinsky, and (3) Iran, led by Mr. Bert Rabinowitz.

AMERICAN JEWISH

RECRUITMENT PROGRAM

As of June 9, 225 individuals, representing 120 gift units from 48 communities, have indicated they will participate in the Study Conference. Much work must still be done. At our committee meeting, we made assignments for follow-up on recruitment. During the course of this weekend, Mr. Biele and I will be talking with many of you to enlist your help and participation. I know when we talk with you, you will say "yes" and will follow through quickly.

REPORT ON MEETING OF UJA COMMITTEE ON FLORIDA EXECUTIVE COMMITTEE RETREAT - JUNE 8-10, 1972 Chairman - Charles Ginsberg, Jr.

Mr. Ginsberg delivered the following report on the meeting of this Committee:

PARTICIPANTS

Melvin Dubinsky, Edward Ginsberg, Merrill Hassenfeld, Ernest Michel, Martin Peppercorn, William Rosenwald, Robert Russell, Mrs. Charles Ginsberg, Mrs. Merrill Hassenfeld, Mrs. Robert Russell, and Mrs. Eve Weiss.

BACKGROUND

Florida has had a population explosion and a parallel hi-rise apartment explosion. Many top contributors from communities all over the United States have established a semi-residence in Florida. Many communities in the country have asked for national UJA help to solicit their top contributors in the area.

Mr. Peppercorn summarized the prior history of national UJA fund-raising in Florida, which ended in 1962. At that time, New York City UJA began its continuing solicitation efforts in Miami. Mr. Russell described the changing fund-raising situation in Miami, where the campaign is now approaching 11 million dollars. Mr. Michel made a presentation indicating the desirability of a renewed national effort in Florida, and Mr. Rosenwald observed that the national campaign, as well as New York City, could be helped considerably by such an effort.

Mr. and Mrs. Hassenfeld summarized the current situation in Palm Beach where temporary and winter residents are spending more and more time.

DISCUSSION

Recognizing the new situation in Florida resulting from the population shift, the Florida committee considered in depth the following two questions:

- 1) Is it good for national UJA to be absent from an area with such great financial potential?
- 2) If the answer is negative, what type of national program should be pursued in Florida?

After an in-depth discussion of the question, the committee decided unanimously that a national UJA fund-raising effort be mounted in Florida.

RECOMMENDATION

Pursuant to this decision, the Committee made the following recommendations:

- 1) That the national UJA run a meeting in conjunction with New York City in Palm Beach, with a minimum gift level of \$10,000. It was further indicated that the meeting be held in the Palm Beach Towers on February 22; that the area covered include Pompano, Boca-Raton as well as other environs of Palm Beach; that selected top givers from other areas of Florida be included; and that solicitation for this meeting start in early January.
- 2) That the Women's Division run a national function in the Palm Beach area for \$5,000 and over givers.

- 3) That a national effort be mounted in the Miami area together with New York City UJA for an intense solicitation project of potentially large contributors --and that major communities around the country be urged to join the national organization in providing information as well as help to solicit prospects who come from their local communities.
- 4) That the Women's Division run a series of national parlor meetings in the Miami area for major givers.
- 5) That the UJA Executive Committee, as well as other national lay leadership, cooperate and participate in these operations in Florida.
- 6) That adequate national UJA staff be provided in the Miami area. It was understood that this staff would engage in the research necessary to provide proper background information on all national prospects; that it should function on a year round residential basis, and that its work for any particular campaign start as early in the fall as possible.
- 7) That the entire state of Florida be thoroughly researched to cover and reach major prospects--even in small communities.



REPORT ON MEETING OF UJA COMMITTEE ON SOLICITATION EXECUTIVE COMMITTEE RETREAT - JUNE 8-10, 1972 Chairman - Leonard R. Strelitz

Mr. Strelitz delivered the following report on the meeting of this Committee:

PARTICIPANTS

The Committee consisted of Herbert J. Garon, Alexander Grass, Morris L. Levinson, Harvey M. Meyerhoff, Mrs. Bernard Schaenen, Sol S. Weiner, Larry M. Frank (for part of the sessions), and Aryeh Nesher.

GENERAL

The practices of Operation Breakthrough were described as exemplifying effective solicitation preparation and approaches for realizing potential big gifts. Operation Breakthrough in 1972 expanded its activities in the areas of research on Paper Millionaires; solicitations; follow up; and solicitor's training.

RESEARCH

AMERICAN IEWISH

We are obtaining information about prospects in greater depth by using a wider variety of published sources such as Dun & Bradstreet Reports, Standard & Poor's, Dun & Bradstreet Million Dollar Directory Book and SEC Publications, and by retrieving better information from local communities. We have also organized a group of young leaders from different communities throughout the country to help us get updated financial information on prospects, data on giving to other Jewish and non-Jewish causes, and relevant personal details. This Young Leadership group will operate as a team under a chairman to be appointed by the Cabinet.

We are extending our research into the field of Women of Independent Means. Since many of them are widows, the basic approach is to identify the companies their late husbands were associated with and confirm their financial holdings. The Operation has also started to explore the field of millionaires not associated with public companies. Our pilot study is in real estate.

SOLICITATIONS

- A new system of setting up meetings with prospects was developed based on direct calls from the Prime Minister's office in New York.
- An advance meeting between the Israeli representative and the accompanying community lay leader coordinates the strategy and tactics for each solicitation.
- 3. Wherever possible the principle of having the prospect come to the Israeli solicitor rather than the solicitor going to the prospect was applied.
- 4. A number of UJA national officers have become more involved in the solicitation of paper millionaires. Much greater involvement by more officers is needed.

In addition, Dr. Nesher and I participated in Operation Florida and visited a number of prospects in very small communities with very positive results. A small town project in the West initiated by Bram Goldsmith also yielded very interesting results.

In cases where we feel solicitations here should be reinforced by an experience in Israel, we have developed a method of inviting prospects there, arranging for them to meet with Government officials, and having them solicited either by Dr. Nesher who

Report- UJA Committee on Solicitation - continued - 2 -

accompanies them, or by Herbert Friedman who is in Israel.

A special project with Doctors has been started, concerned especially with those with large stock holdings.

FOLLOW UP

We have started a special follow system with those donors who gave \$50,000 and over. Since many of them, despite other gifts, do not naturally relate to Jewish causes, we believe it is not wise to leave them alone until they are solicited again next year. The following steps have been taken:

- 1. Relevant books on Jewish subjects are sent on donor's birthday or for other events;
- Private dinners or other get-togethers are arranged with the donor, at which money is not discussed at all;
- The donor is invited to meet the Israeli Consul General in town or a visiting Ambassador;
- 4. The donor is asked to work within the program by providing us with information about other prospects, or by participating actively in solicitations.

SOLICITOR'S TRAINING

A special project to train solicitors has been started. Seminars on the Psychology of Solicitation have taken place with the following groups:

UJA National and N.Y.C. Staff (4 seminars);
Young Leadership (2 seminars);
Regional lay leaders in N.Y.C., Miami, Philadelphia, Los Angeles, Phoenix;
Participants in the National UJA Conference - December, 1971.

The seminars ranged from two to six hours, were of an introductory nature and resulted in widespread requests for more comprehensive training programs. (Dr. Nesher, with visual and other aids, provided a demonstration solicitor training session to the Committee on Solicitation.)

To increase the number of Israelis who are active in the solicitation process, this summer Dr. Nesher will select five people in Israel who seem to have the necessary qualifications to become solicitors for top prospects. After these selections have been reviewed by Irving Bernstein, Dr. Nesher will spend a number of days with these potential solicitors in order to train them in the theory and practice of Breakthrough solicitations. Starting at the end of October, these solicitors should be brought to the United States, one each month, in order to participate with Dr. Nesher as observers during solicitations. At a later stage Dr. Nesher will act as an observer during their solicitations, and at the end of this process, they will become independent solicitors—not attached to any community but functioning on a national basis.

RECOMMENDATION

In view of the presentation by Mr. Pincus at the Retreat on Friday evening, indicating the need for vast sums over the next five to ten years, the Committee agreed the UJA must add new dimensions to its fund-raising. It was the consensus that, in particular,

ways must be found to develop more and better qualified fund-raisers. Therefore, the Committee made the following recommendations:

- Establish a solicitation training division of the National UJA to encompass local and overseas needs;
- Employ a skilled professiom 1 to work under Dr. Nesher and prepare all programs related to solicitation training;
- Implement the program as necessary but with a minimum of six regional seminars of 30 people each for 1973;
- 4. An initial budget of \$150,000* was recommended, with an additional sum to be considered as required.

| \$ 20,000 | A I | Program Director |
|-----------|---|--|
| 10,000 | - | Secretarial help |
| 7,500 | - | Secretarial help |
| 12,500 | - | Assistant Program Director |
| \$ 50,000 | | |
| - 10- 10- | | h - 40- 40- 40- |
| \$ 30,000 | - | Six seminars |
| 50,000 | - | Visual Aids |
| 10,000 | - | Transportation |
| 10,000 | - | Miscellaneous expenses |
| | | |
| | 10,000 7,500 12,500 \$ 50,000 \$ 30,000 50,000 10,000 | 10,000 - 7,500 - 12,500 - \$ 50,000 - 50,000 - 10,000 - 10,000 - |

REPORT ON MEETING OF UJA PROJECT POTENTIAL COMMITTEE EXECUTIVE COMMITTEE RETREAT - JUNE 8-10, 1972 Chairman - Bert Rabinowitz

The Committee consisted of Donald H. Benjamin, Raymond Epstein, C.M. "Nick" Newman, Mrs. Burt J. Siris, Philip Bernstein, Melvyn Bloom, and Martin Peppercorn (participating in the Saturday morning session).

Mr. Rabinowitz delivered the following report on the meeting of this committee:

It proceeded from the view that a great many communities have fund-raising potentials considerably beyond presently achieved levels of giving, even when such giving has shown upward movement. An intensive analysis was made of three communities— one large, one medium-sized, one small—based on the criteria listed below, considered representative of a community ideally set up for local and overseas fund-raising:

1. Lay Leadership

- a. Giving level is maximum within the limits of financial resources.
- b. Personally and actively involved in community programs on a leadership level.
- c. Involvement and service is continuous over a period of years.
- d. Active on a regional and national level.

2. Leadership Base

- a. Planned and implemented programs for developing and upgrading leadership responsibility at every level.
- b. An active reserve of leadership developing and rising in the community structure.

3. Central Organization

- a. A Federation, Welfare Fund or other Jewish organization which is the clearly recognized voice and central decision-making body of the Jewish community.
- b. A full, effective Jewish community service structure within the needs and resources of the community.

4. Professional Leadership

- a. Professionals who are consulted and whose views are respected in development of long-range and short-range policy and programs.
- b. Professionals who propose and effect new approaches to community development.

5. Campaign Structure

- a. A complete campaign mechanism designed to draw upon the full resources of every community.
- b. An active, effective program of young leadership development, and women's division, student, rabbinical programs.

Based on these criteria and the results of its analysis, the committee concluded that a well organized, dynamic, multi-faceted program could, over a period of time, produce closer approximation to potential campaign results for the sample cities analyzed and many others. The members of the committee were enthusiastic about the possibilities such a program might realize. They strongly recommended a standing committee to find ways for utilizing programs which are being carried on outside the UJA, as well as the resources of the UJA Executive Committee and staff in an on-going program to be applied in selected communities not now realizing their potential.

REPORT ON MEETING OF UJA ISRAEL EDUCATION FUND COMMITTEE EXECUTIVE COMMITTEE RETREAT - JUNE 8-10, 1972 Chairman - Philip Zinman

Mr. Zinman delivered the following report on the meeting of the Committee:

PARTICIPANTS

Morris Rodman, Sam Rothberg, Mrs. Louis S. Goldman, Mrs. Morris Rodman, Mrs. Philip Zinman, Ehud Mouchly and Eliezer Shavit.

STATUS REPORT

The following is a statistical summary of Israel Education Fund activities as of June 1, 1972:

DONORS: 148

AMERICAN JE AMOUNT PLEDGED: 39,071,026.14
ARCHIVES

FACILITIES ESTABLISHED

High Schools -- 95 Public Libraries -- 11

Youth Cultural and Community Centers -- 29
Day Care Centers and Pre-Kindergartens -- 119
Sports Facilities -- 6

TOTAL: 260

CONSTRUCTION STATUS

| | 1 | | | |
|-------------------|---------------------------|--------------------|----------------------|----------------------|
| | Construction Completed | Under Construc. | Construc. in 1972 | Construc. in 1973 |
| | | | | |
| Schools | 55 | 27 | 8 | 5 |
| Public Libraries | 7 | 3 | 1 | 0 |
| Community Centers | 11 | 12 | 5 | 1 |
| Sports Facilities | 2 | 0 | 3 | 1 |
| Pre-Kindergartens | _65_ | _24_ | 24 | _6_ |
| TOTAL: | 140 | 66 | 41 | 13 |

Report - UJA Israel Education Fund Committee - 2 -

DISCUSSION

Various Israel Education Fund policy matters and procedures were discussed. A newly published Education Fund brochure, illustrated with attractive photographs, was reviewed.

GROUND RULES

The basic ground rules for the Israel Education Fund have not changed and will be in effect through 1973. These rules include advance clearance of solicitations with communities, a minimum \$100,000 subscription, five years for payment of pledges when necessary and the right of the donor to name the facility.

Individual pledges secured by the Women's Division of the United Jewish Appeal of Greater New York, need not conform to the \$100,000 minimum; another exception is in the Unsolicited Scholarship Program for which there is no minimum. The Fund also accepts \$35,000 contributions for single pre-kindergarten schools from widows, single or divorced women.



REPORT ON MEETING OF UJA OPERATION ISRAEL COMMITTEE EXECUTIVE COMMITTEE RETREAT - JUNE 8-10, 1972 Chairman - Louis S. Goldman Co-Chairman - Gerald S. Colburn

Mr. Goldman delivered the following report on the meeting of this Committee:

PARTICIPANTS

The Committee consisted of Larry M. Frank, James H. Nobil, Malcolm M. Rosenberg, Bernard Schaenen, Robert M. Schrayer, Joseph H. Strelitz, Mrs. Leonard R. Strelitz, Herman Rosen and Howard Stone. Mr. Donald H. Klein took part in the Saturday morning session.

CAMEO MISSIONS

Operation Israel, which has played such an important part in UJA history is being expanded in the forthcoming year. We have come up with a new idea this year. In addition to the regular OI program, we have designed a new concept—the cameo mission.

The cameo mission is designed to bring to Israel for $2\frac{1}{2}$ days the top leaders of selected communities. Their itinerary in Israel will follow the pattern of the Prime Minister's Mission-- a tough arduous program-- and during that period there will be intensive solicitation. This program is designed to get bellwether gifts solicited early for their inspirational effect on the respective community campaigns.

This format was used effectively last year by Baltimore, Union County, N.J. and Hartford. This year we are expanding it to encompass other cities throughout the country. After much deliberation we have selected certain communities to serve as pilot cities for the cameo concept because the committees feel that the impetus of these advance gifts will aid their campaigns. The communities being considered for the 1973 program are: Baltimore, Boston, Cleveland, Detroit, Essex County, N.J., Hartford, Kansas City, Miami, Milwaukee, Pittsburgh, St. Louis, Columbus, Denver, Union County, N.J., and Tulsa. Mr. Klein and I will be making appointments with the executive director, the campaign chairman and top leaders of each community to consider the cameo program together. It is our hope and desire that each of these cities will participate. The OI committee feels that if there is insufficient participation from some cities individually, we might be able to combine two or three cities for a joint cameo mission.

It was suggested that a cameo club be formed comprising members of the cameo missions. This group could be utilized for fund-raising in the future or used in the national emergency program of UJA to give it a sense of selectivity. Thus, the cameo mission program in the future can become an even larger and more important part of UJA. To further underline the importance of the cameo missions, it was suggested that all participants be given a memento of the trip in Israel that they can bring back to their wives, helping to make them feel they, too, are part of the cameo club.

The possibility was considered of making one night of the cameo mission something that would never be forgotten by participants...as an example, having them sleep at a military base or an absorption center or something of this nature. This will be presented to UJA staff for follow-up to see if this program can be worked out.

The committee felt that the cameo missions should be based in Jerusalem and not in Tel Aviv. It was further suggested that a UJA lay leader should be appointed to serve with each cameo mission and that he be stationed in Israel as liaison for fund-raising, itinerary and general overall supervision. It was felt that if enough cameo missions

Report on Meeting of UJA Operation Israel Committee - continued - 2 -

were held, the leader might be stationed in Israel for a two week period to cover two or three cameo missions. It was also suggested that if recruitment becomes difficult for the cameo program, a name personality be found to build each one of the missions around --someone like Elie Wiesel, a mayor of a city, a governor, or some other well-known attractive personality.

ONGOING OPERATION ISRAEL SERIES

On Saturday morning, with Mr. Colburn presiding, the committee considered the regular 1973 Operation Israel trips; Mr. Colburn pointed out that preliminary planning sessions have already been held with the UJA American and Israeli staffs and the Operation Israel National Committee, and the following recommendations have been made:

- that, in view of a clear two-year recruitment trend, the 1973 schedule be largely for couples;
- that, for maximum efficiency and logistical smoothness, the size of the missions be limited to 200, or about six busloads;
- that, because of the numerical limit and to increase productivity, a minimum gift of \$750 be established;
- 4) that, in order to exercise maximum effect on planning and implementation of community campaigns, the program should begin in mid-October--and that, since it has proven difficult to fill flights in December and February, those months should be avoided in the scheduling;
- 5) that recruitment of a full roster of National Chairmen to lead Operation
 Israel trips be pursued and completed as early as possible, so that flight
 teams may be quickly organized and begin intensive recruitment drives for
 specific flights.

On the basis of the above, a projected schedule has been worked out as listed below:

| Operation | Israel | 21/ |
|-----------|------------------------|-----------------------------|
| #1 | October 15-25 | Women's Division Leadership |
| #2 | October 19-29 | Couples |
| #3 | October 26-November 5 | Couples |
| #4 | November 2-12 | Couples |
| #5 | November 12-22 | Couples |
| #6 | November 26-December 3 | Men |
| #7 | January 4-14 | Couples |
| #8 | January 14-21 | Men |
| #9 | January 18-28 | Couples |
| #10 | January 25-February 4 | Women |

In addition, the UJA has several other trips already scheduled, such as the Young Leadership, the students, and the Women's Division missions—and of course, the Study Conference and the Prime Minister's Mission.

It is our hope that through our new program of high level community leadership cameo missions, and more tightly knit Operation Israel groups scheduled at periods which make for largest impact in community campaigns, our overseas program will have even greater impact than in previous years.

Report on Meeting of UJA Operation Israel Committee - continued - 3 -

STRUCTURE

For the program's more effective operation, we have reorganized both our lay and professional personnel. Though Mr. Colburn and I will continue to operate as a team for overall policy purposes, functionally we will be dividing our energies. I will concentrate my efforts in the area of community leadership cameo missions, while he will take primary responsibility for the ongoing Operation Israel program. Each of us will zero in on the unique recruitment problems and the logistics which are specialized within the respective programs.

On the professional level, since Operation Israel is an integral part of UJA campaigning, the UJA Field Department will be chiefly relied on to organize recruitment for the program. Mr. Rosen, Associate National Campaign Director, will be the key man for this aspect of the program. Miss Gitl Bialer, of the staff, will handle the internal aspects of the program. Mr. Klein, who now handles the overall coordination of overseas activities in general, will be directly involved in the policy and coordination of the Operation Israel program as well.

PRELIMINARY PLANNING

The couples missions will have a totally new face. This year they will depart from New York on Thursday evening and return the following Sunday evening, making a tenday stay. This will allow every couples mission to spend three nights in Jerusalem; one night at a kibbutz; and five nights in Tel Aviv--including Friday night at the Western Wall; a Saturday reception with the President of Israel; a dinner with a Cabinet minister at the Knesset; a visit to an Absorption Center to meet Russian immigrants; the usual visits to the Yad Vashem and the Military Cemetery; as well as an opportunity to be in the Old City - all in the first days of the mission. We considered this a definite asset to fund-raising, and believe it will give each group a feeling it is getting particular attention. Each group also will be taken to the Suez Canal. Without going into further specifics, it seems assured that the program will be fresh, new, and exciting, even for those who have been to Israel many times.

It was the general feeling of the committee that Operation Israel should be made a more important part of general UJA programming. Proposals and plans to accomplish this include:

- Regional meetings with Operation Israel chairmen to make them more enthusiastic about the recruitment program;
- 2) Try to get every campaign chairman to go on a mission;
- 3) Distribute a monthly Operation Israel newsletter;
- 4) Prepare a standard operation manual for lay leaders (it is being developed);
- Schedule briefing meetings before each trip with a member of the Israeli Consulate;
- 6) Means should be developed for each trip leader to meet as many members of his mission as possible in advance of the trip;
- 7) All wives will be solicited on the missions and a careful program of handling this will be developed;
- 8) Each bus will have both a men's and a women's solicitation team.

Report on Meeting of UJA Operation Israel Committee - continued - 4 -

We have already begun planning for our recruitment program. The Public Relations Department is creating new materials and our new brochure is already off the press. Mr. Colburn and I are already projecting visits to many communities and scheduling several regional meetings to stimulate activity.



CONFIDENTIAL

AMERICAN JEWISH ARCHIVES

Material

for

EXECUTIVE COMMITTEE RETREAT

WILLIAMSBURG INN -- Williamsburg, Va.

JUNE 8 - 11, 1972

BOOK I - Background Material

BOOK I - BACKGROUND MATERIAL

CONTENTS

A. COMMITTEE AGENDAS: Study Conference

Project Potential
Israel Education Fund

Florida Solicitation Operation Israel

B. UJA CALENDAR OF EVENTS

C. 1972 PROFILE OF PROGRAMS

D. 1973 STUDY CONFERENCE FACT SHEET

DIVISIONAL REPORTS

- E. ISRAEL EDUCATION FUND
- F. OPERATION ISRAEL
- G. NATIONAL WOMEN'S DIVISION
- H. YOUNG LEADERSHIP
- I. UNIVERSITY PROGRAMS
- J. RABBINICAL ADVISORY COUNCIL
- K. PUBLIC RELATIONS
- L. SPEAKERS BUREAU
- M. OPERATION BREAKTHROUGH
- N. OPERATION UPGRADE

UJA EXECUTIVE COMMITTEE RETREAT

WILLIAMSBURG, VA.

JUNE 8 - 11, 1972

STUDY CONFERENCE COMMITTEE

Albert B. Adelman, Chairman

Friday, June 9, 1972

Agenda

Room "A" Williamsburg Lodge

1. Purpose of Study Conference

- a. Primary tone-setting instrument for 1973 campaign
 - 1. To interpret the 1973 needs
 - 2. To recharge current leadership and to stimulate new leadership
 - 3. To solicit the initial gifts at pace-setting levels

2. Eligibility

- a. \$20,000 and over gift
- b. By invitation only
- c. Position in campaign is not the criteria (i.e. community campaign chairman with gift of \$5,000)

3. Itinerary

- a. Review of overall concept
 - 1. Immigration
 - 2. Absorption
 - 3. Defense
 - 4. 25th Anniversary
- b. Review of day-by-day itinerary

4. Recruitment

- a. Methods used for recruitment to date
- b. Report of results to date
- c. Assignments

5. Solicitors



United Jewish Appeal

1290 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10019 ☐ PLAZA 7-1500 ☐ CABLE ADDRESS: UJAPPEAL, NEW YORK

May 24, 1972

PROJECT POTENTIAL

The significant changes in Jewish fund-raising which began in 1967 reflect a new trend in Jewish attitudes. Except for 1968, giving to the UJA has been constantly on the rise during this period. In 1967, the American Jewish community demonstrated its deep emotional concern for the safety of Israel's people. This process of increased giving has been sustained during the last four years (1969-1972), and it is believed that this trend is indicative of a feeling of greater responsibility on the part of contributors for supporting lasting solutions for the people of Israel and greater awareness of Jewish needs elsewhere.

The fact that even during this period of national growth in fundraising some communities fell below their potential, raises some
serious analytical and practical questions. Therefore, we have
established criteria and developed case studies which we hope will
allow us -- in addition to responding to special community problems -to establish a program for community analysis and long range planning.

Profiles have been prepared of three communities -- Teaneck, New Orleans, and Cincinnati. We believe that these will serve as the stepping-stones in our committee work on Project Potential. In preparing these profiles, we endeavored to outline community structure, the scope of its activities, the leadership involvement and other phases of community life. The main stress was given to fund-raising.

The Williamsburg sessions have been set for:

Friday, June 9 9:15 AM Teaneck, New Orleans Saturday, June 10 9:15 AM Cincinnati and conclusions

I am delighted that you are joining me in this effort and I am looking forward to working with you.

Sincerely,

Bert Rabinowitz

Encs: 1. Project Potential Criteria

. Case Studies: Teaneck, New Orleans, Cincinnati -

*MELVIN DUBINSKY, UIA
*JACK D. WEILER, JDC

*JACK D. WEILER, JDC

*ALBERT B. ADELMAN
*GERALD S. COLBURN
*SIDNEY M. EDELSTEIN

*PAUL ZUCKERMAN

tional Chairn

*GERALD S. COLBURN
*GERALD S. COLBURN
*SIDNEY M. EDELSTEIN
*LARRY M. FRANK
*CHARLES GINSBERG, JR.
*LOUIS S. GOLDMAN
*BRAM GOLDSMITH
*ALEXANDER GRASS
*JOSEPH H. KANTER
*MORRIS L. LEVINSON
*SAMUEL H. MILLER
*BERT RABINOWITZ
*LEONARD R. STRELITZ

Chairman
"MRS, BURT J, SIRIS
strait Education Fund
President
"PHILIP ZINIMAN
foung Leadership Cabinet

Chairman
*DONALD H. BENJAMIN
*abbinical Advisory Council
Chairman
*JOSEPH H. EHRENKRANZ.

secutive Vice Chairman
Israel
INTAN
INTERNATION
INTERNATION
INTERNATION
INTO SERNSTEIN

Paconal Campaign Director

"MARTIN PEPPERCORN

Issistant Executive Vice Chairma
"DONALD H. KLEIN

FRANK BECKERMAN LEONARD D. BELL CHARLES J. BENSLEY HERSCHEL W. BLUMBERG JOEL S. BRESLAU LOUIS BROIDO VICTOR M. CARTER LAWRENCE M. COHEN RAYMOND EPSTEIN CHESTER L. FIRESTEIN BEN FIXMAN HERBERT J. GARON SHELDON B. GUREN LeROY E. HOFFBERGER MAX H. KARL JAC J. LEHRMAN NATHAN I. LIPSON HARVEY M. MEYERHOFF ERNEST W. MICHEL C. M. NEWMAN JAMES H. NOBIL RAYMOND G. PERELMAN MESHULAM RIKLIS DONALD M. ROBINSON MORRIS RODMAN MALCOLM M. ROSENBERG SAM ROTHBERG ROBERT RUSSELL ALAN SAGNER MAURICE H. SALTZMAN EDWARD SANDERS ROBERT MAX SCHRAYER ALBERT G. SEGAL ARANT H. SHERMAN MORTON I. SOSLAND JOSEPH H. STRELITZ

> SWIG A. TIS EINER

SOL S. WEINER GORDON ZACKS BR:md

ON BEHALF OF UNITED ISRAEL APPEAL DIJOINT DISTRIBUTION COMMITTEE DUNITED HIAS SERVICE D NEW YORK ASSOCIATION FOR NEW AMERICANS.

President
*EDWARD GINSBERG

*MRS. BERNARD SCHAENEN

HONOTARY General Chairmen MORRIS W. BERINSTEIN *MAX M. FISHER *JOSEPH MEYERHOFF *WILLIAM ROSENWALD

"ISADORE BRESLAU

*WILLIAM ROSENWALD

*EDWARD M. M. WARBURG

Honorary National Chairmen

*BERNARD H. BARNETT

*JACOB FELDMAN
*ISRAEL D. FINK
*MERRILL L. HASSENFELD
JOSEPH HOLTZMAN
*ALBERT PARKER
*LAWRENCE SCHACHT
*JOSEPH D. SHANE

"JOSEPH D. SHANE
"DEWEY D. STONE
BENJAMIN H. SWIG
fonorery Special Fund Chairme
"JOSEPH M. MAZER

*JOSEPH M. MAZER SAMUEL RUBIN

Treasurers
JOSEPH I. LUBIN
LOUIS D. STERN
Secretaries

*SAMUEL L. HABER *GOTTLIEB HAMMER

*Member, Executive Committee

AGENDA Committee on the Israel Education Fund

Friday, June 9, 1972 9:15 a.m. Williamsburg United Jewish Appeal Retreat

- A. I. Report on the Israel Education Fund (Ehud Mouchly)
- B. Discussion (Chairman Philip Zinman)
 - I. Scope of program
 - a. The types of facilities sponsored by the Israel Education Fund Scholarship Program
 - b. Monetary scope financial needs
 - c. Contract basis
 - 1. Specific and fixed amounts
 - 2. Time of payment
 - II. Image of the Israel Education Fund
 - a. Lack of understanding of the Israel Education Fund
 - b. Lack of publicity
 - III. Solicitations
 - a. Israel Education Fund relationships with local federations
 - b. Leadership role
 - c. Support for the Israel Education Fund
 - d. Brochures and presentation materials
 - IV. Methodology
 - a. Parlor meetings
 - b. Dinners
 - c. Head-to-head solicitations
 - d. Necessity of prior appointments
 - V. Format and structure of the Israel Education Fund
 - a. Rules of operation: should the time payment system be changed?
 - VI. Collection of overdue amounts

NOTES FOR FLORIDA COMMITTEE MEETING

NORTH BALLROOM WILLIAMSBURG LODGE (LOWER LEVEL)
WILLIAMSBURG, VA.
FRIDAY, JUNE 9 - 9:15 A.M.

(TO BE CONTINUED SATURDAY MORNING, SAME TIME, SAME PLACE - IF NECESSARY)

HISTORY

For a great many years, the United Jewish Appeal held its Inaugural Fund-Raising Meeting in Miami Beach, the latter part of February. In the early days, in addition to the Miami Beach meeting, there also was a Palm Beach meeting. The Palm Beach meeting was eliminated but since New York City felt that a Palm Beach effort was necessary, they assumed the responsibility and conducted their own meeting.

In 1962 the UJA abandoned its Miami Beach meeting because of the enormous resistance on the part of the contributors to giving during their vacation. Thus, the only activity of the UJA that exists in Florida today is the New York City Palm Beach meeting. National UJA and New York City have had several meetings relating to the question of National resuming its activities in Florida due to the tremendous change in the population and to the giving potential of residents in Florida today.

Florida has had a population explosion and a parallel high-rise apartment explosion. Many of our top contributors from all over the United States have established a semi-residence in Florida. Many of the communities in the country, in addition to New York City, have been eliciting our help in soliciting their top contributors in this area as instead of the 2, 3 or 4-week vacation visits, we now see a longer term semi-residential pattern of life.

In addition to the above, many of our people feel that we lose an opportunity in not campaigning in Florida, particularly in view of the fact that almost every other charity pursues their campaigns in the months of January, February and March in Florida. To name just a few: Hebrew University, the Bond organization, Weizmann Institute, Brandeis and several Yeshivot run campaigns during this period.

AGENDA

The Committee, therefore, has as its agenda the following:

- A. Should National UJA initiate a program in Florida for the year 1973?
- B. If it is felt that National UJA should become involved, what form should this involvement take?
 - 1. Should we consider a National big gifts function in Miami?
 - 2. Should we take over the New York City Palm Beach meeting and conduct it as a National affair?
 - 3. Should we work together on the Palm Beach meeting with New York City? At one of our previous meetings, we tentatively agreed to this arrangement with New York City and as a result have scheduled a National Executive Committee Meeting in Palm Beach on February 22, 1973.
 - 4. If we agree to work together with New York City, can we sponsor a series of parlor meetings in both Palm Beach and Miami?
 - 5. How can we do a better job of uncovering new prospects in Florida?

AGENDA

FOR SOLICITATION COMMITTEE IN WILLIAMSBURG, VA. - JUNE 8 - 11, 1972

- I REPORT ON RESULTS OF PROJECT BREAKTHROUGH BY LEONARD STRELITZ:
 - A RESEARCH METHODS
 - B SOLICITATION METHODS
 - C FOLLOW-UP METHODS
- II PROPOSALS FOR IMPROVEMENT OF PROJECT BREAKTHROUGH FOR 1973 BY DR. ARYEH NESHER:
 - A RESEARCH: Proposals for the improvement and the deepening of the research process.
 - B SOLICITORS:
 - 1 Additional Israeli solicitors
 - 2 Lay leader solicitors
 - C TRAINING:
 - 2 Seminars on West Coast
 - 1 Seminar in the South
 - 1 Seminar in the Mid-West
 - 1 Seminar on the East Coast
 - 1 Seminar in New York
 - D SPECIAL FOLLOW-UP FOR NEW DONORS

AGENDA

OPERATION ISRAEL COMMITTEE MEETING EXECUTIVE COMMITTEE RETREAT WILLIAMSBURG INN, WILLIAMSBURG, VIRGINIA JUNE 9, 1972 (North Ballroom, Williamsburg Lodge - Lower Level)

Louis S. Goldman, Chairman

Gerald S. Colburn, Co-Chairman

I. OUTLINE DUAL FACETED PROGRAM

(LSG)

- A. Cameo Missions
- B. Operation Israel (GSC will elaborate later)
- II. DISCUSS CAMEO MISSIONS
 - A. Proposed Communities
 - B. Criteria
 - 1) Top givers
 - 2) Three four-day missions

III. OPERATION ISRAEL

(GSC)

- A. Criteria
 - 1) \$750 minimum gift
 - 2) Limited to 200 per mission (six buses)
 - 3) Emphasize couples (six missions, two men, one women)
 - 4) Missions in October, November and January
- B. Present schedule of Missions and prices
- C. Recruitment activity to date
 - 1) Letter of invitation to Advisory Committee 5/18
 - 2) HER memo to Executive Directors, Campaign Directors 5/18
 - 3) GSC letter to Campaign Chairmen 5/23
 - 4) Regional meetings
 - a) Wisconsin June 6
 - b) California June 11
 - c) Iowa June 25
 - d) Southern Tier (San Diego September 22, 23, 24)
 - e) Northern Tier (San Francisco September 28, 29, 30)
- IV. GENERAL DISCUSSION ON OPERATION ISRAEL AND CAMEO MISSIONS

ADJOURN.

CALENDAR OF EVENTS

June 1, 1972

| Date | Event | Place |
|----------------------|---|----------------------------------|
| June 1-4 | Young Leadership Cabinet Retreat | Harrison House, Glen Cove, NY |
| June 4-9 | National Cash Mobilization Week | |
| June 5-7 | Women's Division National Board Retreat | Sterling Forest, NY |
| June 9-11 | Executive Committee Retreat | Williamsburg, Va. |
| June 15-18 | CJFWF Board and Committee Meetings | New York City |
| June 19-20 | Public Relations Directors Meeting | Warwick Hotel, NYC |
| June 28 - Aug. 8 | Student Summer Mission | Europe, Israel |
| Aug. 25-27 | UJA/CJFWF Young Leadership Regional Conference | Dallas, Texas |
| Aug. 28-31 | Jewish Agency Board of Governors Meeting | Jerusalem |
| Aug. 28 - Sept. 1 | Prime Minister's Mission | Israel |
| Sept. 9 | First Day of Rosh Hashana - 5733 | |
| Sept. 13-14 | Joint UJA/CJFWF Women's Division Institute | Los Angeles |
| Sept. 14-17 | CJFWF Board and Committee Meetings | New York City |
| Sept. 18 | Yom Kippur | |
| Sept. 20-21 | Joint UJA/CJFWF Women's Division Institute | Camden, N.J. |
| Sept. 23 | First Day of Succoth | |
| Sept. 23 - Oct. 1 | UJA National Study Conference Sub-Missions to: 1) Vienna-Rumania; 2) Iran; 3) Marseilles-Morocco | |
| Oct. 1-15 | Women's Division Campaign Chairmen's Mission | Iran, Israel |
| Oct. 2-10 | UJA National Study Conference | Israel |
| Oct. 9-23 | Newspaper Editors' Mission #1 | Israel |

| | Date | <u>Event</u> | Place |
|---|-----------------------|--|-------------------------------|
| | Oct. 15-25 | Operation Israel #1 (Women's Div. Leadership) | Israel |
| | Oct. 19-29 | Operation Israel #2 (Couples) | Israel |
| | Oct. 20-22 | UJA/CJFWF Young Leadership Regional Conference | Jug End Resort, Mass. |
| | Oct. 26 - Nov. 5 | Operation Israel #3 (Couples) | Israel |
| | Oct. 29 - Nov. 13 | Young Leadership Cabinet Mission | Vienna, Israel |
| | Nov. 2-12 | Operation Israel #4 (Couples) | Israel |
| | Nov. 8-12 | CJFWF General Assembly | Toronto, Canada . |
| | Nov. 12-22 | Operation Israel #5 (Couples) | Israel |
| | Nov. 14-28 | Newspaper Editors' Mission #2 | Israel |
| | Nov. 17-19 | UJA/CJFWF Young Leadership Regional Conference | Los Angeles, San Francisco |
| * | Nov. 26 - Dec. 3 | Operation Israel #6 (Men) | Israel |
| | Dec. 6 | JDC Annual Meeting | New York City |
| | Dec. 7 | UJA Annual Inaugural Luncheon | New York City |
| | Dec. 7 | UJA Women's Div. Annual National Board Meeting | New York City |
| | Dec. 7 | UJA Annual Inaugural Dinner | Americana Hotel, NYC |
| | Dec. 8-10 | UJA Annual National Conference | New York Hilton |
| | Dec. 11-21 (Tent.) | Rabbinical Advisory Council Mission | Europe |
| | Dec. 17-28 (Tent.) | Campus Leadership Mission | Israel |
| | Jan. 4-14 | Operation Israel # 7 (Couples) | Israel |
| | Jan. 14-21 | Operation Israel # 8 (Men) | Israel |
| | Jan. 18-28 | Operation Israel # 9 (Couples) | Israel |
| | Jan. 25 - | Operation Israel # 10 (Women's Division) | Israel |

UJA '72 PROFILE OF PROGRAMS

A. ANNUAL NATIONAL MEETINGS

- 1. <u>Inaugural Luncheon</u>. Exclusive fund raising meeting(\$50,000 minimum) in early December at top ranking New York restaurant, in presence of high level Israeli personality, aimed at launching national campaign with largest possible package of advance big gifts.
- 2. <u>Inaugural Dinner</u>. Broader-based (\$20,000 minimum) formal advance gifts dinner meeting in New York hotel ballroom, serving similar function.
- 3. Annual National Conference. A gathering in New York of community
 leaders and general supporters from throughout the country for a series of
 meetings and seminars covering all aspects of the needs facing the Jewish
 world, in Israel and elsewhere; of UJA's program to meet those needs; and
 of the projected national UJA campaign to raise the funds for those programs...
 climaxed by banquet session featuring outstanding Israeli speaker.

B. SOLICITATION AND ORIENTATION IN ISRAEL

- 4. <u>Prime Minister's Mission</u> Three-day visit by top-level contributors to Israel at Prime Minister's invitation, with a VIP itinerary and solicitation of next year's gifts before return; late August.
- 5. Annual Study Conference On-the-spot survey of needs and problems in Israel by \$20,000 and over contributors from throughout the country, conducted in October. Participants make early commitment for next year's campaign and return home prepared factually, psychologically and emotionally to activate local drives.

.

- 6. <u>Direct Solicitation</u> The UJA Israel office in 1972 has undertaken a program of direct solicitation with visitors and with missions, on the basis of prospect selection by National office.
- 7. <u>Cameo Community Missions</u> Three or four day visits to Israel modelled on the Prime Minister's Missions but not necessarily including her participation.
- 8. Operation Israel Series of missions, roughly in the period November through January, with no gift floor or ceiling until now (but largely in the de facto range of \$500 to \$10,000); with an itinerary roughly approximating that of the Study Conference; and with the double aim of maximum fund raising and optimum stimulation.
- 9. <u>UJA Divisional Missions</u> Fund raising and educational missions
 (surveying needs and programs in Europe as well as Israel) conducted by the
 UJA Women's Division (October, January); Young Leadership Cabinet (November,
 March) and Student Coordinating Committee (Summer, December).

10. Communications Missions -

- a). Newspapermen's Missions (3) conducted by the UJA Public Affairs
 Director with a wide-ranging general itinerary of interest to key reporters
 on newspapers in communities raising \$1 million or more annually, usually
 resulting in multiple hundreds of column inches of space favorably devoted
 to Israel in general and UJA programming in particular.
- b). <u>Public Relations Directors' Mission</u> Survey of needs and programs in both Europe and Israel, conducted by UJA Public Relations Director, for the information and creative refreshment of professional communicators in federations and welfare funds throughout the country.
- 11. Operation Joshua One day guided bus trips at minimum rates for students in Israel during the summer, to acquaint them with basic elements of the UJA program in the country.

C. SPECIAL SOLICITATION PROGRAMS IN U.S.

- 12. <u>Million Dollar Meetings</u> Private meetings in New York and Los Angeles of topmost Israeli officials (Prime Minister Golda Meir and Minister of Defense Moshe Dayan) with actual or potential contributors of \$1 million or more.
- 13. Operation Breakthrough One or two man solicitation for highest level gifts up to seven figures from non-givers or undergivers who are shown by research to be recent "paper millionaires" or otherwise classifiable as of previously hidden or suddenly established high potential. This program is currently investigating the potential in Women of Independent Means, a large portion of them widows.
- 14. Operation Jet Two man solicitation of undergivers with high potential in the scattered small towns of various states, accomplished within a day or two by use of chartered jet airplane. Has been used in Mississippi and Florida and is planned for New York, the Southwest states and Mississippi again.

 Part of the New York operation, and all of one planned for Connecticut, where communities are less scattered, will work out of chartered limousines, rather than jets, and will be known as Operation Limo.
- 15. Operation Upgrade Solicitations of prospects in the \$1,000 to \$10,000 category by a roster of about 50 outside solicitors, the majority of them currently or recently active and prominent in the Young Leadership Cabinet.
- 16. Operation Freedom Participation in selected campaign meetings and solicitations by recent Russian emigrants to Israel who have a moving story to tell and clear enough English with which to tell it, as well as use of local news media to promote the story of emigration of Soviet Jewry.

.

- 17. Resident Solicitors Program Intensive solicitation effort among selected prospects by Israelis placed in communities for periods of two weeks to a month as part of a team with selected local leaders.
- 18. <u>Project Potential</u> A newly-conceived program aimed at identifying and solving the fund raising problems of under-achieving communities at all levels through on-the-spot study, analysis, recommendations for campaign restructuring and follow up.
- D. REGIONAL AND STATEWIDE CAMPAIGN, LEADERSHIP, PLANNING AND EDUCATIONAL MEETINGS—
 Continuing a three year trend of broadening the geographic base of the campaign,
 activating smaller communities and developing leadership in them, the various
 divisions of the UJA will have conducted the following meetings by the end of
 June:
- 19. <u>Campaign Department</u> Virginia and the Carolinas; Tri-State (Fall)

 (Parts of Pennsylvania, West Virginia and Ohio); Southern Region; Ohio; Pacific Southwest; Massachusetts and Rhode Island; New Jersey; Southwest; Connecticut; Tri-State (Spring); Wisconsin; Southern California; Iowa.
- 20. <u>Women's Division</u> Rhode Island, Minnesota, Connecticut (2), Tennessee, Florida East Coast, Georgia, Alabama, Illinois, Iowa, Virginia (2), Eastern Pennsylvania, Indiana, Mississippi, southern New Jersey, northern New Jersey, Southwest, Tri-State. <u>Also Joint Institutes with CJFWF</u> -- Southeast-Southwest (New Orleans) and East and West Central (Chicago).
- 21. Young Leadership Cabinet Regional Conferences sited in Chicago,
 Norfolk, Minneapolis, Greensboro, jointly with CJFWF.

E. LEADERSHIP RETREATS AND SEMINARS

22. Executive Committee Retreat. Early in June, at about the end of the campaign year, the Executive Committee has assembled at Williamsburg, Va. for

.......

the past four years to summarize the campaign being completed, and project the broad outlines of the campaign to come ... against a background of beneficiary agency and internal divisional reports and both open and off-the-record presentations of the military, economic and social facts of contemporary Jewish life.

Leadership of the various divisions of UJA also "retreat" to a conference area to - a. evaluate and re-direct divisional operations

- b. conduct seminars or in-depth surveys of such broad but basically campaign-oriented subjects as the social face of Israel or the political and military profiles of the Middle East
- c. stimulate and organize greater divisional leadership participation in the central campaign.

During the full course of the 1972 campaign year, such meetings will have been held by the leadership of:

- 23. <u>Rabbinical Advisory Council</u> <u>Seminar</u>: social problems in Israel-Chicago, November 30, 1971.
- 24. Young Leadership Cabinet Retreat: "Social Change and the American Jew"; "The Art and Science of Solicitation"; "The Institute for Jewish Life"; "Israel- the first 25 Years"; "The Middle East: Analysis and Prognosis"; "The Politics of 1972" Glen Cove, N.Y., June 1-4, 1972.
- 25. Women's Division National Board Retreat: "Holocaust to Rebirth";

 "State and Diaspora"; "Jewish Value Systems in the United States"; "Interaction and Independence of World Jewry"; "The Psychology of Solicitation and Campaign Techniques" Sterling Forest, N.Y., June 5-7, 1972.

F. SPECIAL ONGOING PROGRAMS

26. <u>Israel Education Fund</u> - A capital fund campaign which has been conducted by the UJA since 1964, seeking contributions of \$100,000 and over for the construction of high schools, libraries, community centers and pre-

......

kindergartens, and for teacher-training scholarships and student-aid grants.

- 27. Year Round Cash Drive A continuous effort to step up collections and reduce receivables all during the year, rather than in peak months only.

 A six-day Cash Mobilization Program is planned in June to coincide with the six days of the 1967 War.
- 28. Rabbinical Advisory Council 100% Plan A continuous attempt at all levels congregational, local, regional, national to elicit the agreement of all Orthodox, Conservative and Reform bodies in the principle of making a UJA gift an absolute pre-requisite to congregational membership.

G. SPECIAL EVENTS AND PROMOTIONS

- 29. <u>National Closed-Circuit Radio Network</u> Broadcast on <u>February 6</u>, this program delt with the crisis of needs in Israel created by ongoing Russian Jewish immigration. Presentations by Finance Minister Sapir, Paul Zuckerman, Max Fisher and Louis Pincus reached Jewish assemblages in homes, centers and sunagogues in 126 communities.
- 30. Rabbinical Advisory Council Regional Meetings Four meetings on consecutive days in February in New York, Chicago, Los Angeles and Miami at which the historic significance of the Soviet Jewish immigration was presented to rabbis and congregation presidents representing a full spectrum of congregations of all denominations from all parts of the country and intensive efforts to implement the "100% Plan" (see above) were initiated.
- 31. <u>Campaign Cooperation by Major Jewish Organizations</u> Implementing a motion passed by the Conference of Presidents of Major Jewish Organizations in support of our campaign and its vital aid to the rescue and resettlement in Israel of Soviet Jews, the national and Greater New York UJA offices have enlisted various degrees of cooperative campaign efforts by the constituent

.......

organizations of the Presidents' Conference, including mail and ad appeals, a campaign-supporting text in the annual Passover <u>Matzah of Hope</u>, a coordinated effort in some 80 communities between Federations and local sponsors of the April 30 National Solidarity Day for Soviet Jewry, and some degree of cardby-card campaigning.

32. Operation Outreach - A program of community counseling and public relations service by members of the national UJA Public Relations Department, who go into communities to evaluate local use of national programs and materials, pinpoint problems, assess the overall effectiveness of the local public relations effort and suggest avenues of improvement. They also solicit feedback from community professionals on the suitability of national materials and welcome ideas on new approaches.

FACT SHEET 1973 UJA STUDY CONFERENCE OCTOBER - 1972

COMPOSITION

Delegates to the Conference representing their respective communities are persons who have shown deep concern with the cause of the UJA by devoted leadership in national and local efforts, and the substance of their giving. These criteria encompass contributors of \$20,000 minimum, UJA Officers, Executive Committee and National Campaign Cabinet members.

AMERICAN JEWISH

Departure for Israel -- Sunday, October 1

Israel Program -- Monday, October 2 - Monday, October 9

FLIGHTS

Special flights for Conference delegates will leave New York for Tel Aviv on Sunday, October 1. Special return flights will leave Israel for New York on October 10.

ISRAEL

The Study Conference will convene in Tel Aviv on October 2. The Conference will include meetings with Israel Government, Jewish Agency and Joint Distribution Committee officials, as well as with UJA national leadership. It also will provide opportunities for intensive on-the-spot study of immigrant absorption programs and problems. Current human needs in Israel, and those resulting from past immigration will be surveyed and reviewed in the light of this year's critical events—particularly the massive and historic influx of Soviet Jews and other newcomers. The Conference will evaluate requirements for the forthcoming year and consider ways and means of helping to meet them effectively.

ISRAEL EDUCATION FUND OF THE UNITED JEWISH APPEAL

STATISTICAL SUMMARY AND STATUS REPORT

MAY 15, 1972

DONORS: 146

AMOUNT PLEDGED: 38,697,152.16

FACILITIES ESTABLISHED

High Schools -- 94 Public Libraries -- 11 Youth Cultural and Community Centers -- 31
Day Care Centers and Pre-Kindergartens -- 112
Sports Facilities -- 6

TOTAL: 254

CONSTRUCTION STATUS

| | Co | onstruction Completed | Under Construc. | Construc. in 1972 | Construc. in 1973 |
|-------------------|--------|--------------------------|--------------------|----------------------|----------------------|
| Schools | - 1 | 54 | 23 | 9 | 8 |
| Public Libraries | The. | 7 | 2 | 2 | . 0 |
| Community Centers | 10 | 10 | 111 | 9 | 1 |
| Sports Facilities | | 7 2 | 0 | 0 | 4 |
| Pre-Kindergartens | | 56 | 26 | 27 | _3_ |
| | TOTAL: | 129 | 62 | 47 | 16 |

ISRAEL EDUCATION FUND Priority List

May 30, 1972

| TYPE OF FACILITY | LOCATION | AMOUNT | |
|---|-------------------------------------|-----------|--|
| Constructio | n Completed | | |
| Comprehensive High School | Kiryat Malachi | \$400,000 | |
| Religious Vocational High School | Yad Binyamin | \$250,000 | |
| | struction / E S | | |
| Religious Comprehensive High School | Yavne | \$250,000 | |
| Religious Comprehensive High School for Girls | Kfar Habad | \$400,000 | |
| egional Comprehensive School | Hof Hasharon (Shfayim) | \$200,000 | |
| Plans "Construction To Begi | Ready n Within Six Months" | | |
| | 1 1 | | |
| Religious Comprehensive High School | Tirat Carmel | \$300,000 | |
| Religious Vocational Training Center | Rehovot | \$250,000 | |
| | Ready thin Six to Twelve Months" | | |
| Construction to begin wi | CHIH DIX TO IWEIVE MOHERS | | |
| Wingate Institute for Physical Education | Netanya | \$450,000 | |
| Comprehensive High School | Nesher | 200 000 | |
| * 11 | (Near Haifa) | \$400,000 | |

Plans Ready

| Institute of Oceanography | Haifa | \$2,000,000 |
|---|-------------------------------|-------------|
| School of Engineering, ORT, at Hebrew Univ. | Jerusalem | \$4,000,000 |
| Religious Comprehensive High School | Eilat | \$ 200,000 |
| Comprehensive School for Arabs | Baq'a al-Gharbiya | \$ 500,000 |
| Vocational School | Sde Hemed | \$ 250,000 |
| Regional Vocational Center | Shaar Hanagev | \$ 200,000 |
| Youth Aliyah Vocational Center | Kiryat Shemona | \$ 300,000 |
| Agricultural School | Mikve Israel | \$1,000,000 |
| Youth Training Center | Givat Michael (Ness Ziona) | \$ 750,000 |
| Community Center | Afula | \$ 200,000 |
| Community Center | Azur | \$ 200,000 |
| Community Center | Bet Shemesh | \$ 300,000 |
| Community Center | Ma'alot | \$ 300,000 |
| Community Center | Nazareth Illit | \$ 300,000 |
| Community Center | Shlomi | \$ 200,000 |
| Youth Center | Or Yehuda | \$ 100,000 |
| Library | Dimona | \$ 250,000 |
| Library | Migdal Ha'Emek | \$ 200,000 |
| Swimming Pool | Ramla | \$ 50,000 |
| Dining Room at Aliyat Hanoar School | Neurim | \$ 200,000 |

In Planning Stages

| Comprehensive High School "B" | Eilat | \$500,000 |
|-------------------------------------|----------------------------------|-------------|
| Comprehensive High School for Arabs | Kaffr Kassem | \$500,000 |
| Comprehensive High School | Kiryat Motzkin | \$400,000 |
| Comprehensive High School | Kiryat Ono | \$400,000 |
| Comprehensive School | Petach Tikva | |
| Comprehensive High School | Tel Aviv | \$1,000,000 |
| *Comprehensive School AMERICAN | Yavne | |
| Religious Comprehensive High School | Afula | \$300,000 |
| Religious Comprehensive High School | Ashdod | \$300,000 |
| Religious Comprehensive High School | Kiryat Shemona | \$400,000 |
| Religious Comprehensive High School | Nahariya | \$300,000 |
| Religious Comprehensive High School | Netanya | |
| Religious Comprehensive High School | Petach Tikva | |
| Regional Comprehensive School | Ein Harod | |
| Regional Vocational School | Eshel Hanasie (Negev) | \$250,000 |
| Regional Vocational Center | Kibbutz Sde Eliyahu | \$250,000 |
| Regional Comprehensive School | Kabri (Upper Western Galilee) | |
| Regional School | Har Vagai (E. Galilee) | \$300,000 |
| Regional School | Ramot Hefer | \$300,000 |
| Regional School | Sulam Zor (W. Galilee) | \$300,000 |
| Vocational School for Chemistry | Ramat Gan | \$500,000 |
| Vocational School for Girls | Ashkelon | |
| | | |

In Planning Stages (Continued)

| Enlargement of Szold Human Behavior Research Institute | Jerusalem | \$500,000 |
|---|----------------|-----------|
| Science Center (Attached to Regional School) | Beer Tuvia | |
| Science Center (Attached to Regional School) | Kfar Yoshua | |
| Science Center (Attached to Comprehensive School) | Afula | |
| Regional Sports and Science Center | Emek Hefer | \$200,000 |
| Physical Education School AMERICAN | Kfar Saba | \$500,000 |
| Sports Center | Kfar Ruppin | \$100,000 |
| Boarding School ARC | Yad Binyamin | \$300,000 |
| School for Arabs | Umm al-Fahm | \$500,000 |
| Library 4-4-5 | Tiberias | |
| Community Center | Kiryat Malachi | \$150,000 |

One Thousand Needed In The Following Communities And Others To Be Named

| Acre | Haifa | Ramat Gan |
|------------|----------------|---------------|
| Afula | Kiryat Ata | Ramla |
| Ashdod | Kiryat Bialik | Rehovot |
| Ashkelon | Kiryat Motzkin | Rishon Lezion |
| Bat Yam | Kiryat Shemona | Safed |
| Beersheba | Kiryat Yam | Tel Aviv |
| Bnei Berak | Lod | Tiberias |
| Dimona | Netanya | Yahud |
| Eilat | Or Yehuda | Yavne |
| | Petach Tikva | |

MEMORANDUM

Date May 25, 1972

To

Paul Zuckerman

From

Philip Zunman

Subject

ISRAEL EDUCATION FUND - October, 1973 - May, 1972

BACKGROUND

A moratorium on capital fund raising for education in Israel between 1969 and 1971 limited not only university campaigns but the Israel Education Fund as well to holding and follow up actions. This moratorium was lifted at the beginning of the 1972 campaign.

From its inception in 1964 until September 1971, the Israel Education Fund had received \$34,173,152.16 in confirmed pledges establishing 223 facilities in various stages of completion, construction and planning. A total of 54 Israel Education Fund high schools were in operation as well as 70 other facilities — including libraries, community centers and pre-kindergartens.

1972 CAMPAIGN

Between October of 1971 and May 15, 1972, Israel Education Fund solicitation efforts have resulted in 22 additional signed pledges totaling \$4,524,000 for the establishment of 42 new projects. The newest donors are:

- 1. Dr. Harry Bloom
- 2. Mrs. Samuel Brown
- 3. Victor Carter
- 4: Mrs. Lee Coffey
- 5. Robert A. Efroymson
- 6. Harry E. Farb
- 7. Abe Feinberg
- 8. Mrs. Rosaline Feinstein
- 9. Mrs. Emanuel &

Mrs. Philip Gantz

Community:

New York, N.Y. South Bend, Ind. Los Angeles, Cal.

New York, N.Y. Indianapolis, Ind. San Diego, Cal. New York, N.Y.

Philadelphia, Pa.

New York, N.Y.

Project:

(Undetermined) Pre-Kindergarten Shoshana Sapir Comm.

Center

Pre-Kindergarten
Vocational Center
Vocational High School
Shoshana Sapir
Community Center

Pre-Kindergarten

Pre-Kindergarten

| | Name: | Community: | Project: |
|-----|-----------------------------|-------------------------|--|
| 10. | Mrs. Alexander Hirsch | New York, N.Y. | Pre-Kindergarten |
| 11. | Louis J. & Mary E. Horowit: | Z | |
| | Foundation | New York, N.Y. | Comprehensive High School |
| 12. | Mr. & Mrs. Julius Katzman | Omaha, Neb. | 3 Pre-Kindergartens |
| 13. | Jerome Klorfein | New York, N.Y. | Auditorium/Leo Baeck School |
| 14. | The Mandel Family | Cleveland, Ohio | Community Center |
| | Mr. & Mrs. Ben Marcus | New York, N.Y. | Pre-Kindergarten |
| 16. | The Newman Family | Omaha, Neb. | Vocational Center & Six Pre-Kindergartens |
| 17. | Theodore Racoosin | New York, N.Y. | Three High Schools |
| 18. | Henry Rose | New York, N.Y. | Comprehensive High School |
| 19. | The Wishnick Family | New York, N.Y. | Ten Pre-Kindergartens |
| 20. | Mrs. Beatrice Wolpert | Englewood, N.J. | Pre-Kindergarten |
| 21. | Women's Division | UJA of Greater New York | 3 Community Centers |
| 22. | Philip Zinman | Camden, N.J. | Comprehensive High School |
| | | | |

CURRENT FINANCIAL STATUS

In addition, we have verbal agreements, presently being reduced to formal pledges, in excess of \$2,000,000. The attached Statistical Summary and Status Report reflects the situation of the Israel Education Fund as of May 15, 1972. As of that date, the financial status was:

Total Pledged: \$38,697,152.16

Total Cash Received: \$25,120,752.99

The uncollected portion reflects the fact that most Israel Education Fund donors have exercised their right to pay the Fund over five-year periods. Of the unredeemed amount, only \$1,233,504.79 is currently overdue against the terms of payment, and daily collection efforts are constantly being made. The pledge figure has been cleared of all uncertain and equivocal pledges of previous years. Pledges removed from the ledger since last October amounted to \$1,925,000.

GROUND RULES

The basic ground rules for the Israel Education Fund have not changed and will be in effect through 1973. These rules include advance clearance of solicitations with communities, a minimum \$100,000 subscription, five years for payment of pledges when necessary and the right of the donor to name the facility.

Individual pledges secured by the Women's Division of the United Jewish Appeal of Greater New York, need not conform to the \$100,000 minimum; another exception is in the Unsolicited Scholarship Program for which there is no minimum. We also accept \$35,000 contributions for single pre-kindergarten schools from widows, single or divorced women.

VISITORS

In February, the Director General of the Ministry of Education and Culture, General Elad Pelled, came to the States on behalf of the Israel Education Fund. This past month, the Deputy Prime Minister and Minister of Education, Yigal Allon, made a short visit during which he was able to brief a number of Israel Education Fund prospects. Eliezer Shmueli, the Deputy Director General of the Ministry of Education and Culture, who has been in the United States several times on behalf of the Israel Education Fund, worked closely with our staff during the month of May and participated in several very successful solicitations. We expect Eliezer Shavit, the Director of the Israel Education Fund in Israel, to arrive during the early part of June; a solicitation program is being prepared.

In addition, we have activated an Executive Committee of the Israel Education Fund. Hopefully, this Committee will help spearhead our campaign for the balance of 1972.

PRIORITIES

Also attached to this report, you will find the latest Priority List formulated by the Ministry of Education and Culture. These are the facilities for which we are seeking sponsorship. While comprehensive high schools remain the pivot of the program, and the need for centers and libraries continues strong, please note that greater emphasis than ever is now being placed on pre-kindergartens. At least 1,000 of these vital integrative facilities must be constructed in the next three years. In addition to initiating the disadvantaged children of North African and Asian family background into the process of education in modern Israel, these units will also serve as day care centers for 3- and 4-year old children of working mothers. Tested now for longer than three years, the pre-kindergarten program is considered an absolute must for the avoidance of the polarization of the people of Israel.

MEMORANDUM

Date May 15, 1972

.

To Paul Zuckerman

From Louis S. Goldman

Subject OPERATION ISRAEL 1973

THE PLAN

On April 17, 1972, the Officers of the UJA ratified a number of recommendations developed by Operation Israel Co-Chairman Gerald S. Colburn and myself in consultation with UJA management staff. Those recommendations, based on the attached 1972 figures and supplementary reports, were:

That, in view of a clear two-year recruitment trend, the 1973 schedule be largely for couples ...

That, for maximum efficiency and logistical smoothness, the size of missions be <u>limited to 200</u>, or about six busloads ...

That, because of the numerical limit and to increase productivity, a minimum gift of \$750 be established...

That, in order to exercise maximum effect on planning and implementation of community campaigns, the program should begin in mid-October; and that, since it has proven difficult to fill flights in December and February, those months should be avoided in the scheduling ...

That recruitment of a <u>full roster of National Chairmen as Operation Israel</u>
<u>Mission Chairmen</u> be pursued and completed as early in the calendar year as possible, so that flight teams may be quickly organized and begin intensive recruitment drives for specific flights ...

And that, in view of the great success of a number of 3- or 4-day missions organized by certain headquarters and big board communities for their top level of contributors, these <u>cameo community missions</u> - with itineraries based roughly on the pattern of the Prime Minister's missions - be introduced into the overall Mission program and actively promoted as a major campaign tool.

On the basis of the above, the projected schedule and itineraries are:

Operation Israel 1973

(continued)

THE SCHEDULE

| #1 | October 15-25 | Women's Division | Leadership |
|-----|------------------------|------------------|--|
| #2 | October 19-29 | Couples | |
| #3 | October 26-November 5 | Couples | 1.0 |
| #4 | November 2-12 | Couples | |
| #5 | November 12-22 | Couples | |
| #6 | November 26-December 3 | Men | 3 4 1 7 13 13 13 13 13 13 13 13 13 13 13 13 13 |
| #7 | January 4-14 | Couples | |
| #8 | January 14-21 | Men | |
| #9 | January 18-28 | Couples | |
| #10 | January 25-February 4 | Women | |
| | | | |

ITINERARIES

AMERICAN JEWISH

A. TEN DAY:

Friday Arrival - Departure second Sunday (Flights #2,3,4,7,9 and 10; Couples, Women)

Friday

Early afternoon arrival, evening at the Western Wall as a group

Shabbat dinner and briefing on itinerary

Overnight Jerusalem

Saturday

Walking tour to the Western Wall and the Old City Kiddush at President's House Dinner with Jewish Agency official

Overnight Jerusalem

Sunday

Visit Bethlehem and Gush Etzion
Drive to Netiv Halamed He
Visit Absorption Center (Bet Shemesh, Mavaseret Zion, Jerusalem)
Lunch in Jerusalem
Yad Vashem and Military Cemetery
Dinner at Knesset with Cabinet Minister

Overnight Jerusalem

Monday

Visit Lower Jordan Valley, strongholds and kibbutzim along the Jordan Border.

Overnight Tel Aviv

Tuesday

Suez Canal (One way by bus, one way by plane): Visit Bar Lev Line Box lunch

Dinner with high ranking officer

Overnight Tel Aviv

Operation Israel 1973 (continued)

Wednesday Golan Heights:

Visit Nachal outposts, army strongholds

Overnight Ayelet Hashachar

Thursday Drive along the Lebanese border

Visit Haifa Lunch in Haifa JDC - Malben

Visit Army industry (Cosmetica)

Overnight Tel Aviv

Friday Optional - Massada

b) Ashdod, Ashkelon, Yad Mordechai

Overnight Tel Aviv

Saturday FREE

Final dinner and party with outstanding personality and Israeli guests (Dancing, entertainment etc.)

Overnight Tel Aviv

Sunday Departure.

B. TEN DAY: Monday Arrival - Departure second Wednesday
(Flights #1 and 5; Women's Leadership, Couples).

Monday Afternoon arrival and transfer to hotel in Tel Aviv

Dinner and briefing

Overnight Tel Aviv ...

Tuesday Suez Canal:

Visit Bar Lev Line

Box Lunch

- Dinner with high ranking officer

Overnight Tel Aviv

Wednesday Visit JDC Malben

Absorption Center

Ashdod

Lunch in Ashkelon

Yad Mordechai

Return to Tel Aviv via Lachish

Dinner with representative of the Jewish Agency

Overnight Tel Aviv

Operation Israel 1973 (centinued)

Thursday Beit Shean Valley

Kibbutzim

Lunch at Ein Gev Visit Golan Heights Visit Nachal Outposts

Strongholds along Syrian border

Overnight Ayelet Hashachar

Friday Nebi Yusha

Lebanese border

Acco

Visit and lunch in Haifa

Overnight Tel Aviv

Saturday F R E E

AMERICAN JEWISH

Overnight Tel Aviv

Sunday ORT School

Army Industries Lunch in Jerusalem Visit President's Home

Afternoon visit to Western Wall and Old City

Dinner with Cabinet Minister

Overnight Jerusalem

Monday Mount of Olives and Mount Scopus

Ammunition Hill and Ramat Eshkol

Knesset Lunch

Visit Yad Vashem and Military Cemetery

Israel Museum

Overnight Jerusalem

Tuesday Massada

Dinner and party with Israelis

Overnight Jerusalem

Wednesday Departure.

Operation Israel 1973 (continued)

C. SEVEN DAY: Monday Arrival - Departure Sunday
(Men's Flights # 6 and 8)

Monday Arrival and transfer to hotel

Dinner and briefing with representative

of Jewish Agency

Overnight Tel Aviv

Tuesday Jerusalem:

Visit Western Wall, Old City

Lunch with representative of Foreign Ministry

Visit Military Cemetery and Yad Vashem

Return to Tel Aviv

Overnight Tel Aviv

Wednesday Suez Canal:

Visit the Bar Lev Line

Box Lunch

Dinner with high ranking officer

Overnight Tel Aviv

Thursday JDC Malben

Absorption Center

Army Industries

Lunch and visit Haifa

Acco, Safed, Ayelet Hashachar

Overnight Ayelet Hashachar

Friday Golan Heights

Nachal Outposts

Strongholds along the Syrian border

Lunch at Ein Gev

Return to Tel Aviv

Overnight Tel Aviv

Saturday Optional Tours

Overnight Tel Aviv

Sunday Departure.

SUMMARY

THE PLAN

On June 5, 1971, at Williamsburg, the Operation Israel Planning Committee evolved the following schedule and itineraries for Operation Israel 1972:

THE SCHEDULE

| #1 | October 31-November 10 | Physicians and Wives |
|-----|------------------------|--------------------------|
| #2 | November 14-24 | Couples |
| #3 | November 28-December 5 | Men |
| #4 | Cancelled | |
| #5 | December 19-29 | Campus Campaign Chairmen |
| #6 | January 9-19 | Couples |
| #7 | January 16-23 | Men |
| #8 | January 23-February 2 | Women's Division |
| #9 | January 30-February 9 | Couples |
| #10 | February 6-13 | Men |
| #11 | February 13-23 | Couples |

THE BASIC ITINERARIES

SIX DAY ITINERARY FOR MEN

| Monday | Arrival and Briefing |
|-----------|--|
| Tuesday | Jerusalem Sightseeing; Western Wall, Yad Vashem, Military Cemetery |
| Wednesday | Immigration & Absorption: Meeting New Immigrants: Jewish Agency |
| Thursday | Beit Shean Valley Kibbutz: Golan Heights Entrance |
| Friday | JDC/Malben: Social Problems: Urban Areas & Development Towns |
| Saturday | Closing Dinner, Briefing |

ITINERARY - ADDITIONAL DAYS FOR COUPLES

| Sunday | ORT; Israel Education Fund Schools: Jericho: West Bank |
|-----------|---|
| Monday | Massada |
| Tuesday | Jerusalem Sightseeing: Restored Synagogues, Mt. Scopus, Mt. of Olives, Israel Museum, Bethlehem |
| Wednesday | Departure |

Note: When it became clear that the Soviet Jewish exodus was a mainline campaign story for 1972, meeting a planeload of incoming Russians in the middle of the night became a top priority program item, to be inserted as early in the mission as circumstances allowed.

FINAL STATISTICAL SUMMARY

A. PARTICIPATION

| | 1972 | | | 1971 | |
|-----------------------|-------|------|-------|-------|------|
| Community Category: | Total | Pct. | di di | Total | Pct. |
| Headquarters - all 21 | 673 | 48.4 | | 671 | 49.1 |
| Big Board - 84 of 144 | 585 | 42.1 | | 605 | 44.2 |
| All Others 54 | 132 | 9.5 | | 92 | 6.7 |

Number of Gifts

AMFRICAN JEWIS1,027

(The lower ratio of gifts to number of individual participants this year is accounted for by the greater number of couples' flights: five in 1972, two in 1971.)

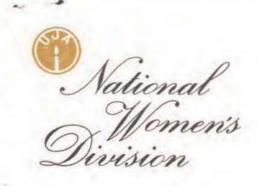
B. RETURNS (New money only, from non-professional participants).

| Flight Type | # Gifts | Prev.Yr. Values | Pledged | Total Gain | Pet.Gain |
|--------------|---------|--------------------|-------------|-------------|----------|
| 1-MD COUPLES | 61 | \$ 83,645 | \$ 139,650 | \$ 56,005 | 67.1 |
| 2-COUPLES | 177 | 725,340 | 929,760 | 204,420 | 28,2 |
| 3-MEN | 78 | 184,485 | 296,200 | 111,715 | 60,6 |
| 6-COUPLES | 161 | 833,063 | 1,234,061 | 400,998 | 48,1 |
| 7-MEN | 63 | 139,780 | 229,810 | 90,030 | 59.0 |
| 8-WOMEN | 82 | 36,094 | 70,325 | 34,231 | 94.8 |
| 9-COUPLES | 78 | 220,863 | 326,567 | 105,704 | 47.9 |
| 10-MEN | 42 | 51,085 | 83,950 | 32,865 | 65.3 |
| 11-COUPLES | 40 | 95,350 | 192,850 | 97,500 | 102.3 |
| 1972 TOTALS | 782 | \$2,369,705 | \$3,503,173 | \$1,133,468 | 47.8 |
| 1971 TOTALS | 1,027 | 2,843,395 | 4,734,178 | 1,890,783 | 66.5 |
| | | | | | |

VISITORS TO ISRAEL 7/1/71 - 6/1/72

| University Students Summer Mission | 69 |
|------------------------------------|-------|
| Young Leadership Missions (2) | 142 |
| Prime Minister's Mission | 204 |
| Public Relations Mission | 19 |
| Study Conference | 313 |
| Newspapermen's Mission (3) | 42 |
| Operation Israel | 1,429 |
| Student Campaign Chairmen | 86 |
| Community Missions (11) | 358 |
| Individual Visitors | 3,954 |
| Total to date | 6,616 |

铁铁铁铁铁铁铁铁铁铁铁铁



May 15, 1972

TO:

Paul Zuckerman

FROM:

Elaine Siris

Campaign '72 has truly been a year of change and challenge.

The year began dramatically in September of 1971 with two highly successful joint UJA-CJFWF institutes for women, in New Orlenas and Chicago. They were attended by over 200 women representing 54 communities. The meetings provided education in a workshop setting. Campaign tools and techniques were explored and an inspirational talk created an atmosphere of excitement and urgency for the coming Campaign.

We completed a <u>slide presention</u> "Rachel's Daughters" which was used for the first time in Chicago during our institute and met with great enthusiasm. It has since been used in 44 cities as a Campaign vehicle.

The institutes were followed by a <u>Campaign Chairman's Mission</u> with representatives from 13 of the headquarters communities — (Atlanta, Boston, Chicago, Detroit, Kansas City, Miami, Minneapolis, New York, Pittsburgh, St. Louis, San Francisco, Washington. The Campaign Chairman of Essex County met us in Israel.) This was an in-depth study tour starting in Vienna. Not only was it successful financially (gifts went from \$53,000 in 1971 to \$80,000 for the 1972 Campaign) but it has developed a coterie of well-informed, enthusiastic leaders who are sparking effective campaigns in their respective communities. This Mission was really unique because built into its agenda was a workshop session. Here the chairmen explored ways of translating what they had seen into tools to be used in their community campaigns. They discussed methodology as well as fund-raising techniques.

I am pleased to report that our Women's Division Operation Israel Mission is still our greatest fund-raising tool. Eighty-eight of the 93 participants on the January 23-February 2 Mission, made 1972 gifts totalling \$175,280 as against \$114,939. These totals include gifts by Mission leaders. Participants came from 22 states. The enthusiasm and commitment they took back to their home towns brought results.

During Campaign'72 we have continued to place major emphasis on our <u>decentralization</u> program which has stimulated greater participation by our Board Members. Since January 1st of this year 45 women on our National Board have moved around the country, participating in and speaking at about 163 meetings.

They were joined by 41 local community leaders who attended over 67 meetings. These women became active as a direct result of the formation of State Committees in about 34 states. These committees have broadened community coverage, stressed education and involvement, and have been responsible for urging communities, not only to upgrade, but to stress pre-solicitation, face to face solicitation and the ever increasing need for cash. Since the beginning of the year there have been 14 State Committee meetings. Some dramatic examples of achievement can be seen when we examine their reports.

Decentralization in Virginia has revolutionized the giving of women in that state. The State Committee initiated the first fund-raising function on a state level with a \$1,000 minimum gift. Forty-two women from 7 communities attended an affair in Washington. Their gifts went from \$42,984 in 1971 to \$68,845 in 1972.

Indiana's newly formed State Committee was completely innovative. It arranged a planning meeting with a top speaker and delegates from about a dozen communities. This was followed one month later by a motorcade through those and other communities. Three new Women's Divisions were formed as a result of this and several large Indiana cities adopted very small towns into their own overall campaigns.

Connecticut's women approached their State Committee in yet a different way, using it for a group dynamics type training session where two representatives from each of 11 communities received sufficient in-depth education to enable them to go back to their communities to train "trainers."

Tennessee, one of the most sophisticated of the State Committees, this year decided to undertake a research job into the nature of small towns. For this purpose the women have divided the state into 4 areas, aiming at a clear picture of natural cluster areas, along with the approach which can be employed most effectively in each.

The year also saw the first Women's Division function ever to be held in the state of Mississippi. As a result of the formation of a State Committee, 35 women from a radius of 135 miles attended the meeting and raised \$6,300 in new money.

Campaign '73

Our era and its needs present a long agenda. We look ahead to 1973 with a great deal of excitement. We hope to continue the joint UJA-CJFWF institutes that were initiated two years ago.

Our 1972 Chairman's Mission was so successful that we hope to enlarge the 1973 list of invitees to include the Campaign Chairmen of the 30 largest cities. In our projected Mission we will include Iran and its Jewish community as a focal point for study.

In addition to our annual <u>January Mission</u>, we have added an extra Mission to our Women's Operation Israel program. This will be an <u>October (15th-25th) Leadership Mission</u>. To qualify, a participant must have made a meaningful financial commitment as well as assumed a role of responsibility in her community.

We have made plans for dramatic programming in 1973 as follows.

We have begun a national effort under the chairmanship of Fannie Schaenen to solicit Women of Independent Means. We will be trying to get names of prospects around the

country and will make a serious effort at an in-depth research job on them. Then we hope to solicit them with a highly skilled team.

Responding to changing conditions throughout the Jewish communities of the country and a crying need on the part of many of the unfederated communities, Joyce Sumberg has been appointed National Vice-Chairman for Education. She is now hard at work developing an educational kit which will be useful in structuring Women's Divisions in small communities; and will provide them with suggested programmatic and campaign materials. It will be almost in the nature of a "how to."

Ilene Fantus has assumed the mantle of National Vice-Chairman for Leadership Development. She hopes to educate and train a cadre of young women for Jewish Community Service by deepening their knowledge of educational programs, campaign techniques and world-wide needs.

Both Ilene and Joyce have also been named to fill similar jobs for the Women's Communal Service of the Council of Jewish Federations and Welfare Funds. This really constitutes a coordinated effort by CJFWF and UJA in this pilot project.

Finally, we are giving serious attention to developing a program which will reflect the significance of the <u>Silver Anniversary of Israel</u>. We hope that such an original program might make a memorable Oneg Shabbat during our December Conference and that it might be modified and packaged for use as programmatic material throughout the country.





1972 Women's Divisions Results as of May 10, 1972

Women's Divisions of 114 communities are included in our attached mid-point figures. They have raised a combined total of \$24,170,920 this year as against \$19,731,162 at the same time last year. This represents an overall increase of almost 23%.

The following communities have increased more than 40% over last year's same cards and in many instances have exceeded last year's final figures.

| CITY | PERCENTAGE | INCREASE |
|-----------------|------------|----------|
| Brockton | 53.3 | |
| Charleston | 46.0 | |
| Corpus Christi | 61.5 | |
| Fort Lauderdale | 186,2 | -/ |
| Greensboro | 49.6 | 5/ |
| Hartford | 102.1 | |
| Houston | 48.9 | |
| Miami | 63.4 | |
| North Jersey | 55.1 | |
| Orange County | 113.5 | |
| St. Petersburg | 43.8 | |
| Stamford | 40.9 | |
| Tucson | 46.2 | |
| Waterbury | 50.0 | |

EW:mlg att.

NATIONAL WOMEN'S DIVISION As of May 10, 1972

| | 1971 | 1972 |
|-------------------|------------------|--------------------|
| NEW YORK CITY | R) 3,248,052 | R) 4,404,202 |
| ATLANTA | R) 238,963 | R) 292,506 |
| BALTIMORE | R) E) 830,462 | R) 919,743 |
| BOSTON | R) E) 380,267 | R) 474,297 |
| CHICAGO | R) 1,000,661 | R) 1,180,626 |
| CINCINNATI AMERIC | AN R) E\208,713 | R) 230,769 |
| CLEVELAND ARC | R) 850,173 | R) 925,743 |
| DALLAS | R) 354,383 | R) 430,987 |
| DETROIT | R) 1,303,433 | R) 1,500,000 E) |
| HARTFORD | R) 122,305 | R) 247,217 |
| KANSAS CITY | R) 288,941 | R) 312,000 E) |
| LOS ANGELES | R) 1,275,616 | R) 1,523,023 |
| MIAMI | R) 515,159 | R) 841,977 E) |
| MILWAUKEE | R) 495,318 | R) 574,465 E) |
| MINNEAPOLIS | R) E) 317,097 | R) 354,553 E) |
| NEWARK | R) 579,050 E) | R) 679,012 E) |
| PHILADELPHIA | R) E) 899,646 | R) 992,281 |
| PITTSBURGH | R) E) 422,890 | R) 489,432 |

| | 1971 | 1972 |
|------------------------|----------------------|----------------------|
| ST. LOUIS | R) 268,381 | R) 327,478 |
| SAN FRANCISCO | R) 944,478 | R) E) 1,067,740 |
| WASHINGTON | R) 198,779 | R) 235,165 |
| AKRON | R) E) 92,984 | R) E) 111,158 |
| ALBANY | R) E) 54,269 | R) E) 66,846 |
| - ALBUQUERQUE AMERICAN | R) E) 17,076 | R) E) 23,294 |
| ALLENTOWN A R C.H | R) E) 104,065 | R) E) 104,292 |
| ALTOONA | R) 835 | R) E) 860 |
| ASHEVILLE | R) 3,400 (200 gift | R) 2,800 (40 gift |
| AUGUSTA | R) 9,738 | R) E) 12,721 |
| BINGHAMTON (As of 3/8) | R) 3,515 E) 3,455 | R) 4,910 E) 4,995 |
| BIRMINGHAM | R) 123,604 | R) 137,205 |
| BROCKTON | R) 225 | R) 345 |
| BUFFALO | R) 213,634 | R) 229,104 |
| CANTON | R) 67,814 | R) 81,641 |
| CHARLESTON | R) 31,189 | R) 45,545 |
| CHATTANOOGA | R) 39,850 | R) 54,688 |
| COLUMBUS | R) 166,726 | R) 185,715 |
| | | |
| | | |

| | 1971 | 1972 |
|-----------------|------------------|------------------|
| CORPUS CHRISTI | R) E) 17,352 | R) 28,015 |
| DAYTON | R) 64,692 | R) 78,520 |
| DENVER | R) E) 109,826 | R) E) 121,603 |
| DES MOINES | R) 64,992 | R) 84,369 |
| DULUTH | R) 26,677 | R) 30,874 |
| EL PASO AMERICA | R) 25,692 | R) 33,449 |
| ENGLEWOOD ARCH | R) 134,214 | R) 152,347 |
| ERIE | R) 39,207 | R) 44,468 |
| FLINT | R) 42,231 | R) 47,658 |
| FT. LAUDERDALE | R) E) 13,050 | R) 37,344 |
| FT. WAYNE | R) 14,941 | R) 18,742 |
| GALVESTON | R) 12,412 | R) 13,311 |
| GREENSBORO | R) 38,800 | R) 58,044 |
| HOUSTON | R) E) 371,306 | R) E) 553,011 |
| INDIANAPOLIS | R) E) 147,910 | R) 184,795 |
| JACKSONVILLE . | R) 45,114 | R) 48,054 |
| *JASPER | R) E) | R) E) 1,475 |
| JERSEY CITY | R) E) 10,096 | R) 10,826 |
| | | |

| | 1971 | 1972 |
|----------------------------|----------------------|----------------------|
| LEWISTON-AUBURN | R) 4,584 | R) 5,545 |
| *LORAIN | R) E) | R) E) 750 |
| LOUISVILLE | R) 158,431 | R) E) 179,237 |
| LOWER BURCKS COUNTY | R) 2,993 E) 4,067 | R) 5,988 E) 4,405 |
| LYNN | R) E) 39,378 | R) 45,811 |
| . MEMPHIS AMERICAN | R) V115,651 | R) 141,172 |
| MOBILE ARCE | R) 24,000 | R) 28,500 |
| MONTGOMERY | R) E) 22,797 | R) 31,017 |
| NASHVILLE | R) E) 201,823 | R) E) 218,034 |
| NEW BRUNSWICK | R) 73,232 | R) 96,005 |
| NEW HAVEN | R) 71,739 | R) 94,765 |
| NEW ORLEANS | R) 171,127 | R) 194,462 |
| NIAGARA FALLS (As of 4/19) | R) 6,350 | R) 7,100 |
| NORFOLK | R) 106,026 | R) 125,742 |
| NORTHWEST INDIANA (GARY) | R) 43,000 | R) 58,000 |
| NORWICH . | R) E) | R) 3,170 E) 455 |
| OIL CITY | R) E) 550 | R) 600 |
| OAK RIDGE | R) E) .800 | R) E) 1,200 |
| ORLANDO | R) 25,344 | R) 35,330 |

| | 1971 | 1972 |
|---------------------------|-------------------|--------------------|
| OKLAHOMA CITY | R) E) . 14,340 | R) E) 15,650 |
| ОМАНА | R) 113,547 | R) 142,375 |
| PALM BEACH | R) E) 38,240 | R) E) 46,350 |
| PEORIA | R) E) 8,160 | R) E) 11,063 |
| PHOENIX | R) E) 74,958 | R) E) 102,245 |
| PORTLAND (MAINE) AMERICAN | R) 26,609 | R) E) 29,735 |
| PORTLAND (ORE.) | R) 61,323 | R) E) 75,448 |
| PORTSMOUTH (As of 3/7) | R) E) 21,304 | R) E) 27,039 |
| POTTSVILLE | R) E) 1,420 | R) E) 3,224 |
| RICHMOND | R) E) 118,885 | R) E) 142,518 |
| RIVER EDGE | R) E) | R) 6,000 |
| ROCKFORD | R) E) 12,097 | R) E) 14,082 |
| SACRAMENTO | R) E) 32,765 | R) E) 40,044 |
| ST. JOSEPH | R) E) | R) 1,500 E) 200 |
| ST. PETERSBURG | R) E) 11,524 | R) E) 16,568 |
| SAN ANTONIO . | R) 82,279 | R) 99,435 |
| SAN DIEGO | R) 118,220 | R) 148,644 |
| SAN JOSE | R) 54,706 | R) 60,153 |

| | | | 1971 | 1972 |
|---------------------|-------------|------------|----------------|-----------------|
| * SARATOGA SPRINGS | (As of 2/1) | R) E) | - | R) E) 516 |
| SCHENECTADY | | R) E) | 2,430 | R) E) 3,051 |
| SCRANTON | | R) E) | 75,000 | R) 83,881 |
| SPRINGFIELD (ILL.) | | R) E) | 7,698 | R) 9,170 |
| SPRINGFIELD (MASS.) | | R) E) | 84,188 | R) E) 99,099 |
| *SHAW, MISS. | AMERICAN | R) E) | WISH | R) 6,300 |
| STAMFORD | ARCH | R) E) | 42,634 | R) E) 60,072 |
| STEUBENVILLE | | R) E) | 1,768 1,857 | R) E) 9,000 |
| SYRACUSE | | R) E) | 37,915 | R) 46,199 |
| TOLEDO | TOLEDO | | 93,304 | R) 113,456 |
| TRENTON | (The | R) E) | 89,523 | R) 97,016 |
| TUCSON | | R) E) | 92,355 | R) 135,000 |
| TULSA | APS | . R) E) | 11,972 | R) 20,399 |
| UNION COUNTY | | R) E) | 85,650 | R) 144,280 |
| UTICA | | R) E) | 23,948 | R) 29,087 |
| WACO . | | R) E) | 15,054 | R) 16,578 |
| WATERBURY | | R) E) | 32,131 | R) 48,209 |
| WESTPORT | | R) E) | 22,500 | R) 29,601 |
| | | | | |
| | | 1 | | |

1971 1972 WILKES-BARRE R) R) 84,366 94,149 E) . E) R) R) WILMINGTON 62,360 50,630 E) E) R) R) WOODBRIDGE 4,700 3,980 E) E) R) R) WORCESTER 100,539 121,149 E) E) R) R) YOUNGSTOWN 55,793 61,847 E) E)

AMERICAN JEWISH ARCHIVES

* New Women's Divisions.

Statistics were compiled from figures forwarded to our office. If your community was not included, or if the figures are not completely accurate, please forgive us. We know they may be higher and for that we applaud you.

MEMORANDUM

Date May 24, 1972

To

Paul Zuckerman

From

Donald H. Benjamin

Subject

Young Leadership Cabinet Progress Report: January 1 - May 15, 1972

PROJECTED REORGANIZATION

AMERICAN IEWISH

This has been a period of intensive activity, in terms of our involvement in general campaign activities and our on-going cabinet programs. It has also been a period of intensive self-analysis. We have taken a hard look at our goals, our programs, our structure and our priorities, and we are projecting a number of basic organizational changes. It is my personal belief that this major reorganization will be of even more value in the long run than our substantial input into the 1972 campaign. I believe it has the potential of making the second decade of the Young Leadership Cabinet even more exciting and productive than the first.

Since February, Task Forces have been hard at work translating these broad principles into specific and concrete recommendations for organizational change. These recommendations will be presented to the executive committee on May 31, and, assuming they are approved, to the entire cabinet at our annual Retreat June 1-4.

I will be prepared to report the results of those meetings in Williamsburg.

CAMPAIGN ACTIVITIES

- I. Cabinet Giving: Gifts from the cabinet for 1972 total \$1,685,538, compared with \$1,332,825.00 in last year's value's.
- II. Local Campaigns: Virtually all members of the cabinet have been active in their local campaigns, the majority holding key leadership positions.
- III. Operation Breakthrough: We are in the process of creating a network of cabinet members across the country whose primary functional responsibility will be to work with this department in prospect search, financial analysis and research, social research, solicitation and continuing follow-up. The program should be fully operational this fall.

.......

- IV. Cash: The cabinet has assumed responsibility for mobilizing the cash drives in 142 intermediate and small communities.

 These communities have been assigned to cabinet members who are working with the UJA field representatives. In addition, many cabinet members have taken on individual responsibilities within the framework of the National Cash Committee.
- V. Operation Israel: Young Leadership Cabinet members were active in recruiting participants within their communities and as bus leaders and solicitors on several flights. I believe that many members of our cabinet are fully capable of chairing an Operation Israel Mission and urge that this be considered by your committee. I would also like to urge that members of our cabinet be included on the Operation Israel committee so that they may fully participate in the planning and implementation of the program.
- VI. Operation Upgrade: As of May 1, 48 cabinet members have given 120 days to Operation Upgrade.
- VII. Speaking and Solicitation: Cabinet members filled more than 400 speaking engagements in communities throughout the country and took on numerous solicitation assignments.
- VIII. Problem Cities: Cabinet members have accepted responsibility for working with 107 problem cities, in the small-to-intermediate category and are individually involved in the overall program.

As you can gather from the above, we are hopeful that the Young Leadership Cabinet can become more deeply involved in the overall campaign plans of the UJA. It is my sincere wish that you and your fellow officers will see fit to bring Young Leaders into the planning and implementation of all UJA programs. For now, however, let me just say that we are planning to intensify our efforts in those programs in which we are now participating during the next six months. We also hope to participate actively in all other UJA programs. In view of this projected heightened activity, the recommended new structure includes a new position: Associate Chairman for Campaign Functions.

MISSIONS

The general Young Leadership Cabinet mission to Israel in March was most successful in "turning-on" the 40 couples who participated. Commitments for 1972 announced on the trip totalled \$189,573 compared to \$115,695 in last year's values.

Our fall mission will visit Vienna and Israel from October 29-November 13 and is almost sold out. We project two general missions in 1973 as well as one summer mission to Europe and Israel for cabinet members only.

The Task Force on Missions has recommended substantive changes in application and acceptance procedures, programming and follow-up. It is also considering additional general missions and special trips.

CONFERENCES

The cabinet sponsors regional young leadership conferences in conjunction with CJFWF. One was held April 28-30 in Greensboro, N.C. Reactions indicate coming progress in a relatively untapped area.

Planned for the balance of 1972 are:

| Aug. | 25-27 | Southwest Regional Conference, Dallas |
|------|-------|--|
| Oct. | 20-22 | New England Regional Conference (an experimental |
| | | program to which we've invited whole families) |
| Nov. | | 1 ½ day conferences in Los Angeles and San Francisco |

A Young Leadership program within the framework of the UJA National Conference will be discussed at our June 1-4 Retreat.

JUDAICA

We believe that we have a responsibility to ourselves, and to the community we hope to lead one day, to deepen our knowledge of Jewish history, culture and religion.

Judaic content in our internal programming has, until now, been rather on a hit-or-miss basis. During the past five months we have begun to develop patterns for its regular inclusion in cabinet programs and have been encouraging self-study among our members. By the fall, we expect to have a comprehensive plan for implementing an ongoing Judaica program.

MEMORANDUM

May 17, 1972

TO:

Mr. Irving Bernstein

FROM:

Samuel H. Abramson

SUBJECT:

UNIVERSITY PROGRAMS DEPARTMENT REPORT

BACKGROUND - SCCIEF, YEAR ONE

In the summer of 1970 the Student Coordinating Committee for the Israel Emergency Fund (SCCIEF) was created for the purpose of giving student leadership to UJA's fund-raising and leadership development programs on college and university campaigns. It consisted of six selected participants in UJA University Students Missions, some of whom took a year or half year's leave from their academic schedules to devote themselves full time to the program. They visited campuses throughout the country, speaking at meetings, conducting training sessions and mobilizing support for the 1971 UJA campaign. They also helped develop printed campaign materials. A total of 82 campaigns realized \$196,977, as against \$60,000 from an indeterminate number of Hillel campaigns for 1970.

II. SCCIEF IN 1972

In the fall of 1971 the SCCIEF was enlarged and is still in the process of formation. Campus campaign chairmen and other leaders have been invited to join and it is hoped that SCCIEF will eventually become representative of campuses throughout the country. The active working group this year consisted of another six students or graduates - most of whom gave up a year of college or delayed going to graduate school to work on campus.

III. FUND RAISING

On 105 campuses to date, a total of \$179,027 has been reported raised, with many campaigns still in progress. Reports are coming in daily and the projection is for a total of \$220,000 for 1972.

Campus campaigns are frequently conducted under difficulty. Organizational rivalry, campus politics and ideological differences all have to be contended with. Occasionally, a local upheaval, such as a campus strike, will ruin a campaign. Sometimes the campaign depends on the leadership of one dedicated and devoted student.

Although we emphasize face-to-face solicitation, it is not always easy to persuade students to solicit actively...especially in large city colleges where many students do not live on campus. In New York City, with its enormous city colleges, solicitation is almost impossible. Telephone solicitation and mail appeals are used to reach students who cannot be contacted personally.

IV. RELATIONSHIPS

It is our policy to work as closely as possible with Federations and Welfare Funds. Many Executive Directors have developed their own programs and they welcome the help and resources of the SCCIEF. Much of the money raised on campus is remitted through local Federations.

We entered into cooperative arrangements with both the Los Angeles and the Boston Federations, both of which conduct extensive programs for students.

We also have a working arrangement with Chicago, where the campus program is in its early stages.

It is also our policy to work with Hillel on every campus. Many of the campus campaign leaders are also active in Hillel. We try to bring new leaders and workers into the picture, and to involve students not interested in Hillel.

V. USE OF FILMS

Russell Goldsmith, a pioneer member of the SCCIEF and his associate, Tom Werner, both of Harvard University, produced a 50 minute feature film entitled "Israel - One Day At A Time." In addition, we have used the films and filmic essays developed by UJA for the regular campaign. Also popular on campus to develop a climate are films such as "Let My People Go," "The Fixer," "Exodus" and "Night And Fog."

VI. HIGH SCHOOLS

Although the program is directed toward the college campus, SCCIEF has been involved in some high school and prep school campaigns which are growing in number. We have supplied materials of various kinds.

While we have gladly shared what we have, we recommend that UJA create materials especially designed for the high school student.

VII. UNIVERSITY STUDENTS MISSION

After four summers as a strictly male group, the 1971 University Students Mission included girls for the first time. Instead of 25 boys, the first co-ed mission had 37 boys and 28 girls. These 65 represented 44 campuses and 40 communities. The experiment proved successful in every way. About forty of the students became leaders and workers in their campaigns on campus, among whom fifteen were girls, some of whom did outstanding jobs.

The 1972 Mission is now in process of formation. We have far fewer male applicants than last year and the mission will probably go with a larger proportion of girls.

It will leave New York on June 28th, will visit Munich, Vienna and Rome and spend four weeks in Israel, returning on August 8th.

VIII. OPERATION JOSHUA

Thousands of college students visit Israel during the summer months. Some are on structured study programs at the universities, some work on kibbutzim, many simply tour the country aimlessly for various lengths of time. For a minimal charge, Operation Joshua's day long trip shows them UJA-funded installations as well as many general points of interest. In 1971 Operation Joshua carried 3,641 passengers which represented 2,100 students since many took more than one trip. We follow up as many as possible, trying to recruit campus campaign workers and leaders. The program will be repeated this summer.

IX. CAMPUS LEADERSHIP MISSION

Toward the end of December 1970 we conducted the first Campus Leadership Mission - composed of 66 campus chairmen and top leaders and workers. They represented 41 campuses and, after an intensive tenday study tour of Israel, returned to spark campaigns on their campuses. We found this an excellent medium for informing and inspiring campus campaign leaders.

In December 1971 we conducted the second mission - consisting of 78 students representing 53 campuses. They composed a large part of the leadership cadre of the 1972 campus campaigns.

X. VISITING SPEAKER

During the month of February we brought Jonathan Geffen, a young Israeli poet and playwright to this country. During a four-week period he addressed student groups on 22 campuses.

XI. THE OUTLOOK

We have barely scratched the surface. We are dealing with a volatile, constantly shifting constituency. We are contending with organizations which offer fun, entertainment and excitement, with no special demands; we offer hard work. As the editor of one Jewish campus publication put it "The Judaism we offer is one of Israeli dancing, Hebrew and Talmud classes, prayer, Sabbath meals, political struggle for our oppressed brothers and sisters" while UJA offers "pledge cards, personal solicitation, non-Jewish speakers and slick Madison Avenue posters."

In the past few years the great concern was the influence of the new left on campus - which involved many Jewish students. Also the Arab propaganda on campus. This trend now seems to have declined. The new left and its assorted allies and sympathizers no longer are as active or as influential as previously.

The Jewish activists have now come to the fore. The struggle for Soviet Jewry has captured the imagination of many students, the radical Zionists are active. Even the JDL has made inroads on many campuses. They offer excitement through protest and demonstration and make no demands beyond some time.

These are some of the bridges we must cross. We must convince students that fund raising is not a dirty word, that a pledge card is not a subversion of lofty purpose and high ideals. We must convince them that the end result of everything that is done to create Jewish awareness and identification must be translated into action to save lives.



MEMORANDUM

Date May 15, 1972

To Mr. Paul Zuckerman

From Rabbi Joseph H. Ehrenkranz

Subject Rabbinical Advisory Council Report

The 1972 program of the Rabbinical Advisory Council began with our semi-annual meeting and Seminar in Chicago on November 29/30, 1971. The meeting revolved around the theme "East Meets West" and was an attempt to understand the problems of the Afro-Asian communities in Israel. We invited all of the rabbis from the Greater Chicago area to participate with us in the seminar portion of our meeting. The Seminar was an outstanding success.

During the business part of the meeting we discussed ways in which to bring the 100% Plan, the concept that a gift to the U.J.A. is a concomitant of synagogue membership, into wider acceptance.

Members of the R.A.C. announced their pledges for the 1972 campaign.

In December of 1971, when the chairmanship of the R.A.C. passed from Rabbi Dudley Weinberg to me, we set ourselves the task of evolving a committee structure for the R.A.C.

At our Steering Committee meeting in January, 1972, we conceived the idea of bringing a representative of the Israeli government to meet with as many of the rabbis in America as possible for a discussion of the then new immigration of Jews from Russia.

The Peled Visit - February 13-16, 1972

Natan Peled, Minister of Immigrant Absorption, traveled to this country in February for the exclusive purpose of meeting with the American rabbinate. We created a sense of excitement through our usual channels of communication. We secured the cooperation of the major rabbinical bodies, each of which sent a special communication to its membership, urging attendance at our meetings. With Rabbi Herbert A. Friedman, who participated in the program, Mr. Peled came to New York City, Chicago, Los Angeles and Miami. A total of approximately 400 rabbis participated.

Evaluation of the Peled meetings

The program was excellent and Mr. Peled's vivid account of the problems of absorption was magnificent. Rabbi Friedman complemented his presentation by describing in detail the process of emigration from the Soviet

Union. I followed up at each meeting by enumerating the ways in which our rabbinical colleagues could be of service, emphasizing the 100% Plan.

It is tempting to attribute the less than maximum turnout to the short time between the announcement of the meeting and the meeting itself but the real problem lies somewhere else. The American rabbinate has become almost immune to cries of "emergency" and "crisis." While we scrupulously avoided using either word, we did appeal to them by attempting to create a mood of urgency. We also emphasized that Mr. Peled had come for the exclusive purpose of meeting the American rabbinate.

Publicity flowing from the Peled meetings as well as follow-up communications have succeeded in capturing the attention of the American rabbinate. Many of those who did not attend any meeting have heard of them and have read the transcripts that we mailed.

We are now in the process of following up on our requests for endorsement of the 100% Plan and we are finding literally scores of congregations participating.

Other Programs

There were several other projects that occupied our time and attention.

- We continue to service congregations, rabbinical groups and other Jewish professional groups during their visits to Israel. It is significant that the synagogue community has come to look to us as an instrument for showing them the real social problems of Israel. Many times the requests are made through local Federations, a situation which we have encouraged.
- 2. On numerous occasions we have been asked to deal with a specific problem in a given community. In some cases this has involved mediating or settling a conflict between a rabbi or rabbis and the UJA-Federation structure. At other times it has involved motivating a rabbi to take a more central role in his community's campaign.
- 3. We have begun to expand our relationship with the Young Leadership program. Rabbi Jordan was invited to participate in the Young Leadership training program in two communities by their respective Federation Executives (Stamford and New Orleans). He was also asked to participate in a regional Young Leaders Institute in Greensboro, N.C. and at the Young Leadership Cabinet Retreat in Glen Cove.
- 4. We attempted a program at the National Conference on Friday evening. The concept was good: an Oneg Shabbat divided into two parts. First, a semi-academic presentation on Jewish identity and second, a lighter program of Jewish folk music. The program failed because of a basically extraneous factor - the particular personality of the folk singer - but is well worth trying again.

5. A task of the R.A.C. is to underline the word "Jewish" in United Jewish Appeal, to strengthen our staff by a deeper understanding of Jewish tradition and Jewish values. Toward this end, prior to each holiday in the Jewish calendar, a brief celebration was held in the office for the UJA staff. On one occasion Rabbi Jordan addressed the field staff on the concept of tzedaka.

Brainstorming Meetings

Rabbi Jordan and I are traveling around the country to meet with members of the R.A.C. in small groups for brainstorming sessions. We are greatly concerned that men be involved in the real work and not sit merely as names on a letterhead. To this end we are developing a committee system and we are asking that each member of the R.A.C. serve in an active capacity on at least one committee. We are asking each Steering Committee member to serve as a chairman of one of our committees. The committees in formation are:

Congregational Involvement (100% Plan)
Kallot (seminars)
Missions
Rabbinic Giving
Resource materials and publications

Projected Plans for 1972/73

A rabbinical mission is being planned for December 1972. The mission will travel to Eastern Europe and will have as its purpose an examination of Russian immigration as well as a look at the sites of the holocaust. Many of our rabbis emerging into leadership positions within the synagogue community have never seen a concentration camp and it is our considered judgment that such an experience would be very valuable. Participation in the mission will be limited to members of the Rabbinical Advisory Council.

The next formal meeting of the R.A.C. will take place in conjunction with the National Conference on Sunday, December 10. The rabbinical mission will leave New York on Monday, the 11th.

A seminar is being planned for the very early Spring. Its subject has not yet been determined.

JHE:er

MEMORANDUM

Date May 30, 1972

To

Irving Bernstein

From

Melvyn H. Bloom

Subject

PUBLIC RELATIONS DEPARTMENT REPORT

DIRECTIONS IN 1973

AMERICAN JEWISH

The 1972 public relations effort focused on three major areas of concern in Israel: The drain on Israel's economy created by continuing and increased defense expenditures; the sharply increased rate of immigration, especially from the Soviet Union, and its implications in terms of absorption and other needs; and the critical housing shortage, poverty and social problems among the unabsorbed.

Assuming this wave of new immigrants continues, we are planning to make the Soviet Jewish immigration a main theme for 1973. Using all media, we intend to focus on this event and its impact and the necessary response from American Jewry. The continuing security burden and the serious threat from Israel's enemies will be an ongoing major accompanying theme. The poverty theme will also be included in our program but will receive less attention than the issues of immigration and security.

Given the lapse of time between preparation and distribution of materials, we are making our 1973 materials and programs more flexible than ever before. If a sudden change of events should occur, we will be prepared to shift emphasis or substitute new materials.

PRINTED MATERIALS

A broad range of printed materials, comprising more than fifty individual items, was prepared for the 1972 campaign. A special effort was made to relate these materials to specific community campaign needs. Early in the planning period, P. R. directors from major communities were brought together to discuss their experiences in the previous campaign. They made a valuable contribution to the overall direction of the 1972 P. R. program, and were consulted frequently throughout the year. They called for an all-out effort to time the distribution of printed materials for maximum effectiveness in community campaigns, and production schedules have been revised in accordance with community needs.

Since the average American encounters 2,000 sales messages and appeals each day, effective communications is competitive and difficult. Therefore, it is increasingly important that printed materials of whatever form, be concise, attractive and impactful. Moreover, visual and graphic treatment is often more important than the written word.

All printed materials for the 1973 campaign, therefore, will be strongly graphic, while brief in terms of copy; all copy will be factual and to the point. Instead of general statements about the needs of new immigrants, a concise but vivid explanation, in human terms, of the dimensions of the specific needs will be given.

P. R. MEETING

A meeting with major city P. R. Directors is planned for the latter part of June. They will participate in an evaluation of the past year's programs and their ideas for the 1973 Campaign will be solicited. This provides the Department with valuable input for its programs and materials.

ADVERTISING PROGRAM

A major effort was made during the 1972 campaign to reduce the cost of UJA subsidized newspaper advertising while retaining or increasing the exposure factor of the ads. In addition to a series of <u>full page advertisements</u>, five "small space" ads for sequential use were designed and produced.

The substitution of small space advertising reduces the overall ad cost, while not significantly reducing the impact. Moreover, it enables a longer running and greater exposure campaign, i.e., for every one insertion of a full page ad, the community gets four for a small space ad, thereby getting its message across to the public with greater frequency.

In addition to paralleling the themes of the campaign, the 1973 ad program will attempt to foster a strong feeling of identification with Israel on the part of the reader; eg: reading an ad about the military threat to Israel, people will identify with the ad to the extent that it becomes a threat to themselves. In short, the 1973 UJA ads will strive for involvement and impact.

To commemorate Israel's 25th Anniversary, the ad campaign will include several ads dealing with Israel's 25 years of growth and UJA's participation and contribution to that growth, emphasizing the task that remains to be done, the promises that have not as yet been fulfilled. All ads will include a 25th Anniversary symbol regardless of their subject.

AUDIO-VISUAL PROGRAM

The UJA audio-visual program includes almost every technique available -- films, slide-and-sound, tape recordings and cassettes, and radio and T.V. spot commercials.

AMERICAN IEWISH

Four films, each 12-14 minutes in length, were produced for 1972. Documentary essays on key issues, they were well received and widely used. The P. R. Dept. also cooperated in the production of a film for the University Programs Department.

The four filmic essays while receiving continued circulation, may be followed in 1973 by additional films with a similar format. In addition, the Department is recommending a longer campaign film, focusing on the key issues for 1973.

Following a successful placement profile for radio and T.V. spot advertisements in 1972, the department plans to produce an integrated series of 1973 spots on all basic campaign themes for placement as public service ads.

Several general interest <u>audio tape cassettes</u> were produced during the 1972 campaign dealing with cash, Russian immigration, general immigration, housing and other humanitarian concerns. Additional cassettes are planned within the next two months, and this program will be continued and expanded for the 1973 campaign, for use by UJA field staff and community leadership.

The Department currently is evaluating the use of the <u>multi-media module</u> in 1973. A walk-through display containing graphics and two rear-screen slide and sound programs, the module originally was developed for the 1971 campaign. The 1972 version updates the graphics and offers new slide and sound programs. As of April 30, 31 cities have exhibited the five available modules for periods of one to four weeks. A study presently is being conducted to determine the feasibility of redesigning the module to support local community celebrations of Israel's 25th Anniversary. If a favorable decision is reached, two slide-and-sound presentations will be produced for use with the module and for distribution to communities as separate audio-visual productions. Also under consideration is a more flexible, highly portable display kit for community use, emphasizing the 25th Anniversary theme.

OPERATION OUTREACH

Operation Outreach was established in 1971 as an experimental program of community counseling and public relations service from the UJA National Office. Staff members visit communities regularly to evaluate local use of national P. R. output and suggest avenues of improvement. They also solicit feed-back from community professionals on the suitability and effectiveness of national materials, welcoming ideas on new approaches.

WORKER TRAINING

A broad worker training program, supplemented by a film and other training materials, is being considered for testing this summer and for implementation in communities next fall in time for the 1973 campaign. This program has been developed in cooperation with the Council of Jewish Federations and Welfare Funds, community executives and experts in the fields of education, motivation and fund-raising.

The department is currently at work on an innovative program designed to reach the leaders and contributors of the future: the students of Jewish religious schools throughout the country. P.R. staff members are presently consulting with Jewish educators, in an effort to develop a program which will carry the message of Jewish responsibility to this important age group.

CLOSED CIRCUIT RADIO

In an innovative and historic closed circuit radio program this year, UJA broadcast to 130 communities around the country the urgent needs caused by the sudden arrival of thousands of Soviet Jews to Israel. This is the largest closed circuit radio broadcast ever done, and the results were excellent. Both technically and programmatically, the broadcast was well received and thousands of American Jews were stirred by the drama of the event.

The success of the broadcast, which was coordinated and programmed by the Department, has made this a valuable tool for special occasions in the future.

OPERATION CLOSE-UP

In our ongoing effort to find new techniques and tools for solicitation, we are testing a self-contained device for sound-film projection, in the form of a small suitcase which presents a small screen when opened. It can be carried to a contributor's office for use in an individual gift solicitation. Messages from community leaders can be conveniently added to the short campaign film projected, for maximum local impact.

MEMORANDUM

Date May 15, 1972

To Mr. Irving Bernstein

From Seymour Lesser

Subject EVALUATION OF SPEAKERS BUREAU ACTIVITY September 1, 1971 - April 30, 1972

During this period there were 3,601 meetings, addressed by 2,982 speakers. For the same period in 1970-71, we had 2,393 meetings, with 2,556 speakers. This represents an approximate 51% increase in activity.

It is worth noting that for a similar period 1969-70, there was 1637 meetings. Therefore, since 1969, we have had over a 100% increase in meeting activity.

As of this stage in the 1971-72 campaign, we have had $\underline{80}$ people from overseas, as against $\underline{58}$ in the 1970-71 campaign, and $\underline{20}$ the previous year for a similar period.

The following is a summary of meetings and speakers for the 1971-72 period compared to the 1970-71 period:

| | 9/1/70 - | 4/30/71 | 9/1/71 - 4/30/72 | | | |
|------------------------------|-----------------------|--------------------------|--------------------------|--------------------------|--|--|
| | Meetings | Speakers | Meetings | Speakers | | |
| September | 144 | 241 | 111 | 81 | | |
| October | 170 | 202 | 304 | 249 | | |
| November | 205 | 198 | 369 | 269 | | |
| December | 130 | 142 | 198 | 225 | | |
| January | 285 | 301 | 524 | 465 | | |
| | 447 | 454 | 723 | 591 | | |
| March | 670 | 688 | 821 | 701 | | |
| April | 342 | 330 | 551 | 401 | | |
| | 2,393 | 2,556 | 3,601 | 2,982 | | |
| January February March | 285 447 670 | 301 454 688 330 | 524 723 821 551 | 465 591 701 401 | | |

Evaluation of Speakers Bureau Activity 9/1/71 - 4/30/72

The types of speakers used are as follows:

| Category | 9/1/70 - 4/30/71 | 9/1/71 - 4/30/72 |
|--------------------------------|------------------|-------------------------|
| Executive Committee | 212 | 137 |
| Campaign Cabinet | 73 | 44 |
| Young Leadership | 186 | 187 |
| Overseas (Other than Russians) | 643 | 1,079 |
| Russians | | 352 |
| Israel Officials | 166 | 93 |
| Fee Personalities | 55 | 33 |
| Volunteers | 259 | 220 |
| Women's Division | 125 | 113 |
| Fee Speakers | 722 | 643 |
| Fee Speakers Staff | 65 | 81 |
| West Coast | 50 | (Included in the above) |
| ARCF | | |
| | 2,556 | 2,982 |

Traditionally we service all of the speaker requirements for the Field department, Women's Division, Rabbinical, and Young Leadership.

There were a number of innovations in this campaign. Among those of interest were:

OPERATION FREEDOM - RUSSIANS

There were 21 Russians here on our behalf. They covered 353 meetings in 198 cities. It should be noted that their program was not limited to speaking at given meetings. In conjunction with the Public Relations department, an effort was made to create maximum impact in each community visited. In order to encourage these cities to utilize the new Russian immigrants to the fullest extent, the Public Relations department prepared extensive background material on these individuals. This material was sent to the community well in advance of the scheduled visit. This was followed up by personal visits by representatives of the Public Relations department in order to develop TV, radio and newspaper interviews, meetings with service organizations, university students, etc. designed to create maximum visibility and excitement.

Mr. Irving Bernstein

Evaluation of Speakers Bureau Activity 9/1/71 - 4/30/72

OPERATION FREEDOM - RUSSIANS, cont'd

While the speaking ability and personality of each of the new Russian immigrants varied, in sum total each served as a living symbol of our campaign story, and in that capacity all were tremendously effective.

RESIDENT SOLICITORS

Another new innovation was the use of the Resident Solicitor -- an individual being assigned to a specific city for a period of time for the sole purpose of soliciting the major contributors. We had 10 individuals from overseas covering this program from October 30, 1971 through April 20, 1972.

They were:

Wellesley Aron Ambassador Yacov Avnon Dr. Avraham Biran Ambassador Reuven Dafni Aharon Kidan Yaacov Morris Yehuda Prihar Capt. Dov Shaphir Col. Nathan Sharony Ambassador Max Varon

The program was conducted in 21 cities and areas:

Washington, D. C.
Seattle, Wash.
Los Angeles, Calif.
Hartford, Conn.
Utica, N. Y.
Kansas City, Mo.
St. Louis, Mo.
Baltimore, Md.
Atlanta, Ga.
Pittsburgh, Pa.
Miami, Fla.

Chicago, Ill.
New Haven, Conn.
Cleveland, Ohio
Detroit, Mich.
Boston, Mass.
Philadelphia, Pa.
St. Paul, Minn.
Minneapolis, Minn.
State of Nebraska
Western region of the U.S.

It had varying degrees of success, much of it dependent on the enthusiasm of Executive Directors and lay leadership in each of the cities. Advance planning was often a problem, since community leaders were reluctant to set up solicitations before seeing the Resident Solicitor directly and determining how well he could handle them. As a result, since appointments were first set up after the arrival of the Resident, much time was lost in many communities.

Mr. Irving Bernstein

May 15, 1972

Evaluation of Speakers Bureau Activity 9/1/71 - 4/30/72

RESIDENT SOLICITORS, cont'd

We attempted to overcome this reluctance by providing background material on the Residents. Through the Public Relations department, we tried to get the Resident maximum exposure in the media and create additional prospect interest in meeting with them.

Our experience this year has shown the maximum period for each visit to a community should not exceed 2 to 3 weeks, since a longer stay appears to become burdensome to the community and the solicitor. Based on our experience, 4 or 5 solicitations a day were about all that could be handled.

OPERATION UPGRADE

Although this program booked its own solicitors, it should be noted that the Speakers Bureau in practically every case handled the transportation and hotel arrangements.

OPERATION ISRAEL

In relation to the Operation Israel recruitment program, the Speakers Bureau supplied 38 speakers for parlor meetings in 59 cities.

STUDENT DIVISION

The Speakers Bureau was called upon to arrange for speakers for the majority of campus meetings.

Evaluation of Speakers Bureau Activity 9/1/71 - 4/30/72

PROJECTED FOR 1973

In next year's campaign, we fully expect to use emigrant Russians as key speaker/solicitors in an expanded Operation Freedom program.

The Bureau is currently preparing its recommendations for a basic roster of overseas speakers for the 1973 campaign. The single definite booking is the appearance of Honorable Yigal Allon, Deputy Prime Minister, at the December conference.

We are also in the process of obtaining a computer print-out of all Israeli students in this country, with the purpose of:

- a) Building a new cadre of speakers.
- b) Covering local meetings at reduced transportation expense.
- c) Orienting these young Israelis all future professionals, some future leaders - to the aims and operations of the UJA and the organized Jewish community.

##########

CABINET

Joseph Almogi

Haim Bar Lev

Moshe Dayan

Abba Eban

Nathaniel Peled

Shimon Peres

Pinhas Sapir

Golda Meick

ARMY

Col. Eli Bar Lev

Col. Yosef Calev

Gen. David Elazar

Col. Jacob Even

Gen. Motta Gur

Gen. Amos Horev

Col. Gideon Machanaymi

Gen. Avraham Meron

Maj. Arich Mizrachi (L. A.)

Maj. Hanon Alon (L. A.)

Capt. Ilana Navot (L. A.)

Capt. David Nir (L. A.)

Capt. Rani Shmuel (L. A.)

Capt. Ehud Bar Sever (L. A.)

Capt. Dov Shaphir (Resident)

Gen. Ariel Sharon

Col. Nathan Sharony (Resident)

Gen. A. Yariv

Col. Moshe Yotvat

RUSSIANS

Felya Elman

Pavel Fel

Arie Freidin

Rita Gluzman

Dr. Julia Libman

Esther Lomovsky

Volt Lomovsky

Vladamir Zaretski

Efraim Sevela

Bella Rubinstein

Boris Schechtman

Shlomo Shoham

Irina Shner

Chaim Taraseisky

Ilka Valk

Taiga Vaskis

Julia Wiener

Tzipora Wolf

Victor Yoram

Dr. Arich Lev Ran

Ruth Alexandrovich

JDC

Paula Borenstein

Ted Feder

Moe Levine

Evelyn Peters

OTHER

Louis Pincus

Max Varon (Resident)

Gen. Zvi Tzur

Harry Rosen

Shula Prihar

Yehuda Prihar (Resident)

Wellesley Aron (Resident)

Michael Arnon

Yacov Aynon (Resident)

Dr. Avraham Biran (Resident)

Ethel Cohen

Reuven Dafni (Resident)

Ruth Dayan

Claire Davidson

Simcha Dinitz -

Dora Yamin (Iraqui)

Gen. Shaul Rosolio

Moshe Rivlin

Jamel Shemtov (Iraqui)

Leon Dulzin

Miriam Eshkol

Yitzhak Goldstein

Zena Harman

Jackie Hendeli

Aharon Kidan (Resident)

Nehemiah Levanon

Yaacov Morris (Resident)

Ditz Natzor

MEMORANDUM

Date May 24, 1972

To

PAUL ZUCKERMAN

From

. Leonard Strelitz

Subject

OPERATION BREAKTHROUGH 1972 REPORT

I. GENERAL

Operation Breakthrough in 1972 expanded its activities in all four basic areas:

- 1) Research on Paper Millionaires
- 2) Solicitations
- 3) Follow Up
- 4) Solicitor's Training

1) RESEARCH:

We are obtaining information about prospects in greater depth by using a wider variety of published sources such as Dun & Bradstreet
Reports, Standard & Poor's, Dun & Bradstreet Million Dollar Directory
Book and SEC Publications, and by retrieving better information from local
communities. We have also organized a group of young leaders from different
communities throughout the country to help us get updated financial information on prospects, data on giving to other Jewish and non-Jewish
causes, and relevant personal details. This Young Leadership group will
operate as a team under a chairman to be appointed by the Cabinet.

We are extending our research into the field of <u>Women of Independent</u>

<u>Means</u>. Since many of them are widows, our basic approach is to identify

the companies their late husbands were associated with and confirm their

financial holdings.

.......

The Operation has also started to explore the field of millionaires not associated with public companies. Our pilot study is in real estate.

2) SOLICITATIONS:

In this area many improvements have taken place:

- a) A new system of setting up meetings with prospects was developed based on direct calls from the Prime Minister's office in New York.
- b) An advance meeting between the Israeli representative and the accompanying community lay leader coordinates the strategy and tactics for each solicitation;
- c) Wherever possible the principle of having the prospect come to
 the Israeli solicitor rather than the solicitor going to the
 prospect was applied.
- d) A number of <u>UJA national officers have become more involved</u> in the solicitation of paper millionaires. Much greater involvement by more officers is needed.

In addition, Arych Nesher and I participated in Operation Florida and visited a number of prospects in very small communities with very positive results. A small town project in the West initiated by Bram Goldsmith also yielded very interesting results.

In cases where we feel solicitations here should be <u>reinforced by</u> an experience in Israel, we have developed a method of inviting prospects there, arranging for them to meet with military and Government officials, and having them solicited either by Dr. Nesher who accompanies them, or by Rabbi Friedman who is in Israel. This approach should be extended in the future.

A <u>special project with Doctors</u> has been started, especially those with considerable stock holdings and interesting results were achieved. For example, Dr. Uranus J. Appel and Dr. Sidney Senter, both of Los Angeles, each went from nothing to \$70,000. (This opened the way to a new concept of soliciting special sectors of the Jewish community. See Proposal below for 1973).

3) FOLLOW UP:

We have started a <u>special follow up system with those donors who</u>
gave \$50,000 and over. Since many of them, despite other gifts, do not
naturally relate to Jewish causes, we believe it is not wise to leave
them alone until they are solicited again next year. The following steps
have been taken:

- a) Relevant books on Jewish subjects are sent on donor's birthday or for other events;
- b) Private dinners or other get-togethers are arranged with the donor, at which money is not discussed at all;
- c) The donor is invited to meet the Consul General in town or a visiting Ambassador;
- d) The donor is asked to work within the program by providing us with information about other prospects, or by participating actively in solicitations.

4) SOLICITOR'S TRAINING:

A special project to train solicitors has been started. <u>Seminars</u> on the Psychology of Solicitation have taken place with the following groups:

.

UJA National and NYC Staff (4 seminars);

Young Leadership (2

Regional lay leaders in NYC, Miami, Philadelphia,

Los Angeles, Phoenix;

Participants in the National UJA Conference - December, 1971.

The seminars ranged from two to six hours, were of an introductory nature and resulted in widespread requests for more comprehensive training programs.

II. PROPOSALS FOR OPERATION BREAKTHROUGH 1973

1) RESEARCH:

Research on information needed about individuals has to be further deepened.

The process should be <u>broadened</u> to encompass many more millionaires, mainly those who do not have public holdings.

The Task Force of Young Leaders, along with Carl Glick and
Henry Everett of New York City, will work out a <u>detailed technical proposal</u>
for these basic improvements.

2) SOLICITATIONS & SEMINARS:

It is of utmost importance to increase the number of Israelis who are active in the solicitation process. To do this, as agreed between Irving Bernstein and Aryeh Nesher, Dr. Nesher will select five people in Israel who have the necessary qualifications to become solicitors for top prospects.

This summer, after these candidates have been approved by

.

Irving Bernstein, the solicitors training program will start in Israel.

Dr. Nesher will spend a number of days with these potential solicitors in order to train them in the theory and practice of Breakthrough solicitations.

Starting at the end of October these solicitors should be brought to the States, one each month, in order to participate with Dr. Nesher as observers during solicitations. At a later stage Dr. Nesher will act as an observer during their solicitations, and at the end of this process, they will become independent solicitors.

These solicitors will not be attached to any community; they will form an Operation Breakthrough team and will function on a national basis.

Parallel with this operation it is recommended that there be six seminars for lay leaders -- two on the west coast, two on the east coast and two in the midwest -- each to include 25-30 capable participants.

These will be weekend events involving not only theory but practical experimentation as well. After these seminars potential solicitors will act as observers in solicitations carried out by the existing Project Breakthrough team and at a later stage the team will observe solicitations performed by the freshly-trained lay leaders.

Out of the 150-180 trainees we project, we should get at least 25-30 top solicitors, thereby increasing the soliciting manpower substantially.

It is also recommended that special <u>audio-visual aids</u> be prepared for training purposes. There should be a general film showing "before-and-after" stages of solicitation, as well as a series of shorter films showing the definite steps in the progress of a solicitation, such as opening, presenting, resisting, overcoming, closing.

It is also suggested that some solicitations in the future can be effectively organized within <u>specific professional sectors</u> of Jewish life: doctors, lawyers, real estate people, etc.

3) FOLLOW UP:

The follow-up method initiated during Operation Breakthrough 1972 has to be deepened and improved. Every new donor should be "adopted" by a lay leader who will serve as his bridge to the Jewish community. At least twice a year the new donor should be invited by a visiting dignitary from Israel to a social meeting which will have no relationship to money. Donors should also be put to work; all efforts should be made to get them active within the framework of UJA.

CONFIDENTIAL

AMERICAN JEWISH ARCHIVES

Material

for

EXECUTIVE COMMITTEE RETREAT

WILLIAMSBURG INN -- Williamsburg, Va.

JUNE 8 - 11, 1972

BOOK II - Campaign Material

CONFIDENTIAL

BOOK II - CAMPAIGN MATERIAL

AMERIC CONTENTS EWISH ARCHIVES

- O. RETREAT AGENDA
- P. 1972 CAMPAIGN REPORT -- CURRENT STATUS
- Q. CASH STATUS
- R. DAILY CASH REPORT -- JUNE 6, 1972
- S. SUNDAY SUPPLEMENT PROPOSAL
- T. "KEEP THE PROMISE" SLOGAN FOR 1973

AGENDA

WILLIAMSBURG INN -- WILLIAMSBURG, VA. JUNE 8 - 11, 1972

Thursday Evening, June 8

6:30 P.M.

Open House Reception and Buffet Supper

(Virginia Room - Williamsburg Lodge)

8:30 P.M.

Prof. John Armstrong, (Room ABC - Williamsburg Lodge) Dept. of Political Science,

University of Wisconsin

In-depth analysis of the Soviet Union's policy toward minority groups, the free world and the Middle East.

Friday Morning, June 9

Breakfast (In building of your preference)

9:15 A.M.

Committee Meetings

a) Study Conference (Room A - Williamsburg Lodge)

b) Project Potential (Room B rear - Williamsburg Lodge)

c) Israel Education Fund

(North Ballroom - Williamsburg Lodge, lower level)

d) Florida

(North Ballroom - Williamsburg Lodge, lower level)

e) Solicitation

(North Ballroom - Williamsburg Lodge, lower level)

f) Operation Israel

(North Ballroom - Williamsburg Lodge, lower level)

NOON

<u>Lunch</u> (Virginia Room - Williamsburg Lodge)

Friday Afternoon, June 9

2:00 - 5:00 P.M.

JDC Plans - 1973 (Room ABC - Williamsburg Lodge)

1972 Campaign Analysis

Cash Status and Projection

Friday Evening, June 9

6:30 P.M.

Dinner (Virginia Room - Williamsburg Lodge)

8:00 P.M.

Louis Pincus, Chairman, Jewish Agency (Room ABC - Williamsburg Lodge)

Jewish Agency program and problems, with special emphasis on absorption.

10:00 P.M.

BBC TV Film Biography - Prime Minister Golda Meir

Saturday Morning, June 10

Breakfast (In building of your preference)

9:15 A.M.

Committee Meetings (continued)

12:30 P.M.

Lunch (Virginia Room - Williamsburg Lodge)

Saturday Afternoon, June 10

2:00 - 5:00 P.M.

1973 Campaign (Room ABC - Williamsburg Lodge)

a) Committee Reports

b) 1973 Projected Program (including 25th Anniversary plans

Saturday Evening, June 10

6:30 P.M.

Reception

(Virginia Room - Williamsburg Lodge)

7:00 P.M.

Dinner

(Virginia Room - Williamsburg Lodge)

8:15 P.M.

Simcha Dinitz, Director-General, Prime Minister's Office (Room ABC - Williamsburg Lodge)

Analysis of Israel's Foreign Policy

Sunday Morning, June 11

Breakfast (in building of your preference)

Departures

CAMPAIGN STATUS

June 2, 1972

| Commun | nities | Cu | rrent Raised | Con | parative Values | 1972 Inc. Over 1971 | P.C. |
|----------------------|------------------------|----|--|-----|--|---|------------------------------|
| HQ Major Other | (21) (137) (283) | \$ | 202,634,986 73,276,014 5,846,945 | \$ | 171,604,250 60,164,274 4,831,619 | \$ 31,030,736 13,111,740 1,015,326 | P.C. 18.1 21.8 21.0 |
| | (441) | \$ | 281,757,945 | \$ | 236,600,143 | \$ 45,157,802 | 19.1 |

AMERICAN JEWISH ARCHIVES

Total Raised to Date

June 1, 1971 TR (390 communities)

\$253,718,494

June 2, 1972 TR (441 communities)

\$281,757,945

CASH STATUS and ACCOUNTS RECEIVABLE

AS OF MAY 31, 1972

| | <u> </u> | NATIONAL | NEW YORK CITY | TOTAL |
|------------------|-----------------------|---------------|---------------|--|
| U _I . | 1967 EMERGENCY FUND | | | |
| | Pledges | \$128,700,000 | \$44,300,000 | \$173,000,000 |
| | Paid during 1967 | \$113,613,000 | \$38,170,000 | \$151,783,000 |
| | Paid during 1968 | 12,301,000 | 5,190,000 | 17,491,000 |
| | Paid during 1969 | 2,235,000 | 701,000 | 2,936,000 |
| | Paid during 1970 | 345,000 | 119,000 | 464,000 |
| | Paid during 1971 | 52,000 | 55,000 | 107,000 |
| | Paid during 1972 | 43,000 | 45,000 | 88,000 |
| | Total Paid to 5/31/72 | \$128,589,000 | \$44,280,000 | \$172,869,000 |
| | Balance Due 5/31/72 | \$ 111,000 | \$ 20,000 | \$ 131,000 |
| II. | 1968 EMERGENCY FUND | | | |
| | Pledges | \$ 60,000,000 | \$16,000,000 | \$ 76,000,000 |
| | Paid during 1968 | \$ 33,935,000 | \$11,257,000 | \$ 45,192,000 |
| | Paid during 1969 | 20,698,000 | 2,815,000 | 23,513,000 |
| | Paid during 1970 | 2,373,000 | 762,000 | 3,135,000 |
| | Paid during 1971 | 320,000 | 208,000 | 528,000 |
| | Paid during 1972 | 216,000 | 101,000 | 317,000 |
| | Total Paid to 5/21/72 | \$ 57,542,000 | \$15,143,000 | \$ 72,685,000 |
| | Balance Due 5/31/72 | \$_2,458,000 | \$857,000 | \$ 3,315,000 |
| III. | 1969 EMERGENCY FUND | | | |
| _ | Pledges | \$ 75,000,000 | \$18,000,000 | \$ 93,000,000 |
| | Paid during 1969 | \$ 40,955,000 | \$13,387,000 | \$ 54,342,000 |
| | Paid during 1970 | 24,743,000 | 2,431,000 | 27,174,000 |
| | Paid during 1971 | 3,472,000 | 486,000 | 3,958,000 |
| | Paid during 1972 | 964,000 | 238,000 | 1,202,000 |
| | Total Paid to 5/31/72 | \$ 70,134,000 | \$16,542,000 | \$ 86,676,000 |
| | Balance Due 5/31/72 | \$ 4,866,000 | \$ 1,458,000 | \$ 6,324,000 |
| IV. | 1970 EMERGENCY FUND | | | With the transport (March) |
| | Pledges | \$ 93,500,000 | \$21,500,000 | \$115,000,000 |
| | Paid during 1970 | \$ 52,090,000 | \$14,814,000 | \$ 66,904,000 |
| | Paid during 1971 | 29,394,000 | 3,316,000 | 32,710,000 |
| | Paid during 1972 | 4,939,000 | 258,000 | 5,197,000 |
| | Total Paid to 5/31/72 | \$ 86,423,000 | \$18,388,000 | \$104,811,000 |
| | Balance Due 5/31/72 | \$_7,077,000 | \$ 3,112,000 | \$ 10,189,000 |
| ٧. | 1971 EMERGENCY FUND | | | |
| | Pledges | \$132,000,000 | \$24,000,000 | \$156,000,000 |
| | Paid during 1971 | 72,147,000 | \$18,005,000 | \$ 90,152,000 |
| | Paid during 1972 | 18,499,000 | 2,300,000 | 20,799,000 |
| | Total Paid to 5/31/72 | \$ 90,646,000 | \$20,305,000 | \$110,951,000 |
| | Balance Due 5/31/72 | \$ 41,354,000 | \$ 3,695,000 | \$ 45,049,000 |
| VI. | 1972 EMERGENCY FUND | | | |
| | Paid during 1972 | \$ 15,773,000 | \$ 5,578,000 | \$ 21,351,000 |
| | | | | The same of the sa |

| • | | | | | | NATIONAL | | NEW | YORK CITY | | TOTAL |
|-------|------|------|------------|------------------|----|------------|---------|-----|-----------|----|---|
| VII. | RECA | OF C | ASH RECEIV | ED in 1972 | | | | | | | |
| | 1. | 1967 | Emergency | Fund | \$ | 43,000 | | \$ | 45,000 | \$ | 88,000 |
| | 2. | | Emergency | | 17 | 216,000 | | | 101,000 | | 317,000 |
| 9 | 3. | | Emergency | | | 964,000 | | | 238,000 | | 1,202,000 |
| | | | Emergency | | | 4,939,000 | | | 258,000 | | 5,197,000 |
| | 5. | | Emergency | | | 18,499,000 | | 2 | ,300,000 | | 20,799,000 |
| | 6. | | Emergency | | | 15,773,000 | | | ,578,000 | | 21,351,000 |
| | 7. | | and Prior | | | 2,857,000 | | _ | 486,000 | | 3,343,000 |
| | 8. | | Regular | | | 6,158,000 | | 4 | ,235,000 | | 10,393,000 |
| | 9. | | Regular | | | 12,149,000 | | | ,188,000 | | 17,337,000 |
| | 46 | 100 | gazar | | \$ | 61,598,000 | | | ,429,000 | \$ | 80,027,000 |
| | | | | | | | | | | | |
| VIII. | ACCC | UNTS | RECEIVABLE | RECAP | | | | | | | |
| do. | 1. | 1967 | Emergency | Fund | s | A 111,000 | WI | Ś | 20,000 | \$ | 131,000 |
| | 2. | | Emergency | | | 2,458,000 | | | 857,000 | 4 | 3,315,000 |
| | 3. | | Emergency | | | 4,866,000 | VA 1 | 1 | ,458,000 | | 6,324,000 |
| | 4. | | Emergency | | | 7,077,000 | 7/11/1 | | ,112,000 | | 10,189,000 |
| | 5. | | Emergency | | | 41,354,000 | | | ,695,000 | | 45,049,000 |
| | 6. | | and Prior | | | 6,311,000 | | | ,042,000 | | 8,353,000 |
| | 7. | | Regular | | | 9,320,000 | | | ,113,000 | | 14,433,000 |
| | 1000 | - | 7.00 | office office of | S | 71,497,000 | ellie k | | 297,000 | S | 87,794,000 |
| - | | | | | O. | | | | ,,, | | ======================================= |

HR:rjy (6/1/72)

DAILY CASH RECAPITULATION

AS OF JUNE 6, 1972

THIS YEAR TO DATE

TO DATE

REGULAR CAMPAIGNS

1972 EMERGENCY

1971 EMERGENCY

1970 EMERGENCY

1969 EMERGENCY

1968 EMERGENCY

1967 EMERGENCY

.TOTAL

\$31,437,551.85

21,524,408.12

21,208,037.17

5,235,574.25

1,204,093.57

327,389.90

54,888.69

\$80,991,943.55

\$ 29,660,660.47

21,504,912.37

21,965,379.70

2,949,107.52

348,857.51

43,816.38

\$ 76,472,733.95

1972 RECEIPTS

| | All Campaigns January of the | | | \$ 80,027,014 |
|--------------|------------------------------|---------------|--------------|---------------|
| | CASH | BONDS | TOTAL | |
| 72 Regular | \$ 16,410,921 | \$ 926,515 | \$17,337,436 | |
| 1971 Regular | 9,541,758 | 851,517 | 10,393,275 | |
| 1970 Regular | 2,021,461 | 277,840 | 2,299,301 | |

| 1971 Regular | 9,541,758 | | 851,517 | | 10,393,275 |
|---|--------------|-----|-------------|------|--------------|
| 1970 Regular | 2,021,461 | | 277,840 | | 2,299,301 |
| 1969 Regular | 553,570 | - | 42,256 | 00.0 | 595,826 |
| 1968 Regular | 156,115 | - | 3,571 | | 159,686 |
| 1967 Regular | 224,276 | | 5,738 | | 230,014 |
| Prior Regular | 54,802 | | 2,285 | | 57,087 |
| Total Regular | 28,962,903 | | 2,109,722 | | 31,072,625 |
| 1972 EF | 19,170,153 | | 2,180,864 | | 21,351,017 |
| 1971 EF | 19,513.482 | | 1,285,475 | | 20,798,957 |
| 1970 EF | 4,360,529 | | 836,007 | | 5,196,536 |
| 1969 EF | 1,057,506 | | 145,167 | | 1,202,673 |
| 1968 EF | 304,928 | | 11,800 | | 316,728 |
| 19'67 EF | 85,413 | | 3,065 | | 88,478 |
| TOTAL | \$73,454,914 | | \$6,572,100 | | \$80,027,014 |
| THE RESERVE TO SERVE | | 100 | | | |

For the same period from January 1, 1971 collections totaled

\$ 73,501,050 1972 thru May 31, 1972 collections totaled \$ 18,796,085 From May 1,

May 1, 1971 thru May 31, 1971 collections totaled \$ 18,769,395 From

| | MARISTS OF COLLECTIONS BY FOWIRS | | | | | |
|---|---|--|--|--|--|--|
| January February Cumulative - 2/29 March Cumulative - 3/31 April Cumulative - 4/30 May Cumulative - 5/31 June | \$ 20,022,783 \$ 13,084,058 \$ 33,106,841 \$ 10,388,378 \$ 43,495,219 | 1971 \$ 14,157,064 \$ 10,870,913 \$ 25,027,977 \$ 12,907,948 \$ 37,935,925 \$ 16,795,730 \$ 54,731,655 \$ 18,769,395 \$ 73,501,050 \$ 26,970,634 | | | | |
| Cumulative - 6/30 | ş | \$100,471,684 | | | | |
| July . | \$ | \$ 14,419,128 | | | | |
| Cumulative - 7/31 August | \$ | \$114,890,812 | | | | |
| Cumulative - 8/31 September | T . | \$125,959,841 | | | | |
| Cumulative - 9/30 October | | \$136,829,671 \$12,908,172 | | | | |
| Cumulative - 10/31 November | | \$149,737,843 | | | | |
| Cumulative - 11/30 | \$ | \$162,171,906 | | | | |
| December Cumulative - 12/31 | | \$ 50,417,298 | | | | |
| | | | | | | |

Allocations from All Campaigns from Jan. 1, 1972 to May 31, 1972 totaled \$82,081,804

| Regular | CASH . \$ 6,968,093 | \$ 538,288 | \$ 7,506,381 |
|----------------|------------------------|--------------|--------------|
| UIA | 19,531,603 | 2,771,054 | 22,302,657 |
| NYANA | 193,120 | | 193,120 |
| UHS | 200,000 | | 200,000 |
| Total Regular | \$ 26,892,816 | 3,309,342 | 30,202,158 |
| Emergency Fund | | | |
| UIA - 1972 EF | 16,714,625 | 270,792 | 16,985,417 |
| UIA - 1971 EF | 23,261,349 | 1,825,336 | 25,086,685 |
| UIA - 1970 EF | 4,690,448 | 1,850,639 | 6,541,087 |
| UIA - 1969 EF | 1,072,185 | 480,033 | 1,552,218 |
| UIA - 1968 EF | 311,900 | 10,833 | 322,733 |
| UIA - 1967 EF | 80,000 | 11,506 | 91,506 |
| JDC - 1971 EF | 975,000 | | 975,000 |
| JDC - 1970 EF | 325,000 | | 325,000 |
| TOTAL | \$ 74,323,323 | \$ 7,758,481 | \$82,081,804 |

SUNDAY SUPPLEMENT PROPOSAL

We are proposing a New York Times Sunday Supplement for 1973 commemorating Israel's 25th Anniversary. Its proposed 12 pages of dramatic words and pictures, six of them in color, would demonstrate the UJA's accomplishments in the past 25 years and its links with the people of Israel. For maximum impact, no advertising would be sold.

National distribution would be 1,412,000, including 347,000 outside of New York City. In addition, the supplement could be inserted in Sunday editions of local newspapers in major cities, and could also serve as UJA's major educational piece for national and community mailings.

It would reach the majority of the Jewish population in the United States as well as a significant number of non-Jews.

In Greater New York, where the UJA campaign continuously tries to broaden its base of support, such a supplement would be particularly valuable in reaching.

Jewish families unreached by any previous means. Overall, it would lend greater status and credibility to the campaign.

Although contributions from non-Jews is not the supplement's purpose, it could well create sympathy in that sector, perhaps motivation for giving.

This proposal was discussed and favorably received at a meeting of the National-Officers on May 9.

PROJECTED COSTS

New York Times Newspaper Supplement

Design, Layout, Artwork & Mechanicals \$ 7,500.00

New York Times (National Circulation -1,412,017)

For 6 Pgs. B/W & 6 Pgs. Color (Printing & Space) \$ 64,000.00*

For 12 Pgs. B/W (Printing & Space) \$ 52,000.00*

*Costs reflect 20% Discount for Charitable Organizations.

Alternate #2

Upon request, the New York <u>Times</u> will print additional copies with local newspaper heads for insertion in those papers. All costs will be borne by the community. Costs for selected newspapers are as follows:

| Newspaper | Circulation | Printing Cost* | Insertion Cost** | Total_ |
|--------------------------|-------------|----------------|------------------|--------------|
| Philadelphia Inquirer | 850,000 | \$17,000 | \$ 13,311.00 | \$ 30,311.00 |
| Chicago Tribune | 1,005,000 | \$20,100 | \$ 10,827.00 | \$ 30,927.00 |
| Los Angeles Times | 1,235,000 | \$24,700 | \$ 18,000.00 | \$ 42,700.00 |
| Miami Herald | 530,000 | \$10,600 | \$ 8,058.00 | \$ 18,658.00 |
| Detroit News | 850,000 | \$17,000 | \$ 13,261.00 | \$ 30,261.00 |

*All printing will be done by the New York <u>Times</u> at a standard cost of \$20. per Thousand.

** Costs reflect 10% discount for Charitable Organizations.

Alternate #3

If communities decide to distribute the supplement by direct mailing or hand out at meetings rather than by insertion in local newspapers, they will incur only the printing costs of \$20. per thousand and some minor shipping and handling charges.

KEEP THE PROMISE SLOGAN FOR 1973

Following are the reasons why we are recommending the use of the slogan "Keep The Promise" again for 1973.

- 1. An essential element in any communications program is a slogan which impresses upon the public a specific message and distills the overall purpose of the campaign. "Keep The Promise" effectively projects a consistent image and identification of our campaign.
- 2. More than ever before the communities have accepted "Keep The Promise" as effective and meaningful for their campaigns. "Keep The Promise" refers to the promise to Israel, the promise to Jews all over the world, and the promise to Jews in their community. There has been no slogan in our past that has done the job so well and has been as flexible. Therefore, we would be helping community campaigns all over the country by keeping the slogan.
- 3. By using "Keep The Promise" again in 1973, we are reminding contributors that the crisis is not yet over, and that the promise has not yet been kept. The fact that the slogan remains the same does not create a negative reaction. People will not feel that this is "last year's campaign" but rather that the needs have still to be met, and that we are still very far from "keeping the promise."
- 4. A new slogan would mean the considerable investment in time, money and effort.
- 5. "Keep The Promise" is an effective slogan because it is contemporary and relates directly to the campaign needs. It's

flexible in terms of immigration, defense, or poverty.

Even if there should be a shift in priority in 1973,

"Keep The Promise" will be applicable.



TO EXECUTIVE DIRECTORS RE: TAX EXEMPT STATUS OF UJA November 13, 1972 Enclosed for your study is background information assembled by the Anti-Defamation League on the individuals who brought the action to revoke the tax exempt status of the United Jewish Appeal and the United Israel Appeal. This information clearly discloses the litigants' motives. Together with the UIA, we have engaged a well known and highly recommended Washington, D.C. law firm as special counsel to work with Department of Justice attorneys and our attorneys to bring the litigation to a successful conclusion as quickly as possible. Our counsel confirms that the action instituted has not in any way undermined the effectiveness of the rulings previously obtained by both UJA and UIA, that each is a tax exempt organization, contributions to which are deductible under the Internal Revenue Code for purposes of income, estate and gift taxation. The attached additional material contains useful background information on this subject. IB: DMS Enclosure

ANTI-DEFAMATION LEAGUE

OF B'NAI B'RITH

315 Lexington Avenue New York, N.Y. 10016

MEMORANDUM

To:

ADL Regional Offices

From:

Abraham H. Foxman

Date:

October 31, 1972

Subject:

Suit against tax-exempt status of UJA.

For many years Arab and pro-Arab spokesmen have attacked the tax-exempt status of various Jewish charities that collect funds for Israeli institutions. For a number of months, we've been seeing statements in Arab and pro-Arab publications that litigation is being prepared to challenge the status of the taxexemption of these organizations.

On October 25, 1972 a civil action was filed in the Federal District Court in Washington D.C., asking the court to order the Internal Revenue Service to end the tax-exempt status of the United Jewish Appeal and the United Israel Appeal. The suit was brought by Abdeen M. Jabara in his name and on behalf of six plaintiffs: Norman F. Dacey, Professor Ibrahim Abu Lughod, Professor Norton Mezvinsky, Professor Eisham Sharabi, Rev. L. Humphrey Walz and Washington State Representative Michael K. Ross.

Attached for your background information is data on the individuals involved in the lawsuit, as well as background information on tax-exempt contributions to Israel and other countries.

Attachments

cc: Middle Eastern Affairs Committee Plaintiffs in Lausuit Challenging Tax Exempt Status of the United Jewish Appeal and the United Israel Appeal

Abdeen M. Jabera, a Detroit lawyer and president of the Association of Arab-American University Graduates, Inc., (AAUG), is also editor of Free Palestine, a leading pro-Fatah publication in the United States. In 1959, Jabera was one of the defense lawyers for Sirhan Sirhan, accused slayer of Robert F. Kennedy, during Sirhan's Los Angeles trial. Jabara has participated in a number of pro-Arab "teach-ins" on college campuses sponsored jointly by Arab student and Trotskyist groups. In the Fall of 1971, Jabara acted as counsel for a number of plaintiffs in a lawsuit filed in U.S. District Court, Washington, D.C., seeking to force the U.S. Government to disclose its "contingency plans for U.S. military intervention in the Middle East." Jabara makes frequent speeches on behalf of the Arab cause in cities and on college campuses across the country.

Morman F. Dacey, 64, of Southbury, Conn., has been active in estate planning, financial counseling, and the sale of mutual funds for more than 20 years. Some of his activities in these fields have resulted in actions taken against him by bar and lawyers associations, by the courts, and by a Federal regulatory agency. The resulting rulings have gone both ways. A former newspaper reporter who in the 1920's worked for such papers as the New York Tribune and the New York Journal American, both now defunct, and the Washington Post, Dacey achieved widespread publicity in 1965, 1966 and 1967 as the author of How To Avoid Probate -- a best seller.

In the last four years, Dacey has become active in support of the Arab cause and has cooperated with leading Arab and pro-Arab propagandists in the United States and the Middle East. He has written frequent letters to newspapers espousing the Arab viewpoint, denouncing Israel and Zionism, and his letters and other articles have been published in such leading pro-Arab propaganda publications as Free Palestine, pro-Fatah monthly edited by Abdeen Jabara, and Middle East Perspective, a periodical published by Alfred Lilienthal, for two decades a leading pro-Arab apologist in the U.S. The Movember 1, 1971 issue of Action, published by Mchammed T. Mehdi, a leading Arab activist and propagandist here, carried the text of a letter sent by Dacey to the Internal Revenue Service objecting to the tax-exempt status of the United Jewish Appeal. In this letter, Dacey referred to previous correspondence on the subject which he had had with the IRS.

Dacey won widespread praise in anti-Zionist, pro-Arab circles on June 6, 1972, when he published a full-page, signed advertisement in the New York Times, headlined "A Letter To The President." The ad was saturated with a large number of anti-Zionist canards and long-discredited Arab propaganda themes. This Dacey letter had appeared earlier, in Arab publications and in the now-defunct anti-Jewish hate sheet, Common Sense.

In September, 1972, Dacey was named to the board of directors of Americans for Middle East Understanding, a pro-Arab organization, in which Rev. L. Humphrey Walz has been a leading figure. Dacey currently lists himself as chairman of the American Palestine Committee, P.O. Box 137, Southbury, Connecticut. An advertisement by this group appeared in the September, 1972 issue of Flash, an English-language publication emanating from Syria. It contained photos of Israeli Premier Golda Meir with President Richard Nixon, and Secretary of State William Rogers. The caption with the

photos sarcastically said that the pictures exemplified the U.S. policy of "even-handedness" towards the Arabs. The ad was headlined as "A Tribute to U.S. Foreign Policy."

Rev. L. Humphrey Walz, Minister of Information and Planning, Synod of New York, United Presbyterian Church in the U.S.A., has engaged in pro-Arab activities for more than 15 years. Until recently he served as editor of The Link, - publication of the pro-Arab Americans for Middle East Understanding (AMEU). Other anti-Israel groups with whom Walz has been affiliated include American Friends of the Middle East and the American Committee for Justice in the Middle East. A number of articles by Walz have been published in Arab World, propaganda organ of the Arab League Information Center and in Arab World, Walz also writes frequent letters to editors of major newspapers, espousing pro-Arab and anti-Israel viewpoints.

Professor Ibrahim Abu-Lughod, former President of the AAUG, was born in Palestine in 1929 and received his early education there. He lived in Jordan after the establishment of Israel in 1948, and in 1949 he came to the U.S. where he obtained his B.A. and M.A. degrees from the University of Illinois in 1953 and 1954, and his Ph.D. from Princeton University in 1957. He then joined UNESCO as a social science officer and was assigned to Egypt. Back in the U.S. in 1962, he joined the faculty of Smith College as Assistant Professor of Government and at the same time served as visiting lecturer in the Department of Government at the University of Massachusetts. He spent the 1965-66 academic year at McGill University as Visiting Professor at its Institute of Islamic Studies. In September, 1967, he became Professor of Political Science and Associate Director of the African Studies Program at Northwestern University.

In 1969, he participated in a number of pro-Arab, anti-Israel college "teach-ins" held at Wayne State University, Columbia University and the University of Chicago. These meetings were promoted by the AAUG and by Trotskyist and Maoist groupings. He edited a 1969 issue of Arab World, (Arab League Information Center) on the Arab-Israeli war of June, 1967, and a volume of "Essays on the Origin and Development of the Arab-Israeli Conflict," published under the title, The Transformation of Palestine. Other contributors to the book included a number of well-known Arabists.

Hisham Sharabi, professor of history at Georgetown University, was born in Jaffa, Palestine. After graduating from the American University of Beirut in 1947, he enrolled in the University of Chicago where he received his M.A. and Ph.D. degrees. Since 1953, at Georgetown, he has been teaching European intellectual history and courses on the Modern Middle East. Sharabi has promoted the Palestinian cause on American campuses since 1958. He is a member of the AAUG, and has addressed Arab student meetings and pro-Arab teach-ins, jointly sponsored by Arab groups and Far Leftists on U.S. campuses. Sharabi is the author of A Handbook on the Contemporary Middle East (1956); Governments and Politics of the Middle East in the 20th Century (1962); Nationalism and Revolution in the Arab World (1966); Policy and Politics, U.S. Involvement in the Arab World (1969); Palestine and Israel - The Lethal Dilemma (1970); and The Palestinian Guerrillas - Their Credibility and Effectiveness (1970).

Dr. Edwin Wright, a retired State Department official who served as a diplomat in a number of Arab countries, has been a vocal exponent of pro-Arab viewpoints since the early 1950's. In 1956, as Assistant Dean of International Studies of the State Department's Foreign Service Institute, Wright gave lectures

were sent to John Foster Dulles, then Secretary of State, the State Department defended Wright against charges of bigotry, but said he has been asked to review his future presentations carefully to "eliminate any extraneous or interpolated comments which, especially if taken out of context, might be interpreted as critical of any religion." In June, 1967, Wright was one of the signers of an open letter to President Johnson, sponsored by the Ad Hoc Committeee On The Middle East, which advocated, emong other things, Israeli withdrawal from occupied territory as a precondition to peace talks. At the August, 1970 convention of the Organization of Arab Students in the U.S., held in Indianapolis, Wright delivered a speech entitled "Zionism and U.S. Foreign Policy."

Dr. Norton Mezvinsky, a professor of American and Jewish History, served as executive director of the anti-Zionist American Council for Judaism, from February, 1967 to February, 1968. The August, 1967 issue of the Liberator, a black nationalist magazine, published a statement by Mezvinsky on "The Role of the American Jews in the Middle East Crisis," in which he criticized the "propaganda" activities of the Conference of Presidents of Major Jewish Organizations, which he labelled a "Zionistinspired and controlled amalgam of the Presidents of some organizations of American Jews." Mezvinsky has written a number of letters to the editors of newspapers reflecting his anti-Zionist, pro-Arab position. In 1970, he was associate professor of history at Central Connecticut State College, New Britain, Connecticut. On December 17, 1971, Mezvinsky was among a group of Arabists who presented a petition to George Bush, U.S. Ambassador to the U.M. The petition called on the U.S. Government to insist on the implementation of U.S. resolutions on the rights of the Palestinian Arabs. In the Spring of 1972, Mezvinsky started a new publication Know, which he advertised in M.T. Mehdi's publication Action, as "A bi-weekly news service providing expert translations from Israel's Hebrew press of articles about aspects of Israeli life and politics not generally known or available in the U.S." All articles published so far in Know are critical of Israel.

Michael K. Ross was described in the New York <u>Times</u> as a black lawyer from Seattle and a State Representative. The Seattle press reported on October 30th that Representative Ross had instructed his attorney to take steps to remove his name from the case.

Tax-Exempt Contributions by Private Individuals to Israel.

It is a longstanding, established policy of the United States government to encourage private philanthropy on behalf of worthy charitable causes at home and abroad. The policy is implemented by allowing donations to qualified charities to be deductible from income taxes. To qualify as a recognized charity, philanthropic organizations are required to fulfill certain specific government regulations. The United Jewish Appeal and the United Israel Appeal are just two of the many organizations which conform to these requirements and which the federal government has thus designated as bona fide charities.

The United Jewish Appeal and its affiliates are United States corporations. Their policies are controlled by United States citizens who constitute the governing boards of the organizations. Contribution to the UJA are made by many thousands of Americans, non-Jewish as well as Jewish, who give small and large amounts.

The types of activity in Israel supported by UJA funds are varied, but all of them are strictly charitable or educational in nature. Among them are youth and child care, aid to institutions of higher learning, assistance to new immigrants, immigrant housing, homes for the aged, vocational training and social services. The breakdown of the specific amounts donated in each of these categories is publicly disclosed and published every year in UJA's annual report.

There is nothing unusual about the UJA's progrem. Hundreds of other voluntary American organizations raise funds on a tax-deductible basis and dispense millions of dollars each year to charitable institutuions throughout the world.

Under the same law that governs the fund-raising activities of UJA, for example, in 1971 CARE raised about \$99-million; Catholic Relief Services raised approximately \$130-million; Lutheran World Relief raised about \$13-million; Church World Service raised about \$33-million; Foster Parents Plan raised close to \$11-million and the Christian Children's Fund raised over \$18-million. (Source: Voluntary Foreign Aid Programs, fiscal year 1971, published by the Agency for International Development of the U.S. Department of State.) Appended hereto is a random, partial list of some additional qualified charitable organizations, donations to which are tax-deductible. In most cases the names of the organizations reveal the countries to which the funds are sent.

Over 125 different countries throughout the world received private American charitable aid last year, a record in which the entire American people are entitled to feel no small measure of pride. These contributions constitute not only a testament to the generosity and humanity of the American people, but also are an invaluable supplement to the national policy of providing aid and assistance to developing nations throughout the world. It is as part of this entire perspective of voluntary American aid overseas that contributions to Israel should be viewed.

Typical of the organizations authorized by the U.S. Government to receive tax deductible contributions for overseas philanthropies are the following:

American Afro-Asian Educational Exchange, Inc. American Aid Societies for the Needy and Displaced Persons of Central and Southeastern Europe American Board for the Syrian Orphanage at Jerusalem, Inc. American Bureau for Medical Aid to China, Inc. American Committee for Resettlement of Polish D.P.'s American Committee for Restoration of Italian Honuments American Council on African Education, Inc. American Foundation for Korean Education, Inc. American Friends for Italian Aid, Inc. American Friends of Austrian Children, Inc. American Friends of Norway, Inc. American Friends of Refugees, Inc. American Friends of Spain Foundation American Friends of Vietnam, Inc. American Friends of the Blind in Greece American Friends of The Middle East, Inc. American Fund for Breton Relief American Fund for Czechoslovak Refugees American Hungarian War Relief Comm. American Irish Foundation, Inc. American-Lebanese Educational and Cultural Exchange Society American Lebanese Syrian Associated Charities, Inc. American Moroccan Relief, Inc. United Emergency Comm. on Famine Relief for India United Friends of Needy and Displaced People of Yugoslavia, Inc. United Hungarian Relief Comm., Inc. United Ukrainian Comm. for Medical Aid to the Soviet Union Egyptian Economic Recovery Corp. Swiss Relief Society Syrian Child Welfare Society, Inc. Spanish Refugee Aid, Inc. Greek Children's Care, Inc.

Greek War Relief Association Korean Relief Society, Inc.

. . .