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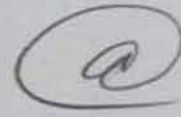
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M E M O R A N D U M
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June 14, 1974

CONFIDENTIAL

TO: Members of the Executive Committee

RE: Notes on Executive Committee Retreat, May 22 - 26, 1974

The Executive Committee met from Wednesday, May 22 to Sunday, May 26, 1974 at the Doral Country Club in Miami. Mr. Paul Zuckerman presided.

The following were present:

Mr. & Mrs. Albert B. Adelman, Milwaukee	Mr. & Mrs. Merrill L. Hassenfeld, Providence
Mr. Yaakov Avnon, Israel	Mr. & Mrs. Gaynor Jacobson, NYC
Mr. Frank Beckerman, Hartford	Mr. & Mrs. Joseph H. Kanter, Miami
Mr. & Mrs. Leonard D. Bell, Boston	Mr. & Mrs. Donald H. Klein, NYC
Mr. Irving Bernstein, NYC	Mr. & Mrs. Frank R. Lautenberg, Metropolitan New Jersey
Mr. Philip Bernstein, NYC	Mr. & Mrs. Morris L. Levinson, NYC
Mr. Melvyn H. Bloom, NYC	Mr. & Mrs. Harry A. Levy, Miami
Mr. & Mrs. Herschel W. Blumberg, Washington	Mr. & Mrs. Ernest W. Michel, NYC
Mr. & Mrs. Maurice M. Boukstein, NYC	Mr. Irving S. Norry, Rochester
Mr. Joel S. Breslau, Washington	Mr. Dan Pattir, Israel
Mr. Myron Brodie, Miami	Mr. Martin Peppercorn, NYC
Mr. & Mrs. Gerald S. Colburn, Milwaukee	Mr. & Mrs. Raymond G. Perelman, Philadelphia
Mr. & Mrs. Melvyn Dubinsky, St. Louis	Dr. Allen Pollack, NYC
Mr. & Mrs. Leon Dulzin, Israel	Mr. Bert Rabinowitz, Boston
Mr. Raymond Epstein, Chicago	Dr. Daniel Reis, Safad, Israel
Mr. & Mrs. Irwin S. Field, Los Angeles	Mr. & Mrs. Herbert Rose, NYC
Mr. Max Fisher, Detroit	Mr. William Rosenwald, NYC
Mr. & Mrs. Larry M. Frank, Atlanta	Mr. & Mrs. Robert Russell, Miami
Miss Sara Frankel, Israel	Mr. & Mrs. Charles Rutenberg, Clearwater, Florida
Mr. Edward Ginsberg, Cleveland	Mr. Lawrence Schacht, Metropolitan, N.J.
Mr. Carl Glick, NYC	Mr. & Mrs. Eliezer Shavit, Israel
Mr. & Mrs. Harold Goldberg, NYC	Mr. & Mrs. Ze'ev Sher
Mr. & Mrs. Alexander Grass, Harrisburg	Dr. & Mrs. Hillel Silverman, L.A.
Mr. & Mrs. Morton S. Grossman, Boston	
Mr. & Mrs. Samuel L. Haber, NYC	
Mr. Gottlieb Hammer, NYC	

Mrs. Elaine K. Siris, NYC
Mr. & Mrs. Stanley L. Sloane,
Central New Jersey
Mr. Howard Stone, NYC
Mr. Leonard R. Strelitz, Norfolk
Mr. & Mrs. Marc Tabatchnik, NYC

Mr. Jack D. Weiler, NYC
Dr. David Weiss, Israel
Mr. & Mrs. Gustave Weiss, NYC
Mr. Gordon Zacks, Columbus
Mr. & Mrs. Philip Zinman, Philadelphia
Mr. & Mrs. Paul Zuckerman, Detroit

WEDNESDAY, MAY 22, EVENING SESSION

Mr. Zuckerman warmly greeted those present who had come from all over the United States to attend this Retreat. He introduced as guests at this or subsequent sessions Mr. Brodie, Executive Vice President of the "host" city of Miami's Jewish Federation; Miss Frankel, reporter for Kol Israel; and Mr. Pattir, head of the Israel Journalists Association. It was noted that this was the initial attendance at an Executive Committee meeting of Mr. Glick and Mr. Jacobson, the President and Executive Vice President of HIAS, and of the following new Committee members: Mr. Field, Mr. Grossman, Mr. Levy, Mr. Perelman.

Mr. Lautenberg was called upon to chair the next portion of this session. He expressed personal pride that the Retreat's first presentation -- "We Have Returned - What Now For Zion?" -- would be delivered by Dr. David Weiss, Chairman of Hebrew University's Department of Immunology, who happened to be the husband of Mr. Lautenberg's cousin.

"WHAT NOW FOR ZION?" Dr. Weiss observed that, in his view, coping with Israel's present difficulties required confrontation with some basic spiritual and moral questions. The Jews of the diaspora have a special role in this confrontation.

Unusual circumstances brought about Dr. Weiss' settlement in Israel with his wife and family. Until 1965, he had for 30 years "lived in the United States as a committed Jew" but never visited Israel. (He was originally helped to this country in the 1930's, from his native Austria, by HIAS). In 1965 he visited the Soviet Union by invitation to lecture on cancer research, and was naturally interested in making contacts with Russian Jews. One early morning, after praying with local Jews in a village on the Black Sea, an old member of the congregation gave him a plain paper bag in which to wrap his phylacteries "so that they would not attract attention." Nevertheless, walking to his hotel, Dr. Weiss was stopped by a policeman who expressed suspicion of an American taking a walk at dawn in the rain, and asked, "What have you there?"

According to Talmudic legend, at a time when death was the penalty for Jewish worship, another Jew was similarly interrogated by a Roman centurion. He replied: "I have been to the market and purchased the wings of a dove." And, looking at what the ancient Jew was holding, that was what the centurion saw. Recalling that story on the modern occasion Dr. Weiss responded in Hebrew, "The wings of a dove." Inexplicably, the policeman, who surely did not understand the language, turned and ran.

Shortly afterwards Dr. Weiss received and accepted a cabled invitation to lecture at the Weizmann Institute. Embarking at Lod, he took a wrong turn, and asking for directions was told: "Every path in Israel is the way home for a Jew." He then wrote to his wife in America, "We're going to live in Israel."

As a Jew and Israeli citizen, Dr. Weiss has been concerned about the fulfillment of the Judaic injunctions to be "a light to all nations." He said that we are "a nation of witnesses" whose basic function is to improve the world, to be God's partner in perfecting the universe (as is indicated three times daily in Jewish liturgy). The structure of Israel is based on the irreducible dignity of each human being. In the Twentieth Century mankind has passed from unacceptable relations between man and man to a crisis of relations between nations -- and it is now a Jewish obligation to bear witness that countries as well as individuals must relate to one another in a humane manner.

Israel has shown by example that man can relate even to his mortal enemies without losing his humanity, and this kind of spiritual and moral thrust permeates many aspects of Israeli life. But the impact of the Yom Kippur War has exposed certain shortcomings. The difficulties and drudgery of daily life tend to erode such value dedication, and there is a yearning for "mere normalcy," for the ordinary standards of the world and other nations. The remedy lies not only in the hands of Israelis, but of all Jews working as one people. The strength and survival of Israel depends not only on tanks and planes, and on vital material help from abroad, but on the moral fiber of all of Jewry. "The land (of Israel) demands to be sanctified."

The dynamism and dedication of Jews of the diaspora are necessary for the fulfillment of this demand. Events since Yom Kippur of 1973 make plainer than ever the absolute necessity of forging even stronger bonds of spiritual unity with the people of Israel. The survival of Judaism as a creative force in the world may hang in the balance -- and, as non-Jewish as well as Jewish intellectual leaders have foretold, without Judaism and the Jewish people the world will enter a new dark age.

A sense of complacency among Jews in Israel and abroad prior to the Yom Kippur War proved a threat to survival. Dr. Weiss called upon American Jewish leadership to help assure that complacency never threatens again, and to undertake together -- by study and thoughtful interchange -- a search for values to bridge over chaos and alienation -- to redefine in our contemporary context the meaning and requirements of being a Jew.

* * *

Mr. Lautenberg thanked Dr. Weiss, and commented that an important strength of the Jewish people always has been the ability to look within. He observed that since the Six Day War in 1967 he had noted a new and growing feeling of oneness between American Jews and Israel's people. The quality of this feeling had inspired his own participation in UJA activity.

It was suggested in the course of discussion that American Jewry and others in the diaspora "may have shortcomings too." In response, Dr. Weiss urged "living as fully as you can as Jews" and "searching for the roots of Jewish life that enabled our parents and grandparents to live in a certain way."

Mr. Zuckerman thanked Mr. Lautenberg, and then Dr. Weiss for setting such an inspired tone for "the three days of study and learning and rededication of our Retreat." He quoted from the Talmud: "Without knowledge neither heaven nor earth can endure."

THURSDAY, MAY 23, MORNING SESSION

With the aid of slides, Mr. Zuckerman reported graphically on the results of the 1974 campaign to date and the manner in which they were accomplished.

1974 CAMPAIGN Between the outbreak of the Yom Kippur War last October to the present there was a total of \$631,000,000 in 1974 campaign pledges nationally compared with \$306,000,000 in 1973 values. Cards still unpledged throughout the country amounted to over \$45,000,000 in outstanding 1973 values. With continued national leadership stimulus and energetic community campaign "cleanup," a final gross 1974 campaign total of \$675,000,000 could be projected.

Mr. Zuckerman pointed out that in 1967, the year of the Six Day War, a total of \$304,000,000 was "raised" -- almost triple the amount of \$116,000,000 in the non-war year of 1966. However, apparently largely in response to Soviet Jewish immigration, higher amounts than in 1967 were forthcoming in the non-war years of 1971 and 1972, as well as 1973:

	<u>Immigration</u>	<u>Total Raised</u>
<u>1971</u>	41,000 (13,000 from Soviet Union)	\$337,000,000
<u>1972</u>	56,000 (32,000 from Soviet Union)	355,000,000
<u>1973</u>	55,000 (34,000 from Soviet Union)	367,000,000

In addition to the effect on fund raising of the Yom Kippur War and its consequences, the momentum of the immediately previous years' record drives has helped carry forward the 1974 campaign.

Special efforts that greatly increased the number of \$10,000 and over gifts and of the communities raising totals of \$1,000,000 minimum and \$10,000,000 minimum were key elements in recent years' achievements. In 1967, there were 3,628 contributions of \$10,000 or more which produced about \$120,000,000, somewhat more than one-third of the total raised that year. In 1974, there are 7,097 contributions in this category which are productive of \$334,000,000, one-half of the total raised.

In 1967, 44 Federated communities out of a total of 228 in the country raised \$1,000,000 or more for an overall amount of \$244,000,000. This year, 86 communities are raising \$1,000,000 minimum for an overall total of \$565,000,000. In the \$10,000,000 minimum raised category, there were seven communities in 1967 that raised \$156,000,000 overall, while 13 communities in 1974 raised \$372,000,000 overall. These 13 communities alone are producing substantially more than was raised in the entire country in 1967.

CASH Indicating that Mr. Colburn, National Cash Chairman, would make a more detailed report and analysis later in the Retreat, Mr. Zuckerman presented the following comparative figures: 1967 total cash receipts, \$233,000,000; 1973 -- January 1 - October 7 -- cash receipts (during a difficult national economic situation), \$124,000,000; 1973 -- October 7 (the start of the Yom Kippur War) through December 31 cash receipts, \$354,000,000.

As of May 17, accounts receivable totaled \$395,000,000, with the great bulk of this amount representing pledges made for the 1974 campaign. To meet the desired mid-year cash collection goal of \$250,000,000 for coping with pressing needs in Israel, \$160,000,000 in additional cash receipts for 1974 must be obtained by June 30.

Although pride may be taken in our 1974 campaign achievement, Mr. Zuckerman observed, we will not attain the \$900,000,000 goal for this country which was projected last October. The goal "was not an abstract figure" -- it was based on a Jewish Agency budget for needs which already had been severely pared. This makes it all the more vital that, from our new campaign plateau, with more contributors than ever before and a greater number of UJA programs and services to offer, a 1975 campaign be planned that will produce more money than is being raised this year.

1975 Mr. Irving Bernstein noted that the previous evening Dr. Weiss had set the keynote for discussion of the 1975 campaign, suggesting profound personal decisions which, if made with conviction, will help overcome the unusually challenging circumstances now confronting us. The year ahead will be a time "when all that came before can prove merely a pyrrhic victory" -- the first time since the Holocaust we have been faced with the possibility of such major loss. In terms of fundraising, more can be lost by a decline between 1974 and 1975 campaign results than at any other time in UJA experience. To assure that this does not happen, we must strive to build confidence in the 1975 campaign. Among the Executive Committee are the leaders who can assure that the 13 major fundraising communities -- which raised a greater amount in 1974 than the entire country did in 1967 -- take actions which will stimulate even higher results in the year ahead.

Since April 6, Mr. Bernstein had participated in a series of meetings -- with Mr. Philip Bernstein and the CJFWF professional staff, with the community executives of the top 16 communities and regionally with all other community executives, as well as with the editors of the American Jewish Press Association and with the Jewish Agency's International Fund Raising Committee in London. In addition, together with Mr. Zuckerman and Mr. Ginsberg a meeting had been held with CJFWF President Raymond Epstein and the Big 16 community federation presidents. The purpose of all of these meetings was to begin early to establish a campaign dynamic of strength and unity for 1975.

As background to the 1975 campaign, Mr. Bernstein suggested looking back to 1967 when many thought we had reached a watershed in fundraising only to see that war campaign surpassed in the "peace" campaigns of 1971 and 1972. He recalled the discussion in the spring of 1973 and at last year's Retreat when many had expressed the belief that we had reached a plateau in Jewish fundraising. This debate was resolved by the Yom Kippur War campaign and now it is being debated whether or not that campaign can be equaled. Mr. Bernstein said it was not possible to determine the dimension of Jewish response to Jewish need. This was evident not only from the 1972 campaign but also in the fundraising since January 1, 1974 which has resulted in higher percentage increases than the giving received from Yom Kippur to December 31. The Executive Committee Members were asked to consider how many of their "peers" -- even those whose gifts had increased dramatically -- had given in 1974 up to the level at which they were rated.

Since the international community has come of age in the Yom Kippur campaign and the International Fund Raising Committee has been set up headed by Edward Ginsberg with Trevor Chinn, of Great Britain, responsible for Big Gifts, many of our national and local programs can involve leaders from other countries. (At the recent London meeting it was learned that two major 1974 British gifts would repeat in 1975 -- one for \$5 million and other for \$2,500,000.)

Mr. Bernstein then presented the following campaign plan:

1974

April

The intent was to begin as early as possible to build confidence in the 1975 campaign. Therefore, an important purpose of the April meetings with the CJFWF and community executives was to select out of each city a few leaders who could as early as April, May and June signify their willingness to give more for 1975 in order to establish the dimensions of proper giving.

May

At the Retreat this weekend the leaders of the United Jewish Appeal will be asked to indicate their own intentions -- for if they are to project to the American Jewish community a 1975 goal

similar to that adopted after Yom Kippur, 1973 then it is their responsibility to be leaders by example as well as by word.

June At the Jewish Agency's Assembly in Jerusalem when leaders of the World Jewish community meet to assess the needs of the Jewish Agency and to project a goal for the world -- they will be asked as well to back their support for the goal by their own giving.

July Dialogues in all major communities -- community leadership with Israel's Cabinet ministers and other leaders -- in order to provide understanding of Israel's current needs -- and to establish the validity of these needs being greater now than on last October 6.

August A meeting in the home of Israel's Ambassador in Washington to obtain additional pace setting gifts from 40 major prospects who will not participate in the Prime Minister's Mission.

Major contributors with Federations presidents, campaign chairmen, and community executives, to be invited to visit Israel on a special Prime Minister's Mission (August 25 - 30).

September Meetings in all communities to determine their goals for the 1975 campaign. The success of these meetings will be dependent on what we do between now and September.

October A minimum dollar minimum gift meeting in London, hosted by the House of Rothschild.

The 22 of our communities which raise \$5,000,000 or more will have their leadership visit Israel with our Study Conference or on community missions.

November A quarter of a million dollar minimum gift meeting hosted by Sir Isaac Wolfson in London. Fifty American communities raising a million dollars and over in Israel with leadership missions. For the first time in the CJFWF's 48-year history, a fund raising meeting is proposed during the General Assembly.

December At our Annual Conference early in December, we will honor Golda Meir for all that she has done for the Jewish people -- and this date can be a target for completing the solicitation of major gifts.

January An international conference for 1,000 people in Israel is projected for contributors and workers below the top giving level -- those people who are not usually sought out and honored -- in order to keep in our campaign all the new contributors of 1975. The Conference would bring more Jews and a sense of international unity to Israel, be a springboard to community mass campaigns at a point when large and medium gift solicitation should be in large part completed.

Mr. Bernstein said he had viewed and, along with other members of the audience, been deeply stirred by Elie Wiesel's play, "The Madness of God," which recently opened in Washington, D.C. to critical acclaim. If it is not running as a Broadway production at that time, Mr. Bernstein recommended a presentation in conjunction with the UJA Annual Conference, as was done in the case of "And None Shall Make Them Afraid" last December.

It was noted that metals industry approaches developed over the past several months are expected to materialize for the 1975 campaign. Activities involving all family members, such as walk-a-thons and utilization of the Fifth Question Passover centerpiece, have proved productive and inspirational and should be more widely developed for 1975. Two meetings of the newly organized UJA Faculty Advisory Council have already been held under the auspices of the University Programs Department. Dr. Marshall Goldman, of Wellesley, has accepted the Council Chairmanship, and the group has evidenced its concern with campus fund-raising. A fellowship procedure is under consideration to enable two academicians annually to work full-time for the UJA, and a representative on the Council is actively being sought from every major college.

The special attention of Executive Committee Members may be required for a number of problems arising in our communities. One of these was indicated by the insensitive portrayal of the Ma'alot massacre in newspapers in St. Louis and elsewhere which Mr. Bernstein noted. There may be growing strain between the demands of local and overseas needs. The political stress in Israeli life may be reflected on American Jewish life. Mr. Bernstein urged that our unity and spirit of understanding continue and be strengthened -- reforged through reflection as proposed by Dr. Weiss -- so the UJA leadership can be a bulwark both for Israel and the American Jewish community at this difficult time.

* * *

The following points were developed in discussion:

The UJA Contingency Plan proved of substantial value when the Yom Kippur War broke out on October 6, and it is now being updated in consultation with national leadership.

To make the concept of the 1975 campaign calendar "work," Executive Committee Members who represent the major communities must become involved immediately in soliciting. Mr. Trevor Chinn, of Great Britain, was quoted: "The campaign doesn't depend on the givers, it depends on the askers."

All missions must be programmed differently, include direct experience with the absorption process, personal encounters with Israelis in all walks of life, visits to settlement towns including Ma'alot and Kiryat Shmona. It might be arranged for Prime Minister's Mission members upon embarking in Israel to go through initial stages of absorption with some immigrants before proceeding to their hotel. A

seminar providing graphic illustration of need, like those on the recent Cash Fact-Finding Missions, would be included. There are "enough Jews in America" to permit substantial recruitment both for the Study Conference and community leadership missions in October and November. Adequate UJA staff will be assigned to Israel in October to assure implementation of a program in-depth to provide real encounters and understanding.

The dimensions of the 1975 campaign should be determined by mid-November, 1974. The balance of the campaign, starting in January, 1975 may be largely concerned with "hard work to wake up the 'Jews of silence' in America" -- those among our six million Jews, perhaps a majority, who do not yet make any campaign contribution. There has been greater involvement of "new" people in the 1974 campaign than ever before, and they must be actively enlisted for 1975. It was proposed that a phrase other than "mass campaign" be sought. The expansion of the base of contributors requires a continuing education process that should over the long term raise more money. Executive Committee help is needed in obtaining further "follow-through" in the communities on UJA planning and programming. This year, 500,000 Passover Fifth Question centerpieces were distributed for communities that desired them, but many communities did not take any. A minimum of 14 community commitments for the Israel Philharmonic are sought for this fall, and thus far only 12 have been made.

With a greater job than ever before looming before us, National Campaign Cabinet membership should be utilized more fully and intensively. It was noted that extensive reorganization and activation of the Cabinet on a regional basis was proceeding under Mr. Rabinowitz's chairmanship, and a detailed report would be presented later at the Retreat.

Several reports on individual community activity were made:

Central New Jersey: Mr. Sloane, who has accepted the 1975 campaign chairmanship, assured that the community, which raised two-and-one half times more this year than ever before, would do even better next year. Los Angeles: With \$4,000,000 in 1973 values still outstanding, it is aiming for a \$44,000,000 1974 campaign total. It is felt that completing 1974 at a maximum will make for the best chance of greater success in 1975. The Passover Fifth Question centerpiece proved effective in this community. Some 60,000 pieces were sent out and a \$100,000 return was realized. The response of local young people has been gratifying as evidenced by a very productive "Walk for Life" and a meeting concerned with Ma'alot which 5,000 youngsters attended on 24 hours' notice.

New York City expects a final 1974 campaign total of over \$150,000,000, with \$30,000,000 to \$40,000,000 of this being "totally new money" including 300 large new gifts. To involve these new people more actively, key New York

leadership have been asked to host dinners for small groups of them during the coming months, and a reception at the United Nations with Ambassador Tekoah is also planned. Exchanges of leadership help between New York and other cities are projected. In Boston, an art auction designed to attract uninvolved givers brought out many doctors and \$200,000 was raised. Chicago raised \$30,000 through an art auction, while its walk-a-thon produced \$200,000.

Washington, D.C. is examining its organizational setup to determine how well it is adapted for operating on the high new campaign plateau established in 1974 -- and it was suggested that the CJFWF propose similar examinations in other communities. In Miami, the Women's Division has secured over 10,000 gifts for 1974, representing one-fourth of all gifts obtained. Women are indicating a special capacity for mass campaigning and are trying to develop a great number of parlor meetings between June and September to involve people on a mass basis.

Mr. Zuckerman observed that every community has a character of its own, and obviously will want to tailor 1975 programming to some degree to suit its character.

ARCHIVES

THURSDAY, MAY 23, EVENING SESSION

Mr. Zuckerman said that he would be retiring as General Chairman in December after four years of service in the UJA's top post. The customary procedure is for a new UJA General Chairman to be nominated by the outgoing General Chairman in consultation with the Chairmen of the Jewish Agency Board of Governors, the United Israel Appeal and the Joint Distribution Committee, and the UJA Executive Vice Chairman. Mr. Zuckerman announced Mr. Fisher, Mr. Dubinsky and Mr. Ginsberg, in consultation with him and Mr. Bernstein, had designated Mr. Albert Adelman as UJA General Chairman for 1975. Mr. Zuckerman will serve next year as President of the UJA.

NEW TEAM

Following similar procedure, and in consultation with Mrs. Siris and Dr. Pollack -- since they, too, are retiring from their posts -- Mrs. Hassenfeld had been designated as National Women's Division Chairman, and Mr. Donald Gould, of Albany, New York, as Young Leadership Cabinet Chairman for 1975. The Executive Committee roundly applauded all in tribute and the retiring General Chairman as well.

Mr. Fisher was then called upon to chair the next portion of this session. He introduced Mr. Leon Dulzin with praise for his outstanding handling of two vital jobs -- Acting Chairman and Treasurer of the Jewish Agency -- during an extraordinarily difficult period.

JEWISH AGENCY Mr. Dulzin reviewed the proposals that might be considered in trying to avert further hostilities in the Middle East, and varying attitudes in Israel toward them. He observed that agreements obtained with Egypt and Syria should not be expected to stop terrorist attacks, and they may even increase. Israel's present political situation was described as being an ultimately worthwhile price to pay for having a democratic society. Some day Jews

will look back with pride at this period when the ideal of democracy was maintained in a severely difficult time and place. Israel's will to exist is unaffected -- but Israelis want to exist as a free people.

Reporting on recent visits with the Jewish population of some Western European and South American cities, Mr. Dulzin said virtually all are raising more money in 1974 than ever before and were committed to even greater amounts for 1975.

When Israel Finance Minister Pinhas Sapir and Mr. Dulzin were in this country during the first week of the Yom Kippur War, it was indicated that a sum of \$1.250 billion would be needed from the world Jewish community through 1974 campaigns, with \$900 million coming from the United States. It was estimated at that time the war would "cost" Israel \$2.5 billion (compared to \$350 million for the Six Day War in 1967, a year when world Jewry raised over \$400 million). The Yom Kippur War struck a harder blow at Israel's economy than was anticipated -- about \$7 billion, with the replacement cost of materiel and damaged property alone over \$4 billion.

When war came, the government had to move swiftly to absorb purchasing power. It imposed a compulsory war loan of seven to twelve percent and a similar voluntary loan on top of that. Later there were five percent increases in custom rates, five percent increases in sales taxes, increases in cement excise. In addition to the reduction of subsidies on essential goods and salaries, there were increases in the price of fuel and electricity. The total annual absorption of purchasing power came to 6.495 billion Israel pounds, the equivalent of more than \$1.5 billion.

Even before the war, the Israelis were the highest taxed people in the world with the highest per capita national debt. The people of Israel obviously cannot help to pay for the cost of immigration and the vital humanitarian programs which are the responsibility of all the Jews of the free world.

There was no day during the war when immigrants did not arrive in Israel and it was the peak period of the year for Soviet Jewish immigration. In response to being asked by a foreign ambassador to Israel why immigration was not postponed in wartime, Mr. Dulzin said that a basic reason for the fighting and the country's very existence was to be a haven at all times for all Jews who want to come to Israel. It was noted that 85,000 Soviet Jews have come in the past five years. Except for some problems involving 2,500 academicians among them, Israel has proven its ability and capacity for absorption. All those who came in the war year of 1973 have been successfully absorbed.

A total of between 55,000 and 70,000 immigrants are expected for the full year of 1974. Mr. Dulzin noted that in recent months harassment in the Soviet Union of Jews who want to leave has been mounting. Processing procedures have been made further complicated, and the hours when processing centers are open have been reduced. There are still 135,000 Jews in the Soviet Union who have applied for exit visas; the 19,000 visas sent at the request of Soviet Jews in 1973 represented more than those sent in 1972.

It was Mr. Dulzin's view that Soviet Jewish immigration would increase in the latter part of this year, and that it ultimately will be as great this year as in 1973. In any event, it is vital for Israel and the Jewish Agency to be prepared to receive the maximum possible number in order to avoid being overwhelmed by a sudden upsurge. There is already a housing shortage of some 10,000 units, and if this is not quickly made up, it could become severe enough to affect further immigration. The valiant Russian Jews must know that means for their absorption will continue to be available. At the last two meetings of the Jewish Agency Executive in Israel and London, examination of mounting needs and income indicated a shocking disparity and the necessity of asking the Jews of the free world to raise at least as much in 1975 as in 1974.

Thanking Mr. Dulzin, Mr. Fisher commented that those attending the Jewish Agency World Assembly in mid-June would obtain even fuller understanding of the very deep problems confronting us.

The following points were made in discussion:

Because of the present shortage of housing units, there are 3,000 families who have been in absorption centers for over a year. Hotel space is being rented for many of them, and they also are being located in rented housing. These immigrants are concerned that they may not get the new homes promised them and become settled members of communities.

The housing problem for single elderly people and young couples is especially critical. The Housing Department of the Jewish Agency has decided in principle on the purchase "at a reasonable price" of 2,000 American mobile homes. The matter will be further pursued at the Assembly in June.

The Jewish Agency also is trying to accelerate plans for a pilot home building program developed with the guidance of Mr. Weiler who was praised for his effective help in efforts to resolve Israel's housing problem. Mr. Russell, who has been working with Mr. Weiler, heads the Agency's new sub-committee on housing.

While the cost of imports to Israel rose sharply, Israel's 10 percent increase in exports has not been comparable. The country is facing a serious balance of payments deficit, largely due to the great increase in the price of oil, which has gone from three cents to 17 cents a barrel. The deficit rose from \$1.075 billion in 1972 to \$2.475 billion in 1973 and is expected to soar to well over \$3.28 billion in 1974.

Cash from the campaigns of the World Jewish community is falling short by \$80 to \$90 million of the hoped-for goal of \$720 million. Jewish Agency budgetary commitments involved an even greater sum, and some of these will have to be transferred to a future budget.

A letter has been sent to forthcoming Jewish Agency Assembly delegates describing Agency Executive plans for helping the settlement town of

Kiryat Shmona. These include the building of additional kindergartens and day care centers, a new absorption center, assistance in providing a swimming pool and in obtaining Government help for housing for young couples. After the terrorist attack in April, the people of this town indicated they would like to encourage more immigrants to settle among them and double the present population of 18,000.

(After the conclusion of this session, there was a screening of the film, "Tree of Life," directed by award-winning John Ferno and narrated by Laurence Olivier. This film, previously shown at last year's Retreat, has taken on additional significance since the Yom Kippur War.)

FRIDAY, MAY 24, MORNING SESSION

Mr. Zuckerman introduced Mr. Sher, Israel Economic Minister to the United States, who had just returned from Israel where he had participated in discussions in the Finance Ministry on long-term economic and social planning.

ISRAEL ECONOMY Mr. Sher said that two areas of need were considered. The first was an economic program with 55 points requiring implementation during the next five years, and including establishment of new industries, expansion of present industry, and obtaining new capital. The other, a socio-economic program for the years 1974 - 1977, encompassed expanded housing for young couples who may be living in quarters with three or more people to a room; building 1,000 new kindergartens, 250 - 300 day nurseries, 60 - 80 high schools, youth centers, school dormitories, two or three new hospitals and expanding others, nurse training schools, homes for the aged, homes for demobilized soldiers, new university buildings; rebuilding Mount Scopus facilities for Hebrew University. No one now can judge the cost, in view of worldwide inflation. The expectation is an annual rise for Israel of seven to ten percent -- so that when UJA campaign results in any year do not represent at least a seven percent increase they will provide less money for humanitarian needs in Israel than the previous year.

Besides inflation, it is anticipated the following factors will affect Israel's economy over the next four years: no assured peace until 1979 and, therefore, continued extensive mobilization; defense expenditures after 1974 of about \$1.9 billion annually; the building of more shelters and accumulation of food and other reserves; the need for cash reserves at least equal to the value of three months' imports, amounting by the end of this year to \$2 billion and by the end of 1978 to \$2.8 billion (although at the present rate Israel will have scarcely any reserves at all by the end of 1975); immigration of about 60,000 annually.

It is hoped that Israel can decrease imports annually through 1978 and have an annual gross national product increase of about 7.2 percent. Altogether the program projected for the next four years to maintain economic and social viability will require heavy sacrifice on the part of Israelis. It is predicated on no increase in private consumption or the standard of living -- and would involve increasing taxation annually some ten percent of the present tax revenue of about \$20 billion.

In response to questions, Mr. Sher pointed out that Israel's population is expected to increase by about 100,000 annually, or 3.4 percent over the next four years; that the average immigrant becomes economically productive in about nine months.

CASH Mr. Colburn, next called upon to report on the status of cash collections, first offered congratulations to his Milwaukee neighbor, Mr. Adelman, on his designation as 1975 General Chairman.

He stressed forty percent of the accounts receivable, as earlier reported by Mr. Zuckerman, must be collected to attain the desired cash goal by June 30. At the meetings around the country with community executives reported by Mr. Bernstein, cash collection has been high on the agenda, and it is now a priority for UJA campaign staff members in their community contacts. The 40 members of the National Cash Committee are making similar contacts. The first seminar-type Cash Fact-Finding Missions in Israel in March and April, under Mr. Colburn's leadership, included 71 leaders representing 64 of the 85 communities raising \$1,000,000 minimum. In a period of four days these groups met with Minister of Finance Pinhas Sapir and fiscal authorities of the Jewish Agency, government and army, examined budgets, checked figures and saw Agency programs. The Missions resulted in considerable acceleration of collection efforts in those communities represented. Responses to questionnaires sent to almost 200 communities indicate that most now have cash chairmen. All of them are billing regularly, most do some face-to-face solicitation of cash from larger contributors, most have telephone operations, and many are planning special cash days. They have all been asked to accept six-month cash quotas; most are using the quota figure as their cash objective. Los Angeles chose to increase its quota. In Detroit, a letter was addressed to 3,600 contributors with paid-up 1974 pledges asking for advances on 1975.

Executive Committee members were urged to set the example and substantially meet outstanding pledges of their own.

PACE SETTING The participants in the workshop on Pace Setting were Mr. Strelitz (chairman), Mr. Breslau, Mr. Ginsberg, Mr. Grass, Mr. Grossman, Mrs. Hassenfeld, Mr. Levy, Mr. Michel, Mr. Peppercorn, Mr. Perelman, and Mr. Rosenwald. Mr. Strelitz presented the following report on their meeting.

There was agreement on the importance of early gift solicitation for 1975. The early planning of Cleveland and Washington, D.C. was considered exemplary. Cleveland is planning special solicitation in June of leaders in the metals industry, a mission for top contributors, as well as missions for various professional and trade groups, and has already arranged for its 1974 campaign chairman to serve again in this post in 1975. It was considered of value for 1975 to have 1974 chairmen continue in their posts where possible, or in any event, be involved in the 1975 campaign.

Washington is planning an early fall mission for top contributors who will be asked to make commitments no less than they gave this year.

The use of the word "gift" in 1975 was considered inappropriate, and it was suggested that "commitment" or some other term be applied. It was proposed that meetings of community campaign chairmen be scheduled -- possibly one for \$5-million minimum communities and the second for the remainder of the communities.

The community meetings contemplated for fall should include fund raising, and the Cabinet ministers visiting the communities should be accompanied by UJA national leaders to help in solicitation. Prominent Israeli leaders like General Moshe Dayan and Menachem Beigin should be asked to visit key communities at this time. It was suggested that the meeting with Ambassador Dinitz be enlarged and possibly expanded to two meetings if the Ambassador is amenable, in order to encompass a larger attendance.

The importance was stressed of including on the Prime Minister's mission only contributors with high gift potential, and it was recommended that in consultation with communities an effort be made to include on this trip a number of women of large independent means.

There should be careful consultation with each community regarding the value of a goal-setting meeting in September or October. It was agreed that every effort should be made to get more people to Israel this fall than ever before, and that there need be no conflict between recruitment for the Study Conference and community missions.

An inaugural-type meeting in early November, paralleling in impact the emergency meeting during the Yom Kippur War, was endorsed. It was felt that there should be a potential at that time of 200 - 300 returned mission participants and others ready to announce prime gifts. This meeting should be held outside of New York City, perhaps in the Midwest, in order to avoid conflict with the November 20 New York City meeting. The traditional Annual UJA Conference in December should be held to attract mass nationwide participation. The national program for the metals industry should be expanded for 1975, and the development of other strong, innovative approaches was recommended. Mr. Strelitz observed that while the contemplated meetings were important, it remained generally true that nothing was more productive than face-to-face gift solicitation.

The significance of "gifts in kind" to some communities -- such as donations of land in Florida and elsewhere -- was indicated. The workshop participants recommended that the UJA prepare for the communities a concisely detailed outline of how such gifts may be appropriately made.

It was suggested that parlor meetings for fund raising be arranged in communities during the visits of Cabinet ministers in July. The possibility was explored of scheduling the November meeting of returned mission participants and others in Chicago during the period of the CJFWF General Assembly. It was indicated that leaders attending the Assembly will not, for the most part, include contributors desired for this meeting, but it was suggested that perhaps inviting these contributors to Chicago at this time would be a stimulus to further interest and participation in CJFWF activity. There was agreement with Mr. Epstein's proposal that he and other CJFWF leaders and staff meet with UJA representatives after the Retreat's conclusion to consider further the feasibility and appropriateness of scheduling the UJA meeting during the course of the Assembly.

THEMES AND ISSUES The participants in the Workshop on Themes and Issues were: Mr. Frank R. Lautenberg (chairman), Mr. Philip Bernstein, Mr. Bloom, Mr. Epstein, Mr. Glick, Mr. Goldberg, Mr. Jacobson, Mrs. Lautenberg, Mrs. Levinson, Mr. Raphael Levy (UJA staff), Mr. Pattir, Mr. Rabinowitz, Mr. Shavit, Mrs. Siris, Mr. Stone, and Mrs. Weiss. Mr. Lautenberg reported on their meeting as follows.

It was noted that the Jewish world has changed since Yom Kippur, 1973 -- the war and its aftermath have created an unquestioned solidarity amongst our people, a single global Jewish family. As inspiring as that may be, it is also true that Israel and all of the Jewish people have a difficult and dangerous period ahead.

Disengagement must not be confused with peace. 1975 is likely to be the year of toughest struggle Israel has had to face, for it is what follows disengagement which will be most critical to the future. The 1975 campaign cannot be a "retread" of 1974. We must persuade our people to be as responsive to needs that will help determine the winning of peace as they were in war. We must overcome feelings that needs are not as great, challenges not as critical; people are tired and need a period of respite; people will not give at the same or greater levels.

Therefore, it was felt the requirement is not new themes but themes presented differently, building on emotions of both pride and anxiety. The base of giving would have to be broadened, while the most effective people are involved in leadership roles. Broadening the base will require presenting many of the same issues to the country through a well considered "marketing approach."

Major issues were defined as:

Immigration of Soviet Jews, regardless of numbers. They struggle for freedom; the Israelis have fought to preserve the society to which they struggle to come; we must sacrifice to help provide the life they have envisioned.

New emphasis on absorption: housing and jobs, for example, have a direct and immediate impact on immigration rate.

If Soviet Jews choose to come to the U.S., then we must preserve their right to do so, and make it possible for them to have a full life here, through UJA and locally supported agencies.

Israel's considerable social needs -- the so-called "social gap." Our contributors have made an investment in Israeli society, but we cannot ask those who fought and risked and lost so much to continue to live with the same conditions of need which existed before the war.

A decent life means a decent life-style. Communities like Kiryat Shmona and Ma'alot represent a syndrome which applies to dozens of communities. They are the reality of Israel today, and they are missing a great deal. We must identify not only with those lost, but the quality of life of those who survive and their yearning to see it improved.

Numbers of immigrants in a given year are not a meaningful campaign issue -- being involved in a vast enterprise is. The work which we support touches the lives of some 700,000 - 900,000 people.

Top leadership must be imbued with the concept that Israel is still in deep trouble, and that extraordinary giving does make a difference; the Israelis have not demobilized, and neither can we. All Jews must realize that we are "an endangered species." They must face the question of "What kind of people are we?" We must triumph over our isolation. This is also basic to the concept of quality of life. This message must be interpreted on a new intellectual and spiritual plane, with anger, with inspiration, with determination.

Many 1975 slogan ideas were conceived and reviewed. Consideration was given to reusing old slogans, and using no slogan at all. The decision was to attempt to find a scriptural quotation which will communicate, in Hebrew and English, the message of unity and challenge and determination of 1975.

In discussion, the point was made that the 1975 campaign must largely be one person speaking to another out of depth of emotion, that we may have to repeat ourselves over and over -- and that, since ours is a lifetime effort of helping to build a nation and redeem a people, perhaps a slogan should be adopted which epitomizes this effort and can become the UJA's continuing theme.

MASS CAMPAIGN The participants in the Mass Campaign Workshop were Mr. Zacks (chairman), Mr. Bell, Mr. Blumberg, Mrs. Dubinsky, Mrs. Frank, Mr. Irving Friedman (UJA staff), Rabbi Silverman, and Mr. and Mrs. Sloane. Mr. Zacks presented the following report on the meeting.

He suggested that the UJA may be considered as "the internal revenue service" of American Jewry -- and its leadership should see to it that all pay their fair share of taxes, which not all are doing. There was difficulty at the meeting in defining what "mass campaign" is. It seems to mean different things in different communities. One concept of the most productive approach was that of programs for leadership and worker training and specific research of giving categories, while the possibilities of approaches such as direct mail remained to be explored.

Others at the meeting contended that mass campaign meant "maximum market penetration" through enlisting the cooperation of existing Jewish community entities, such as synagogues and various Jewish organizations to reach every man, woman and child. The Washington experience was cited where all rabbis were enlisted to solicit in homes. There should be early inculcation of youngsters through UJA programs for Jewish schools and religious classes. Educational programs for young couples also can be helpful -- such as, for example, the "Shalom Wagon" in Atlanta for bringing new couples into the Federation fold. Every effort should be made to extend further the "100 Percent" plan for total UJA participation of synagogue membership. It was further proposed that Jewish organizations be urged to assure that their officers and those they honor are UJA contributors.

National UJA should provide communities with guidelines for reaching the "masses" in terms of methods and approaches. One community might be selected as a pilot area for all mass campaign techniques to be tested. In order to measure results, a dollar and quantitative goal for new givers should be established. The question was raised of whether mass campaigning should be addressed exclusively to non-givers, or whether including under-givers might lessen the impact and diffuse efforts -- and also whether mass campaign should address itself to obtaining the maximum in money now or first concentrate on education.

The point was made that the UJA "cannot do it all" in terms of mass campaign, and that it should avoid unnecessary conflict with other organizations. It can give direction and "do the seeding" -- developing the "how to" and then turning it over to other organizations to implement.

Summing up, the views of the Workshop participants were:

While leadership and worker training are necessary, they should be locally implemented.

Mass campaign is an effort to involve all Jews, regardless of gift potential, in the campaign -- to reach, create awareness and ultimately convert into givers that portion of American Jews who do not now contribute.

All means should be used to reach people, including telethons, direct mail, etc., but, for giving in normal times, personal contact was still most desirable and effective.

Synagogues and other Jewish organizations are a vital source for obtaining names of non-givers and for soliciting them.

Education is a priority for the mass campaign and educational programs for different ages and groups are necessary.

The mass campaign should primarily address itself to the problem of reaching and identifying the non-giver.

UJA should continue experimenting with mass campaign techniques to give direction to communities, perhaps by selecting a community for a pilot program.

The expression "mass campaign" is a poor choice, and this kind of effort should be differentiated from resolicitation and Upgrade.

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Rabbi Silverman reported he had met earlier with some of the Executive Committee members to consider the preparation of an illustrated brochure to be distributed

to synagogues for utilization in 1974 Yom Kippur services along with the "Book of Remembrance" to memorialize the Yom Kippur War dead and the significance of their sacrifice for ongoing Jewish tradition. There was a strong consensus at the meeting in favor of this proposal, but the question was raised of whether and how the occasion might include requests for specific UJA commitment. It was also pointed out that an Israel Bond organization effort traditionally is conducted at this time. With regard to the latter, there was agreement with the view that focusing in this way on a major event in Jewish life should be acceptable and meaningful for all organizations concerned with Israel and Judaism.

Suggested ways of fund raising at the time included having participants in synagogues turn down the tab of a card showing a pledged amount or asked to indicate willingness to be solicited later. There was agreement that the UJA Rabbinical Advisory Council should proceed over the next month to try to develop a brochure which could be widely acceptable to Jewish congregations, and that if printing and other costs prove reasonable, the UJA -- with approval of the communities -- should aim at a distribution of two million to cover most of the synagogues in the country. It was further agreed that decisions on fund raising in connection with this occasion should be left to the communities and individual synagogues.

FRIDAY, MAY 24, EVENING SESSION

The Sabbath evening dinner preceding this session included appropriate prayer and song led by Rabbi Silverman. In the course of the dinner, Mr. Zuckerman made presentations on behalf of the UJA to Mr. Weiler and Mr. Zinman on the occasion of their 70th birthdays. Mr. Weiler's birth date is June 6, and Mr. Zinman's is July 18.

Mr. Weiler was given "The Order of the Big Heart," a heart made of sterling silver, because "with all he has done for others, he has proven he has a heart of gold." Mr. Zuckerman said that the heart was made of silver "because of Mr. Weiler's sterling character and because gold has now gone to \$174 an ounce."

Mr. Zinman, who, Mr. Zuckerman noted, has proven that he is "a master builder" by doing a fantastic job as president of the Israel Education Fund, was given a sterling silver trowel. He was praised as someone who is an inspiration to all who know and work with him.

Mr. Zuckerman pointed out that each of these presentations was "one of a kind" for two unique and extraordinary human beings.

It was noted that Mr. Rosenwald's 70th birthday also had been marked this year at a New York City UJA dinner which attracted friends and admirers from all over the country.

Mr. Ginsberg was called upon to chair a panel at this session consisting of himself as JDC Chairman, Mr. Dubinsky as Chairman of the United Israel Appeal and Mr. Glick as President of HIAS.

UIA Introduced by Mr. Ginsberg with a tribute to his long career of devoted UIA leadership, Mr. Dubinsky offered an outline of the UIA's organization and function. Its 30-member Board of Directors consists of 20 representatives of the UJA and federated communities and 10 of the Zionist Organization of America. It receives funds from the UJA and the Israel Education Fund of the UJA, and allots them to the Jewish Agency, monitoring their expenditure as part of the Agency's budget. Mr. Dubinsky, who also serves as Chairman of the International Budget Committee of the Agency, pointed out that not all of the Agency's budget is met by UJA-raised money -- substantial sums are received from countries with Keren Hayesod campaigns and from Israel.

While the UJA fundraising year runs from January to December, the Jewish Agency budget is projected from April 1 to March 31 to match the period covered by the Israel Government budget. For the April, 1973 - March, 1974 budget, the Agency received from the UIA a cash total of \$430,000,000. This amount represented money raised in the United States after allotments for JDC, other agencies and administrative expenses. Cash received from Keren Hayesod campaigns in other countries came to \$228,000,000. Internal income in Israel from such sources as payment on loans and on housing was \$25,000,000. The Agency also received \$32,000,000 under U.S. Government grants. It paid off \$25,000,000 in loans in the United States and elsewhere, and allocated by contractual agreement \$34,000,000 to the ZOA (used in part for emigration help in South American countries; funds allocated to the ZOA are from those raised in countries other than the U.S.A.).

The Agency Budget Committee met in Jerusalem in February, considered the requests of the seven operational departments of the Agency, and after much soul-searching projected a 1974-75 budget of \$700,000,000. This involved the unhappy necessity of paring down requests in certain areas where a larger budgeting share might prove more economical in the long run. For example, of \$75,000,000 asked to be applied to agricultural settlements, \$15,000,000 would have been applied to implementing agronomists' plans to consolidate some of the settlements in order to make them economically self-sustaining. Because of pressing requirements in other areas, only \$8,000,000 could be allotted for this purpose.

In the area of housing, on the one hand the committee has had to agree to the expedient of renting hotel space to permit some immigrants to move out of absorption centers -- and, on the other hand, it somehow must deal with housing needs of newly wed young servicemen. In view of problems such as these, Mr. Dubinsky said, it is more pleasant to be a fundraiser than to be faced with the agonizing, Solomonic task of trying to budget sums raised -- however seemingly substantial -- which are inadequate.

JDC Mr. Ginsberg indicated he would focus on certain changes in the JDC operation this year, which is JDC's 60th anniversary.

In the North African countries of Algeria and Tunisia, only small remnants of Jews are left with "no one but us to turn to." Where formerly the JDC was concerned with services for children, it now mainly ministers to the needs of the elderly. In Morocco, where the Jewish population is reduced to 25,000, there is a serious problem of providing Jewish education for the remaining children.

For Jews in Rumania, and to some degree in Hungary, programs for the elderly and indigent also have been expanded, and food and clothing programs are maintained. However, because of inflation this year the amount of clothing distributed had to be reduced despite an increased cash allotment for this purpose.

The largest proportion of JDC funds are dispersed for programs in Israel. In its Malben operations, in services and results of programs for the retarded, handicapped children, and the aged, the achievements are considered exemplary throughout the world. Executive Committee members while visiting Israel were urged to take more time for visiting these programs and seeing for themselves how JDC "is bringing life to Israel."

In Israel, too, JDC's role is changing. It is engaging in pilot projects involving Hebrew and Ben Gurion Universities to develop welfare, health and social service training programs intended to enable Israel and Israelis eventually to take over such services themselves. It also is developing with the Israel Government a program for building and running centers and hospitals for the non-immigrant aged and planning for a time when JDC facilities for the aged will be turned over to the Government.

HIAS In introducing Mr. Glick, Mr. Ginsberg pointed out that he is a "graduate" of the UJA Young Leadership Cabinet. Mr. Glick noted that this is HIAS' 90th year, and that it is the oldest Jewish organization in America. While the Jewish Agency helps Jews who wish to emigrate to Israel, generally from places of danger and difficulty, HIAS is concerned with helping those who wish to emigrate to other countries -- for the most part for family reunion.

In South America today, there is some HIAS-assisted emigration from Chile and Uruguay. Although emigration from Argentina presently is small, Mr. Glick expressed concern about the possible effect of Arab group financial penetration of newspapers and broadcasting media.

Moslem Countries HIAS personnel moved out of Casablanca at the time of the Yom Kippur War and its facilities are now staffed by local people. Some Moroccan Jews continue to emigrate to France, and occasional help is provided for Jews among the small remaining populations of Tunisia and Egypt and those from Iraq who manage to "dribble out." The situation of Syrian Jews is especially pitiful, and HIAS tries to be of whatever help may be possible through the good offices of other organizations.

Eastern Europe HIAS helped 400 Rumanian Jews emigrate last year, and continues to assist some emigrants from Hungary and Czechoslovakia.

Of 8,000 Jews coming out of the Soviet Union during the first four months of 1974, HIAS helped 1,040 who wanted to go to countries other than Israel. In May thus far, the percentage of Jews wishing to settle outside of Israel has been somewhat larger.

Last year HIAS assisted 500 Soviet Jews to immigrate to the United States. There is a small movement directly from Russia to the United States, but for most there is an initial wait in Rome before coming to this country. HIAS has now been able to make arrangements which have reduced this "wait" in most instances to six weeks.

* * *

In the ensuing discussion with panel members, the following points were developed:

The first meeting of the new Jewish Agency Absorption Committee took place during the Jewish Agency Executive sessions in London in March. Mr. Adelman is Chairman of the Committee, which was set up by the Agency's Board of Governors as a means of improving the operation of immigration and absorption processes which have been strained by the increased influx of Soviet and other Jews. Its functions are to advise and assist where appropriate with these processes.

In past years, deficiencies in the Jewish Agency budget were made up to some extent by money from the Israel Government and loans made in the United States and elsewhere, procedures not feasible or desirable this year.

In Iran, the JDC continues efforts to "educate" affluent Jews of that country to their responsibility to help their own poor and needy. While resistance is difficult to overcome, there was a substantial increase in contributions from wealthy Iranian Jews during the Yom Kippur War.

Mr. Dulzin emphasized that at present there are no special political difficulties for Jews in Argentina, who are free to emigrate or stay as they wish. Mr. Ginsberg noted that, owing to inflation, one school for Jewish children went bankrupt and others were threatened with closing. The JDC stepped in to provide financial help, in agreement with the Jewish Agency and with the understanding that this would be taken over by the Argentine Jewish community at the end of a three-year period.

This session concluded with the Executive Committee paying tribute to Mr. Hammer for his 35 years of outstanding service to the United Israel Appeal, from which he is retiring in July and entering the field of banking.

(After the conclusion of the session there was a screening of the NBC-produced film about -- and with -- Valery Panov and his wife Galina which originally was shown on NBC television.)

SATURDAY, MAY 25, AFTERNOON SESSION

Mr. Zuckerman expressed his gratification and gratitude for the opportunity to share leadership with Mrs. Siris, Women's Division Chairman, and for the hard and effective work of the Division's members.

WOMEN'S DIVISION Mrs. Siris reported that, the Women's Division, with some communities "still to be counted" including a number of new or reorganized women's divisions, raised about \$60,000,000 this year in individual and separate gifts. In 1973 about \$31,000,000 had been raised at the same point in the year.

There has been a significant qualitative change in the composition of the division, with greatly increased knowledgeability and skills among its members. Many are mothers of youngsters who spend time in Israel and have learned Hebrew. They are the kind of people who "do their homework" before meetings and missions -- and seek and find understanding in depth. There are two or three additional women who would make worthy members of the Executive Committee, and more women should be included in top events such as the Prime Minister's Mission.

On the basis of Mrs. Siris' statement that there is a large pool of qualified women who are not sufficiently utilized, Mr. Rabinowitz offered to work with her and Mrs. Hassenfeld on including additional women in the regional divisions of the National Campaign Cabinet.

Mrs. Siris congratulated the UJA on having Mrs. Hassenfeld as its next Women's Division Chairman, and offered her fullest cooperation.

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LEGACY AND POOLED INCOME FUND The participants in this Workshop were Mr. Frank (chairman), Mr. Avnon, Mr. Dubinsky, Mr. Kanter, Mr. Klein, Mr. Levinson, Mr. Rose, Mr. Sher, Mr. Weiler, and Mr. Zinman.

Mr. Frank noted that the CJFWF is now committed to the formation of a pooled income fund in which Federated communities may participate. It was pointed out that a pooled income fund is a trust to which a donor transfers property, retaining an income interest for the life of one or more beneficiaries and contributing an irrevocable remainder interest in such property to or for the use of a public charity. The property transferred by each donor is co-mingled with property transferred by other donors who will have made similar transfers. The income beneficiaries are entitled to income annually determined by the rate of return earned by the trust for the year. The donor is entitled to a charitable contributions deduction for the value of the remainder interest left to or for the use of the public charity.

The pooled income fund by its nature is a form of deferred giving, that is a gift which the charity cannot enjoy until the life beneficiary or beneficiaries have died. However, it is unlike a will which remains subject to revocation during the testator's lifetime.

The Workshop participants recommended that, in the light of the formation of a CJFWF fund for Federated communities, the National UJA form a pooled income fund structured for non-Federated communities of which the UJA will be the ultimate beneficiary.

It was proposed that the fund be part of the legacy development program for non-Federated communities, to be implemented through a qualified staff member, and that this program be integrated into UJA's ongoing, yearly campaigns in the non-Federated communities, with a view to fully protecting and aiding the regular yearly campaigns in these communities. It was further recommended that the pooled income fund be available to the Israel Education Fund as a means of funding IEF projects, on the same principles as the IEF presently operates -- and that New York City UJA give consideration to participation in the National UJA Fund.

Upon approval of these recommendations, a committee should be established to take the necessary steps to implement formation of the pooled income fund.

In the ensuing discussion, Mr. Philip Bernstein indicated his view that the CJFWF pooled income fund would not compete or detract from overseas needs' fund raising and would complement local endowment funds of which several this year are making sums available to the UJA. He added that it would have built-in flexibility so that the UJA could be the designated beneficiary of a pooled income fund gift. Mr. Rose noted that a provision of the Internal Revenue Code requires that the beneficiary of such a fund be a public charity which is a participant in the fund. It would permit a donor to recommend, in arranging to make a fund contribution, that his local federation dispense his gift to the UJA or one of its constituent agencies but this would not be legally binding on the federation. Mr. Irving Bernstein expressed his concern that the CJFWF pooled income fund with a relatively low minimum floor on gifts might hurt ongoing maintenance giving if zealously promoted. However, he noted that if the CJFWF pooled income fund could firmly encompass gifts earmarked for UJA, UIA, JDC, Israel Education Fund or HIAS, a UJA fund need not be considered.

Mr. Zinman observed that a UJA pooled income fund could be a valuable instrument for willed gifts to the Israel Education Fund. Mr. Michel pointed out the New York Federation of Jewish Philanthropies, with which New York City UJA is now integrating, presently has its own pooled income fund, and this would have to be considered in deliberations with New York leadership on whether New York UJA should participate in such a fund with National UJA.

The consensus at this meeting was that necessary steps be taken by the UJA with non-Federated communities to establish a pooled income fund which could also encompass Education Fund gifts, and which could include New York City UJA if it should desire to participate.

MISSIONS Participants in the Workshop on Missions and the Study Conference were Mr. Adelman (chairman), Mr. Beckerman, Mr. Colburn, Mr. Countess (staff), Mr. Frank, Mr. Haber, Mr. Hassenfeld, Mr. Russell, and Mr. Rutenberg. Mr. Adelman reported on their meeting as follows.

Itinerary items for the Prime Minister's Mission were discussed. It was felt that the concept of having this group go through the typical immigration process for new arrivals might be impractical. The consensus was that there should be intensive concern with learning, so that mission participants could develop a greater understanding of major areas of UJA involvement, with special emphasis on problems of absorption. To bring home the consequences of inadequate funding, there should be visits to the old hotels and mobile homes where immigrants are being housed. The control of terrorist activities in settlement towns and exposed areas should be seen in relation to the cost of providing security. A more advanced settlement town also should be visited. Attention should be given to the problem of rehabilitation and care for groups ranging from wounded soldiers to handicapped children. Detailed briefing on Jewish Agency operations should be included, as well as a session concerned with the International Fund Raising Institute.

It was suggested that Dr. Weiss' theme, "An Encounter with Jewish Destiny," be considered for the Study Conference. There should be emphasis on "study," with at least one day's program similar to the learning seminar of the Cash Missions. Other proposals included:

Breaking up into a number of small groups with each investigating a different area of need and reporting back to the full body of participants.

An in-depth study of the Jewish Agency.

On the buses, during some of the tour days - instead of the usual guides - utilize available resource people -- our speakers, scholars, other experts; perhaps a few young people, students, to present the song and music of Israel's heritage.

It was felt that a briefing of Conference participants outside Israel would have value, as well as further attract participants and, therefore, that the entire group spend two or three days in a European city prior to going to Israel.

In view of the twenty or more community missions already scheduled for October, there was discussion of how best to recruit for the Study Conference. It was felt that the most effective method to promote Study Conference attendance is through personal effort.

It was also recommended that consideration be given to arranging, in addition to the regular People-to-People-type Missions, separate missions designed to explore Jewish experience and Jewish history in Europe, without visiting Israel. Such missions could be especially attractive to those who already have visited Israel several times.

In the discussion on missions, the point was emphasized that it is especially important this year for participants to attain a concrete idea of what Israel is like for new immigrants, and a suggestion was made that they be given an opportunity to talk to heads of families about experiences before and after coming to Israel. For Study Conference recruitment, it was stressed that what influenced people most is being personally invited to participate by leaders they know. In addition to person-to-person contacts and telephone calls, it was proposed that the National Office develop, with Executive Committee Members making the trip, personalized letters urging people to go with them, a procedure which Mr. Rosenwald customarily follows with respect to the annual Study Conference. It was further suggested that two separate itineraries be considered for the Study Conference -- one for new visitors to Israel, and the other for those who have been there frequently. With regard to trips to Europe, Mr. Haber observed that there were plans for a JDC mission last year which could not be implemented, and that a similar trip to European countries where the JDC operates is contemplated for the 1975 campaign.

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Mr. Zuckerman underlined the fact that the most important factor in establishing confidence in the success of the 1975 campaign was exemplary giving from the members of the Executive Committee. He pointed out that no one knew better than this group what was at stake. Then he and most of the members of the Executive Committee accepted their responsibility for 1975 by indicating their intentions to give more or at least as much as they did in 1974. Mr. Zuckerman expressed his deep thanks for this response and Mr. Adelman, who was obviously moved, expressed his gratification and encouragement.

CABINET REORGANIZATION Commending him for the energetic and painstaking job he has been doing as Chairman of the National Campaign Cabinet, Mr. Zuckerman then introduced Mr. Rabinowitz. Mr. Rabinowitz noted that at last year's Retreat, it was recommended that the role of the Cabinet be reviewed, its membership revised if advisable and the Cabinet members provided with active leadership responsibilities in the conduct of the campaign. As Cabinet Chairman, and with the assistance of Mr. Raphael Levy as Cabinet Coordinator, he had been engaged during the last six months in trying to implement these recommendations. The Yom Kippur War and all that has occurred since have underscored that it is vital for the UJA to have a strongly motivated Campaign Cabinet -- active, recognized leaders across the country, ready to work as well as give -- who can speak for their areas in UJA's councils, and who in turn can serve as advocates of UJA's efforts.

Progress in revising the Cabinet was summarized as follows:

The Cabinet has been regionalized. Eight Cabinet Regions have been determined, and six of them formally organized, each with its own

Officers and a working roster of active members. The remaining two Regions are similarly expected to be organized by the end of June.

Cabinet Membership has been revised and strengthened. All 176 Cabinet Members as of January 1973 have been polled. Eighty-six advised that they were ready to assume a more active Cabinet status. Meanwhile, a vigorous drive sought to add new qualified members. To date it has enlisted 79 such leaders, each committed to the concept of an active role in the campaign effort. The process of bringing new, highly motivated leaders into the Cabinet is continuing.

The Organized Cabinet Regions have committed themselves to specific programs in support of the campaign. These programs vary from region to region. Cabinet teams in certain areas have begun Project Potential assignments. Other Cabinet Regions are ready to hold Regional Retreats this fall to assist area Campaign Chairmen in preparing for 1975 campaigning. Some also wish to conduct regional Missions to Israel. And others are anxious to do intensive solicitation in small communities, especially of potentially large contributors "hiding" in such towns.

A Cabinet Leadership Seminar of sixteen members and wives will take place in Israel June 30 - July 14. The seminar is a first step in fulfilling one of the stated Cabinet goals, which is "to encourage increased understanding and appreciation of our Jewish heritage, and our relation as Jews to Israel."

Finally, the processes of organizing each Cabinet Region has produced an already useful body of insight into UJA's program from committed, perceptive leaders. It seems likely that a careful evaluation of this input can lead to new and useful approaches in the carrying out of the campaign.

Mr. Rabinowitz observed that the Cabinet was still just a skeleton, although an increasingly solid one, for the body of knowledgeable, smoothly working leadership which it could and should be. He urged the Executive Committee members' help in further development through personal efforts with present Cabinet membership and in proposing additional members. He urged that the professional staff consider regional Cabinet groups to an increasing extent in campaign planning and implementation.

In the ensuing discussion, meetings of regional Cabinet groups with leadership in Allentown, Boston, Bridgeport, Fall River and New Haven were cited as helpful in some instances in the early selection of new campaign chairmen as well as generally inspirational. There was some indication of a lack of follow-up with the Mid-Atlantic Regional Cabinet. It was commented that Regional Cabinet Chairmen should have the staff and sufficient autonomy to permit them to be self-starting and the proposal was made that a UJA staff member be assigned for each region. The recommendation was made that Cabinet members should be asked

to undertake leadership with respect to non-Federated communities, and it was arranged that Mr. Frank, Mr. Rabinowitz, Mr. Bernstein, and Mr. Peppercorn would get together to consider implementation of this recommendation. The Cabinet was visualized as a "middle management group, which could be the connective tissue between regions and communities and the Executive Committee," helping to bear a burden of activity which has been unevenly spread until now. It was further proposed that at the Annual Conference in December the Cabinet should have an opportunity to meet in a manner similar to the Executive Committee Retreat. Mr. Rabinowitz suggested that it might not be logistically possible to do this in terms of 250 Cabinet Members, and that if the Regional Cabinets get accustomed to working together, members will be more responsive when asked to participate in a National meeting.

Mr. Irving Bernstein observed that the reorganization and reactivation of the Cabinet is the beginning of a long process and "we are trying to do it right." With regard to non-Federated communities, when the Yom Kippur War broke out, it was felt that a greater thrust into this area could not be delayed for Cabinet development, and an intensified program was started which will be continued and augmented for 1975.

Mr. Zuckerman commented that Mr. Rabinowitz' efforts with the Cabinet have helped to contribute importantly "just in time" for building a foundation for 1975.

Mr. Rosenwald was then called upon to chair a period of generalized discussion. He urged that in fund raising in 1975, in order to build a pattern of pledges to increase, we discard asking for the maintenance of a previous gift in solicitations and always ask for "more." The "more" could include, if necessary a mere promise of some definite increase later, for usually if a man will give the "same as," he will concede such a promise.

Other points made in the discussions were that leadership must assume for the country a positive attitude with respect to 1975, that more specific information should be provided for solicitation and meetings to show graphically the effects of insufficient giving and the failure to meet Jewish Agency budgets, and that what was learned at this Retreat and its spirit must be effectively conveyed to the country.

The following recommendations were made with regard to next year's Executive Committee Retreat:

It should be held at an attractive site where kosher food is served.

There should be a return to the tighter, shorter schedule of Retreats held previous to this year. More time had been allotted at the present Retreat for leisure and relaxation in view of the recommendation made last year, but it was now felt that this was not desirable.

The site should be a "less public place -- where work can be carried on with less distraction."

Since Executive Committee Members have other means to obtain straight information, perhaps there should be more presentations of an inspirational and spiritual nature at the next Retreat.

More time should be allotted for the presentation of new, individually conceived ideas and concepts, as well as to "grapple with specific problems and achievement or the lack of it."

Mrs. Hassenfeld expressed the general feeling in stating that many came to the Retreat feeling angry and apprehensive, and that being together and talking through problems has been a source of strength for preparing everyone to make a more positive thrust in 1975. She asserted that we need not -- should not -- sell ourselves short.

SATURDAY, MAY 25, EVENING SESSION

Mr. Zuckerman indicated he was in accord with Rabbi Silverman's statement at the dinner this evening that today had been a "beautiful day of study" -- and, he added, of accomplishment, of creative personal expression, of pledge and promise to Israel and our new leadership. He then indicated those attending this Retreat were especially fortunate and honored to have with them Dr. Daniel Reis, specialist in orthopedic surgery and trauma in the town of Safad.

Dr. Reis said that, in being with the Retreat participants during the past two days and attending their deliberations, he had come to realize he was in the presence of friends and was impressed by the depth of devotion to Israel and its people, knowledge and spiritual motivation. He described himself as an ordinary citizen from Galilee, a member of his town council, in no way representative of the Israel Government or the Jewish Agency, with a tale to tell from the mouths of children and a message from the people of Safad and upper and western Galilee.

On the day of the attack on Ma'alot, Dr. Reis was driving from Safad to Tel Aviv when he heard what had occurred over his car radio. He turned back to Safad when children were already being brought into the hospital -- teenagers of the same age as his own youngsters -- and where he helped attend to them. Of the 23 children and four adults murdered in Ma'alot, five children subsequently died of wounds in that hospital -- one of them just the day before this Retreat session. Among the acts of physical and spiritual courage of the children during their time with the terrorists -- one girl silently read a passage in the Book of Psalms, one boy helped others escape through a window, another threw a grenade back at the terrorists (the boy was hit by a bullet but he survived).

Dr. Reis called Ma'alot one more incident in a long line of crimes against Jews including Auschwitz, Warsaw, Munich, Kiryat Shmona. He declared defiantly that

"we shall continue to multiply and spread" and "build and grow from strength to strength" -- adding that this will be done along with Arab neighbors in the Galilee. He pointed out that, on the day of the attack, the first to be killed were two Arab women encountered by the terrorists on the road to Ma'alot.

In Safad now the parents of murdered children are back at work, not worrying about -- but helping to assure -- their community's and Israel's survival. And in Galilee the result of the Yom Kippur War is considered a miracle. "Our losses were terrible -- we sear and hurt to this day -- but we should not be disheartened." This was the moment of Israel's greatest glory. Surprised by the largest array of armament in history, and against tremendous numerical odds, the young men of Israel beat back their attackers and inflicted frightful losses.

Dr. Reis called upon American Jews "to help us build," and not just look at facts and figures but at what we were building for -- an exemplary and special new Jewish society in Israel. He said he was especially pleased that the Jewish Agency may be building housing in Israel with American methods. In the development towns of Galilee, settled with North African immigrants, assistance is especially needed "if we are to increase population and secure what we are developing."

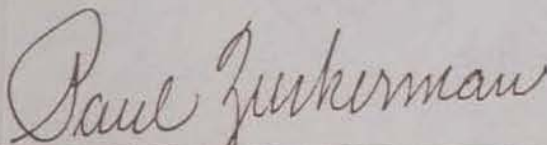
In Safad the Jewish population of 13,000 today is less than it was 30 years ago. Young people leave for better economic opportunities. There have been many plans for the town, but insufficient implementation. An immediate desire of the people of Safad is economic aid to improve the religious school whose students were among those at Ma'alot -- and, for the bereaved parents of the town, some suitable memorial of their children.

In response to questions, Dr. Reis noted that in his hospital two of the nurses are Moslem, another is a Christian Arab, there are Druze staff members as well -- and all work together as a team. Among the older children of Safad who did not go to Ma'alot there are for the time being manifestations of insecurity, but not among the youngest who do not quite comprehend what happened. He said that he would convey to the people of Safad and particularly the bereaved parents his increased confidence in "our close and faithful friends and partners, the Jews of America."

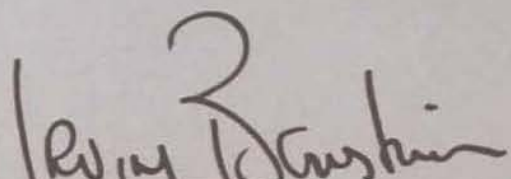
Mr. Zuckerman remarked that all would be grateful to him for carrying back this message and that our personal means, our efforts and our energies were pledged to fulfilling our responsibilities as fellow-Jews and justifying this confidence. Mr. Bernstein added that, obviously, whatever we did in the past, we have not done enough overall for the development towns.

* * *

Mr. Zuckerman thanked all the Executive Committee Members and guests who had attended for making the Retreat so productive and inspiring, and adjourned the meeting.



Paul Zuckerman
General Chairman



Irving Bernstein
Executive Vice-Chairman

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M E M O R A N D U M

July 23, 1974

CONFIDENTIAL

TO: Members of the Executive Committee

RE: Notes on expanded UJA Executive Committee meeting, July 11, 1974

An expanded meeting of the Executive Committee was held on Thursday, July 11, 1974 at the Plaza Hotel in New York City.

The following were present:

Albert B. Adelman, Milwaukee	Joseph M. Mazer, NYC
Leonard D. Bell, Boston	Ernest W. Michel, NYC
Donald H. Benjamin, NYC	Irving S. Norry, Rochester
Irving Bernstein, NYC	Morris Novack, Camden
Mrs. Mathilda Brailove, Elizabeth, N.J.	Stephen Offerman, NYC
Mrs. Bernice Brand, New Haven, Conn.	Martin Peppercorn, NYC
Lawrence W. Bittenweiser, NYC	Allen Pollack, NYC
Ambassador Simcha Dinitz, Washington, D.C.	Morris Rodman, Washington, D.C.
Rabbi Joseph H. Ehrenkranz, Stamford, Conn.	Herbert B. Rose, NYC
Morris Feld, Passaic, N.J.	William Rosenwald, NYC
Fritz David Frank, Johannesburg, So. Africa	Lawrence Schacht, NYC
Saul Freedman, Philadelphia	Norman Seiden, Tenafly, N.J.
Herbert J. Garon, New Orleans	Sanford Seplow, NYC
Mark Gassner, Hartford	Stephen Shalom, NYC
Louis S. Goldman, Dayton, Ohio	Fred Sichel, Elizabeth, N.J.
Prof. Marshall I. Goldman, Wellesley, Mass.	Mrs. Elaine K. Siris, NYC
Donald S. Gould, Albany, N.Y.	Mrs. Arlene Strelitz, Norfolk
Donald H. Klein, NYC	Joseph Strelitz, Norfolk
Burton I. Koffman, Bingham, N.Y.	Marc Tabatchnik, NYC
Frank R. Lautenberg, Metropolitan N.J.	Laurence A. Tisch, NYC
Morris L. Levinson, NYC	Jack D. Weiler, NYC
Rabbi Brian Lurie, San Francisco	Gordon Zacks, Columbus, Ohio
Rabbi Simeon J. Maslin, Chicago	Paul Zuckerman, Detroit

Mr. Zuckerman introduced Mr. Fritz Frank, distinguished leader of South Africa's Jewish community -- and Prof. Marshall Goldman of Wellesley College, Chairman of the newly formed Faculty Cabinet. He welcomed the 1975 leaders of the newly combined New York City UJA-Federation campaign -- Mr. Lawrence Bittenweiser, Campaign Chairman; Mr. William Rosenwald, President; and Mr. Laurence Tisch, Chairman of the Board.

Mr. Zuckerman noted that almost 300 leaders from all parts of the free world attended the Assembly of the Jewish Agency held in Israel June 16-20. The discussions and actions took place in an Israel undergoing great economic, social, political and security changes. A detailed report on the Assembly, prepared by the CJFWF has been mailed to UJA leadership, and Mr. Zuckerman urged that it be read and considered carefully. He noted that, in addition to affirming a goal of \$1.250 billion for the coming year for the Jewish Agency, most of the delegates present supported the goal with their own giving which equaled or surpassed their 1974 gifts.

OVERSEAS REPORT Mr. Zuckerman introduced Ambassador Simcha Dinitz as one whom it was fortunate to have had as Israel's envoy to the United States in the difficult period during and since the Yom Kippur War.

Mr. Dinitz reviewed a number of vital issues facing Israel, including the Palestinian Arabs and military security, which cannot be presented in detail in this report.

He then observed that the "movement" away from Middle East deadlock obtained in recent months with the help of American diplomatic efforts may represent the first steps on the long road to peace, but also has its potential dangers. While now seemingly hoping to attain desired ends by political means, Israel's recent opponents in war obviously have not given up the option of possible recourse to military action. The "time allotted to us now" must be used to strengthen all areas of Israeli life. The Arab nations have practically unlimited financial resources and a vastly greater reservoir of manpower for further military build-up. Israel cannot hope to meet this challenge on a basis of parity, but must do so on the basis of present proportions of military strength both to give a chance of success to diplomatic efforts and "for mere survival". The costs of maintaining proportionate strength over the next ten years will be staggering -- almost \$4 billion a year. This is far more than Israel can afford from its own resources, and it is hoping for considerable U.S. Government help in grants and loans.

Of equal or even greater challenge are the tasks of maintaining and improving the "quality of life" in Israel and of continuing to "save people" -- tasks which can only be accomplished by more massive aid from world Jewry than ever before.

Israel with its present population of 3,000,000 needs Jews who want to make Israel their home. "Next to impossible" demands are placed on Israel's current population of young men. To help assure that Soviet Jews continue to come, there must be improvements in all the elements of the absorption process -- housing, education, job training, social services. These improvements are needed as well so that these desirable newcomers will fulfill their potential for contributing to Israel's economy and security. Simultaneously, the "standard of existence" must be raised by closing the social gap -- again through more and better housing, education and other services -- for the large proportion of the population that is still economically deprived.

Ambassador Dinitz affirmed that we have the time, we have the fortitude, and we have the unity to meet these challenges together. Israel and its people are counting on the Jews of the free world, and especially the United States, for help in advancing over the pitfalls -- diplomatic as well as economic and social -- that lie ahead. The Ambassador warmly thanked the UJA leadership for all that it has done, and -- in advance -- for "doing what you still have to do".

CASH Mr. Norry, National Cash Co-Chairman, reported that cash receipts for the period January 1, 1974 through July 10 totalled \$114,000,000, compared to \$92,100,000 for the same period in 1973. The amount received to date this year is considerably short of the mid-year goal for which we were aiming. A large cash flow must be maintained through the summer months, although it has been traditionally a "soft" period of the year. Israelis visiting communities during July and August will give emphasis to the need for cash, and UJA staff will be in touch with leadership about the ways they can be of help in achieving cash collection objectives.

1974-1975 CAMPAIGNS Attached are reports on the Status of the 1974 Campaign - Summary of 1974 Campaign Projects, and on the 1975 Campaign Line, which were distributed at this meeting.

In his amplifying remarks on these reports, Mr. Zuckerman said that \$600,000,000 had been raised in the 1974 campaign as of July 11, compared with a total of \$324,000,000 raised in 1973. Cards still unpledged throughout the country amounted to \$30,000,000 in outstanding 1973 values. With continued leadership stimulus and further community campaign "clean-up", a minimum final gross 1974 campaign total of \$675,000,000 could still be projected. A world-wide campaign goal of \$1.250 billion was projected last October -- \$900,000,000 of which was to come from the United States. These goals were based on a Jewish Agency budget for needs which already had been severely pared. About one billion dollars actually will be raised for 1974 throughout the world, and it was determined at the recent Jewish Agency Assembly that we must try again on an international basis to attain in 1975 the goal set for 1974.

The UJA has initiated a campaign start for 1975 earlier than ever before to show the rest of the world that this goal can be met, to set an example by ongoing efforts in our communities, and because we need the additional time for working to meet the goal. Through pace-setting gifts announced as early as April, by the exemplary pledging of those at the UJA Executive Committee Retreat in May and the giving as well as moral support forthcoming at the Jewish Agency Assembly in June, Jewish leaders have been showing "with new maturity and understanding that they would rather give money to prevent bloodshed" than wait for hostilities to break out.

Further amplifying on the calendar presented in the attached report on 1975, Mr. Zuckerman pointed out:

In July, meetings have already been scheduled in 41 major communities with the participation of Jewish Agency Chairman Pinhas Sapir; Gershon Avner, Secretary to the Government of Israel, and Ambassador Ehud Avriel, Special Representative of the Prime Minister's Office.

The dinner with Ambassador Dinitz in August will be attended by 40 major contributors from among those who cannot join the Prime Minister's Mission. There were now 170 commitments to participate in the Prime Minister's Mission.

There will be a minimum of 20 large city missions in Israel in October along with the UJA Study Conference -- the largest number of missions and participants ever there in a single month. During October the Israel Philharmonic Orchestra will visit 14 cities in this country under UJA auspices.

The November 13 dinner in Chicago will be the first UJA fund-raising meeting to be held in conjunction with a CJFWF General Assembly, and will be designed to parallel in impact the October 14 meeting during the Yom Kippur War.

The international million dollar meeting in London in October, hosted by the House of Rothschild, and the \$250,000 minimum London meeting in November, will be the first world-wide meetings of their kind -- as would be the international meeting in Israel for 1,000 people projected for January, 1975.

Leaders at this meeting were provided with the names of people to call about attendance at the Ambassador Dinitz dinner and participation on the Prime Minister's Mission.

Mr. Bernstein commented that the number of cities having meetings in July was substantial, but could be greater, and requested leadership help in lining up more. He also urged efforts in October mission recruitment, pointing out the potential number of participants was great enough so that there need not be any conflict between building community trips and the Study Conference. To help further develop campaign momentum, Mr. Bernstein had met the previous day with community executives of intermediate-size cities, and would also meet during July and August with major and smaller city executives -- at sessions under CJFWF auspices.

It was announced that, at the Young Leadership Family Mission in Israel at this time, pledging for 1975 was following the pattern already set by the Young Leadership Cabinet members who have generally pledged to give as much or more in 1975.

* * *

Mr. Zuckerman commented that it was truer than ever for 1975 that "if you don't ask directly, you won't get -- and you must make an exemplary gift yourself before asking." He thanked everyone for attending, and adjourned the meeting.

Attachment