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Midwest Leadership Institute [French Lick, Ind.]. 1960-1961.

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*United Jewish Appeal*  
○ *Midwest Leadership Institute*

*February 10th, 11th, 12th, 1961*



**THE  
FRENCH LICK  
SHERATON**

**FRENCH LICK, INDIANA**

Loan

Cincinnati  
✓ Indianapolis  
✓ Milwaukee  
St. Paul  
Kansas City



# PROGRAM

Friday, February 10

6:00 P. M. — **SABBATH SERVICES**

T. V. Room

Conducted by Rabbi Jacob J. Gittleman  
Congregation Adath Jeshurun, Louisville

7:00 P. M. — **DINNER MEETING AND OPENING SESSION**

East Dining Room

**PRESIDING:** Herbert H. Schiff, Columbus  
Chairman, Midwest Leadership Institute

**GREETINGS:** Phil B. Levitch, Louisville  
Chairman, 1961 United Jewish Campaign

**PRESENTATION BY:** Rabbi Herbert A. Friedman, New York  
Executive Vice Chairman  
United Jewish Appeal

Saturday, February 11

8:30 A. M. — **SABBATH SERVICES**

T. V. Room

Conducted by Rabbi Martin B. Ryback  
Washington Avenue Temple, Evansville

*type of service*

9:30 A. M. — **BREAKFAST MEETING**

East Dining Room

**PRESIDING:** Melvin Dubinsky, St. Louis  
Chairman, United Jewish Appeal  
National Campaign Cabinet

**JOINT DISTRIBUTION COMMITTEE GLOBAL REVIEW**

Moses A. Leavitt, New York  
Executive Vice Chairman,  
Joint Distribution Committee

**THE JEWISH AGENCY FOR ISRAEL**

Max M. Fisher, Detroit  
National Chairman  
United Jewish Appeal

**REPORT ON GOALS AND QUOTAS**

I. D. Fink, Minneapolis  
Member, United Jewish Appeal  
National Campaign Cabinet

*question period after each talk*

12:30 P. M. — INSTITUTE LUNCHEON

West Dining Room

PRESIDING: Sheldon B. Guren, Cleveland

PRESENTATION BY: Mrs. Israel D. Fink, Minneapolis  
Chairman, United Jewish Appeal  
National Women's Division

12:30 P. M. RESOLUTIONS COMMITTEE LUNCHEON

Mural Room

1:30 P. M. — SEMINARS

SECURING THE MAXIMUM GIFT IN 1961

1) IN THE LARGE AND MEDIUM COMMUNITIES

Convention Hall

PRESIDING: Albert Adelman, Milwaukee

PRESENTATION: Bernard H. Barnett, Louisville

PANEL: Leonard H. Sherman, Chicago

Milton J. Fineberg, Indianapolis

Richard Kastle, Toledo

Charles Goldsmith, Columbus

Ben M. Dreyer, Canton

Gerald Soroker, Cleveland

Albert Adelman, Detroit

2) IN THE SMALL COMMUNITIES

Terrace Room

PRESIDING: Harry Druker, Marshalltown

PRESENTATION BY: Frank A. Altman, Southern Illinois

PANEL: Charles Auerbach, Cleveland

Milton Maidenberg, Marion

Kenneth Wasser, Madison

3) WOMEN'S DIVISION

T. V. Room

PRESIDING: Mrs. Charles T. Cohen, Milwaukee  
(also presentation)

PANEL: Mrs. Arnold Rubenstein, St. Paul

Mrs. David M. Citron, Peoria

Mrs. Irvin S. Rosenbaum, Louisville

SUMMARY BY: Mrs. Jack A. Goodman, Indianapolis

*nickel*

*Stang*



4:00 P. M. — Fashion Show by The Little Dress Shop Lobby

7:00 P. M. — **INSTITUTE BANQUET** East Dining Room

PRESIDING: Max M. Fisher, Detroit

WELCOMING ADDRESS: David M. Cook, Indianapolis

ADDRESSES BY:

Edward Ginsberg, 1961 Chairman,  
Cleveland Federation Campaign

Major General Haim Laskov  
Chief of Staff (Ret.)  
Army of Israel

*Young leadership group*  
*my room afterward*

○ — 10:00 P. M. — **DANCING** Lobby  
Hotel French Lick — Sheraton Orchestra

Sunday, February 12

9:30 A. M. — **BREAKFAST AND CONCLUDING SESSION** East Dining Room

PRESIDING: Herbert H. Schiff, Columbus

UJA Campaign Film: "Memo to Eichmann"

REPORT OF RESOLUTIONS COMMITTEE: I. D. Fink,  
Minneapolis, Chairman

*Pick  
three  
supporters*

REPORTS ON SEMINARS - 2

QUESTION AND ANSWER PERIOD:  
Rabbi Herbert A. Friedman

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OFFICERS  
**UNITED JEWISH APPEAL**  
MIDWEST LEADERSHIP INSTITUTE

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**CHAIRMAN**

Herbert H. Schiff, Columbus

**CHAIRMAN, RESOLUTIONS COMMITTEE**

I. D. Fink, Minneapolis

**VICE CHAIRMEN**

Albert Adelman, Milwaukee; Frank A. Altman, So. Illinois; Charles Auerbach, Cleveland; Bernard Barnett, Louisville; Willard C. Bear, Akron; Abe D. Clayman, Des Moines; David M. Cook, Indianapolis; Julius K. Don, Chicago; Ben M. Dreyer, Canton; Harry Druker, Marshalltown; Melvin Dubinsky, St. Louis; Milton J. Fineberg, Indianapolis; Max M. Fisher, Detroit; Edward Ginsberg, Cleveland; Leo Gross, Minneapolis; Arthur Hurand, Flint; Richard Kastle, Toledo; Phil B. Levitch, Louisville; Milton Levin, Terre Haute; Bernard Sampson, Milwaukee; Max Schroyer, Chicago; David Silbert, Chicago; Laurence A. Weinstein, Madison; A. I. Yenkin, Columbus; Ben A. Yenkin, Columbus.

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**ACKNOWLEDGEMENTS**

The Officers and Committee of the United Jewish Appeal Midwest Leadership Institute acknowledge with grateful appreciation the participation of Mr. Robert Lawless, soloist, and Mrs. Ray Dufford, organist, both of the Washington Avenue Temple, Evansville; the provision of prayer shawls, the Torah and Conservative prayer books by Congregation Beth-El Zedeck, Indianapolis. Reform prayer books and Hymnals by the Indianapolis Hebrew Congregation; the portable Ark by the Union Camp Institute (UAHC) Zionsville, Indiana; and, the Israel Flag by the Jewish Education Association, Indianapolis.

4<sup>PM</sup> / Cocktail Parties

Indianapolis (432) } 21 people - Leavitt + Dubinsky

Louisville (Gov. Suite - 5<sup>th</sup> floor) - HAF + Lasker

Dayton (237-8) - 12 people - Fink + Yentzen

~~Milwaukee (342-3) - 10 people - Schiff~~

San. Johnson (525-6) - 8 people - Auerbach

~~Chicago (537-8) - 7 people - Max Fisher~~

~~St Paul (425-6) - 9 people - Eddie Ginsberg~~





I. D. Fink

at French Lick

*fil*

I think when a number of years have passed, perhaps 10 years from now or 15 years from now, the American Jewish Community will look back on 1961 as the year of the great change. Because in my judgment, the most fundamental change in the history of fund raising for overseas needs is in the process of taking place right now, and as we look back, as we surely will in 10 or 15 years, we will say that this was the year in which the accumulated wisdom of the American Jewish Community came to play in its most effective way on the financial problems of our overseas needs.

Now what do I mean. Now lets see what the history of our efforts has been. From 1950 or 1951 to date, the overseas needs have been presented to us in the following fashion: this year we need \$125,000,000 and we raised possibly \$70,000,000-- and the following year--this year our needs are \$175,000,000 and we'd raise \$62,000,000 and next year our needs are \$250,000,000 and we raised \$68,000,000--and the following year the needs are 100 or some odd million dollars and we raised a sum vastly smaller than that.

Now I don't know what reaction you people accumulated over this period of years, but if I were sitting as a member of the Campaign Cabinet during these years, and listening as carefully as I could, and knowing that every figure presented was legitimate, could over this period of time begin to forget how the figures were presented and come up feeling after these years, there must be a gimmick in this thing somewhere. How can we go on year after year saying that we need 100 and some odd million dollars, raise a figure that's somewhere between 40 and 60% of this, and have no outcry the following year. There is a gimmick in this thing somewhere. I'm not sure where, but there's something wrong. Somewhere in the National or International scheme of Jewish Philanthropy there's a smart fellow who is coming up with figures based on his notion of the figure that ought to be presented in order to get what we actually need. But I never was able to find this fellow.



This year the roof caved in on me, because the truth finally came out in detail and the truth was more nearly these figures of need that were being presented -- far closer to that than it was to the figures that we had been raising. Question...what happened to the difference? What happened to the difference? That was quite simple. All I had to do was relate the problems of our overseas needs and expenditures to my own personal business and the answer was as plain as the nose on my face, and that's pretty plain. You borrowed the difference, and so we come up now in 1961 and we discover that there has been some \$200,000,000, something slightly in excess of \$200,000,000 borrowed and spent to make up the difference between what we raised and what we spent. What difference does it make whether it was spent by the Agency over there or through the American Agency? What difference does it make when I want a drink of water whether I draw the water from the downstairs faucet or the upstairs faucet if they're both connected with the same pipeline? What difference does it make whether the American Agency or the Jerusalem Agency spent the money if the funds went through the same pipeline and were spent for the same worthwhile needs? Why this overwhelming involvement and mental disturbance about the machinery?

The elementary facts are: that in the past 10 years we have, all of us -- I doubt that there is an exception in the room -- we have gone along with the ever growing notion that all we needed to do was to do the best we could and that's probably all they needed because that's all they were getting. The fact, however, was that what they needed was a sum substantial in excess of what we were raising. Well, I don't think this strikes any of you as being so dreadful or so dramatic a statement.

This is where the change comes in and this is why I say, this is a year that we will all look back to. We are now, for the first time, faced with the same kind of problem that a business man faces who has been attempting to deal with problems beyond his own financial capacity. A man attempting to develop a business, to deal with the problems in his own commercial area, utilizes credit, and there's hardly



a business man in this room who at one time or another was not brought face to face with the fact that he had exhausted the limit of his own credit - and one or another of us has had to personally deal with the problems that face our overseas needs. What do you do when your business requires more money than your credit will supply. Some men say, I will simply tailor my business effort . I will tailor my development to my financial capacity. Another man says, "I'll go out to a few of my friends and I'll make them a deal. I'll give them 12% for some short term money, I'll give 15%. I'll give whatever I need, but I won't abandon my effort." This is precisely the same situation. This is the year when a decision was made by the most responsible leaders of the American Jewish community - that we are not going to stretch our credit to the point where we endanger the entire program. And whether the mechanism is the American Agency or the Jerusalem Agency or a new agency - it is quite immaterial. A decision has been made that we are going to operate now not on hope or on need alone. We are going to start at the beginning of each fiscal year, appraise the overseas needs with the best judgment of which we are capable, add the figures together, present that figure to the American community and say, "Ladies and Gentlemen, this is the money that we must raise this year because this represents the sum of the absolute minimum below which we dare not go. " Now the reason this is so vitally different from anything that has ever been said before at the opening of any other year is that the overseas needs have now placed themselves in precisely the same position as every other agency for which you feel a responsibility. Whether you have a Talmud Torah or a hospital or a family and children service or an old peoples home or whatever agency you may have, national, local or international, the overseas needs for United Hias, for the Joint or for the Jewish Agency , are now precisely the same kind of an item that you get from your local hospital. And you are now for the first time in your lives presented with a problem which you have



never yet in many cases dealt with before and that is, "What are we going to do if we don't succeed in raising the total funds." I'll tell you what the technique has been in the past in all too many cases. It has been something like this . How can you give the hospital less money than it needs. We can't shut off a wing. How can you take money away from the Talmud Torah - What shall we do - keep out some children, fire a teacher, close down the library? This is impossible. What can you do with a family and children's agency? You can't let local and needy children do without what they need. Are we going to curtail the program in the center?

AMERICAN JEWISH  
ARCHIVES





There are few communities in America who have dealt with this problem realistically. They have followed the common policy and the common sake -- that way is--out of sight is largely out of mind -- and so there has been a largely unconscious process by which more and more of us who are dedicated, both to our local needs and to our overseas needs, -- I am not referring to people who are not deeply committed to the whole range of Jewish needs.

We have, because the overseas needs are essentially far away at budget time, we have simply said we cannot curtail the local needs. We cannot do less than is necessary for our local people and so the end result was that when the total intake of the campaign was divided, local needs, both those that had long been established and new ones, are taken care of, and no matter what the intent may have been, the end result has been that overseas needs are treated as something that are both expandable and compressable. And whether you wanted that result, whether you intended that result, the long range end of such a program is that overseas needs must of necessity be continually and progressively curtailed and cut down until the effort we make overseas is almost one we would be ashamed of by comparison ~~with~~ with the needs.

Now I think that you will all agree with me that once budget processes have been applied to any need that is presented to the community for support, whether it be local, National or International, that all of these agencies, logically, in proportion to the appeal which they make to our hearts and to our feelings of compassion for others, should be treated on the basis of their relative appeal to us and that our judgment should not be altered greatly by the effect that this has on one agency or another.

There are all too many of us who simply cannot, because we have not dealt with this problem in so long, we cannot conceive of an eventuality in which our local agency will actually end up the year not getting enough money to complete their program.



This is not peculiar. There are so many business men who have operated at a profit for so long that the idea of operating one year at a loss and not making money in that particular year is so foreign to them that they hardly know how to deal with it. There are many young people who believe in married life and have had no experience of being short of money because dad or mother was there -- are simply overwhelmed by the possibility of having an income which compels them to deny certain things that they have become accustomed to consider essential.

And so I say to you that this year is a year of basic change and whether you like or not, you are going to have to stand up and be counted in your own community and say, look I do not believe and I am not prepared to give the overseas needs what they need, budget or no budget. I am deliberately going to take money away from Jews to whom this is a matter of life and death -- in Poland, or in Rumania, or in Morocco or somewhere else, and I'm going to give it here to the local hospital or the local Jewish Agency or to the International Anti-Defamation League or something else. - But you're not going to pay for the concealing. You're going to have to stand up and be counted and I think that I know American Jews pretty well and when you do stand up to be counted we're not going to be cowards. We're going to face that problem just as honestly and courageously as we have dealt with other problems. This is quite different than making a judgement when the problem actually hasn't been posed to you in just so many words and I'm satisfied that having faced the problem once, and having understood it, at the end of that year or some later year when you yourself and those whom you solicit fail to come up with their proportional share of the total need, when you see what the consequences are, you will know that in that particular year -- in your particular community-- every agency may be short some small amount of what they need the following year, you and others in your community who go out and solicit will go out with the determination which will assure a successful campaign.

Now with this as a preliminary, let me tell you something that will come as no surprise and no shock to any of you. I know personally all the members of this



group of 21 who are handling the new American Agency. I was a member of the UJA Cabinet Mission that went to Israel and I had my heart torn day after day and time after time-- first with what I saw in Vienna, in every part of Israel - in being with the overseas people.- And this is not calculated to condition one to be hard hearted in setting up a budget. I have been familiar for a number of years with the budget process. It's quite simple and amazingly business-like.

We were overseas and we inspected the activities that are being done. We sent members of the mission to particular areas. Paullette and I happened to have the job of reporting on Vienna. Others reported on North Africa, and then we had the representatives from the Joint <sup>in</sup> and different countries reporting. Then we went to Israel. We inspected the facilities. We sat down and got direct detailed reports followed by questions concerning the major activities of Israel. We got budget requests as we went along. We then came back with these budget requests here.

We then sent Mr. <sup>Lubin</sup> ~~W...~~ to Israel to undertake to place these needs in some order of importance -- putting first things first and second things second and third things third and so on. This was an extraordinary good piece of good fortune for ~~us~~ <sup>us</sup>. We were dealing with a man whose experience in government and economics was not subject to challenge and his dedication to Jewish causes was equally lacking in being subject to challenge and use this judgment first. Of the members of the Cabinet, of the members of the overseas staff, of the JDC and the officers of the JDC and the board of the JDC, of the Cabinet and the Board of the United Jewish Appeal, of the expert who we sent to undertake to put this budget into realistic shape and to help us decide where we had to cut in light of our realistic capacity to raise funds. Have it all cleared through the cabinet ~~the~~ <sup>1</sup> in New York and by the officers and Executive Committee of the United Jewish Appeal having then presented it to the National meeting in New York in December and having gotten approval for this consolidated judgment at that point, you now have a budget of \$72,740,000. Where do we go from there? The process is quite simple. Using every conceivable standard of judgment which is applicable in the case of each community, using the



communities giving history, using the best judgment of the communities capacity, using the relation of population, using every factor that is possible to use, and consolidating all these factors into the best piece of judgment of which we are capable, we present to each community what we believe honestly will be your fair share of the total burden.

I would like to add something by way of personal advise to each community that the National office of the United Jewish Appeal cannot present to you and that is this -- since you will discover that if we are to raise this \$72,740,000 that it is necessary for each and every community to raise a sum rather in excess of what you raised for them last year. Let me also ask that you not be blind to the practical details of your own local and National situation and while you include some additional money in your program and in your goal for the United Jewish Appeal, let me urge you to be realistic and recognize that you have a <sup>very</sup> substantial part of your budget for all of the other agencies going for the wages of employees and you would be unrealistic not to include some factor for anticipated increases by way of wages and possibly in other areas among the other agencies whom you support. You will not raise less money by being blind to these needs which are to come. You will raise more by being realistic and the sooner the leadership of your community begins to ~~mix~~ deal with our overseas needs upon a realistic budgeting basis and with your local needs on the same basis, and the sooner you begin to recognize in the operation of your campaign that they are not pie-in-the-sky goals, that these represent monies that must be raised, then we will more frequently beat our goal by a small amount and you will rarely miss it.

But unless you the leadership in the community are prepared to start the campaign with a deep and abiding conviction that this budget which we have presented to you for overseas needs and that the budgets of your local agencies are one and the same thing, and that it is just as dreadful to be short of funds for helping people to escape from danger, from horror -- it is just as bad to keep a child who needs care in Israel -- to deny that child care as to deny a child care in your own community.



I.D.Fink

Until you recognize this you will not be prepared in your own giving or in your efforts to obtain gifts in your own community to meet the job fully. And so in closing let me say - in those communities which have not already received a request from the National office for the acceptance of a local quota in your community, you will receive such a quota. We want you to know that this is not the result of any highhandedness or any attempt to put on to your community a burden which logically belongs to somebody else - and moments of reflection will demonstrate to each community that it is being asked for no more than its fair share of the total take. And if we cannot logically anticipate that each community will step up and gladly undertake to raise every dollar of its fair share then obviously the national effort must fail and fail badly. So I ~~beg~~ beg of you when this is presented, in this request, the same warmhearted consideration, give your wholehearted approval and follow it with your wholehearted effort to make it a reality. For if this is done from the communities represented here and from the other communities in the country we are on the road to the soundest improvement in overseas effort that has taken place since the UJA was formed. Thank you very much.

OLYMPIC  
PARCHMENT



# United Jewish Appeal

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

165 WEST 46TH STREET, N. Y. 36, N. Y. PLAZA 7-1500 CABLE ADDRESS: UJAPPEAL, NEW YORK

1961 GOAL \$72,740,000 TO SAVE AND BUILD LIVES - TO STRENGTHEN THE SETTLEMENTS



SENT TO MOST ATTENDEES AT FRENCH LICK CONF.

February 23, 1961

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JOSEPH MEYERHOFF

*National Chairman  
Representing Agencies*  
WILLIAM ROSENWALD, IDC  
DEWEY D. STONE, UIA

*National Chairmen*  
MAX M. FISHER  
FRED FORMAN  
ALBERT A. LEVIN  
JACK D. WEILER

*Executive Vice-Chairman*  
HERBERT A. FRIEDMAN

*National Women's Division  
Chairman*  
MRS. I. D. FINK

*National Campaign Cabinet  
Chairman*  
MELVIN S. GOLDSTEIN

*Big Campaign*  
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*Assistant Executive Vice-Chairman*  
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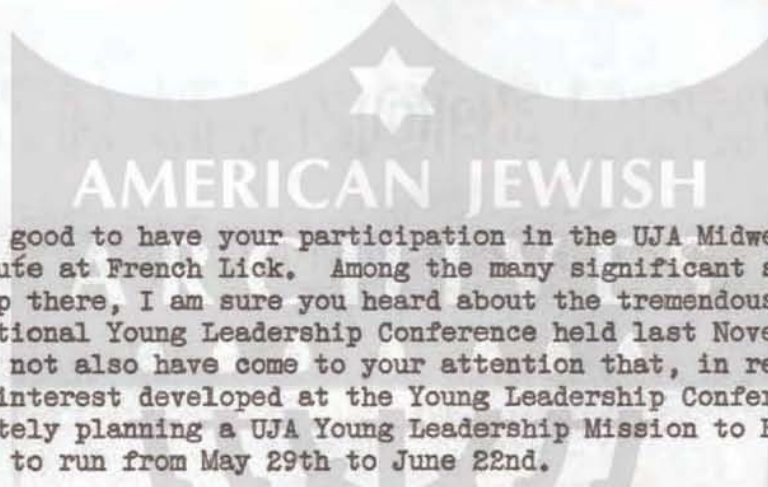
*National Campaign Director*  
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JOSEPH HOLTZMAN  
SOL LUCKMAN

*Honorary Special Fund Chairmen*  
SAMUEL RUBIN



It was good to have your participation in the UJA Midwest Leadership Institute at French Lick. Among the many significant subjects that came up there, I am sure you heard about the tremendously successful UJA National Young Leadership Conference held last November. It may or may not also have come to your attention that, in response to great interest developed at the Young Leadership Conference, we are definitely planning a UJA Young Leadership Mission to Europe and Israel to run from May 29th to June 22nd.

Enclosed is a memorandum describing in detail this tour which will cost \$795.-per person including round-trip air transportation by jet, and all hotels, meals, tours, etc., in Vienna and Israel. It will be a most meaningful and unusual trip. We certainly would welcome hearing from or about all those in the young leadership category who would like to come. I think you will want to look over the description of the tour, and tell appropriate people you know about this trip, as well as advise us about them or have them get in touch with us. Your doing this really could mean a lot.

With very kind regards.

Sincerely yours,

Melvin S. Goldstein

MSG:GRS

Encl.



FC  
fb: Frank had H

The 1961 campaign marks a new era in the allocation and distribution of American Jewish philanthropic funds provided through the UJA to meet the needs of Israel in immigration, absorption and rehabilitation. For the first time, complete responsibility for the budgeting of all UJA funds allocated to the Jewish Agency in Israel has been centered in America.

This important development took place last April with the reorganization of the Jewish Agency for Israel, Inc. and the setting up of a 21-man Board of Directors to represent American Jewry in determining the use of UJA dollars for those programs to be carried out in its behalf by the Jewish Agency in Jerusalem.

The reorganization of the Jewish Agency for Israel, Inc., reflects the desire of the American Jewish communal leadership to broaden the base of responsibility for important decisions affecting immigrant aid programs in Israel.

The change came about after many years of support of the idea by American Jewry, which supplies most of the funds received and used by the Jewish Agency for Israel, Inc., that it should have a greater voice in the ultimate disposition of those funds.

In view of the change that has taken place, I believe you would be interested in knowing how the change came about and what it means to us. Let us begin by recalling how the Jewish Agency came into being. In 1922 the League of Nations issued a mandate which provided for the recognition of an appropriate Jewish Agency to cooperate with the British Administration of Palestine in all matters affecting the establishment of the Jewish National Home. The World Zionist Organization was designated to serve as that Agency. Later the Agency was reorganized to include leading Jewish personalities who did not hold membership in the Zionist organization.



The headquarters of the Agency were in London. In 1939, when war was imminent, the headquarters were moved to New York and this branch became known as Jewish Agency, American section.

Until 1948 the Jewish Agency was concerned primarily with building a Jewish National Home in Palestine with funds supplied by Jews throughout the world. Afterward the Jewish Agency became the instrument used for immigration, absorption and rehabilitation in Israel.

Until last April the funds raised by the American Jewish community for use in Israel were allocated to the Jewish Agency in Jerusalem for disposition among the various philanthropic projects according to its discretion. The present setup places control of the disbursement of those funds into American hands. The Board of the new Jewish Agency for Israel, Inc. is composed of 21 persons all of whom, except one (the Treasurer of the Jewish Agency in Jerusalem) are Americans, with Dewey Stone as Chairman. This Board, of which I am a member, now controls the disposition of the funds raised by the American Jewish community.

The Board has designated the Jewish Agency in Jerusalem to carry out the programs financed by UJA. We agreed to this arrangement because it would have been foolish to set up a new organization duplicating the vast operational network and experience created and developed by the Jewish Agency in Jerusalem.

In order to maintain a permanent and closer contact with Israel and the Jewish Agency in Jerusalem, the Jewish Agency for Israel, Inc. has, after diligent search, found the right man to serve as liaison and consultant. He is Dr. Isidore Lubin, a noted American economist who has had considerable experience in government administration and has studied private welfare programs in many parts of the world.



Dr. Lubin went to Israel recently and returned with preliminary recommendations to the Board regarding budgetary requirements. Having carefully studied the total budget of the Jewish Agency in Jerusalem, he reported to us those items which American Jewry should support. In cost these came to \$51,095,000 out of the UJA funds this year.

Unfortunately, the UJA campaign of 1960 did not produce for the Jewish Agency for Israel, Inc. the funds we anticipated at the beginning of the year. It was not an easy task to tell them that we were unable to allocate the funds we had intended. However, rather than go into further borrowing, we made clear to the Jewish Agency in Jerusalem two basic policy decisions that we had taken in the first months of our work. One was to keep our expenditures within our income. The second decision was that we would not increase our debt. These decisions are subject to rescinding only in case of a life-or-death emergency. These decisions were forced upon us because the debt was already so large that our chances to secure additional credit had become slim.

As Chairman of the Finance Committee I should like to explain to you how this debt became so big. The debts came about during the earlier years of mass immigration to Israel, and I am sure we would have made the same decisions today if faced with the problems with which the Jewish Agency in Jerusalem was faced then. We too would have gone into debt to keep the doors open in those critical years to provide a minimum of initial aid, even if it were only a tin shack or a wooden hut.

We have been giving a lot of thought to the debt problem, and have been considering a number of plans for reducing the debt. A long view suggests that it may take from fifteen to twenty years for its complete solution.



In negotiations leading to the establishment of the Jewish Agency for Israel, Inc. it was decided, among other things, that no UJA funds would be allocated to the Construction Funds of political parties in Israel for welfare activities. While no one was questioning the proper use made of these allocations, there had been so much misunderstanding of this whole problem and its historical development that we felt it was essential to make this decision in order to get a fresh start in our work.

Individual institutions of the political parties may now apply to the Jewish Agency in Israel for assistance as part of the total immigrant rehabilitation program. If their activities fit into the work which we decide to support, these institutions will be included in our budget of allocations.

The present Board of twenty-one members was elected to serve until the end of 1963. During this period we will be evolving a blueprint for the perpetuation of the Jewish Agency for Israel, Inc. as an American organization.

February, 1961



Until 1948 the Jewish Agency was concerned primarily with building a Jewish National Home in Palestine with funds supplied by Jews throughout the world. Afterward the Jewish Agency became the instrument used for immigration, absorption and rehabilitation in Israel.

Until last April the funds raised by the American Jewish community for use in Israel were allocated to the Jewish Agency in Jerusalem for disposition among the various philanthropic projects according to its discretion. The present setup places control of the disbursement of those funds into American hands. The Board of the new Jewish Agency for Israel, Inc. is composed of 21 persons all of whom, except one (the Treasurer of the Jewish Agency in Jerusalem) are Americans, with Dewey Stone as Chairman. This Board, of which I am a member, now controls the disposition of the funds raised by the American Jewish community.

The Board has designated the Jewish Agency in Jerusalem to carry out the programs financed by UJA. We agreed to this arrangement because it would have been foolish to set up a new organization duplicating the vast operational network and experience created and developed by the Jewish Agency in Jerusalem.

In order to maintain a permanent and closer contact with Israel and the Jewish Agency in Jerusalem, the Jewish Agency for Israel, Inc has, after diligent search, found the right man to serve as liaison and consultant. He is Dr. Isador Lubin, a noted American economist who has had considerable experience in government administration and has studied private welfare programs in many parts of the world.

Dr. Lubin went to Israel recently and returned with preliminary recommendations to the Board regarding budgetary requirements. Having carefully studied the total budget of the Jewish Agency in Jerusalem, he reported to us those items which American Jewry should support. In cost these came to \$51,095,000 out of the UJA funds this year.



Unfortunately, the UJA campaign of 1960 did not produce for the Jewish Agency for Israel, Inc. the funds we anticipated at the beginning of the year. It was not an easy task to tell them that we were unable to allocate the funds we had intended. However, rather than go into further borrowing, we made clear to the Jewish Agency in Jerusalem two basic policy decisions that we had taken in the first months of our work. One was to keep our expenditures within our income. The second decision was that we would not increase our debt. These decisions are subject to rescinding only in case of a life-or-death emergency. These decisions were forced upon us because the debt was already so large that our chances to secure additional credit had become slim.

As Chairman of the Finance Committee I should like to explain to you how this debt became so big. The debts came about during the earlier years of mass immigration to Israel, and I am sure we would have made the same decisions today if faced with the problems with which the Jewish Agency in Jerusalem were faced then. We too would have gone into debt to keep the doors open in those critical years to provide a minimum of initial aid, even if it was only a tin shack or a wooden hut.

We have been giving a lot of thought to the debt problem, and have been considering a number of plans for reducing the debt. A long view suggests that it may take from fifteen to twenty years for its complete solution.

In negotiations leading to the establishment of the Jewish Agency for Israel, Inc. it was decided, among other things, that no UJA funds would be allocated to the Construction Funds of political parties in Israel for welfare activities. While no one was questioning the proper use made of these allocations, there had been so much misunderstanding of this whole problem and its historical development that we felt it was essential to make this



decision in order to get a fresh start in our work.

Individual institutions of the political parties may now apply to the Jewish Agency in Israel for assistance as part of the total immigrant rehabilitation program. If their activities fit into the work which we decide to support, these institutions will be included in our budget of allocations.

The present Board of twenty-one members was elected to serve until the end of 1963. During this period we will be evolving a blueprint for the perpetuation of the Jewish Agency for Israel, Inc. as an American organization.





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file  
not in  
2/10  
January 24, 1961

Mr. R. G. Napanstek

Melvin S. Goldstein

French Lick Conference

I spoke with I. D. Pink and he has agreed to act as Chairman of the Resolutions Committee.

I also spoke with Robert Schiff and ran through with him quickly the program we had set up yesterday and which I am returning to you herewith. I told Schiff that we would have to work out the names of the people who will act as chairmen of the various sessions and I told him the Ollie Adelman would be chairman of the Large Cities group and Mr. Brucker was chairman of the Small Town group. He agreed to this. He suggested, however, that Charles Goldsmith of Columbus be included in the panel and I told him we would do that and I suggested to him that if he had any other people he wanted to have placed in the program he should get in touch with you.

Mr. Schiff will be at the Beverly Hills Hotel through Tuesday of next week. I told him that you would send him the detailed program as we have worked it out up to now. I also told him that we were going ahead to invite the people to participate in the program.

Mr. Schiff will be in New York on February 2nd and he said he will have some time in the afternoon to spend with us. I told him that you would be here and could work on details with him.

HSG:ms  
cc:SS,WP



COPY OF HANDWRITTEN NOTES

from S. G. NAPARSTEK

PROGRAM - FRENCH LICK --

Friday night -- H. A. FRIEDMAN  
Sat. Morn - M. LEAVITT  
M. FISHER  
M. DUBINSKY -- Nat'l Conf.  
Lunch -- Mrs. I. D. FINK  
A. LEVIN  
Aft. -- WORKSHOPS  
RESOLUTION COMM.  
Sat. Night -- P. KLUTZNICK  
GEN. H. LASKOV  
Sun. Morn. -- I. D. FINK (Resolution)  
P. ZUCKERMAN & Reports  
J. BENTON - "

Tie Up

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SMALL TOWN PANEL:

Chrmn. H. Drucker - Marshalltown  
D.R. Mullen - paper  
C. Auerbach - panel  
S. Fleck - Marion -- panel  
J. Benton - Duluth -- Report

LARGE & MEDIUM:

Chrmn. A. Adelman - Milwaukee  
B. Barnett - paper  
L. Sherman - Chic. - Panel  
J. Fineberg - Ind. - "  
R. Kasle - Toledo - "  
C. Goldsmith - Columbus -  
G. Soroker - Pro.  
P. Zuckerman - Detroit -- Report

COPY OF HANDWRITTEN NOTES

maurice saltzman

January 5, 1961

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JAN 6 1961

NOTED BY REFER TO

DATE

ANSWERED

MSG  
MP  
SS

1/6

French  
Link

Mr. Melvin S. Goldstein  
Administrative Vice-Chairman  
United Jewish Appeal  
165 West 46th Street  
New York 36, New York

Dear Mel:

As I told you in my letter of November 15, I would write you right after the first of the year concerning your meeting to be held February 10 through 12.

Unfortunately I will not be available during this time and I feel very bad about it, but I just cannot make the necessary arrangements to be with you during that period.

I would certainly appreciate hearing from you as to the results of this meeting.

Kindest personal regards.

Cordially

Maurice  
Maurice Saltzman

MS/m



Same letter to:

Maurice H. Saltzman  
Samuel Rothberg  
Leonard Ratner  
Bernard J. Sampson  
Charles H. Yalem  
Norman C. Nobil  
Abe Kasle  
Edward Ginsberg  
Albert A. Levin  
Max M. Fisher  
Jacob M. Arvey  
Hyman Brand  
Max Bressler  
I. D. Fink

November 9, 1960

Mr. Albert A. Levin  
700 Marshall Building  
Cleveland 13, Ohio

Dear Al,

A little while ago I informed you of the series of regional conferences the UJA was planning for 1961. These regional conferences will follow the successful pattern established at our Midwest Institute in Highland Park last year and in Palm Springs for the West Coast region. The purpose, of course, is to bring to these regions the UJA story and campaign line for 1961, to prime advance gifts and, perhaps most important, to stimulate and prepare for the fundraising meetings to be held in surrounding communities immediately following our regional conferences.

On February 10, 11 and 12, 1961, the Midwest Leadership Institute will be held at the French Lick - Sheraton Hotel, French Lick, Indiana. Herbert Schiff is the General Chairman for this conference, and General Moshe Dayan, now Minister of Agriculture in the Government of Israel, will be the main speaker.

I know that the date for this conference may appear to be a long way off. All of us here, however, consider it so important in the chain of campaign events scheduled for 1961, that I should like to urge you now to make arrangements to attend. The fact is that in order to insure the success of the Midwest Leadership Institute, we simply must have the active participation and support of the officers and cabinet members in the area. I would, therefore, appreciate it very much if you would let me know as soon as you can that you will definitely attend the French Lick meeting.

With kindest personal regards,

Sincerely yours,

Melvin S. Goldstein  
Administrative Vice-Chairman

MSG:rs

cc: MP



# SHOE CORPORATION OF AMERICA

AN OHIO CORPORATION  
EXECUTIVE OFFICES  
COLUMBUS 15, OHIO

OFFICE OF  
HERBERT H. SCHIFF

October 19, 1960

At this moment the 1961 United Jewish Appeal campaign undoubtedly is the furthest thing from your mind and must seem to be a long way off. It is axiomatic, however, that good campaigning requires early planning. This being so, the United Jewish Appeal has been busily putting together plans for next year.

## AMERICAN JEWISH

Prominent in these plans is the Midwest UJA Leadership Institute which will take place over the weekend of February 10-12, 1961, at the French Lick-Sheraton Hotel in French Lick, Indiana. This institute is aimed at getting together outstanding community leaders from all the communities of the Midwest to meet with top leaders of the UJA, JDC and the new Jewish Agency. Also present at this meeting will be representatives of the Israel Government. General Moshe Dayan, the Minister of Agriculture, has already indicated that he will come to the United States and attend the meeting. The purpose of this unusual weekend is to enable the leadership present, in an informal and relaxed environment, to obtain a clear understanding of what are the needs and the programs of the UJA organizations which they support. It will enable them to understand clearly exactly what the picture is in Israel and the other parts of the world where our help is needed. It is hoped that this understanding and inspiration will enable all of us to make our campaigns reach maximum results so that all of our local, national and overseas needs will be adequately met.

As a member of the UJA National Campaign Cabinet, I have been asked to take the Chairmanship of this Institute and I have gladly accepted. Obviously, the success of such a meeting is not a one-man job and I would like therefore to invite you to interest yourself in this project and serve with me as a member of the Institute Committee. With your cooperation, I am sure we can make this weekend a memorable one. Please let me know that I can count on you.

I will, of course, keep you informed as we go along. With all good wishes, I am,

Cordially,

*Herb*  
Herbert H. Schiff

HHS:nft



Midwest Conf - French Lick

August 17, 1960

Mr. Herbert H. Schiff  
Schiff Shoe Co.  
35 North 4th Street  
Columbus 9, Ohio

Dear Herb:

I am just sending you a note to tell you that General Dayan will come to the United States some time in the middle of January to speak at UJA meetings and he will definitely address the Midwest Conference of the UJA to be held at French Lick. I think this is really great news and will be very helpful in developing the conference.

I will be in touch with you again regarding other related matters.

Best regards.

Sincerely yours,

Melvin S. Goldstein

MSG:ms