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## MEMORANDUM

Date April 26, 1974

To Paul Zuckerman

From Gordon Zacks

Subject MASS CAMPAIGN

### INTRODUCTION

As a part of the four-pronged effort of Phase II which was aimed at raising maximum dollars during this extraordinary period, the mass campaign was conceived. The substance of mass campaign and its direction was to project and implement a variety of programs and new techniques in order to help broaden the base of campaigns around the country. Ultimately, the goal was and still is to identify and obtain a maximum response from every Jew in the country.

In projecting and implementing a variety of mass campaign programs, it has become evident that mass campaign has no one single definition nor one single approach. The definition of and opportunities for a mass campaign vary from community to community and depend on the size, nature of community activities and penetration of campaign. Moreover, it is not a program with one policy but must be tailor made for every Federation. In New York City, for example, mass campaign means identifying new contributors, whereas in Cincinnati it means upgrading contributors to higher levels of giving; in still other communities it means research and a better understanding of giving potential of contributors.

It should be understood from the outset that mass campaign is not a "hit-and-run" program and should be looked at in the broad perspective of a long term activity which will yield results over several campaigns rather than in a short period. What was begun in Phase II for 1974 must become an element and part of every campaign in the future.

The object of this report is to recount some of the highlights of the mass campaign during Phase II as well as to project new mass campaign ideas and programs for the future. It must be understood that mass campaign represents a major innovation in campaigning and therefore calls for largely unprecedented programs and techniques. Increasingly, we must look to a greater participation of all members of the Jewish community in the campaign.

### RESEARCH

1. On the most elementary level, basic research can and should be done in those communities where there is still a substantial percentage of the Jewish community that has not yet been identified. In small communities this is relatively easy to come by using resources of known contributors and in some cases even the telephone book. For example, in the five towns area of New York, the known Jewish population was more than doubled from about 5,000 to 11,000 Jewish families just by researching the telephone book for Jewish names. In larger communities where the population makes this method unfeasible, UJA is investigating new computer methods for



identifying Jewish names using census information.

2. There is a need to develop an information system capable of monitoring corporations and maximizing UJA solicitation efforts by preparing an in depth market analysis of UJA's big gifts. A study of the precise sectors of the American economy from which our gifts originate would dramatically show the diversion of some of their big gifts that originate with individuals who are essentially in similar financial circumstances. Thus, we could determine a new source of potential prospects and discover if individuals have been properly rated.

3. In order to upgrade large givers and involve those who heretofore have been uninvolved, it is necessary to understand the attitudes, motivations, and environment of giving in a more scientific way.

Greater attention must be given as to who does and does not give and why, who should solicit whom for most effectiveness and the elements that go into a solicitation. It is suggested that in the coming year UJA undertake a motivational research program to determine in a scientific and systematic way the elements present in a solicitation and the way to yield better results from the entire solicitation process.

#### DIRECT MAIL

During the 1975 campaign, national UJA will test a direct mail program with the participation of a half dozen federations. The underlying concept is to do a programmed and systematic series of direct mailings to improve the effectiveness of this vehicle for low end and non givers. Primarily in the larger communities many such individuals cannot be reached via any other vehicle; it is essential that this device be refined and improved to yield better results.

The first in a series of test mailings will coincide with the Rosh Hashanah holidays and will be on behalf of the individual federations with returns to those participating in order to maintain local identification of the campaign. The development program is currently being programmed with the aid of an outside consultant.

The overall and ultimate intent of the program is to learn the most effective techniques and to share that knowledge in turn with all communities for them to implement on an individual basis.

#### THE FIFTH QUESTION

As part of the mass campaign, a fifth question was conceived for the Passover holidays centering on the personal responsibility of every Jew for Jews in need at home and in Israel. A fifth question centerpiece, graphically and attractively illustrating the fifth question, was distributed widely throughout the country to more than 200 communities. More than 520,000 copies were distributed including 16,000 to individuals in non-federated communities.

The program itself was supported by a series of teaser ads culminating in a full page ad for the Passover holidays. Stuffers, posters, radio and television spots were prepared bolstering the visibility of the fifth question and creating a proper climate for the holidays.



All segments of the communities were involved in this program including the rabbinate, schools, community centers, etc.

While the fifth question was used as a vehicle to raise consciousness, it has also proven effective in raising additional income in several communities. A questionnaire was prepared and sent to communities in order to determine the exact nature of distribution and response in terms of dollars. In order to extend the impact of the Fifth Question and create a framework for Israel Independence Day programming, a Haggadah was produced and distributed widely to rabbis and federations as a format for responding to the Fifth Question. It also projected Israel Independence Day not only as a day of celebration and commemoration, but as a day of renewal of commitment.

Concurrent with the Haggadah was the declaration of a National Billing Day on Israel Independence Day as a day when all contributors with outstanding pledges were billed for payment. A bill stuffer and full page ad were distributed for that occasion to many communities.

#### WORKER TRAINING

One of the outcomes of the Mass Campaign is the realization of the great need for a Worker Training Program in the communities. Apart from Dan Rosenberg and his colleagues at CJFWF, there is no program on any organized basis to train and prepare workers for the job that they have set out to do. Since workers on all levels very often hold the key to the success of the campaign, the better they are prepared and trained, the more effective they will be. The yardstick of measurement for the effectiveness of the campaign should not only be dollars, but the number and sophistication of trained workers that can raise those dollars. Because of this direct relationship, it was determined as part of the Mass Campaign that this is an area that needs greater attention and one which will be explored in the immediate future for implementation in the 1975 campaign.

#### MASS MISSION

The entire Mass Mission Program was proven to be an effective means for broadening the base of the campaigns in communities. The attempt to increase the numbers of those participating had immediate impact in communities where the Mass Mission truly became a mass event. More significantly, it created leadership for the 1975 campaign.

Materials and public relations programs were outlined in order to achieve saturation coverage of the community in terms of publicity. This was most effective in many communities and did create the desired climate for active solicitation on behalf of missions. Advertising, brochures, features, a slide show and mailings were prepared in order to help communities create a climate for the mission.



### PROJECT EVERYONE

In Union County and the five towns on Long Island, mass campaign on a pragmatic basis was proven a viable possibility. If a community has the determination to galvanize itself, the results can be most impressive. While these experiments have not yet been completed and the final results are not yet in, their success to date has indicated that there are many areas and communities in the country where a mass campaign can be effective.

### SPECIAL EVENTS

The success of the Mark Hellinger Program at the National Conference in December and similar programs in several other cities indicate that public events which create a stir in a community can have a great impact both for inspiration and even for solicitation. They are excellent climate setters and provide maximum exposure for the campaign. Programs like these and the Israel Philharmonic Orchestra Tour are the kinds of special events that can set a tone and mood in a community and project a positive climate and framework for a campaign.

Similarly, walkathons, rallies and events of those kinds which are most visible and get exposure through all the media have that same effect creating maximum community involvement from all sectors of the community.

### UJA DIVISIONAL PROGRAMS

Every division of the UJA was involved in mass campaigning to one degree or another, and there were great inroads in the overall concept and implementation of the mass campaign.

Young Leadership Cabinet - In its publications and materials, the Cabinet urged all its members to participate in the mass campaign at their local levels. Three specific areas were identified as special projects within this area and are currently in the planning stage to be implemented in the near future.

The first is a synagogue project involving the selection of several synagogues in cooperation with the Rabbinical Advisory Council. With the help of the rabbi and some key laymen, a cadre of cabinet people will be sent in to solicit the entire membership of a synagogue.

The second project was to attempt to solicit the total membership on a local level some of the key Jewish organizations for 100% participation.

The third pilot involves sending a team of cabinet people to solicit several high rise buildings in Florida where there is a large concentration of Jews whose giving record is spotty at best.

In addition, the mass campaign was on the agenda for all of the seminars, workshops and programs that Young Leadership held during the past few months.



Women's Division - In its activities, programs and mailings, the Women's Division communicated to its constituency the importance of the mass campaign and the role that women's divisions have to play in it. While there were no specific national mass campaign projects, women were active and continue to be active on the local level for their campaigns, and were especially involved in both the Chanukah and Passover programs.

Rabbinical Advisory Council - The Council on the professional and lay level continues to urge the 100% plan for total synagogue membership participation in the UJA campaign. Many of these programs were in tandem with federations. In addition, the rabbis were a major factor in the success of the fifth question Passover program and the use of the Israel Independence Day Haggadah.

Speakers Bureau - The Speakers Bureau was instrumental in booking many speakers for a variety of mass campaign events throughout the country during the course of the campaign. All speakers were briefed about the mass campaign and their role in promoting it.

High School Campaign - A "chai" campaign for high school students was created and will be implemented in the fall with the aid of the major youth organizations. The thrust of the program is that each student will be encouraged to make a minimum gift of \$18 for Israel through the local federations.

University Programs - On the college campuses, a "Heartbeat" package was prepared with information on the campaign and for use in solicitations of individual college students.

Faculty Advisory Council - A Faculty Advisory Council was recently formed to enlist the support of key faculty members around the country on behalf of the UJA. Because this represents a new area of activity, actual results are not forthcoming. However, a program is being devised for the coming campaign which will affect not only faculty but college students as well.

#### ORGANIZATIONAL CAMPAIGNS

The success of a mass campaign in any community is contingent upon involving and enlisting the cooperation of other Jewish organizations in the community be they Zionist groups, synagogues, B'nai B'rith, Hadassah, etc. Not until the total community has been mobilized and all existing structures utilized, has a community achieved total penetration.

In an effort to give impetus to the mass campaign on this level, the UJA convened meetings in several cities utilizing executives from Jewish organizations to help implement organizational campaigns. Jacques Torczyner accepted special responsibility with regard to Zionist groups and had a series of successful meetings and solicitations in Chicago.

President Israel Miller, former President Jack Stein, and Executive Director Yehuda Hellman of the Conference of Presidents of Major American Jewish Organizations, also met with organizational leadership in Dallas, Los Angeles, San Francisco, Chicago, Miami and Phoenix, to initiate and implement these campaigns.



During the course of the next few months, meetings will be held with national UJA leadership and the leadership of the largest Jewish membership organizations in order to enlist support for organizational campaigns on all levels. The essential objectives of such meetings and the specific requests for cooperation are the following:

1. Membership lists of those organizations to be given to federations to be matched against existing contributors lists.
2. Organizations should actively participate and invite their membership to participate in UJA missions.
3. Solicitation of organizational leadership and an appointment of a UJA organizational committee.
4. The establishment of pertinent fundraising procedures with ultimate goals of 100% UJA participation on the part of each member.
5. At least one fundraising event during the course of their program year.
6. Use of organizational publications both in terms of advertising and in editorial material for the purposes of publicizing UJA activities and needs.
7. Cooperation between parallel divisions, i.e., between B'nai B'rith youth organization and UJA high school program, between Hillel and University programs, between B'nai B'rith women and our Women's Division.
8. Working out a calendar at the beginning of each year which avoids conflict of major events and encourages possible cooperation of others.
9. Setting up a permanent position at the organizational level, the responsibility of the holder of that office to be liaison with UJA on all going activities.
10. A thorough study of those organizations to determine where joint ventures can be mutually productive.

#### CONCLUSION

The mass campaign is a program which cannot be limited to any one specific area but reaches into all activities of the UJA and the Federation. It is an awareness on all levels that new programs devised not only to broaden the base in terms of quantity and numbers of contributors, but to identify and devise methods to improve the quality of those contributors. It is an ambitious task, but one that over the new few years as goals increase and the demands for greater fundraising dollars increases, will assume major importance in the campaigns around the country.

IF:RF



1974 MASS CAMPAIGN GUIDELINES

BACKGROUND

Phase II of the 1974 campaign is a four-pronged effort aimed at raising the maximum dollars in this emergency period. The four components are:

- solicitation of outstanding values;
- re-solicitation of inadequate gifts;
- mass campaigning;
- cash.

The substance of this blueprint is concerned with the mass campaign and providing a guideline of constructive activity in this area.

Through a variety of programs and new techniques, the UJA and CJFWF with the cooperation of federations and welfare funds around the country, hope to make a major contribution to the entire field of mass campaigning and to help broaden the base of campaigns around the country. The ultimate goal therefore, is to identify and receive a maximum response from every potential Jewish contributor in the United States. This calls for innovative planning and in some instances unorthodox activities. The mass campaign cannot be effective unless it becomes a "massive campaign" that is one which galvanizes a community and saturates it.

In order to properly coordinate a mass campaign, we strongly recommend that each community immediately appoint a mass campaign chairman who will have primary responsibility for implementation of such programs in the community. Moreover, the chairman should then proceed to appoint a committee which will include members with experience in mass marketing or merchandising techniques. This will give the community and the national structure a focal point for all programming in this area.

PROGRAMMING, PUBLICITY AND PURPOSE

I. Research

An essential part of the mass campaign should include a research program which has as its objective obtaining heretofore non-identified Jews in the community. Most communities with a substantial Jewish population have a percentage of the overall population that has not yet been identified; an attempt should be made to begin immediately to identify such Jews who are not yet on Federation lists.

On the most elementary level this may involve getting a volunteer committee (a women's division committee may be appropriate for this project) to go through the telephone book and identify all Jewish names. Once these names have been selected, they can then be cross-referenced with those names already on the list. In any given community this should yield a significant number of new names who should then be contacted by telephone, at the very least.

All individuals currently on the list should be aware of this research effort and should be asked to contribute names of people they know either from their neighborhood, their professions, trades or social relationships, who are not now givers.

Although this is time-consuming, it is most suitable for volunteers who can contribute a few hours a week for several weeks.

In addition, all fund raisers, both lay and volunteer, should take it upon themselves as a task to uncover a certain number of new names each week. This can be done by exploiting current contacts or after completing the solicitation, asking



the solicitee for other people that he may know who are non-givers. The overall effort should be publicized via the Anglo-Jewish papers or house organs that are available to the Federation in a mini-campaign aimed at getting new names -- a "100% Plan" for total participation and creation of an atmosphere of "stand up and be counted."

## II. Direct Mail

Many communities now have thousands of non-contributors on their current lists as well as low-end givers, i.e. under-\$100 contributors whom they regularly solicit twice a year through the mails or, in some cases, follow up by a phone call. This effort has been only marginally successful with mixed results. Therefore, National UJA has undertaken a direct mail pilot program using the lists voluntarily provided by half a dozen of the larger communities. The mailing will be scientifically based and well researched so that direct mail approaches are made to both these groups. The first mailing will be timed for Passover week.

The test will cover several mailings which will determine the method for achieving maximum response and upgrading giving through the mails. Once this has been determined, the results will be shared with all Federations for their own use and local implementation. The results of this campaign will not be known for six months at a minimum. Therefore, communities should embark on an intensive direct mail program immediately, not waiting for test results. This most certainly should include a mailing to all non-contributors for Passover and new names that have been identified. Where possible, in this group and in the low levels of giving, a follow-up phone call is suggested. In addition, using the resources and manpower available during the Passover-Independence Day mobilization (see below) door-to-door solicitation can be used for this group as well.

## III. Organizational Campaigns

Every mass campaign must involve enlisting the cooperation of other Jewish organizations in the community, be they Zionist groups, Sephardic groups, synagogues, B'nai B'rith, etc. Not until the total community has been mobilized and all existing structures utilized can a community honestly say that a mass campaign is being conducted. The following procedures, to one degree or another, should be implemented on a community level to involve all organizations:

1. The first step is a meeting with all the organizations and their federation or welfare fund to enlist their support for fundraising activities. For such purposes national UJA has speakers available from a variety of Jewish organizations and establishments who can address groups in their own language, so to speak. Jacques Torczyner has accepted special responsibility in dealing with Zionist groups and has already met with such groups in several communities. President Israel Miller, former President Jack Stein and Executive Director Yehuda Hellman of the Conference of Presidents of Major American Jewish Organizations are also meeting at the local level with organization leadership, and are available for meetings around the country.
2. The boards and leadership of the organizations must be solicited for gifts as a first step. Each organization should establish a fund raising committee that will take responsibility for developing and implementing immediately a fund raising program.
3. The Federation should appoint a professional who has responsibility for liaison with all such fund raising committees of the organizations.



4. The committee has the responsibility for soliciting its membership with the help of the Federation. The goal should be 100% participation.
5. Where possible, the organizations should be asked to share their lists with the Federation so that they can be matched with Federation contributors lists to determine those gifts not yet in.
6. If the size of the constituency is large enough, a mission to Israel organized for its membership should be created. Every organization should commit itself to holding at least one fund raising event on behalf of the IEF in the coming months.
7. Consolidation. All gains and positive steps taken with the organizations should be programmed into and become part of campaigns for the future; this is an ongoing process.

#### MASS MISSIONS

One of the best methods of galvanizing a community, creating cohesion and support is a mass mission. Several communities are currently embarked on a program to fill up an El Al 747 with people from their own community. A mission of such magnitude has an enormous impact on a community.

In order to create the awareness of the community that a mass mission is now being undertaken, it is necessary to saturate the community with publicity and promotion concerning the trip. It cannot be an isolated or one-pronged approach. It must be a complete marketing of a program reaching out to all levels of the community and striving for participation by individuals who have not been to Israel before or who have only been marginal givers. All of us are familiar with the effects of Operation Israel, not only in terms of ultimate fund raising but in terms of the "ripple effect" that is created by members of a community visiting Israel. The mass mission creates a quantum jump in this effect and can at this stage have a dramatic impact on a community.

Particularly at this time, a visit to Israel is a very important event, not only for the participant but for the people of Israel as well, demonstrating as it does, the unity between all Jewish people and our support of them in this hour of crisis. It is, in short, a morale builder. Moreover, participation in such a mission is also a question of status and has distinct snob appeal. UJA missions do have a fine reputation of their own and they are universally accepted as the "Tiffany" of missions.

Following are a series of steps that should be implemented in creating the proper atmosphere for maximum participation in mass missions:

1. Traditional solicitation methods for gifts should also be followed for missions, that is, parlor meetings and even individual visits to key people should be made to solicit for participation in a mission. Solicitation should be broken down by trades and professions and here, too, the "ripple effect" works quite well. Community missions can include a contingent of doctors or dentists or lawyers and a one-day itinerary can be provided especially for them. This can become another selling point.
2. For all meetings both large and small, National UJA is eager and willing to provide speakers, volunteers, returnees from previous missions, Israelis and even various professionals to address selected groups. For example, several doctors who were in Israel during the war, working with the wounded, are currently available.



3. An attempt should be made to work with both the rabbis and other organizations in the community to enlist their support and in approaching their membership for UJA missions. Even if a rabbi has constructed a congregational mission, there are usually many people who have not been tapped, and the rabbis should be persuaded to help promote the UJA mission also.
4. In terms of publicity, the community should come up with a special name for this mission which will capture the imagination of the community and prepare adjunct materials including a special brochure, bumper stickers, buttons, posters, even a sign for the Federation building.
5. A mass mailing to every available list with a cover note enclosing the brochure should go out; teasers on all mailings should be included -- even a slug on the postage meter machine.
6. A continuous slide show set up in the Jewish community center lobby or for parlor meetings is now available.
7. Print advertising and feature stories focusing on the mission, even little box ads incorporated into normal advertising by businessmen (example: local dress shop ad with additional inset -- "I'm going to Israel, join me").
8. Features in news articles with testimonials by people who have signed up and why. Pictures for both community and general newspapers.
9. A souvenir for each participant in the mission.
10. Radio and TV advertising spots and appearances on local talk shows.

In summary, the key to the mass mission is saturation coverage. An essential part of follow-up, once the mission is set to go, should be creating opportunities for use of individual participants in meetings and publicity in all phases of the regular and mass campaigns upon their return. A mass mission like this can create a cadre of volunteers and contributors who will be essential in the community for many years to come.

#### PASSOVER - INDEPENDENCE DAY PROGRAM

The coming Passover presents a unique opportunity for a mass campaign effort on behalf of Israel. Every community has its own calendar, but regardless of where the campaign in the community stands at Passover, that holiday must be a focal point for a rallying of community spirit, an outpouring of solidarity and a general demonstration of support for the people of Israel.

The whole period between the onset of Passover and Israel's Independence Day on April 25 should be utilized to reach out to the total Jewish community as never before. Even those Jews who only minimally identify themselves with the campaign have some form of a Seder and that is an opportunity for maximum coverage of the community and for impact.

Some of us may be tired, and some of us may still have a heavy heart, but we must bear in mind the words of Elie Wiesel as he spoke to us in December, "In spite of the tears, in spite of the pain and the agony, we have to rejoice and let the world know that Jews can sublimate the pain and transmute agony and that Jews are able to draw from their despair the reasons for hope."



## 1. The Fifth Question

Every Jewish family will receive a centerpiece which was specifically designed to be placed on the Seder table on Passover. The attractively designed centerpiece has as its main purpose the presentation of the Fifth Question which is related to Israel's needs and Jewish identity. It is a jumping off point for the family gathered at the table to discuss the situation in Israel and decide upon some action, which will, at its best, involve an additional gift to the campaign by each member of the family or collectively.

The text of the Fifth Question is: "Why is this night of Passover, in the year when Jewish freedom was threatened by the Yom Kippur War, different from all other nights?"

Tonight as we celebrate freedom, our Seder must be a symbol of solidarity with the Jewish people, a link with Jews everywhere and a demonstration of support for Jewish survival in Israel and throughout the world.

The Fifth Question concept is unique and has the capability of capturing the imagination of the Jewish community. Supplementing the centerpiece itself will be a series of other materials which also have the Fifth Question as its theme. These include a radio and TV spot, teaser ads, buttons, posters and window stickers, all of which will say in one form or another, "Have you answered the Fifth Question?" Thus, the Fifth Question becomes a rallying point for the community.

All rabbis in America will receive a communique concerning the Fifth Question and will be asked to communicate the concept to their congregations. All segments of the community should be mobilized and sensitized to the Fifth Question and its importance.

## 2. Third Seder

Because of the timing of the Jewish calendar this year, the Third Seder will be celebrated on Israel Independence Day. The span of time between the Fifth Question at the Seder and Israel Independence Day should be used for an intensive mass campaign to reach every member of the Jewish community, and to heighten consciousness of the whole link between the Jewish people at home and in Israel. Fund raising certainly should be a key part of this campaign, and whether it includes an envelope to accompany the centerpiece or a mass solicitation on Israel Independence Day, it should be an essential part of this intensive period.

The following is a list of ideas and suggestions and materials for the Israel Independence Day program:

The period between Passover and Israel's Independence Day should be used as an unusual opportunity to mobilize a community as never before. A step by step campaign should be created culminating in a crescendo on Israel Independence with a mass outpouring of support from all levels of the community. Special mass activities should be programmed for that day so that publicity is achieved beforehand and during the event.

Some suggestions for activities for this program are as follows:

a. A traditional Independence Day Parade which culminates at some central point in the city, be it a square or auditorium which becomes a forum for the Seder service and which would include an Israeli speaker with some Israeli-centered entertainment. The



attempt should be to get personalities who have star quality and therefore star attraction.

b. Walk for Life. This is a march by children to a central point, enlisting a sponsor to underwrite the mileage of their walk, with proceeds going to the Federation. This event should culminate in a major dramatic presentation at a central point which would get marchers, parents and general audience involved in a total Israel-oriented program.

c. A similar program to that produced at the Mark Hellinger Theater at the National Conference. This is something which involves a great deal of advance planning; much of the material and some of the stars might be available. In addition, local substitutes in the overall program could be made and excerpts of the program used as well as its entirety. This can make for a very vibrant and emotional event.

d. Door-to-door solicitation. Israel Independence Day can be utilized as a Mobilization Day for the community to identify new contributors. This can be done by breaking down the community into precincts and blocks and using women, young leadership, college and high school students to cooperate in a door-to-door solicitation.

e. In all communities, the congregations can and should become a focal point of Independence Day celebrations. The rabbis will already have received mailings on the subject. They should be kept closely in touch with the programming for that day. Moreover, many congregations have facilities or auditoriums which could then be used for a total program.

f. The focal point then for the entire effort will be a Seder on Israel Independence Day which will be an occasion to answer the Fifth Question in concrete terms. This involves an explanation of what our link is to the people of Israel and our heritage, what our responsibility is and how that responsibility must be expressed. Tying in with that will be a national billing day for Israel's Independence Day in which a stuffer will be provided for every Federation to do a mailing on the same day. Every Jew in the country will get billed on that day for his outstanding pledge or if he has paid his pledge, for an additional gift. This has never been done before and this will tie together, in another fashion, all the Jews in the American Jewish community.

g. Russians or Israelis-in-Residence for the Passover holiday can be most effective in dramatizing and adding human dimension to this holiday of freedom.

h. The Rabbinical Advisory Council will prepare a series of sermon outlines for four special sabbaths prior to Passover, Passover morning and for Yiskor on the eighth day of Passover, highlighting both the Fifth Question, the needs and the culmination on Israel Independence Day.

i. A communal and congregational program involving community services, sabbath services and group consciousness raising through a community "shock corps" of Russians-in-Residence, Israeli soldiers, American volunteers who worked in Israel during the war and unusual speakers.

j. Preparation of a Seder Hagaddah by the Rabbinical Advisory Council to be used in communities on Israel Independence Day to give basic structure and form to the celebration on that evening.

k. The mayor of your community should be asked to issue a proclamation on Israel's Independence Day.



## PUBLIC RELATIONS

The Public Relations Department of the UJA is currently preparing materials for all the programs and events discussed in these guidelines. Ads, direct mail pieces, stuffers, promotional material, radio and TV spots -- all will be made available within the next few weeks and you will be apprised of same through the TWX and through the mail.

Since actual implementation of many of the programs will vary from one community to the next, the Public Relations Department is available on a continuing basis for community counseling, either via phone or, in the event a community feels it is warranted, for a direct visit to help plan or implement a specific program. The department is also available, under certain circumstances, to help produce specific materials tailored for a specific community. For example, every community running a mass mission will need a brochure. We can help in the preparation of such a brochure and collateral material, if necessary.

Finally, the department should be looked on as a resource for ideas and materials on mass campaigning as well as in all other areas on an ongoing basis.

## UJA DIVISIONAL PROGRAMS

Every division of the UJA will be involved in mass campaigning. All divisional events will include programming on mass campaigning and all campaign communiques should include ideas on this subject. Where applicable, the executive should communicate with his constituents to keep them abreast of developments in the mass campaign and urge their involvement on a local level in this whole area. Thus, from all sides there will be a consistent and constant message about techniques and the need for activity in this essential part of Phase II.

1. Young Leadership Cabinet. The Young Leadership Cabinet, although limited in numbers, represents a highly motivated group who can be very effective in implementing and influencing programs on a local level. Since they are often the innovators and instigators of new programs, this represents a rather fertile opportunity. Using, in addition, the manpower available through the many Young Leadership programs throughout the country, the Cabinet can mobilize a substantial force of individuals for direct activity in the mass campaign.

This group can be particularly effective in terms of creating activity, door-to-door solicitations and stimulating new approaches.

The topic of mass campaigning will be on the agenda for all seminars, workshops, programs and retreats that the Young Leadership will hold in the coming months and, hopefully, will yield ideas in this area. All mailings, especially Cabinet Communiques, should include information on aspects of the mass campaign.

2. Women's Division. In all its activities and programs, Women's Division leadership and constituents will be apprised of the blueprint with suggestions of how they can get involved in the mass campaign. Here, too, in terms of the Israel Independence Day program, door-to-door solicitation, the women can be most effective. Also, from a practical point of view, they often have a great deal more time available than their male counterparts.

All regional meetings held in the next few months will include a mass campaign



presentation and the speakers, especially if they are volunteers, will be briefed as to the specifics of the program so that they may present it.

3. Rabbinical Advisory Council. A series of regional meetings is being planned for the rabbis for the dual purpose of giving them information on the current situation in Israel vis-a-vis the needs and to court their involvement in the mass campaign. They are especially important in the light of the Passover-Independence Day program and their active involvement is essential for its success. This will be supplemented by direct mailings to every rabbi in the country, informing him of the program and soliciting him for his involvement in his community.

The "100% Plan", which urges that adequate giving to the campaign be a membership prerequisite, must be encouraged so that there is total participation in the campaign by the membership. The rabbis will also be encouraged to work in tandem with the Federations and Welfare Funds to ensure the success of the Passover and Independence Day program.

4. Speakers Bureau. The UJA Speakers Bureau has a large cadre of speakers of every description: recent Russian immigrants, Israelis, Americans who volunteered in the war, and other personalities who are available for mass campaign programming. They represent an essential resource for all events and programs and should be used for mass campaigning on all levels.

In addition, all speakers will be briefed and be given a copy of the mass campaign blueprint before they are sent out for speaking engagements.

5. Student Campaign.

a) Sunday School and Yeshiva Students

Every element in the Jewish community has a place in the mass campaign and this is no less true of school-age children. Insofar as it is possible, Sunday School and Yeshiva students should be brought into the mass campaign program. They are, of course, most effective in a door-to-door solicitation or walkathon or Independence Day celebration.

They also should be thought of as good promoters of the visibility of the campaign. Buttons should be distributed to them and they should be aware of the Fifth Question through their schools. Not only can we get them involved, but very often it is the children who involve the parents. This is no less true in the mass campaign, especially since there are undoubtedly some children who attend a religious school either part-time or on Sundays whose parents are not involved in the campaign.

b. High School students. A "Chai" campaign for high school students is now being created with the help of the major youth organizations including B'nai B'rith Youth and the National Council of Synagogue Youth, etc. The thrust of the program is that each student will be encouraged to make a minimum gift of \$18. The program will be conducted and publicized by the various organizations with the cooperation of the UJA and local Federations. High school students are another source of support and programming which captures their imagination can be very effective in gaining exposure for the campaign. Other suggested ideas are getting high school students to set up "Jobs for Israel" where they get odd jobs and donate it to the Emergency Fund or carnivals for the same purpose. They are also effective in walkathons and activities of that sort.



c) University Programs. On the college campuses the students have an ongoing campaign which is part educational and part fund raising. The college campaign is conducting a program using direct solicitation, and direct mail, tailored for each campus, in order to reach every Jewish student on campus. The University Programs Department is working in close cooperation with Hillel Directors.

d) Faculty campaign. During and immediately after the war many faculty members on campus were active on behalf of fund raising for the IEF. Although this was to a great extent an unstructured campaign, we are now mobilizing faculties on many campuses to conduct campaigns for the IEF on a continuing basis. Special materials and programs are now being devised and on many campuses faculty members are working closely with students to have campaigns which are mutually supportive of both efforts.

#### CONCLUSION

In the aftermath of the Yom Kippur War, we have the unique opportunity to seek out and reach every Jew in the United States.

Lay and professional leadership of our federations and welfare funds must use all their resources, imagination and creativity.

Success can mean a Jewish community united as never before.

February 15, 1974





M E M O R A N D U M

AMERICAN JEWISH ARCHIVES  
May 16, 1974

To: UJA Executive Committee

From: Irving Bernstein

Attached for your information are the minutes of one of a series of five meetings held with Executive Directors in April and May, as follows:

April 10	Large Cities	-- New York, N.Y.
April 30	Southeast - Southwest	-- Atlanta, Ga.
May 1	Midwest	-- Chicago, Ill.
May 2	Eastern Seaboard	-- New York, N.Y.
May 7	West Coast	-- San Francisco, Calif.



CONFIDENTIAL

May 7, 1974

NOTES ON MEETING OF COMMUNITY EXECUTIVES

WARWICK HOTEL, NEW YORK, N. Y., MAY 2, 1974

Community executives from cities of the Eastern Seaboard met with representatives of the UJA on this date. The following were present:

Samuel H. Abramson, UJA	Gerald Kleinman, New Bedford
Sydney Abzug, Buffalo	Burton Lazarow, Waterbury
Eli Asher, Springfield	Ben Lazarus, CJFWF
Barry Axler, New London	Sanford Lubin, Pittsfield
Zeva Ben Reuben, Israel	Norman Mogul, Portland, Me.
Irving Bernstein, UJA	Aaron Mostel, UJA
Kenneth Bierman, UJA	Charles Olshansky, Newport News
Robert Blumenthal, UJA	Lawrence Pallas, Lancaster
Elliot Cohan, Morris County	Martin Patrick, UJA
Harold Cohen, Hartford	Martin Peppercorn, UJA
Melvin Cohen, Worcester	Arnold Piskin, Bayonne
Bernard Dubin, Camden	Martin Rakitt, Metropolitan New Jersey
Norman Edell, Syracuse	Peter Ratner, UJA
Arthur Eisenstein, Jersey City	Dan Rosenberg, CJFWF
Charles Epstein, Manchester, N.H.	Nathan Rosenberg, Denver
Joel S. Friedman, UJA	Herbert Rosenstein, UJA
Joseph Galkin, Providence	Jay Rostov, Erie
Baruch Glazer, UJA	Marvin Schpeiser, Lynn
Mark Goldberg, UJA	Murray Schneier, Atlantic City
Mrs. Milton Goldberg, Vineland	Milton Shorr, UJA
Max Grossman, Passaic	Maurice Schriqui, UJA
George Hantgan, Englewood	Samuel Seegar, UJA
Sam Hatow, Paterson	Sandor Sherman, Stamford
Ephraim Howard, Lower Bucks County	Barry Siegel, UJA
George Joel, Scranton	Israel Silver, Perth Amboy
Robert Jolton, Allentown	Louis Singer, UJA
Murray Kamen, UJA	Arthur Spiegel, Northern Middlesex County
Edward Kaplan, Altoona	Howard Stone, UJA
Warren Katz, UJA	Roy Stuppler, UJA
Elton Kerness, Central New Jersey	Ruth Toffler, North Hudson
Howard Kieval, New Brunswick	Jack Weintraub, Portsmouth, Va.
Donald H. Klein, UJA	Emanuel J. Wideroff, UJA



Mr. Bernstein introduced Mrs. Ziva Ben-Reuven, who had attended the Jewish Agency's Institute for Fund Raising, and during further "training" in American campaigns had been highly effective in obtaining major gifts. Mrs. Ben-Reuven's husband and son were in the army during the Yom Kippur War.

Mr. Bernstein then indicated the purpose of this meeting was to present and develop together an overall 1975 campaign plan for maintaining the gains made in 1974 in order to meet expanded local and overseas needs. This meeting was called before the May 22 - 26 UJA Executive Committee Retreat, so that the UJA would have the benefit of the input of the executives.

As a preliminary note, he reviewed various possible developments from the present political situation in Israel and Secretary of State Henry Kissinger's current overseas diplomatic mission. He observed that present political events in Israel can and should be viewed as an exemplary exercise of democracy and personal liberty under great pressure with hardly any contemporary parallel elsewhere in the world, and for this reason a source of pride for all Jews.

As background to the 1975 campaign, Mr. Bernstein suggested looking back to 1967 when many thought we had reached a watershed in fund raising only to see that war campaign surpassed in the "peace" campaigns of 1971 and 1972. He reminded the executives of the debate in the spring of 1973 regarding the years 1971 and 1972 being possible plateau years in Jewish fund raising. This debate was resolved by the Yom Kippur campaign and now another debate is beginning as to whether or not the Yom Kippur campaign can be equaled. There is indication that it is possible to raise still more money to meet overall Jewish needs. This is evident not only in the 1971 and 1972 campaigns but also in the fund raising since January 1, 1974 which has resulted in higher percentage increases than the giving received from Yom Kippur to December 31.

As of this date, a total of \$625,000,000 was pledged in 1974 community campaigns. Money still outstanding was primarily in the largest communities. By proper attention to the wind-up of these and other campaigns, a total of \$675,000,000 to \$700,000,000 could be realized by the end of the year. As one indication of the further potential for 1975, Mr. Bernstein asked the executives to consider the number of newly increased gifts in 1974 which substantially increased but still did not approach ratings given them by their peers.

1975 CAMPAIGN OUTLINE - The following 1975 campaign outline was presented:

- May            On a highly selective basis to seek specific individuals -- perhaps  
June            three to ten in a community --to state they will give more in 1975  
                  than in 1974. To establish confidence in the 1975 campaign, selected  
                  contributors who can make increases for 1975 should be approached as  
                  soon as possible. Where it is not possible to get an actual gift, a  
                  statement of intent indicating a willingness to give more for 1975  
                  should be obtained. The approach can be on a variation of the "Fifth  
                  Question", that is: "Have we really sacrificed in 1974; can we give  
                  more?"
- May            The UJA Executive Committee Retreat on May 24th will seek expressions  
                  of increased giving.



- June This same process to continue on an international basis at the Jewish Agency Assembly scheduled for June 16th in Jerusalem -- a procedure never before attempted.
- July Communities to hold non-fundraising board meetings during July with a cabinet minister from Israel in order to evaluate need and, if possible, establish a goal for the campaign. Purpose -- to begin a dialogue in order to establish dimensions of the 1975 campaign and to build confidence in the campaign.
- August One week prior to the Prime Minister's Mission, a meeting in Ambassador Dinitz's home for 40 major prospects and community tone setters who will not participate in the Prime Minister's Mission.
- August The Prime Minister's Mission scheduled to leave Sunday, August 25th, and return Friday, August 30th, with specialized concentration on major gift prospects. The UJA will set up a special task force to work with communities on each selected prospect.
- September A meeting in France in September of million dollar minimum contributors. It is hoped to begin with a reception in Paris hosted by Baron Guy de Rothschild, followed by a flight the following morning to Bordeaux for lunch with Baron Philippe de Rothschild at his chateau, the "home" of Chateau Mouton wines, and then an evening dinner with Baron Elie de Rothschild at his chateau, the "home" of Chateau Lafitte wine.
- September In early September, at the Council of Jewish Federations and Welfare Funds Quarterly Meeting, reaffirmation of local and overseas needs.
- September  
October During September and October, goal setting meetings for communities which did not establish dimensions of the campaign in July.
- September  
October Throughout the September-October period, continue dialogue throughout the country using the Yom Kippur War Anniversary as a pivotal point, in which to urge contributors to ask themselves, "What have we given up by our giving in 1974?", Can we give more?"
- October UJA Study Conference geared for \$20,000 and over contributors scheduled to convene in Israel on October 14th and depart October 22nd, to be preceded by sub-missions.
- October In October the Israel Philharmonic will come to the United States under UJA auspices. The reception accorded the theatre presentation "And None Shall Make Them Afraid", climaxed by the recent community-wide acclaim it received in Boston, indicates the significant climate-setting possibilities that outstanding Jewish cultural programs can have.
- October It has been proposed that the 21 largest cities all have leadership meetings or cameo missions to Israel during the month of October in order both to dramatize the campaign in the United States and bring to Israel the excitement and inspiration that such a program would have for the people of Israel.
- November It was therefore suggested that the intermediate communities utilize the month of November for similar missions.



- November A meeting of returned mission participants with other major contributors in November which would be programmed to parallel in impact the emergency meeting during the Yom Kippur War.
- November The General Assembly of the CJFWF in early November can be helpful to highlight the dimensions of needs and necessary techniques for 1975.
- December In early December the annual UJA Conference can be a target for completing the solicitation of major gifts.
- January A large-scale international Jewish conference in Israel in January might serve several purposes, bring more Jews and a sense of international unity to Israel, and be a springboard to community mass campaigns at a point when large and medium gift solicitation should be in large part completed.

The projections were based on the following concepts:

Since the international community has "come of age" in the Yom Kippur campaign and the International Fund Raising Committee of the Jewish Agency Executive is becoming very active, many of our international and local programs can involve leaders from other countries.

In view of the large giving, middle giving, and mass community response, each city and National UJA might set up committees in each of these areas to begin planning early, since each of these areas requires special techniques and approaches.

To develop the climate necessary for the 1975 campaign and establish the proper dimension of giving, it is necessary for 1975 that the communities and National UJA engage in constant campaign activity.

#### DISCUSSION

Timing - The early announcement of exemplary big gifts is of pivotal importance. The approach to each of selected potential lead givers should be "as if he were a big gifts meeting in himself". The idea must be conveyed that "it is not business as usual." The complexity and flux of the political-economic-security situation in Israel confronting us require a campaign schedule that will build mood, understanding and response accumulatively. The UJA is prepared to adjust its staff operation to work with communities in early cultivation of large contributors.

A substantial number of executives indicated their communities already had selected 1975 campaign chairmen. It was considered important that all communities have 1975 chairmen named quickly and the UJA where desired was ready to help with efforts spotlighting on this procedure.

Communities will be provided early with facts and figures supportive of the themes and issues of the campaign. To increase efficiency and utilization of public relations material, communities must have general campaign PR material earlier than ever before. The UJA will offer assistance to communities in stressing local needs where requested.



Missions - Mission programming should and will be changed to make trips more attractive especially to those who have visited Israel before, and include more "encounters" with Israelis in all walks of life. Attention should also be given to including visits to places other than Israel where there are UJA-funded programs. The proposed development of more family missions for 1975 will be determined by the outcome of the forthcoming Young Leadership family mission. The possible usefulness to communities of films made while missions are in Israel will be "tested" by the results of the film-making project of a New York UJA mission scheduled the following week. Selective invitations to the Prime Minister's Mission from the Israel Prime Minister or other Cabinet ministers this summer may be arranged where there is definite feeling the invitees will respond affirmatively.

Theatre - In view of the observation that the presentation "And None Shall Make Them Afraid" was too costly in its present dimension for some cities, it was indicated that -- in response to definite interest -- a modified production might be developed for 1975 to meet the budgets of intermediate communities.

\* \* \* \*

Mr. Rosenberg noted that the campaign plan projected at this meeting was the "earliest and most comprehensive we have ever had." He pointed out that about 500 gifts in 1974 were of \$100,000 or more, and expected to total between \$85,000,000 to \$100,000,000 representing "one-sixth or one-seventh of the entire campaign." Obviously such gifts will be crucial for 1975 in terms both of money and impact. To begin implementing the campaign plan properly, the UJA should receive within the next ten days the names and ratings of -- and most effective way of reaching -- selected lead contributors. Steps should continue to be taken to assure virtually all \$100,000 minimum gifts come "in" at the right level by September.

Mr. Bernstein indicated that the UJA was prepared to be of help in research relating to the potential of any prospect. He said that metals industry approaches now being developed are expected to materialize for the 1975 campaign.

\* \* \* \*

Mr. Bernstein urged that our unity and spirit of understanding continue and be strengthened so that the American Jewish community can be a bulwark for the people of Israel at this difficult time.

He thanked all attending and adjourned the meeting.