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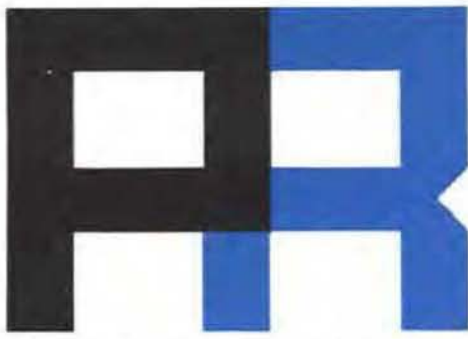
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Campaigns. Cash. 1971-1973.

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## PROGRESS REPORT



Confidential review  
of developments in  
1972's UJA campaign

*Meshulam Riklis* *Laurence A. Tisch*

From: Meshulam Riklis, Laurence A. Tisch,  
General Chairmen

To: 1972 Campaign Leadership

AMERICAN JEWISH  
ARCHIVES

August 10, 1972

### FUND-RAISING MEETINGS STILL IN PROGRESS

Nine fund-raising meetings for UJA are still on the calendar between now and Labor Day. Among them are several of our major trade divisions, including Coats and Suits on August 9; China and Glassware on August 14; Men's Neckwear and Tie Fabrics on August 23, and Hardware on August 29. In addition, the Manhattan Organizations group of our Women's Division will hold an important fund-raising luncheon on August 15.

All these events are moving along parallel with the Tuesday and Thursday telephone sessions at UJA headquarters, and with the divisional mop-up drives which are taking place in industries and communities throughout the city. Our summer schedule is not as ambitious as a month or two ago, but it is proving highly productive nevertheless, and we want to thank the men and women who are continuing to give their time and energy to UJA at this season of the year.

### CHAIRMEN REPORT ON AUGUST 31

The final session of our current person-to-person program will take place on Thursday, August 31, when

division chairmen will report on the amounts their divisions have raised thus far, and will outline their plans for the completion of the 1972 campaign.

The concluding session will also mark the observance of Bill Rosenwald's birthday. This annual celebration has become a traditional part of the wind-up of the person-to-person campaign, and we all look forward to congratulating Bill once more.

Our guest speaker will be Israel Consul Joshua Pratt, who has been a diplomatic representative of his country in Russia, and who speaks authoritatively on official attitudes toward Russia's Jews.

The eleven telephone sessions which had been held at UJA headquarters up to the end of July have brought in 3,777 gifts amounting to \$1,019,972. This sum represents a 36.7% increase over the amount obtained during the same period in 1971. The increase results largely from the greater number of successful calls which have been made this year as against last year, rather than from significant increases in individual gifts.

# PROGRESS REPORT

## BOX SCORE ON SOLICITATION (\$2,500 & Over Contributors)

Category	1971 (Entire Year)		1972 (Gifts received as of July 28)			1971 Contributions Not Yet in For 1972
	Total No. Contributors	Gifts Obtained by July 28, 1971	Number of Contributors	New Contributors	Total Number Contributors	
\$ 2,500-4,999	1,359	1,141	991	123	1,114	368
\$ 5,000-9,999	855	723	641	99	740	190
\$10,000 & Over	953	807	700	170	870	253
	<u>3,167</u>	<u>2,671</u>	<u>2,332</u>	<u>392</u>	<u>2,724</u>	<u>811</u>

### BOX SCORE COMMENTS

We are continuing to move ahead of our 1971 pace in the solicitation of gifts in the \$2,500 and over category. As of July 28, we had 53 more on our books than we had at the same time last year — 2,724 as against 2,671.

However, there are still 811 gifts in this category which were made in 1971, but which have not yet come in for 1972. The July pace for bringing in these gifts has been at the rate of almost 40 a week. Last year during the same period the pace was better than 50 a week, so unless we can see more people and gain more commitments, the slight advantage that we have built up is likely to be dissipated in a short time.

The only way we can prevent that from happening is for all of us to make one or two more appointments each week during the summer so that we are not completely overwhelmed at the end of the year. The

only certain consequence of letting things slide now would be to lose some of these extremely important gifts, and certainly we cannot afford to do that in this year of all years.

Our finishing “kick” will determine the success of our entire 1972 effort, so we hope you will join us in trying to make steady and systematic inroads on the 811 special gifts that are still outstanding.

### SUFFOLK OFFICE TO BE OPENED

At its last meeting, the Cabinet approved the establishment of a permanent UJA office in Suffolk County, which has a population of 25,000 Jewish families, as a base of operations for the 1973 campaign. The new office will be located at 15 Winthrop Drive, Dix Hills, L.I., N.Y. 11746.



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Morris L. Levinson, Chairman of the Board of Governors, in commenting on the establishment of the new Suffolk County office, pointed out that the executive staff of UJA ought to look toward possible further areas of decentralization.

### PERSONAL SOLICITATION – KEY TO SUCCESS

Those of you who receive and read the UJA PROGRESS REPORT regularly know how much we emphasize – and for good reason – the importance of the gifts in the \$2,500 and over range. It is here where the success of the campaign is determined.

There are a total of 3,167 prospects in this category; 2,724 of them have by now made their gifts. (We also received 392 new gifts in this category).

We have made an analysis of how these gifts were obtained and what approach brought the best results.

Of the 2,724 gifts, 1,340 were personally solicited by one or more of our volunteer leaders in face-to-face discussions with dates for these appointments previously set, i.e. the person to be solicited knew *why and by whom* he was being contacted. These solicitations resulted in an over-all increase of 31%, and it is encouraging to know that an ever-increasing number of volunteers were involved in this solicitation process.

Another 619 gifts came in via telephone solicitation. Here the increase shrank to 10% while 504 previously unsolicited gifts were announced at the various trade or boro functions with the result of 4% over the previous year.

The rest of the gifts came in the mail or by other means.

What does this prove?

That there is nothing more successful than personal solicitation, one man seeing another and asking for his contribution. We will continue to hammer at this until everyone of our workers fully accepts it and in so doing helps us to raise the real potential which exists in our City.

### HOW DO WE COMPARE WITH THE REST OF THE COUNTRY?

There are 56 cities in the United States which raise in excess of \$1,000,000 per year. Of these, 48 have either already raised more money in 1972 than in any previous campaign, or as in our case, expect to have raised more by the time their campaigns have been completed.

The percentage increase in the 48 cities is as high as 96% over 1971 (Denver, Colorado) and as low as 0.4% (San Diego, California).

Some other cities doing an exceptionally fine fund-raising job this year are Miami (up 53%), Phoenix, Arizona (up 49%), San Francisco (up 11.5%), Washington, D.C. (up 14%), Dallas (up 20%), Houston (up 19%), Minneapolis (up 12%), and Indianapolis (up 15%). Each of these cities will raise more this year than in any previous year in its history.

The total national campaign figures for 1972 show that the amount raised throughout the United States is close to \$300,000,000, an increase of \$40,000,000 – or 21% – over 1971. If the present trend continues, the Jewish communities in the United States will raise about 10% more than last year.

## PROGRESS REPORT

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### MEET TO EVALUATE UJA METHODS

A close study of New York UJA's fund-raising methods, an examination of campaign approaches for 1973, and a consideration of fresh techniques in the fund-raising and public relations areas, were among the subjects of discussion when the newly organized "Committee on New Priorities" held its first meeting in the board room at New York UJA headquarters on the night of July 31st.

Marshall M. Weinberg chaired the meeting at which volunteer leaders, together with key staff members of the organization, spent more than three hours in a frank exchange of ideas and evaluations of current procedures.

The committee members considered such matters as the current political situation in the Middle East and its possible impact on the attitudes of contributors, the ways in which younger people can be drawn into the campaign organization and develop as future leaders, and the types of planning necessary to reach more of the estimated 800,000 Jewish families in the New York area, a majority of which do not now give to UJA.

Among the lay leaders of UJA who attended the meeting were Daniel Andron, Henry Brenner, Rabbi Judah Cahn, Mr. and Mrs. Doniger, Mrs. Emanuel Gantz, Stanley H. Lowell, Carl M. Ross, Herbert Singer and Mr. and Mrs. Burt J. Siris.

### "5732: THE JEWISH YEAR IN REVIEW"

During the past two weeks more than 50 requests for our latest film, "5732: The Jewish Year in Review," have been received from synagogues, youth groups and other organizations throughout the metropolitan area.

The half-hour film, which was produced by our staff and is narrated by David Schoenbrun, depicts a series of the major events in Jewish life during the year 5732 in this country, in Israel, and other areas of the world.

While the film does not confine itself to UJA activities, many of the developments underlying the current campaign are shown as significant events during the year. Among these are the concrete problems Israel faces in safeguarding its security, and the extent of the mass migration from the Soviet Union.

The film has been offered to all Jewish organizations in Greater New York, and many have scheduled showings during the coming High Holy Day season. A study guide has been prepared as a basis for discussion of the events shown in the film.

Good luck, and good campaigning.



## MEMORANDUM

Date November 29, 1971

To Mr. Irving Bernstein

From Robert Herman

Subject BOSTON, MASSACHUSETTS - CASH VISIT - NOVEMBER 24, 1971 - ROBERT HERMAN AND HERBERT ROSENSTEIN

We met with Comptroller Rieves Spiller and Campaign Director Aaron Levine.

Collections here at present are very poor and Spiller reports a trend of contributors insisting that current payments be credited to 1971, though they owe balances for 1970 and prior years.

Boston is making an all-out cash collection effort now....see Public Relations material attached. Also, Cash Chairman Mortimer Weiss, has set up cash collection committees on a campaign basis, asking the men who got the pledges to go after the cash. Milton Borenstein will substitute for Weiss in December.

Aaron Levine told me that he received a call from our office yesterday (November 23) that Sidney Edelstein was coming in to make cash collection visits. Levine is preparing a list of \$50,000 and over contributors who owe large balances.

Some of the large balances are:

Zayres Jewelry (Max Feldberg) - \$643,000 for 1970 - 1971. A large payment on this balance promised in December.

Norman Cahners owes \$220,000 for all years and says he will remit approximately \$100,000 in December.

David Bakalar owes \$430,000 for 1970 and prior years. No 1971 gift.

Dewey Stone owes \$230,000 for 1970 and prior years. No 1971 gift.

Reuben Gryzmish owes \$400,000, including 1971.

Irving Usen owes \$155,000.

Bernie Grossman owes \$150,000 for 1970 - 1971.

Both Spiller and Levine say they cannot meet November and December cash quota of \$3,500,000. They think \$1,500,000 is more realistic.

Spiller will send approximately \$100,000 cash to National office by November 30.

Regards

RH:HL  
Enc,

CC: MP/PBC/HR

HAR

## MEMORANDUM

Date November 26, 1971

To Mr. Irving Bernstein

From Robert Herman

Subject WASHINGTON, D. C. - CASH VISIT - NOVEMBER 22, 1971 - ROBERT HERMAN AND HERBERT ROSENSTEIN

We met with Executive Director, Mike Brissman and reviewed the cash situation.

Washington is in relatively good shape with 1970 and prior balances of \$1,086,000 and has paid \$2,126,522 on an estimated allocation for 1971 of \$4,670,000. Brissman sent us \$75,000 on Friday, November 19, which is included above.

Mr. Brissman refused to make a commitment on our Washington quota for November and December of \$1,500,000 but thinks he can approximate \$750,000 to \$1,000,000.

Of the large balances outstanding the most serious are:

Carl Freeman - who owes \$240,000 for 1970 and prior years and \$40,000 for 1971. Freeman expects to go public in February 1972 and will give restricted (lettered stock) in payment. This of course, cannot be made available in cash for at least two years.

Kay Jewelry (Joel Kaufman) owes \$140,000 for all years. Brissman says he expects a note from Kaufman (date indefinite) which Brissman will discount and send proceeds to us.

Brissman has approximately \$100,000 in lettered stock for 1970 and \$100,000 for 1971 which cannot be presently converted into cash.

Brissman has men soliciting larger cash balances and will have a billing with cash urgency insert going out December 1.

Brissman says he has no reserves to advance us and that Dallas Plan has no significance in Washington.

Regards

RH:HL  
CC: MP/PBC/HR



file

MINUTES OF A MEETING OF UJA STAFF CASH COMMITTEE

Held in the Board Room - October 17, 1972

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Present at the meeting were:

- Irving Bernstein
- Martin Peppercorn
- Donald H. Klein
- Robert Herman
- Samuel H. Abramson
- Herbert Rosenstein.

Irving Bernstein started the meeting by asking Robert Herman what is our cash program for October, November and December.

Mr. Herman outlined what we have been doing thus far as follows:

1. We had a meeting of the UJA department heads to ascertain what could be done by each department in striving for cash.
2. Major communities are now setting up Cash Collection meetings - Cleveland, Los Angeles, Detroit, Boston, Chicago. Previously all the communities did was send out bills and make a few calls. Now there will be viable committees with professionals in charge, and daily follow-ups will be made.
3. Mr. Herman discussed set-up of a new National Executive Cash Committee which had been discussed with Gerald Colburn and Martin Peppercorn. Mr. Colburn will make personal calls before he leaves for Israel on October 27th, to each proposed member to ask him to serve on this Committee. Mr. Bernstein deleted the names of Bert Rabinowitz of Boston, and Bram Goldsmith and Edward Sanders of Los Angeles. Mr. Herman is to get replacements for these men.
4. We sent out to National Cash Committee, balances and quotas for each community. Letters were sent out over Gerald Colburn's name and fieldmen received copies. 206 communities are handled by 61 National Cash Chairmen.

Mr. Bernstein asked if the fieldmen know who the Cash Committee men are for their communities. Mr. Herman answered that fieldmen are sent every month a list of Cash Committee men for their communities. Also, cash flow analyses are sent to fieldmen whose communities show less cash this year than last year.

Mr. Herman proposed that we send a Sapir letter to members of the Prime Minister's Mission and Study Mission thanking them and stressing the need for cash. Mr. Bernstein felt that the letter should come from Pincus rather than Sapir, and Mr. Herman will draft such a letter.



It was further suggested that a cash letter over Paul Zuckerman's signature should be sent out to \$10,000 and over contributors. Also, lay people should go into communities where there are big balances, provided the communities agree to this. Mr. Herman said that we tried this once before and the communities did not agree to allow lay people into their communities on cash balances. We will try it again; there is an outside chance for community cooperation.

Mr. Herman also suggested that we work with the communities in a planned payment program for pledges; i.e., when a man makes a pledge he should also state the method of payment. Mr. Bernstein said that this is a long term idea, but what will we do in the short term?

Mr. Peppercorn suggested a November bucket shop. Mr. Bernstein stated that in the past our bucket shops have been a failure because not many people showed up and there was no excitement. Mr. Peppercorn suggested that since New York City runs telephone operations for cash, we could bring in National people to combine the National cash effort with the New York City effort. Mr. Bernstein said that we should get a lay man to be Chairman of each bucket shop set-up for a day. The lay man should have the responsibility for getting people into the bucket shop. We should take one or two days a week and give the job to a different man each day. Mr. Bernstein maintained that there is no reason why we cannot have a successful bucket shop if we use a little imagination. Each bucket shop should have five or six people on the telephones, well-staffed, and charts should be provided by the Public Relations Department. In other words, a spirit of excitement should be engendered.

Mr. Bernstein asked Mr. Herman what is anticipated for the remainder of the year. Robert Herman and Herbert Rosenstein made the following projection:

October	- \$13,000,000
November	- \$13,000,000
December	- \$64,000,000.

This will bring our total to \$235,000,000.

Mr. Herman noted that Mr. Rosenstein was in Chicago at a Controllers meeting a couple of week-ends ago and that he reported that all the controllers were complaining that cash was lagging in every community.

Mr. Bernstein told Mr. Herman to bring up-to-date a schedule on non-liquid assets held throughout the country; and also to up-date the Executive Committee owings so that he can make efforts to collect.

During the meeting Mr. Bernstein telephoned Donald Benjamin for a date to hold a bucket shop, with Don Benjamin as Chairman. Mr. Benjamin agreed and said that he would call back with a date. Mr. Bernstein said that our bucket shops should from now on be run with imagination and inspiration.

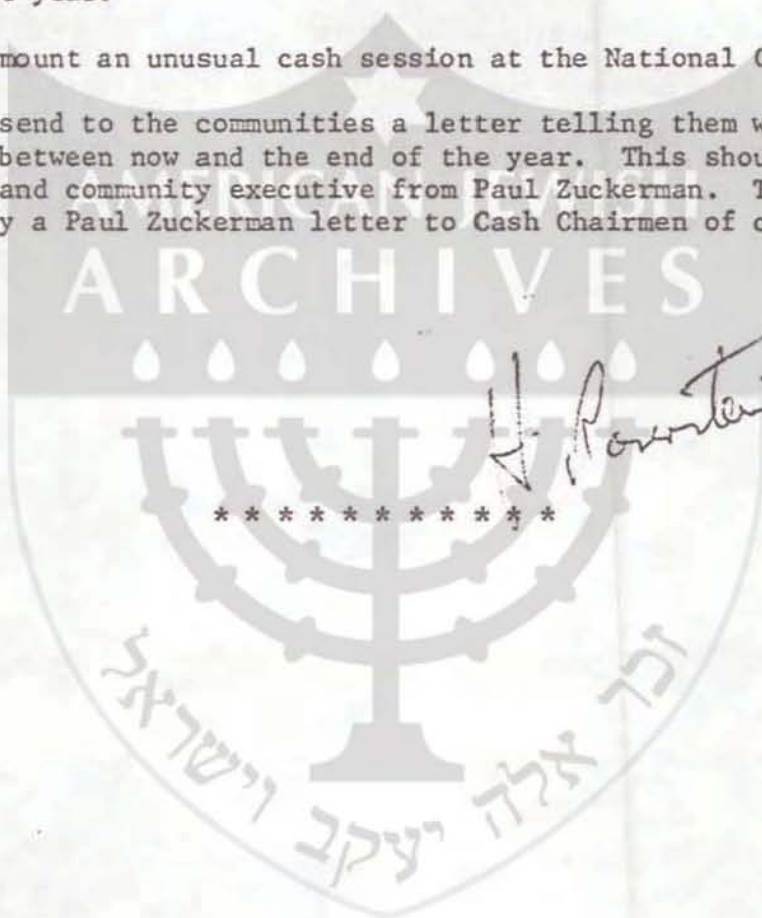
It was decided that the following steps will be taken to expedite cash collections between now and the remainder of the year:

1. Mr. Herman and Mr. Rosenstein to meet with controllers and Cash Chairmen.
2. Mr. Peppercorn to set up a meeting with Donald Hurwitz of Philadelphia to discuss the special problem involving Sidney Jaffe.



3. Gerald Colburn to meet with members of National Executive Cash Committee to ascertain what we will do in launching Cash Campaign for balance of year. It was agreed that it would be productive if Mr. Colburn and the National Executive Cash Committee met during the General Assembly in Toronto and that the cash discussions at the General Assembly should be expanded to include key community leadership. Mr. Bernstein added that at the General Assembly, whenever a session on the campaign is held, a session on cash should be added.
4. Mr. Peppercorn will try to get particular big gifts paid and will also try to get advances from communities' reserves and endowment funds, as he did last year.
5. We should mount an unusual cash session at the National Conference.
6. We should send to the communities a letter telling them what is expected from them between now and the end of the year. This should go to the President and community executive from Paul Zuckerman. This should be followed by a Paul Zuckerman letter to Cash Chairmen of communities.

HR:FF





## MEMORANDUM

Date November 29, 1971

To Mr. Irving Bernstein

From Robert Herman

Subject MIAMI, FLORIDA - CASH VISIT - NOVEMBER 23, 1971 - ROBERT HERMAN AND  
HERBERT ROSENSTEIN

We met with Executive Director, Arthur Rosichan; Sol Cina, Bob Forman, Mike Brodie.

The cash situation is serious here. Collections are slower than usual and it is attributed to poor business, and the low stock market, and several serious collections situations.

Clifford and Stuart Perlman of Caesars Palace in Las Vegas owe \$ 100,000 for 1969-1970 (no gift for 1971). They are in Las Vegas at present and attempts to collect have been futile. Sid Edelstein will be in Las Vegas on December 2 and Rosichan agreed to have Edelstein try for collection.

Leonard Rosen owes \$577,610 for all years. Rosen says he expects to be in a position to make substantial payment around April 15, 1972. This may be in the form of stock.

Joe Kanter owes \$202,500 for 1969 - 1970 - 1971 and Rosichan asks that we make cash collection effort through Leonard Bell.

Herman Shaw owes \$91,000 and immediate collection is impossible. He is in financial trouble.

Morton Hill owes \$87,138 for 1970 and prior years. All efforts to collect this were unsuccessful. Rosichan suggests that Larry Tisch, who knows Hill, try for collections. I will contact Mr. Tisch.

Flagler Kennel Club (Isidore Hecht) owes \$67,749 for all years. Lay leaders here are working on collection.

Bob Russell owes \$69,000 for 1970 - 1971. Payment expected to be slow.

Mort Kaplan owes \$67,000 and the Federation is holding lettered stock.

Tropical Park made a 1971 pledge of \$65,000 which is expected to be a write-off since payment is very doubtful.

Miami is holding approximately pledge value of \$650,000 in lettered stock, the value of which has decreased 75 - 80 % since it was taken.

continued

They would not commit on the Miami cash quota of \$1,500,000 for November and December. They claim it is impossible to meet quota but will try for \$1,000,000.

Cina will send approximately \$100,000 cash to us by November 30.

The men we met with said that prior to 1969 they had cash collection committees functioning in September, October, and November, but since the National office pressed for fund raising in the early Fall, the emphasis on cash collections shifted since the key men who had cash collection responsibility, are involved in pace setting gifts.

Miami actually is still winding up 1971 campaign. Approximately \$400,000 in outstanding values are still out.

Regards

RH:HL

CC: MP/PBC/HR





# MEMORANDUM

Date January 14, 1972

✓  
To Rabbi Herbert A. Friedman  
Mr. Irving Bernstein  
Mr. Martin Peppercorn

From Herbert Rosenstein

Subject CASH GOALS

I have computed cash goals for every community in the country.

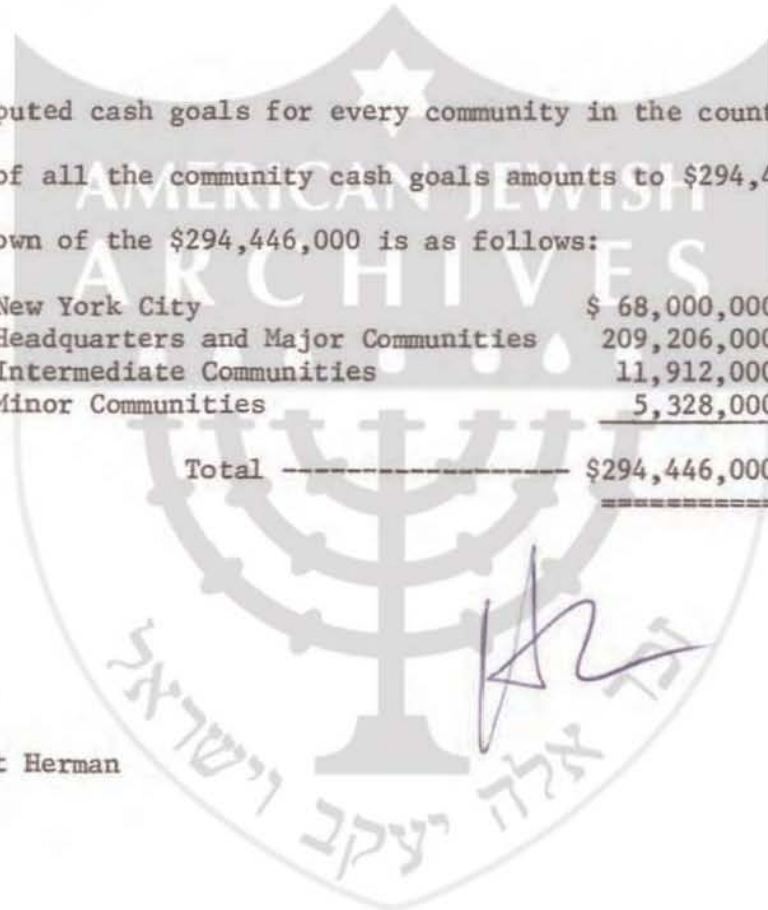
The total of all the community cash goals amounts to \$294,446,000.

The breakdown of the \$294,446,000 is as follows:

New York City	\$ 68,000,000
Headquarters and Major Communities	209,206,000
Intermediate Communities	11,912,000
Minor Communities	<u>5,328,000</u>
Total	<u>-----</u> \$294,446,000 <u>=====</u>

HR:FF

cc - Robert Herman



# MEMORANDUM

✓  
**To** Rabbi Herbert A. Friedman  
 Mr. Irving Bernstein  
 Mr. Martin Peppercorn

**Date** January 17, 1972

**From** Herbert Rosenstein

**Subject** CASH GOALS

Relative to my memorandum on Cash Goals dated January 14, 1972, this is to advise you that in reviewing my figures I find that Milwaukee was omitted.

Please add \$4,500,000 cash goal to Milwaukee to the total cash goal figure previously reported.

This will bring the revised cash goal figure to \$298,946,000. The breakdown is as follows:

New York City	\$ 68,000,000
Headquarters and Major Communities	213,706,000
Intermediate Communities	11,912,000
Minor Communities	<u>5,328,000</u>
<b>Total</b>	<b><u><u>\$ 298,946,000</u></u></b>

HR:FF

cc - Robert Herman



Cash

הסוכנות היהודית לארץ-ישראל  
THE EXECUTIVE OF THE JEWISH AGENCY

Telegrams: "JEVAGENCY" JERUSALEM  
Telephone: 39261 (9 Lines)

OFFICE OF THE EXECUTIVE  
P. O. Box 92  
JERUSALEM

Ref. No.

November 6, 1972



Dear Friend,

*The spirit of solidarity shown by you and your fellow participants in the UJA's Study Conference impressed and heartened all of us here in Israel. The substantial gifts announced for 1973 will, I know, spearhead a remarkably productive campaign in the United States to help the Jewish Agency and the Joint Distribution Committee carry out the tremendous tasks confronting them in the coming year.*

*Invaluable as those pledges are, however, they alone cannot resolve the problems facing us in the remaining months of the year. Large daily amounts of cash are urgently required to cover the continuing cost of rescuing and receiving the increasing immigration from Russia and to absorb them into Israel's society.*

*We are counting heavily on \$250 million in cash this year from the American Jewish community. I realize that achieving this goal demands an intensely concerted day by day effort from all communities to convert pledges into cash. Your actions on the UJA's Study Conference showed that you are eminently capable of making that kind of effort personally, and of providing your community with effective leadership it will need in the days ahead.*

*It was a great pleasure to have you with us in Israel. Looking forward to seeing you again -*

Sincerely,

Louis A. Pincus  
Chairman, Jewish Agency

Est.	Cash 1971	-	<u>210</u>	✓
	big 21	-	<u>142</u>	✓
	balance		68	-

Cash 1972	-	<u>300</u>	}
big 21	-	<u>201</u>	
balance		99	

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	accts receivable	1/1/71	-	110
*	" "	1/1/72	-	165
**	" "	1/1/73	-	130

\* based on assumption of  $\frac{1971}{265}$  pledge campaign and  $\frac{1971}{210}$  cash collection

\*\* based on assumption of  $\frac{1972}{265}$  pledge campaign and  $\frac{1972}{300}$  cash collection



## Edward Ginsberg

	<u>1971</u> actual	<u>1972</u> goal
N.Y.	50,300	68
LA	12,800	20
SF	4,300	5
Hartford	3,100	5
Washington	4,100	5
Miami	3,500	5,600
Atlanta	3,200	4,400
Chicago	9,500	12,000
Baltimore	4,400	6,000
Boston	6,200	10,000
Detroit	7,750	10,000
Minn.	1,800	2,650
K.C.	1,400	1,700
St. Louis	2,350	4,400
Newark	4,200	5,500
Cincy	1,300	2,000
Cleveland	7,300	12,000
Phila.	7,100	12,000
St. Hts	2,700	3,300
Dallas	2,000	2,500
St. Louis	3,000	4,500
	<u>142,300</u>	<u>201,550</u>

# CAR

**CAMPAIGN  
REPORT**

# I

**The Israel Emergency Fund  
and Coordinated Campaigns of the  
United Jewish Appeal of Greater New York  
and the Federation of Jewish Philanthropies**

An inside look  
at progress on the  
New York campaign front

TO: Campaign Leadership

November 9, 1973

## FUND-RAISING RESPONSE — HERE AND ABROAD

The crisis in Israel has elicited a response unparalleled in the history of Jewish fund-raising. It has brought forth volunteers by the thousands. It has brought forth dollars and other currencies by the millions. It has brought forth a dedication to Israel's humanitarian needs that is almost incalculable. Jewish communities throughout the free world have risen to the occasion once again.

Here are some of the fund-raising results since the outbreak of hostilities a month ago. The following figures refer to the Jewish populations; the amounts raised during the 1973 campaign; and the results obtained so far in the Israel Emergency Fund drive.

Country	Jewish Population	1973	IEF	Cash
England	400,000	\$42,000,000	\$125,000,000	Almost \$100,000,000
France	500,000	8,000,000	27,000,000	Unknown
Caracas, Venezuela	12,000	2,000,000	8,000,000	Fully paid

South Africa, which has a population of 120,000 Jews, has adopted a quota of \$42,000,000, which is five times what was raised in 1967.

In these countries there are no tax deduction benefits connected with donations. To those who read these figures the meaning is clear: The Jews outside the

United States have so far surpassed American Jews with their generosity and the vigor of their response to the current crisis.

Every city in the United States is now engaged in an intensive fund-raising campaign for the year 1974. Most cities have more than half way reached their goal. St. Louis, for example (as of October 26) has raised \$3,250,000 as compared to \$1,525,000 in 1973.

Cleveland, which is the most generous Jewish community, rated on a per capita giving basis, has not only maintained its giving record but has surpassed it by 106 percent — or \$10,317,000 — over the sum raised in 1973. This elevates the per capita giving for Cleveland to almost \$400 for every man, woman and child living in the community. It is an enviable record.

## CAMPAIGN LEADERSHIP SELECTED

William J. Levitt and Meshulam Riklis, two of the most generous and best known Jewish fund-raising leaders in the United States, will be serving as General Chairmen of the Israel Emergency Fund drive and Coordinated Campaigns of United Jewish Appeal of Greater New York and Federation of Jewish Philanthropies. They are aided by two extraordinary cam-



## **CAMPAIGN REPORT**

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paigners, Herbert Tenzer and Alan V. Tishman, who are serving as Co-Chairmen. Working closely with them on every phase of this unprecedented fund-raising effort are Laurence A. Tisch, UJA's President, and Lawrence B. Buttenwieser, Federation's President. This leadership is now in the process of selecting their co-workers and an announcement to this effect will be made in the next issue of Campaign Report.

### **CR (CAMPAIGN REPORT):**

By means of these Campaign Reports, of which this is the first, we plan to keep you — as a key leader in the \$280,000,000 campaign — informed of all issues and campaign developments in order to enable you to interpret effectively this campaign to the New York Jewish community. We welcome your comments and suggestions.

### **WHAT IS THE COORDINATED — OR JOINT — UJA — FEDERATION CAMPAIGN?**

When the Middle East war erupted, the Federation of Jewish Philanthropies had begun its 1973 drive for a maintenance fund of \$30 million.

To continue such a drive in the face of the emergency would have been impossible. All Jewish eyes were focused on the Middle East. All Jewish hearts were filled with anxiety and concern for an endangered people, for a nation in peril.

Yet the needs of our own Jewish community are still urgent because it is out of the strength of that community that our response to Israel's plight must necessarily flow.

The solution? It was hammered out through days and nights of discussion and meetings among the top leaders, lay and professional, of the United Jewish Appeal and Federation. The decision ultimately reached — there will be a joint campaign, to be mounted under the title of the Israel Emergency Fund and Coordinated Campaigns of the United Jewish Appeal of Greater New York and the Federation of Jewish Philanthropies.

That is where we stand today, hands joined in a united effort to respond to the urgent humanitarian crisis in Israel, and to our continuing obligations at home.

This unprecedented campaign has an equally unprecedented goal. We are out to raise \$280 million. \$250 million for UJA; \$30 million for Federation. That is more money than has ever been raised before in history. It is triple our past combined efforts. Ambitious as the goal may be, it can be reached.

There is no Jew who is exempt from this cause. There is no Jew who cannot help in a crisis the result of which will determine the course of Jewish history for years to come.

It is a time when all 2,500,000 of us have to stand up and be counted.



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## EBAN TO ADDRESS CAMPAIGN OPENING ON NOVEMBER 15

Foreign Minister Abba Eban will address the dinner which will formally launch the historic campaign for the Israel Emergency Fund and Coordinated Campaigns of the United Jewish Appeal and the Federation of Jewish Philanthropies on Thursday evening, November 15, at the New York Hilton Hotel.

Announcements at the dinner will be limited to contributions of \$50,000 and more, and will begin a long series of campaign events in every industry, profession and community in Greater New York as well as in Westchester, Nassau and Suffolk counties.

The opening dinner will take place against the background of a prior pace-setting dinner which took place on November 1, and which was attended by a large group of major contributors. Guests at the November 1 dinner were assembled on eight days notice, without formal invitations, and lured only by their understanding of the extent of the crisis with which the Jews of the world are coping today.

This group of men and women pledged a total of over \$36,000,000 to the Fund. Their increases over their earlier 1973 gifts have not yet been analyzed but they are a good omen for our campaign.

The first significant steps toward our \$280 million goal have now been taken. We look for further giant strides, for equally significant advances, at the campaign opening on November 15.

## THE EMERGENCY AT UJA HEADQUARTERS

We didn't have to ask New Yorkers to help us in the wake of 1973's fateful Yom Kippur. In the weeks that followed, UJA headquarters saw as many as 15,000 volunteers coming in and out on their mission of help. Some came to make their own gifts. They amounted to pennies from children, to checks for \$25,000 from men and women who had never before contributed to UJA. They came to call their friends, and urge them to support UJA. They came to plan rallies, to organize meetings, to take inspiration from one another.

On the telephones, where thousands of calls were being made every hour, boys in bluejeans sat next to bankers, college students next to industrial leaders, taxi drivers and tycoons munched sandwiches together in the occasional breaks from telephoning, from planning, from exhorting everyone they could reach.

That was the scene at UJA headquarters day after day. They were the days when a New York judge walked in to present a check for \$10,000; days when a nurse delivered a check for \$1,000 from a contributor who was waiting to be examined by the doctor for whom she worked; days when piggy banks were broken, when checks filled cartons, and when an eight-year-old girl made her contribution and then asked that her note be sent to Israel. The note read, "Dear Israel: I hope you win, Love, Danielle."

## MILLION DOLLAR-AN-HOUR TELETHON

With less than a week's preparation, the United Jewish Appeal Israel Emergency Fund telethon went on



## CAMPAIGN REPORT

the air — live — over WPIX-TV at 9 o'clock on Sunday evening, October 21.

By 1:30 the following morning, more than \$3,500,000 in gifts were posted on the bulletin board — better than \$1 million an hour. No previous telethon for any cause has ever approached this volume of support in such a brief interval.

On the following day the mailbags began to arrive at UJA headquarters, every one containing 4 to 5 thousand contributions. They continue to come in with every mail and, only now, more than a week later, has the volume begun to taper off.

We do not yet have a tally on the actual cash realized on the telephone pledges to the Israel Emergency Fund. The star-studded cast headed by Herschel Bernardi and Virginia Graham put on a show which is still being talked about as one of the high points of the 1973 entertainment scene.

The producers, who worked day and night to stage the telethon, were Michael Krauss, former producer of the Mike Douglas show, and Walter Hamilton, who has staged nine previous telethons. Their associate producer was Marilyn Olin. Zahava Burack impressed and moved the producers with her dedication and enthusiasm.

### MEASURE OF ISRAELI SACRIFICE

The Israeli who earns \$714 a month now will pay \$217 a month in income taxes, \$38 as part of an old

compulsory loan, another \$38 for a new emergency loan, and \$24 in social security payments. This leaves him a net of \$397 a month. If this employee contributes a month's salary to the new voluntary fund drive and pays in six installments, as is the usual case, another \$119 would be deducted each month for the next half year. That would leave him with only \$278 of his \$714 gross.

These figures indicate the price that Israeli citizens are being asked to pay in this emergency.

(From the Wall Street Journal)

### SOVIET JEWS CONTINUE TO EMIGRATE

War or peace, the flow of immigration from the Soviet Union continues. For example: On October 28 and 29, 409 Jewish immigrants arrived in Israel from the Soviet Union. On the same two days, 308 more Soviet Jews arrived in Vienna en route to Israel.

*What does Jewish survival mean to you and what are you going to do about it?*



United Jewish Appeal  
220 West 58 St., New York, N.Y.  
(212) 265-2200



Federation of Jewish Philanthropies  
130 East 59 St., New York, N.Y.  
(212) 751-1000

Irving Bernstein

November 16, 1971

TO: HERB FRIEDMAN

As part of my cash program, I have Bob Herman, our Cash Director and Herb Rosenstein, our Controller, visiting the 21 major cities which owe us 70% of our accounts receivable. Attached for your attention is a copy of their memorandum on Essex County.

IB/sp  
Att.





## MEMORANDUM

Date November 12, 1971

To Mr. Irving Bernstein

From Robert Herman

Subject ESSEX COUNTY, NEW JERSEY - CASH VISIT - ROBERT HERMAN AND HERBERT ROSENSTEIN

We met with Comptroller Sidney Solomon and Martin Rakitt on Thursday, November 11.

We discussed the Essex County cash quota of \$2,300,000 for November and December. Both felt this was much too high. We explained that the quota was set by us on the basis of \$1,100,000 balances for 1970 and prior years and a balance of \$3,000,000 on the 1971 Campaign. Solomon said that he felt that we should get a minimum of \$1,000,000 for November and December but that if some of the larger accounts came through, such as - the Striar cash of \$250,000, it could go somewhat higher than the \$1,000,000. The Striar usually pay by the end of the year.

\$200,000 will be sent to us next week. Essex County gave us \$900,000 in November - December 1970.

Rakitt said that they have had a rather intensive cash drive in September and October but that they are currently involved in obtaining Pace Setting gifts for 1972. However, the larger accounts are still being handled on an individual basis for cash collection. Two statements will go out between now and the end of the year and Rakitt and Solomon agreed that enclosures will go with the statements stressing the serious cash situation in Israel and urging prompt payment.

We reviewed the 1970 balances which amount to \$726,000, and prior balances. We learned of the following serious situations:

Sol Robbins (Remco Industries) owes \$100,000 and his firm is bankrupt. Collection at this point is impossible.

Howard Dornbush owes \$60,000 over three years. The Federation is holding stock which it cannot currently sell.

Daniel Bernheim owes \$170,000 for 1967, 1968, 1969 and 1970. Bernheim is in serious financial trouble and no immediate cash collection is possible. Birnbaum has made no cash payment for 1971.

Bernard Bedrick owes \$60,000 for 1969, 1970 and 1971. Nothing can be done with him at this time.

continued

Sidney Leiwant of our National Campaign Cabinet owes \$60,000 for 1970 and 1971. He is good for the money but payment will be slow.

Alex Aidelman owes \$32,000. He is part of the Herbert Brody gift and has personal financial problems which will delay payment.

We asked if we could help with any of the above. We were told that with the exception of Leiwant, they were all in the "untouchable" category. I will ask Sidney Edelstein what he can do with Sidney Leiwant when he (Mr. Edelstein) returns from Israel next week.

We asked if they had any monies available in reserve. They said they have absolutely no funds in any reserves which would be available to us.

Regards

RH:HL  
CC: MP/PBC/HR/BASSUK/HH





Irving Bernstein

November 16, 1971

TO: HERB FRIEDMAN

AMERICAN JEWISH

I arranged for the attached letter to be sent to me by Pincus and I am distributing the letter to all professionals, executives and UJA committees.

IB/sp  
Att.

הסוכנות היהודית לארץ ישראל  
THE EXECUTIVE OF THE JEWISH AGENCY

Telegrams: "JEVAGENCY" JERUSALEM  
Telephone: 39261 (9 Lines)

OFFICE OF THE EXECUTIVE  
P. O. Box 92  
JERUSALEM

Ref. No.

October 29, 1971

Mr. Edward Ginsberg  
General Chairman  
United Jewish Appeal  
1290 Ave. of the Americas  
NEW YORK, N.Y.  
USA

Dear Eddie:

I am writing to ask you that you do everything in your power to increase the flow of cash to the Jewish Agency for Israel.

In your recent visits to Israel and in your meetings with us at the Agency, you have been able to make your own first-hand assessment of our budgetary situation. I can only add that the situation becomes more critical every day.

The source of our difficulties is twofold: on the one hand, cash income has been far below the budgeted needs, and I am speaking of the Jewish Agency budget as revised downwards; on the other hand, the flow of immigration from the Soviet Union is greater than we could have anticipated at the time we drew up our last budget. Furthermore, as I have occasion to tell you recently in Jerusalem, I am both afraid and happy about the situation I see in certain other countries, a situation which could -- overnight -- produce a major exodus of Jews to Israel.

I have referred here to the downward revision of the Agency budget. When we convened at the Agency Assembly last June, we had to cut back on every single area of activity for 1971 because of lack of money. And you know that I am speaking not of adjustments but of major cuts. If the present slowness of cash flow continues, we will be confronted by an impossible situation which will force us to decisions that I dare not even contemplate in the light of the continuing flow of immigration, the continuing social needs particularly in housing and education, and the social tensions that the failure to meet these needs must inevitably engender.



I know the heart and mind of American Jewry. I know that you will be able to make clear to them how critically urgent it is to translate into immediate cash the pledges on which we based our revised budget. I know that the Jews of America will understand that we dare not pile cut upon cut, and that therefore they will take the necessary steps, and take them n o w, to assure our being able to maintain at least our present budget line.

With warm personal regards.

Cordially,

Louis A. Pincus





# United Jewish Appeal

## YOUNG LEADERSHIP CABINET

1290 Avenue of the Americas, New York, N.Y. 10019 • 212 Plaza 7-1500

October 25, 1971

To: Young Leadership Cabinet

From: Neil J. Norry

Subject: Fact Sheet - Cash

The budget of the Jewish Agency for the coming year will be \$645 million, \$450 million of which must come from the United States. Immigration and absorption represent a major part of this Jewish Agency budget.

In 1966, 16,000 newcomers settled in Israel. In 1968 the number was 38,000; in 1970, 40,000 and in 1971, the total will be 50,000. They are our people, who were literally given a new lease on life.

Money raised in the United States by the UJA is not spent for defense purposes. All of the funds raised by UJA are used to fulfill the Jewish obligations of care for the sick and homeless, educating the child, feeding the hungry, immigration and absorption.

Nevertheless, Israel's security problems create the context in which all of her other problems find their definitions.

In 1967, the year of the war, Israel's defense budget was approximately \$300 million and represented nearly 12% of her Gross National Product. Since 1967, because of the escalation of arms both in quantity and sophistication, the defense budget for 1971-1972 is \$1.54 billion or five times as much as it was in 1967. This represents 31% of Israel's Gross National Product.

Added to the defense budget for the current year is the cost of servicing a huge debt that Israel has incurred, primarily for the defense reasons. In 1971 that debt service will amount to \$500 million.

Israel has asked the United States for fiscal aid. She has requested a \$300 million loan and a grant-in-aid of \$200 million for 1972. Israel already owes the United States \$500 million for credits granted by Congress in 1971.

RONALD DANIELS  
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BURTON L. ECHLER  
JAMES W. EFFRON  
KENNETH C. ELIAS  
EDWIN M. ELLMAN  
LEONARD J. FEIN  
CHESTER FRESTEN  
SIDNEY FORBES  
RICHARD L. FRELUNDLICH  
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JONATHAN GOLDEN  
RABBI JOEL S. GOOR  
DAVID GREENBERG  
DR. IRVING GREENBERG  
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DONALD ROSENBERG  
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BERTRAM A. RAPOWITZ  
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R. ALAN RUDY  
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RICHARD SCHULTZ  
MICHAEL SCHWARZ  
SANFORD F. SEIFLOW  
HERSCHEL SHANKS  
F. RICHARD SHEIN  
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DAN K. SILVERBERG  
PAUL D. SLATER  
NORMAN SLOHE  
NORBERT J. SLOVIS  
HERBERT J. SOLOMON  
RONNY L. SOLON  
N. THEODORE SOMMER  
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MICHAEL P. STERN  
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STANLEY P. STRAUSS  
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MICHAEL G. SUTIN  
JOEL D. TAUBER  
NORMAN L. TRAEGER  
RONALD H. USEM  
MERRYN VERBIT  
HERBERT S. WANDER  
MARSHALL M. WEINBERG  
MICHAEL H. WEINMAN  
HARVEY E. WEINSTEIN  
DR. PHILIP WEINSTEIN, JR.  
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EDWARD R. BRODA  
MORTON N. CENTER  
IRVING L. CRAMER  
\*Executive Committee



Israel has a foreign currency debt in excess of \$3 billion. Every man, woman and child in Israel has a debt of \$1,100 hanging over his head. This is the highest per capita debt of any country in the world, seven times that of the country with the second highest per capita debt.

The cost of defense and debt service consume more than the entire tax income of the State of Israel, this even though Israel has the most heavily taxed population in the world.

.....

AGENDA FOR CASH MEETINGS

1. Presentation by lay leader of financial situation in Israel - using material in the above fact sheet.
2. Urge those present to liquidate their personal balances and to be part of cash committees to solicit payment of large balances of top contributors.
3. Point out that the largest amounts are owed by relatively few contributors in the community, and that key campaign officers should meet with them individually or in teams, to get payments.
4. That cash collections be made on same plan as campaign for pledges - chairman and workers to cover all divisions - face-to-face solicitation of cash.
5. Suggest that personal bank loans or Dallas plan loans be used as a method of liquidating large balances.

NJN/ds

הסוכנות היהודית לארץ-ישראל  
THE EXECUTIVE OF THE JEWISH AGENCY

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Telephone: 39261 (9 Lines)

OFFICE OF THE EXECUTIVE  
P. O. Box 92  
JERUSALEM

Ref. No.

October 29, 1971

Mr. Edward Ginsberg  
General Chairman  
United Jewish Appeal  
1290 Ave. of the Americas  
NEW YORK, N.Y.  
USA

Dear Eddie:

I am writing to ask you that you do everything in your power to increase the flow of cash to the Jewish Agency for Israel.

In your recent visits to Israel and in your meetings with us at the Agency, you have been able to make your own first-hand assessment of our budgetary situation. I can only add that the situation becomes more critical every day.

The source of our difficulties is twofold: on the one hand, cash income has been far below the budgeted needs, and I am speaking of the Jewish Agency budget as revised downwards; on the other hand, the flow of immigration from the Soviet Union is greater than we could have anticipated at the time we drew up our last budget. Furthermore, as I have occasion to tell you recently in Jerusalem, I am both afraid and happy about the situation I see in certain other countries, a situation which could -- overnight -- produce a major exodus of Jews to Israel.

I have referred here to the downward revision of the Agency budget. When we convened at the Agency Assembly last June, we had to cut back on every single area of activity for 1971 because of lack of money. And you know that I am speaking not of adjustments but of major cuts. If the present slowness of cash flow continues, we will be confronted by an impossible situation which will force us to decisions that I dare not even contemplate in the light of the continuing flow of immigration, the continuing social needs particularly in housing and education, and the social tensions that the failure to meet these needs must inevitably engender.



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With warm personal regards.

Cordially,

Louis A. Pincus



Irving Bernstein

November 18, 1971

Rabbi Herbert A. Friedman  
Jewish Agency for Israel  
P. O. Box 92  
Jerusalem, Israel

Dear Herb:

Last Friday, Louis Pincus and I had a very good meeting with the executive directors of the 21 major cities who attended the General Assembly in Pittsburgh.

Obviously, one short meeting could not bring an instantaneous solution.

However, during our discussion, worthwhile, practical suggestions were made which you will want to consider.

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

I am also attaching for your attention a copy of a letter Eddie Ginsberg just received from Louis A. Pincus. This letter is being sent by Eddie to UJA Officers as well as to your President and Chairman.

If we can be helpful with your cash program, please let us know.

Sincerely,

Irving

IB:rk

P. S. You will be pleased to know that our records show 13 one-million dollar and over contributions toward the 1972 campaign. Moreover, as of November 16, there were a total of 238 gifts amounting to \$29,140,300 as compared with \$20,811,700 of these contributions in 1971, indicating an increase of 40%.



file

NOTES ON MEETING ON CASH COLLECTION PROBLEMS

UJA NATIONAL OFFICE

APRIL 28, 1972

Participants:

Irving Bernstein  
Melvyn H. Bloom  
Peter B. Colwin  
Sidney M. Edelstein  
Robert Herman  
Donald H. Klein

Martin Peppercorn  
Eugene Pollock  
Bert Rabinowitz  
Herman Rosen  
Marc Tabatchnik

Mr. Bernstein said a series of meetings of lay leadership and professional staff were planned to develop more efficient application of the combined resources of the two groups to particular problems. The present meeting was developed because of deep concern about the 1972 cash collection effort. In March, 1972 cash collections fell behind those of the same month last year, and while results for April were slightly ahead of 1971, it currently seemed that it would be exceedingly difficult to achieve the 1972 cash goal. Consideration must be given to an implemented program that would radically improve cash collection efforts in the communities, with particular regard to utilization of UJA national leadership in these efforts. As part of this program, a letter had been prepared, to be mailed early in the following week to Executive Directors, asking all communities to participate in a Cash Mobilization Week Program to be undertaken during the six days in June corresponding to those of the '67 War.

The program, as detailed in the letter, consists of two phases. The first phase, to begin May 1st, involves organizing community efforts and preparing workers for the actual six-day project. The second phase includes a suggested day-to-day operational plan for the six days in June, together with the use of specific UJA materials and aids.

Dr. Edelstein expressed his view that the cash collection operation fundamentally is a "professional" job, with the staff generally developing techniques and other substantial details, and lay leaders like himself taking part in their implementation. Mr. Bernstein indicated that it should be more of a cooperative effort, but that the staff could and should do more in preparing the groundwork for leadership calls and visits, and in following up after their contacts.

Factors contributing to the inadequate cash flow this year were outlined by Dr. Edelstein as follows:

Obtaining and transmitting cash quickly does not, as it should, get the same dramatic emphasis as the pledge campaign.

Reluctance in the communities to press for cash while pledges are still being solicited.

Insufficient attention to having UJA national leaders with outstanding gifts set the very important example of rapidly paying their pledges.

In particular, the cash collection lag in March was attributed to contributors holding on to money in response to the stock market situation, and the intense community pledge campaigns that month. Dr. Edelstein commented that in most cases contributors are in a position to make payments without resorting to special procedures for working them out, but there is an understandable tendency to hold on to money as long as possible in order to try to earn more money with it.

Dr. Edelstein stressed the significance of the fact that bulk of outstanding cash -- 76 per cent -- is in major (Headquarter) communities, and an additional 20 per cent in cities of next largest size. He urged particular concentration on the plan of action presented at the April 17 Officers meeting for collecting cash from key sources in these cities, as follows:

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

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

It was indicated staff work already has started on the two phases of this plan. Mr. Herman has been concerned with preliminary arrangements involving the Headquarter communities, and Mr. Pollock has been calling national leaders to develop contacts between them and community leaders. Communities are being asked to review all \$10,000 and over cards now as well as discuss implementation of the June program. It was pointed out that contacts between national and local leaders must be followed up by appropriate staff contacts with executive directors to see that proposed card reviews and local leadership meetings are worked out -- and national leaders should be advised to tell local leadership this will be done.

Mr. Rabinowitz observed that obviously there is a fixed pattern in the communities of letting considerable time elapse between getting pledges and obtaining the bulk of cash. The only deviation occurred in 1967 when payments were made quickly in response to the drama of the Six Day War. A long range program is needed to change the pattern, and for immediate purposes he proposed a clearly stated approach emphasizing the present dramatic need for immediate cash. He noted that many large contributors conduct their affairs on a calendar year basis, and procedures may have to be worked out for them to make their payments rapidly. Mr. Herman observed that at present the communities themselves are so exclusively calendarized for pledge campaigns in March and April it was not possible to set up any cash meetings for Dr. Edelstein during those months.

Mr. Peppercorn noted that, starting Monday, the Field Staff would try to hold meetings with every large community in order to arrange for UJA national leadership to assist locally in cash collections. The inability until now to use national leadership in many communities has been a serious handicap to the national cash effort. Mr. Bernstein remarked that hereafter every leader undertaking such an



assignment must have specific written instructions from the staff, including a statement on why money is needed (to be prepared by the Public Relations Department), as well as background data on persons to be seen and specific steps to be taken with them. Dr. Edelstein asked that profiles on communities also be provided, including allocations due to the UJA, the number of major outstanding gifts etc. Mr. Bloom proposed that an authoritative message on the cash need be developed with representatives of UJA constituent agencies. It was also suggested that written information be prepared on devices that might be utilized for facilitating cash payments, after obtaining advice from UJA counsel in instances where there is question on the present value of a device for obtaining immediate cash.

Dr. Edelstein said there were now firm commitments from national leaders to undertake assignments in most key cities, and he suggested they should be called together shortly to decide on the timing of their visits and to be briefed in detail concerning them. It was agreed the national leaders would contact appropriate local leadership to ask for meetings, and that UJA staff would follow-up to assure the meetings are set up. Mr. Bernstein indicated these should be meetings of about 12 large contributors, for the most part campaign workers, but possibly including others with large outstanding gifts who do not work in the campaign. UJA staff should make certain all large outstanding gifts in the community are checked out for these meetings and approaches for following-up on them are worked out for cash solicitation efforts by UJA national leaders.

At the community cash meetings in which they participate, national leaders will be asked to urge detailed implementation of the national cash drive plans for May-June. During the more intensive part of this drive, it was indicated, a national control room will be set up in New York to provide communities that call with various kinds of help, including taped messages by Israelis.

Mr. Bernstein observed that between now and June there should be more frequent communications by letter from Dr. Edelstein to the 70-member National Cash Committee. Greater consideration should be given to the nature of Committee assignments; not all members necessarily should get the same type of assignment. It was agreed that a letter with detailed instructions on individual assignments should go to Committee members in the next couple of days, and that this should indicate the name of a staff member who will work with the Committee member. It was further noted that Dr. Edelstein should be provided details on Committee members and their assignments in any area he visits so that he may hold productive meetings with them.

Dr. Edelstein detailed steps taken by himself and Mr. Herman, including meetings with Ernest Michel and the New York City cash collection chairman, to try to provide national leadership assistance. As a further step, it was agreed Dr. Edelstein would contact Mr. Michel in order to set up a meeting on this subject with the participation of the New York City Campaign Chairman and Mr. Bernstein along with Dr. Edelstein and Mr. Michel.

Dr. Edelstein, Mr. Bernstein and Mr. Peppercorn reviewed together appropriate procedures and persons for contacts to expedite payment by Officers and Executive Committee members with outstanding pledges.



Irving Bernstein

April 27, 1972

*Cash  
collection*

TO: Rabbi Herbert A. Friedman

SUBJECT: NATIONAL CASH MOBILIZATION WEEK

The UJA cash goal for 1972 is \$300,000,000. Cash collections in 1971 were \$212,500,000; but as you well know, the needs are much greater this year. The expected immigration to Israel from Russia is 20,000 more than originally anticipated and budgeted for by the Jewish Agency. Actual immigration figures so far this year are bearing out this estimate. This means a direct and immediate increase of \$132,700,000 in the Jewish Agency budget of needs for 1972. Costs have also increased for all ongoing programs for absorption, education, housing, and social services.

Every day the immigrants arrive, and every day the bills must be paid. The price of default is human suffering. Our cash collection objective for June 30 is \$150,000,000. That is the amount of money the people of Israel must have to pay the bills. To meet this goal we are asking all communities to participate with us in a Cash Mobilization Week Program to be undertaken in June. The aim of this program is to mobilize the entire Jewish community in an unprecedented cash collection effort geared to meet our cash obligation. The program is designed to key in to the Six Days in June corresponding to the '67 War. It starts one day before the actual anniversary to avoid ending the program on the Sabbath.

In order to provide the greatest degree of assistance to you, we have developed a kit of materials for your use in implementing a Six-Day Cash Mobilization Program in your community. The kit will include a full spectrum of materials and a basic operational plan, which may be modified to meet the specific situation you will face in mobilizing your community behind this effort. In addition to these suggested activities, we are prepared to undertake a supporting role through the activities of our Campaign, Public Relations and Divisional staffs, as well as our national lay leadership.

The attached plan consists of two phases. The first phase, to begin May 1st, includes instructions for organizing your community effort and preparing workers for the actual six-day project. The second phase includes a suggested day-to-day operational plan for the six days in June, together with instructions for the use of our specific materials and aids.



OPERATIONAL PLAN - SIX-DAY CASH PROGRAM

PHASE ONE

In order to effectively organize your community, a well-coordinated program aimed at marshalling the full facilities of the community must be implemented immediately. By May 1st the following steps should be initiated, the community cash collection structure should be completed and the following assignments made.

1. Appointment of a Cash Committee Chairman and organization and orientation of Cash Committee.
2. Appointment of special high priority committee to handle large outstanding balances.
3. Recruitment and training of large cadre of workers at all levels for cash mobilization.
4. Assignments of collection teams for face-to-face meetings.
5. Establishment of cash quota.
6. Arranging a line of credit at local banks with Federation endorsement for large accounts receivable.
7. Utilization of UJA national lay leadership, Speakers Bureau resources and leaders from other communities for meetings and large outstanding accounts.
8. Placement of ads in the Anglo-Jewish weeklies to appear the week prior to Cash Week, alerting your community of the event to come, with a second ad appearing during Cash Week, emphasizing the importance of the needs and the need for immediate action.
9. Contact and placement of a ten second television spot and a thirty and ten second radio spot which will focus on the need for cash at this crucial time. Your local stations should be asked to air this campaign as well as other spots during the three weeks prior to and including the week of the cash mobilization effort.
10. Distribution of a basic brochure in the form of an insert which can be used in workers kits or sent out as either a direct mail piece or distributed as a handout at meetings. This piece will give the facts on the need for cash at this time and stress the urgency of the campaign.
11. Use of a special bill stuffer on cash for your May billings.
12. Special mailing to contributors of \$10,000 and over from the UJA General Chairman, or Louis Pincus, or Pinhas Sapir.
13. Mailing of a copy of a telegram from Louis Pincus with a covering letter from your Cash Chairman to contributors of less than \$10,000.



14. Encourage your Anglo-Jewish newspaper to print a special feature story and accompanying photos based on the cash problems the week prior to Cash Mobilization Week, and stories announcing your special cash effort.

15. Distribute a cash cassette ("casette") featuring messages from high-ranking Israeli and UJA officials directed to the need for cash to key workers in your community.

16. Take advantage of National's program to assist you locally, through divisions of the UJA which will actively participate in Cash Week. Young Leadership, Women's Division, Rabbinical Advisory Council, and Labor Zionist Council will do special mailings which will emphasize the urgent need for cash.

17. Coordinate with the UJA Campaign and Public Relations Departments to develop ideas for specific programs in the implementation of Cash Week in your community.

18. Utilization of the services of National UJA leadership to assist in all phases of your collection effort including both face-to-face and telephone contact.

#### PHASE TWO

This phase represents the operational plan for the intense cash effort to be conducted during the six days in June. To emphasize the urgency of cash collection, and to provide a strong climax for the drive, all activities should be directed toward a designated Cash Solidarity Day which we are suggesting to be June 9.

Throughout the week, a high intensity telephone campaign should be conducted throughout the day and evening hours. In addition to the normal telephone solicitation techniques, we are exploring the use of special tape messages from both high-ranking Israelis and leaders of the American Jewish community explaining the cash crisis and the need for an immediate cash response on the part of all UJA contributors. These messages will run one or two minutes and can be dialed directly. Equipment for the use of these tapes is available from your local phone company on a short term rental arrangement. Instructions for arranging for this equipment are available, and you should explore the possibility of using telephone-tape messages from local personalities.

During the six-day cash campaign period, National UJA will operate a control center manned by both outstanding national lay leaders as well as our staff to make calls as requested and to afford counsel and assistance where needed.

DAY ONE - On the first day, Sunday, June 4, a large meeting should be held. The goal of this meeting must be to assure community participation in the six-day program. You should arrange for the presence of top leadership, in



addition to a large corps of workers. The feeling should be one of complete unity and teamwork. We also suggest that arrangements be made for local celebrities (e.g. the Mayor, television and radio personalities) to "drop in" on this and subsequent days, lending their presence, some words of encouragement, and making a few phone calls. Assignments made during Phase One for coverage of the various activities should be reported and reassigned, if necessary, for the six-day period. Solicitation teams should undertake their key assignments, while telephone solicitation teams will move into action in your offices or other designated facilities.

Work on the cash program throughout the six days should be centered in a control room designated to create an atmosphere of excitement and intensity. In addition to telephone installations, the room should include prominently posted charts, indicating all assignments, outstanding balances, and results against your goal; and coffee and sandwich services.

On this and subsequent days, teams should alternate in the field and on the telephones; those making personal calls in the morning can return to relieve those on the phones, while those manning the phones in the morning can spend the afternoon in face-to-face collections.

DAYS TWO THROUGH FIVE - Aside from the meeting, the pattern of collection activities continue as on the first day. Work schedules should be drawn up carefully and adhered to; workers are unlikely to volunteer more than one day of their time, and all should be scheduled so as to be fully occupied throughout that time.

Chairmen should be assigned on four hour shifts, to coordinate control room and field activity, trouble-shoot, and compile results. Those making personal appointments should be encouraged to keep in touch with the control room to request data, control advice on problems, celebrities, or hear a taped message.

SIXTH DAY - The sixth day will be Cash Solidarity Day. On this day your communities should hold a total mobilization to take care of all outstanding assignments which still remain. Any "promises" made earlier in the week should be fulfilled by this day; anyone who has told your workers he needed time to make his payment should be given this day as a deadline, and contacted for payment. Careful records should, of course, be kept, and by the end of the day every blank space on every chart in your control room should be filled in. Well-handled, this operation should inspire an atmosphere of commitment and participation, with the elements of anxiety, tension, competitiveness - and victory - built in.

On Cash Solidarity Day, the unification of your entire community would be further strengthened by holding community events, interspersed with local and national cash collection reports. These events could utilize audiovisual presentations and/or speakers, and include award presentations to your outstanding workers. A check to UJA can be formally issued and signed at this meeting. A call can be made to the UJA National office to report results. You should consider opening the event to the press -- or alternately, holding a press conference, and distributing a wrap-up story, with photos, to your local media.





## United Jewish Appeal

1290 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10019, USA  
TEL. (212) 757-1500, TELEX: UJAPPEAL 62911

48 KING GEORGE STREET  
JERUSALEM 94269, ISRAEL  
TEL. (02) 60487, 222340  
TELEX: 2381 UJA IL

HERBERT A. FRIEDMAN  
EXECUTIVE VICE-CHAIRMAN  
MATTHEW H. SIMON  
DIRECTOR OF SPECIAL SERVICES

23 April 1972

Dear

Israel is very beautiful right now - as the country celebrates its 24th birthday. - Colored lights and flags decorate the streets. Flowers blossom in all the fields and gardens. People gather in the parks, chatting about jobs, school, sports, current events. Overall there is a sense of pride that the nation is growing, that Egypt for the moment doesn't seem to risk starting war again; that Jews are coming from Russia in goodly numbers; that the economy, though overheated in some sectors, continues to expand. For the ordinary man, life seems to be good and his main problem is to make the monthly paycheck, depleted by high taxes, cover the family budget, which is increasingly difficult, but still possible.

For the small handful of men responsible for the safety and development of this country, their view from the top is different. They know that Egypt is currently spending \$5 million per day on strengthening her army, and that Israel therefore cannot relax her own defense. They know that Russian military aid to Egypt in the short period from before the Six-Day War until now has amounted to \$7.5 billion. (In the entire 24 years of Israel's existence, the United States has authorized loans to Israel of \$1.9 billion and grants of \$500 million for a total of \$2.4 billion.)

They know that the costs of absorbing the welcome and miraculous immigration from Russia will run into hundreds of millions of dollars this year.

And they also know that there is tension in the economically depressed part of the population, with social unrest, and charges of discrimination; and that these pressures can only be relieved by amelioration of bad conditions of housing and employment. But this takes money in a quantity which is simply unavailable, after the higher priorities of defense and immigration are serviced. They know that grossly inadequate funds are spent on relief for the poor, improvement of slums, social welfare for the needy and handicapped, education for the underprivileged.





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-2-

The Jews of America have understood these problems and have been truly helpful, through the local Federations, Welfare Funds, and UJA. The level of pledges made to the campaigns of the last few years has been gratifyingly high. But there is a continuous problem with the cash flow - which has been sometimes disappointingly low. Pledges are great, but when it takes too long to translate these into cash, then the job of solving problems here begins to break down.

The purpose of this letter is to ask you to pay your outstanding pledges of previous years, plus your current pledge of 1972. To do this might take some juggling on your part - perhaps even borrowing the money - but I can only tell you that I would not have written this letter if the need for cash were not almost critical.

Please accept the letter in the spirit in which it is written - one Jew asking another Jew to help in matters which are the concern of all of us. With thanks in advance for what I know you will do quickly, I am,

Sincerely,

HAF:SS

Herbert A. Friedman



23 April 1972

Mr. Robert Herman  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, N. Y. 10019

Dear Bob:

All the rest of the letters have gone out, copies are enclosed.

Let me now recapitulate:

1) Hartford -- I wrote 7 letters, which was to everybody on your list and sent those carbons a few days ago.

2) Miami -- I have sent 4 out of 6 letters you requested. I will not write to Russell, because I do not feel it is necessary and I did not write to Kipnis, because it seems to me that with Mrs. Kipnis' very close relationship to the campaign, she should be pressured by the Women's Division to ask her husband to pay up.

3) Erie -- I sent all 25 letters as you requested. The letters were all identical, because I did not feel I could possibly write individual paragraphs to people whom I do not know. The only one I knew was Ascherman, and I wrote a hand-written postscript on his letter, to personalize it.

4) Las Vegas -- You can see that the letter to Greenspun was completely personal and different from all the other letters.

5) Uniontown -- the enclosed letter to Leff has a very soft personal paragraph.

6) Reading -- The enclosed letter to Roxy Wise is quite individual.

7) San Diego -- The 3 letters were written according to the instructions of Lieblich.

That brings us up to date. I have nothing else in my folder from you. If you want me to write more, I will be glad to do so.

As ever,

HAF:SS

Herbert A. Friedman



Jack Warner, Hollywood - look for his address

1900 Ave of the Stars

Orlando City  
Los Angeles Calif 90067

Dear Jack -

I'm sorry we ~~couldn't~~ <sup>couldn't</sup> get together  
the last couple of times I was in the United States,  
but I <sup>do</sup> understand how busy you were on "1776".  
I'd really love to see you here in Jerusalem,  
where we've been living for about a year now,  
so I could show you ~~some of the beauty~~ what  
is happening here.

~~(follow with  
cell of page 1, as in)~~

AMERICAN JEWISH  
ARCHIVES

(follow with page 1, and  
first B of page 2.)

~~Jack, I wonder if it would be  
possible for you to pay~~

Jack, I know you ~~will~~ understand  
the great pressures existing here, which motivate  
me to write this letter, and I know you will  
not take it amiss, because you hold the cause of  
Israel very dear to your heart. What I'm asking  
for in this letter, ~~is as much cash as you can~~  
~~possibly pay~~ is the payment of your outstanding  
balances on previous years' pledges, ~~and even~~  
~~on the current pledge of 1972~~ ~~or as much of it~~  
~~as is possible~~ If you're like everybody else, you  
don't have lots of loose money simply lying around,  
<sup>I know that.</sup> But with some juggling and some effort, I hope  
you would be able to get it together. You have no  
idea how helpful such a sum could be under



The present flow of immigration.

Please accept this letter, my friend, in the spirit in which it is written - a plea from one Jew to another for help in a cause bigger than the both of us. I know you will do the best you can as quickly as possible.

As ever,





Jack Warner, Hollywood - look for his address

1900 Ave of the Stars  
Culver City  
Los Angeles Calif 90067

Dear Jack -

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~~I~~ I'd really love to see you here in Jerusalem,  
where we've been living for about a year now,  
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~~(follow with  
all of page 1, as is)~~

(follow with page 1, and  
first 1/2 of page 2)

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