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Campaign techniques. 1980-1982.

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

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Date: November 7, 1980

To: UJA OFFICERS AND REGIONAL CHAIRMEN  
From: NORMAN H. LIPOFF  
Subject: EVALUATION AND PLANNING ISSUES FOR 1981/82

As you know, I have been asked by Herschel Blumberg to take responsibility for UJA's 1982 campaign planning process. We are scheduled to have our first discussion of this matter at the November 12th meeting of Officers and Regional Chairmen, and to continue that discussion at the December 7-8 National Campaign Policy Board Meeting.

It is, of course, very early to begin to formulate a 1982 plan. However, we can get that process underway by beginning to evaluate some of our recent 1981 experiences, and to identify some key issues as follows:

- I. Evaluation of 1981 Campaign Planning Process
  - A. UJA/CJF Campaign Planning Task Force
  - B. "Capacity" process and effect upon campaign
  - C. Follow-up to "capacity" meetings; implications of 1985 goals.
- II. Process for 1982
  - A. Reconstituting and Reconvening of Task Force
    1. Membership
    2. Chairmanship
    3. Mandate
  - B. December -- National Campaign Policy Board
  - C. April -- CJF Quarterly
  - D. May -- National Campaign Policy Board
    1. Community leadership meeting
    2. Program
    3. Participation -- UJA Family; Federation involvement
    4. Fundraising
  - E. Community meetings
    1. Stress on evaluation/analysis meetings late Spring -- early Summer.
    2. Implementation -- "management by objectives" meetings, late Summer -- early Fall.

- III. Ambassador's Dinner -- need for summer event for major contributors not participating in mission?
- IV. Prime Minister's Mission
  - a. Timing
  - b. Level
  - c. Participation
    - 1. Contributors
    - 2. Chairmen
    - 3. Executives
    - 4. UJA Leadership
  - d. Recruitment process
- V. President's Mission  
(Same questions as above)
- VI. Other early major gifts functions
  - A. Possible need for a function at \$50,000 level.
  - B. Possibility of raising level of President's Mission and adding new program at \$10,000 - \$25,000 level.
  - C. Coordination with Regional major gifts programs.
- VII. Project Renewal -- Program and Goals for "Year 4"
- VIII. Progress of Regionalization -- next steps.
- IX. Chaver Program -- major city relationships with UJA.
- X. Calendar problems
  - A. "Overload" August-December
  - B. "Thin" February-April
- XI. Concerted Approach to the Sunbelt Challenge
- XII. Committee Chairmen's Programs
  - A. Programs at ranges of major gifts
  - B. New gifts
  - C. Small communities
  - D. Mass coverage
    - 1. Super Sunday
    - 2. Walk-A-Thon
    - 3. Next steps

XIII. Reaching New Chairmen early in Campaign

- A. Large cities
- B. Regional basis for others
- C. Programmed learning and orientation

XIV. Public Relations Program

- A. Closer relationship to campaign/capacity/five-year plan
- B. Project Renewal

80-125-174





UNITED JEWISH APPEALCAMPAIGN THEMES FOR 1982  
and for the Decade of the 1980'sIntroduction

American Jewish communities will be campaigning in 1982 - and in the decade ahead - in an environment of multiple concerns:

- \*The increasing indifference and hostility directed toward the isolation of Israel among the nations of the world.
- \*The related rise of anti-Semitism (disguised as "anti-Zionism") throughout the world, including the western European democracies and the United States itself.
- \*The continued entrapment of millions of Jews in lands of distress and oppression, with a slowdown in the rate and opportunity for their release to freedom in Israel and elsewhere.
- \*The inability of UJA/Federation campaigns - despite capacity projections of \$1 billion in raised philanthropic funds in this decade - to fund the humanitarian programs of the Jewish Agency in Israel without deficit financing; or to keep pace with increasing needs in the JDC world and at home.
- \*The need to strengthen Jewish community life in the US against the inroads of assimilation, undermined family life, inadequate Jewish education and shifting population patterns.

The campaigns of the 1980's, beginning with the 1982 campaign, must be structured to meet all those concerns head-on.

For the individual American Jew, maximum participation in UJA/Federation campaigns as contributor and worker must be - and must be presented as being - the most central and effective action he or she can take in order to:

- \*strengthen Jewish communal life at home;
- \*respond to anti-Semitic and other divisive threats and attacks;
- \*maintain a support system which offers hopes to oppressed Jews everywhere;
- \*keep bridges open to Israel's people to prevent their growing isolation;
- \*and provide our share of the funds required by the Jewish Agency to carry out its vital, life-enhancing immigrant absorption programs.

Background

That kind of campaign can best be expressed by a central theme flowing from the partnership between the American Jewish community and the people of Israel.



That partnership began, implicitly, when the State of Israel came into being. In a Law of Status promulgated at that time, the people of Israel - through their government - assigned to the Jewish Agency the responsibility for carrying out the major basic programs facilitating immigration and the absorption of immigrants. This agreement was codified in a solemn Covenant (1954) between government and Agency.

Since the Jewish Agency receives its funds for these programs from the campaigns of free world Jewry - mainly from UJA/Federation campaigns in the United States - this was, implicitly, a covenanted responsibility shared by American Jewish communities.

For the first 25 years of Israel's existence, however, our communities conducted their campaigns without strong reference to that covenant, or to the specific Jewish Agency human-support programs it mandated. By far the greatest impetus in the pledging of funds to meet overseas Jewish needs came from wars which threatened Israel's survival, and from large-scale refugee and immigrant movements into Israel.

On June 21, 1971, an historic event took place which made the covenanted responsibility of American Jewry more clearly and strongly implicit -- the reconstitution of the Jewish Agency. The new structure brought the campaign leadership of the United States and other free world countries into the Agency on an equal footing with non-campaign elements.

The reconstituted Agency later renewed the Covenant with the Israel government, retroactive to the date of reconstitution. The signatory for the Agency was the Chairman of the Board of Governors, Max M. Fisher, who was and remains a living symbol of American Jewish community and campaign leadership.

In the decade since reconstitution, the specific partnership obligation of American Jewry which is implied in the Covenant has not been strongly recognized.

Again, the greatest impetus for substantially increased giving came from the Yom Kippur War.

In the years since -- even while UJA's campaign-supportive programs proliferated, while more American donors were brought to Israel to experience the effect of campaign funding for the Agency's covenanted programs, and while more American Jewish community leaders participated in the Agency structure and process:

- \*Campaign pledges, while increasing minimally year by year, fell short of producing the income needed by the Agency;
- \*Allocations to UJA for transmittal to the Agency decreased;
- \*Cash collections did not cover increased program costs.

As a result, it has not been possible for the Agency to carry out its covenanted responsibilities - in which the American Jewish community has so vital a role - without deficit financing.

In 1982, when the Agency has finally reached its borrowing limit, deficit financing is no longer possible.

It is time for the covenanted commitment to move from implicit to explicit.



Theme for the Decade : KEEP THE COVENANT

The United Jewish Appeal will draw up a Covenant for adoption by all American Jewish federations, making explicit their partnership with Israel's people.

Looking toward the tenth anniversary of the reconstitution of the Jewish Agency, it will specifically associate American Jewry - through its annual campaigns - with the aims, programs and responsibilities of the Agency, as detailed in the original covenant.

Its language will indicate that this commitment is being undertaken in order to strengthen Jewish communal life at home by moving campaigning to the maximum capacity level necessary to meet Jewish needs everywhere... to constitute a heightened, unified response to any force aiming to divide the Jewish people... to create a counterforce for universal Jewish freedom... and to reach out to Israel's beleaguered people with total caring and support.

We propose that the Covenant be presented and endorsed in the following manner:

On May 16 in Washington, the closing dinner of the UJA Annual Meeting will honor Max Fisher. On that occasion, he will join other national leaders in presenting the Covenant to the leadership of American Jewish federations for their adoption.

The text of the Covenant will appear in a full-page or double-page print advertisement in the American Jewish press, placed by UJA with community consent. Copies will be made available to communities for leadership signature, display and circulation to local agencies, synagogues and other appropriate Jewish institutions.

A copy will also be maintained in the Jewish Agency building in Jerusalem, for endorsement by mission participants and individual visiting leaders.

It is hoped and expected that a majority, if not all, of the 24 "headquarters" communities will associate themselves with the Covenant by the anniversary date of June 21.

The establishment by communities of appropriate capacity campaign goals for 1982 and beyond -- and their undertaking to consider allocations and cash collection goals as well -- may be considered their best possible expression of their determination to keep the covenant.

KEEP THE COVENANT will be UJA's proto-theme for all the campaigns of the 1980's.

ONE PEOPLE, INDIVISIBLE

The Covenant is a graphic and dramatic way of reaffirming UJA's proto-theme of the past five years: "We Are One".



The concept of Jewish unity in that phase remains important, valuable and operable. The phrase itself, however, has become passive and need refreshing and reactivation.

In Campaign '81, UJA will produce a general brochure and a print ad series developing the active variation - We Are One People - into the thematic tagline, ONE PEOPLE, INDIVISIBLE.

Structured that way, this statement directly confronts all current divisive forces - internally, within the Jewish world; externally, in the various forms of anti-Semitism. Our position is that this is a response best made through the campaign -- through keeping the covenant.

This, we project, can be the underlying theme of the major events - such as the Prime Minister's and President's Missions - of early big gifts campaigning. It can appear prominently in promotional and display materials for these missions and for national and regional big gifts events.

#### THE JEWISH ANSWER

Another way of proclaiming our unity in the face of divisiveness is to characterize our campaign as THE JEWISH ANSWER. It can be presented in several ways:

- \*As the direct answer to the so-called "Jewish Question", revived by the new anti-Semitism;
- \*As our campaign answer to the question of how to fulfill the Jewish Agency's covenanted program commitments in Israel without deficit financing;
- \*Most deeply, at the basic human level: as our direct answer to individual needs -- of Youth Aliyah youngsters, incoming immigrants, the aged in their workshops, settlers in the Negev and Galilee, people in Project Renewal neighborhoods; hostage Jews in distressed lands; the remnant Jewish communities of the JDC world; our children, families and newcomers here at home.

We provide the Jewish Answer by keeping our covenant with all of them, through our campaigns.

A wide range of print and audio-visual materials, as well as human interest feature stories, can flow from this thematic position.

WE CAN MAKE THE DIFFERENCE. (YES, WE CAN).

An even more direct way of expressing this position, in relation to the individuals we help by keeping the covenant, is: WE CAN MAKE THE DIFFERENCE.

This was one of the themes explored by national UJA in connection with the 1981 campaign. Although not implemented nationally, variations were adopted - or developed separately - by a number of communities. The form most used was "You Make the Difference".



We feel that, in this first year of our common covenant, "We" is preferable to "You". Also, the definitive "Make the Difference" is subject to being considered too broad a claim at a time when philanthropic contributions seem relatively minor compared to the overall national need in Israel.

WE CAN MAKE THE DIFFERENCE, applied to individual lives, is a more realistic and effective statement. It can also be applied to individual lives aided by JDC around the world, and locally by federations.

Avoiding a flat claim of certainty and stating what is possible, it also raises the question of our capacity to make the difference.

The affirmative response, to be developed in printed matter, filmic materials and feature stories of human interest, is the thematic tagline for this position: YES, WE CAN. If we raise to capacity, allocate to capacity, collect to capacity -- if we keep the covenant by living up to the potential we say we have -- the people we help in Israel and at home can live up to the potential we know they have.

### SAY YES

As the public campaign is developed in the later months, the affirmative statement will take over. SAY YES will be the key. We keep the covenant by saying yes to:

- \*Super Sunday callers;
- \*National Shabbat programs;
- \*Walk-A-Thon participants;
- \*Campaign closing events;
- \*Most importantly: young pioneer families in Israel's north and south; Youth Aliyah kids and our own troubled youngsters; new immigrants in Israel and the US; our aged in Israel, in JDC-aided areas and here at home; our fellow Jews waiting for renewal in distressed neighborhoods and freedom in distressed lands.

### THE GIFT OF LIFE

Discussions within the UJA professional staff, among our national officers and with community professionals have developed a consensus in favor of converting a 1981 print ad theme-line - "A Gift of Light Unto Our People" - into THE GIFT OF LIFE for 1982.

Selectively used, this can be an effective sub-theme with most of the key themes developed above:

- \*Keep the Covenant (with THE GIFT OF LIFE).
- \*The Jewish Answer: THE GIFT OF LIFE.
- \*We Can Make the Difference (with THE GIFT OF LIFE).
- \*Say Yes (with THE GIFT OF LIFE).



## Recapitulation

Our total thematic platform proposed for 1982 and deep into the decade presents this logical progression of linked statements:

We are one people, indivisible.

We - the UJA and community federations, the whole American Jewish enterprise - have made a covenant. With ourselves; the entire Jewish people; most centrally, the people of Israel.

We keep the covenant through capacity campaigns (linked with capacity allocations and cash collection).

Our campaigns provide the Jewish answer to attacks on us as a people -- to the needs of the Jewish Agency established in the covenant -- to the specific human needs of hundreds of thousands.

Providing that answer through our campaigns, we can make the difference in those lives (between stagnation and growth, despair and hope, living oppressed and living free...)

Can we really do it? Can we make the difference in Israel that used to be made up through deficit financing? Can we turn the claims of capacity into reality? Yes, we can.

That's our covenant: the commitment we've made explicit for this year and this decade. We say yes to all the people who need us -- most of all in Israel, which is central to the covenant.

In keeping it, we are making the gift of life.

## Conclusion

We believe that adds up to a comprehensive major statement of what the American Jewish enterprise - as expressed through UJA/Federation campaigns - is all about.

We can offer this full complement of related themes - in printed and other forms - during the course of the 1982 campaign. Communities will be free to use the total "package", or any single element or combination of elements they consider most appropriate to their individual campaigns.

We further believe that, in combination with the underlying theme of KEEP THE COVENANT, any or all of the other projected themes can continue to be useful and effective in the ensuing campaigns of the decade.

## KANSAS CITY

conservative - but talking  
growth - Sol K. is good -  
people believe there may be  
chance to get to 5 m<sup>(B. dollars)</sup> in  
1985.

Needs lots of planning to raise  
level. Top gifts missing.

## CINCINNATI

absolutely flat - no growth -  
very soft campaign - afraid to call  
cards. Camp. dir. Bob? wants to  
move

## BOSTON

No top levels established.  
long analysis with Ruth Fein  
offered self. She wants.



JACKSONVILLE

Going over 1 mill in 1981  
Got them talking about 2 mill.

Florida

Martin Cohen

JAX

SARASOTA

Ft. Laud.

Tampa-Clearwater

Palm-beach

Atlantis

Naples



## Campaign P2 -

1. Line up chairman + small strategy committee
2. Present ideas - \*
3. Ask for ideas

\* A. Million \$ dinner

B. 1/2 million \$ dinner

C. Major Non-Jewish Support Function - David Rockefeller + Harry Helmsley

D. ACADEMIC COMMITTEE

all presidents + deans  
campus campaign - faculty + students

If you were looking to improve  
NYC, where would you start?

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1. Pick trades which have grown?

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2. Find key individuals who would work?  
Future chairmen?

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3. Do a Super-Sunday every other week?

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4. Mobilize student volunteers? (for a mass campaign)

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5. Work with owners of apartment houses - to  
get lists of names - then <sup>create</sup> prepare a Fichter  
Camp type of presentation to prepare the way  
for a telephone solicitation.

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6. Do a Bar Association analysis  
Ditto medical "

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7. Enlist support of Koch - ask him how he  
would be willing to help - call breakfast  
meetings at Gracie Mansion for selected individuals?

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Jan. 20, '81

①

"OPERATION AMBASSADOR"

## Ideas for Soliciting Big Gifts

### A. PERSONAL COMMISSARY APPROACH

#### 1. Face-to-face by lay leaders

a.) Repair your whole committee to make sure they are all able + willing to do it.

b.) Close liaison with execs to arrange to come in + solicit.

(They'll accept your offer to help, if you have something real + good to offer them.)

#### 2. Face-to-face by capable Israelis

a.) Line up a crew - interview them yourself - decide what city to send them - introduce them to exec



②

↳ that city, so he can see what he is getting, and can agree n veto.

3. Face-to-face by capable Russian immigrants

ditto above

4. Face-to-face by capable American immigrants

ditto above

5. Training session in Israel

for # 2,3,4 above

Bring some people in #1 to join them.

Do it outside of the Emile framework

You want your own USA frame.

(3)

### 6. Credentials

Each person soliciting should be armed with a personal letter from Shimon Peres - thanking him for undertaking the responsibility.

This is a sign that the top man in Israel knows about this operation, and approves of it.

B.

### "operation PERSONAL LETTER"

1. Letter from million \$ contributors, saying why he gave that much, and asking for big increase.

2. Letter from important persons connected with Israel:

(4)

Zubin Mehta  
Leonard Bernstein  
Senator Henry Jackson  
Frank Sinatra

AME Billy Graham SH  
A R Gerald Ford S  
etc.

3. Letter from leaders in Israel

Shimon Peres  
Abba Eban  
Itzhak Rabin  
Moshe Dayan  
Chaim Bar Lev  
Ephraim Katzir  
Yitzhak Navon

each letter in # 2 + 3 different, personal,  
according to style and approach of writer - must  
ring true - not canned.

(5)

### C. "operation Video-Cassette"

Personalized message to  
each individual - intro. by name -  
by USA chairman -  
A speech by Peres  
wrap-up by chairman

Whole pitch 5 minutes

Assume every recipient has  
video-corder or can borrow one.



6

D. Special Events for Prospects for  
Big Increase

1. Dinner with Reagan-Bush at White House
2. Series of dinners at prestigious universities  
Yale - Giannetti - <sup>Rostow</sup> Deane  
Harvard - <sup>Gold-</sup> Kissorsky  
Princeton - pros. + Walter
3. Dinner with Kissinger in private suite at Waldorf-Towers - add Walter Cronkite + Barbara Walters
4. Dinner at estate of Walter Annenberg
5. Dinner at home of Gerald Ford - Palm Springs

7.)

E. Tabatchnik

Consult with him -  
he has wealth of  
information

F. Millie Dollee Dimas

a la 1970 effort

PEOPLE OF CALIBRE  
IS greatest lack

UPGRADE USA so it

would again be prestigious

to be an officer of USA



ROY HOFBERGER

BUD MEYERHOFF

RAY ZIMMERMANN

NORM BRAMANI

LESTER CROWN

STEVE PECK

RICHARD SWIG





December 15, 1981

## Jewish Cable Television Service

TO: Federation Presidents and Executive Directors

FROM: Herschel W. Blumberg      Martin E. Citrin      Robert Adler  
National Chairman      President      President  
United Jewish Appeal      Council of Jewish Federations      Jewish Welfare Board

Attached is the detailed outline of a new service now being offered to Jewish Federations throughout the United States and Canada with the full and enthusiastic support of our three national organizations.

Our proposal, which will put the North American Jewish community on the air over cable television, has been endorsed by our joint Task Force on Cable Television, headed by Harris Weston of Cincinnati. It provides for two hours each week of program material ready for airing on your cable television system.

Distribution will be coordinated by the Jewish Media Service (JMS) which is funded primarily by our three national agencies. JMS will put together weekly two-hour video packages which will include cleared film materials and selected programs now being produced by Federations. UJA will produce a bi-weekly 30-minute program videotaped in Israel, covering a wide range of aspects of contemporary Israeli life. (See attached flyer.)

These programs are being offered on a subscription basis, as described in the flyer. Experience has shown that in addition to Federation resources, it is possible to look elsewhere to meet subscription costs, in full or in part. In a number of communities cable companies have already allocated funds to local groups such as Federations, or have agreed to underwrite such program costs.

It may also be possible to solicit local subscription support from individuals or corporations for which they will receive a screen credit, but this will differ from community to community depending upon local Federation policy on seeking such support. Our staffs are currently studying whether commercial sponsorship is permissible on public access channels and you will be advised of this in the near future.

To obtain more information on alternative funding sources and to assist in your negotiations with cable companies, you may contact the professional staff of our national agencies -- Frank Strauss, CJF Director of Communications, David Mark, UJA Public Relations Director, and Eric Goldman, Director of Jewish Media Service/JWB.

The endorsement of our joint Task Force, following the productive work of the UJA and the Jewish Media Service, has brought us to where we are today -- in a position to begin what in effect will be a Jewish cable television "network."

We urge your community to join this exciting venture.

A joint service of



Council of Jewish Federations  
575 Lexington Avenue  
New York, New York 10022



United Jewish Appeal  
1290 Avenue of the Americas  
New York, New York 10104



JWB  
15 East 26th Street  
New York, New York 10010

# Jewish Cable Television Service



The American Jewish  
community has entered the age  
of Cable TV.

To answer the growing needs of  
communities which have access  
to time on cable TV channels,  
two quality videotape series  
have been developed for weekly  
programming:



## **“VISION ISRAEL”**

### **Original Programming for Cable Television**

Provided by National United Jewish Appeal and Information Department, Jewish Agency.

**Length:** 28 minutes, allowing time for local messages and indicia.

**Starter Series:** 7 programs, available bi-weekly. March 15 – June 11, 1982.

**Annual Series #1:** 20 programs, available year-round, bi-weekly. Labor Day, 1982 through mid-June, 1983.

**Rights cleared** for unlimited showing on cable, other TV media; at public events.

Programs sent to subscribing communities on  $\frac{3}{4}$ " U-Matic videocassettes ready for playback. Cassettes to be retained by communities.

**Contents:** The lively, human side of Israel's people, not recorded by news cameras or politico-crisis-oriented reporters. Visually absorbing accounts of achievements in agriculture, industry, science, the fine and performing arts, education and athletics. The colorful, offbeat, highly individual — and sometimes controversial — personalities in Israel's unusual mix of people. The truly exciting programs supported by annual Federation campaigns, shown in their human — not institutional — dimensions.

**Distributed by:** Jewish Media Service / JWB,  
15 E. 26th St., New York, N.Y. 10010

**Subscription:** Starter Series: \$3,500 per community. Minimum 10

Annual Series: \$10,000 per community.  
Minimum 10

**Pilot program** available on request from Jewish Media Service / JWB.

## **“JEWISH FOCUS”**

### **Outstanding Jewish Programs from Around the Globe**

Assembled by Jewish Media Service / JWB.

**Length:** Two hours each week. Local information can be included.

**Starter Series:** 13 consecutive weeks.  
March 15 – June 11, 1982.

**Annual Series #1:** 39 weeks, plus 13 repeats.  
Labor Day, 1982 through mid-June, 1983  
(39 weeks); summer 1983 (13 repeats).

**Rights cleared** for initial cable showing and one repeat within week supplied.

Programs sent to subscribing communities on  $\frac{3}{4}$ " U-matic videocassettes ready for play-back. Cassettes to be returned to supplier following showing.

**Contents:** Media materials from national Jewish organizations, programs developed by Jewish communities across the country, and films by independent filmmakers from U.S. and abroad. Topics cover all aspects of Jewish life, traditions, food, holidays, culture, and relevant issues. All packages thematically integrated.

**Distributed by:** Jewish Media Service / JWB,  
15 E. 26th St., New York, N.Y. 10010

**Subscription:** Starter Series: \$4,000 per community. Minimum: 10  
Annual Series: \$12,000 per community.  
Minimum: 10

**Pilot program** available on request from Jewish Media Service / JWB.

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## **VISION ISRAEL and JEWISH FOCUS**

Pilot programs of both series received acclaim and full endorsement from the joint UJA-CJF-JWB National Task Force on Cable Television. The Task Force has recommended that federations subscribe to these valuable new services. The pilots also were viewed by delegates at the



CJF General Assembly in St. Louis, who gave their enthusiastic approval.

If enough communities subscribe by January 15, 1982, programs will be available beginning March 15.

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## **“VISION/FOCUS”**

The National Cable TV Task Force urges joint subscription to both services. Communities subscribing to this complete package will be able to present total Jewish cable programming; the JMS Jewish theme packages, highlighted by the UJA “centerpiece” every other week.

Communities subscribing to “VISION/FOCUS” will receive on alternate weeks: a)– “JEWISH FOCUS” two-hour-package; b)– Ninety minutes of “JEWISH FOCUS” programming, plus latest half-hour “VISION ISRAEL.”

### **Combined subscription**

**Starter Series:** March 15 – June 11, 1982

\$7,000 per community. Minimum: 10

**Annual Series #1:** Labor Day, 1982 – August, 1983

\$21,000 per community. Minimum: 10

**To subscribe, request pilot programs or obtain further subscription information:**

**Eric Goldman, Director**

**Jewish Media Service**

15 East 26th Street

New York, N.Y. 10010

(212) 532-4949

JEWISH MEDIA SERVICE is sponsored by Council of Jewish Federations, JWB, and National United Jewish Appeal. Associate sponsors are Jewish Education Service of North America, American Zionist Youth Foundation, Union of American Hebrew Congregations and the United Synagogue of America.

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*March 3  
no call as yet*

JANUARY 28, 1981

TO: CAMPAIGN CHAIRMEN, FEDERATION PRESIDENTS  
EXECUTIVE AND CAMPAIGN DIRECTORS

FROM: HERSCHEL BLUMBERG AND NEIL J. NORRY

SUBJECT: VIP MISSION TO WASHINGTON

UJA IS ORGANIZING A SPECIAL VIP MISSION TO WASHINGTON, D.C. TUESDAY,  
MARCH 10 FOR DONORS OF \$10,000 AND OVER AND THOSE WITH THE POTENTIAL  
TO GIVE AT THIS LEVEL WHO HAVE NOT YET MADE THEIR PLEDGES TO THE 1981

-----  
CAMPAIGN. NATIONAL VICE CHAIRMAN NEIL NORRY IS THE CHAIRMAN.  
-----

HIGHLIGHTS OF THE ITINERARY INCLUDE A "DEEP BACKGROUND! BRIEFING AT  
THE STATE DEPARTMENT BY TOP LEVEL OFFICIALS AND A COCKTAIL RECEPTION  
AT THE INVITATION OF THE JEWISH SENATORS IN CONGRESS WHO ARE ALSO  
INVITING VICE PRESIDENT BUSH.

THE DAY BEGINS AT 10:30 AM IN THE HAY-ADAMS HOTEL WITH PRESENTATIONS  
BY THOMAS DINE, EXECUTIVE DIRECTOR OF AIPAC, AND MARK TALISMAN,  
DIRECTOR OF CJF W WASHINGTON OFFICE, FOLLOWED BY A LUNCHEON WITH  
ISRAELI AMBASSADOR EPHRAIM EVRON AND HERSCHEL BLUMBERG AS SPEAKERS.

SENATOR RUDY BOSCHWITZ WILL SPEAK AT 4 PM AT THE HYATT REGENCY  
CAPITOL HILL WHERE MISSION PARTICIPANTS WILL CAUCUS BEFORE GOING ON  
TO THE SENATE OFFICE BUILDING AND THE RECEPTION.

IT IS URGENT THAT YOU BEGIN NOW TO IDENTIFY CANDIDATES FOR THIS VIP

-----  
MISSION. NATIONAL UJA STAFF WILL CALL WITHIN THE NEXT 48 HOURS FOR  
NAMES, ADDRESSES OF YOUR INVITEES. PLEASE BE PREPARED WITH YOUR MOST  
UP TO DATE INFORMATION ON DONORS IN THE \$10,000 AND OVER CATEGORY AND  
THOSE YOU FEEL CAN BE UPGRADED AND WHO IT WOULD BE APPROPRIATE TO  
INVITE.

THANK YOU FOR YOUR COOPERATION.

1832 EST

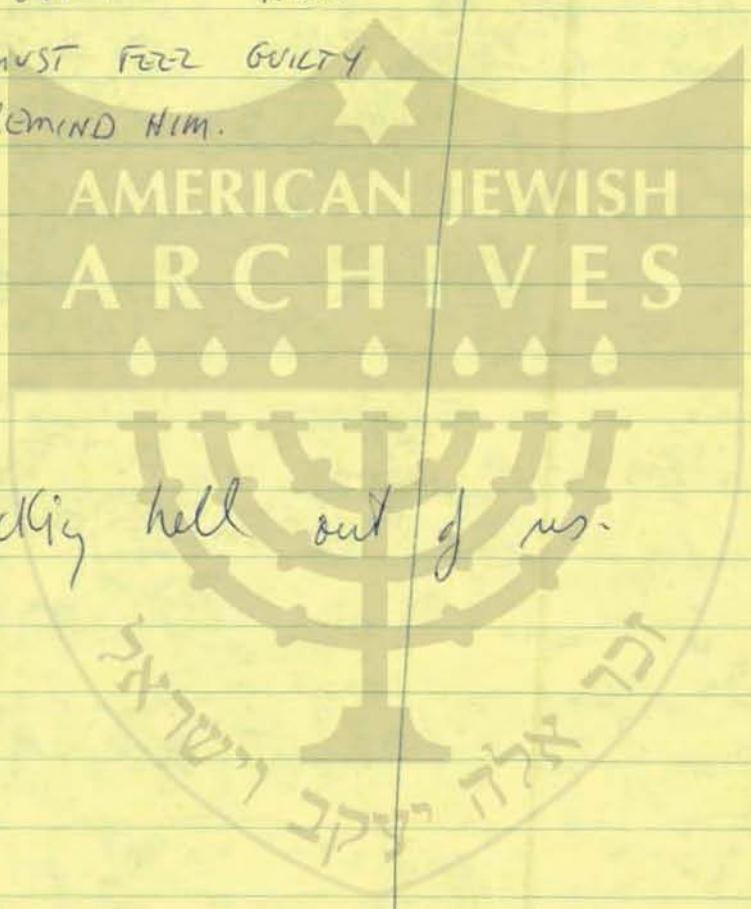


Need

- SOFT
- GENERAL
- GOOD SENTIMENTS
- CAN'T QUARREL WITH MOTHERHOOD
- COVENANT ?
- PLAYING ON GUILT ? THEN  
THE OBJECT MUST FEEL GUILTY  
WHEN YOU REMIND HIM.

~~Specific~~  
Specific Thrust

- Reagan kicking hell out of us.





13 March

Hershel - called -

how to find people

who used to work

and don't anymore.

13 March

Conversation HOF + Larry Rubenstein

1. Identifying the "Movers" among the 1100 graduates + selected non-members
2. Categorizing Their abilities according to what we want them to do.
3. What do we want them to do?

A. Solicitations

1. above 50,000
2. 10-50,000
3. below 10,000

B. Allocations

- C. Leading others, as nucleus persons - Digging for oil.
- D. Recruiting for missions - leading missions.

1. Circulate list to persons chairman, plus former execs, plus JB + HOF.
2. Meeting - several hours to tackle these items above.
3. Implementation.

Aug 28 - Sept 2      Mr Pearlman asked

Make suggestions for Pm. mission - itinerary, functions  
100 ppl - 150 bodies





Herschel

Jan 26

Week Areas

1 - New York City }

2 - College Youth

Morris Sherman

National must present programs  
Ernie had idea of  
bringing someone in who  
could help.

~~X -~~

~~call Shirley - Tues -~~

~~see what effort she fixed.~~

Jan 5-6-7, 81

## Discussions on my "salary" from UJA - with Lesser and Tabatchnik

1. IB + Dr. Field are meeting on Jan 13 to discuss my status.
2. IB told Lesser to tell me "not to worry" about my check for Jan. being held up. "You know how I feel about Herb."
3. I assume they will talk about doubling me - at least I hope so.
4. Lesser made an accounting for IB about my "balance" - SL told IB it was "all even"
5. SL told me he made the following account:

beginning Sept 1978

	<u>Drawing</u>	<u>Speeches</u>
78 -	12,000 (UJA reimbursement 4200)	28
79 -	36,000 (UJA reimbursement 12,600)	34
80 -	36,000 (UJA reimbursement 9100)	19
	<u>84,000 (reimbursement 25,900)</u>	<u>81</u>

6. IB mentioned <sup>to SL</sup> that I "owe" UJA 11 speeches. SL asked me where IB could have gotten that figure
7. SL stopped (in Sept 80) asking communities for reimbursement, since this was not dignified for me.
8. SL says there is unlimited demand for me.
9. I spoke to SL about raising me to 1500, which would mean 48 speeches annually to cover 72,000, if they agreed to that sum. SL says this would be no problem.



26 March 81

Dear Irving -

~~This is~~

Your letter of March 18 was absolutely in order.

I can only apologize for any annoyance or distress I may have caused you. That was not my intention. I was simply thoughtless to express in such undiplomatic language my ~~impressions~~ opinions, which are, after all, not based on any scientific data but are impressions.

I do want to work constructively, be helpful and try to make a contribution. You know me. I was never a person who guarded every word - I bluntly said what I thought. That style could be misconstrued. I shall be more careful.

In the same spirit of frankness <sup>with</sup> ~~which~~ <sup>you wrote,</sup> ~~in your letter,~~ let me say that I hope you will not misinterpret <sup>my</sup> zeal ~~for~~ with which I make suggestions or criticism of what is being currently undertaken. ~~There is no~~ I have no destructive <sup>or</sup> motives. My problem is to walk the tight-rope of wanting to be creatively helpful without being abrasive or offensive. I'm sure you understand what I'm saying.

I too welcome our new relationship and sincerely hope it will blossom into renewed friendship after all the years of separation.

The memorandum of our understanding ~~was~~ is quite accurate, with the slight amendment in paragraph 5 that I commit to 36 days for National USA in 1981 (plus the days not utilized in 1980), which is more fair to you, because you <sup>already</sup> paid the monthly fee of \$3000 for January and February of 1981. ~~and~~

Sincerely,



Irving Bernstein

Executive Vice Chairman, United Jewish Appeal

March 18, 1981

PERSONAL

Rabbi Herbert A. Friedman  
500 East 77th Street  
Apartment 2519  
New York, New York 10021

Dear Herb:

I welcome our new relationship for I believe it will be stimulating and productive for all concerned.

Constructive criticism will always be welcome and this organization is receptive to original and new ideas. But if we are to work together as we must, it should be in an atmosphere of building new plans and ideas rather than in tearing down present programs.

The International Meeting may not be the most productive meeting ever held by this organization but it is certainly not a "charade." Having grown from the original 25 contributors to over 200, representing every continent and major Jewish country, it is an affair of significance, and not a joke.

The 1982 campaign plan may not be the strongest presentation we have ever assembled, but it is not "wishy-washy." The public relations and thematic projection for 1982 may be "weak" but it is a projection of ideas far different than anything else we have done in the past 40 years.

But the key to our campaign as it has been for 40 years is New York City. Neither Montor, Schwartz, you nor I have been able to solve this problem. One of the reasons is that we never had the time to give to this megalopolis. You now have that opportunity. Although 1982 is important, our first challenge is to try to uplift 1981 for without achieving this goal, the whole national campaign will be diminished.

# Irving Bernstein

Executive Vice Chairman, United Jewish Appeal

- 2 -

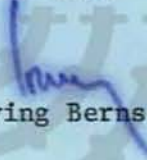
Million dollar gifts are within the realm of possibility. You have today the greatest laboratory in the world -- New York City UJA Federation -- right on your doorstep. You will not be alone for you will have whatever support you will need from us.

Fundraising is never easy but if we work together, we will not only be productive but we will enjoy ourselves along the way. The initial reaction of your availability as a major gifts solicitor by communities is very enthusiastic. This has always been your forte and it is a strength we need right now in our communities.

Enclosed is a copy of my understanding of the agreement we have reached together. If there are any differences, please call me.

My very best wishes.

Sincerely,

  
Irving Bernstein

IB:md  
Enclosure



Irving Bernstein

Executive Vice Chairman, United Jewish Appeal

March 20, 1981

Rabbi Herbert A. Friedman  
500 East 77th Street  
Apartment 2519  
New York, New York 10021

Dear Herb:

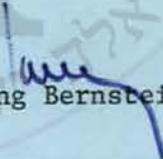
Enclosed for your attention is a revised copy of the agreement by Herschel Blumberg.

If this meets with your understanding, we will proceed along the lines indicated in my memo to Mel Bloom.

If there is any disagreement, please let me know as soon as possible.

My very best wishes.

Sincerely,

  
Irving Bernstein

IB:md

Enclosure



Date: March 18, 1981

To: Melvyn H. Bloom  
From: Irving Bernstein  
Subject: HERBERT A. FRIEDMAN

According to the understanding reached with HAF by HB, Alex Grass and myself, the terms are as follows:

1. HAF will serve as a <sup>exclusive</sup> full-time consultant to UJA and NYC UJA-Federation.
2. National UJA will make all payments to HAF.
3. New York City or any other community contributing to his consultants status will pay National UJA.
4. HAF is to give New York City UJA Federation a minimum of 60 days.
5. At the same time, HAF will also commit himself to a minimum of 36 days to National UJA for the next 12 month period, plus the days not utilized in 1980 for speech-making.
6. But most important, HAF will be available to National UJA and New York City UJA-Federation on a full-time basis. Requests by UJA are to supersede any other commitments that he may have. The time that he will give to both National and New York depends on the ability of both National and New York to involve him.
7. HAF will not solicit for his Academy in any community being visited for UJA and will not do so at any other time without the prior knowledge of the UJA staff person for each community and the approval of the Executive Director.
8. HAF will solicit for Project Renewal as well as for the regular campaign and those concerned with Project Renewal should be alerted.
9. HAF is to be called on in any areas in which either National or New York believe he may be of support, but his primary role as a consultant, is as a solicitor of major gifts in New York City and in key communities throughout the country.

IB:md

March 18, 1981

Malwyn H. Bloom

Irving Bernstein

HERBERT A. FRIEDMAN

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IB:md

bc: HB, ISB, SL, RAP, JSF, DH



Joel S. Friedman

April 28, 1981

Herbert Friedman:

Would like to discuss this with  
you and Robert Pearlman at your  
convenience.

Regards.

JSF/fsf



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NYBA

HERBERT A FRIEDMAN  
500 E 77 ST APT 2519  
NEW YORK NY 10161

JUNE 25, 1981

MY PERSONAL THANKS FOR YOUR SUPERB CASH COLLECTION EFFORTS OF PAST TWO MONTHS, ENABLING UJA TO EXCEED NATIONAL "CHAI" GOALS FOR APRIL AND MAY. MONEY IS NOW IN USE BY HUMAN SUPPORT PROGRAMS IN ISRAEL AND THROUGHOUT WORLD, TEMPORARILY STEMMING THE DANGER OF TRAGIC CUTBACKS WHICH WOULD DENY CRUCIALLY NEEDED SERVICES TO HUNDREDS OF THOUSANDS OF JEWS.

URGENTLY REQUEST AT THIS TIME THAT YOU FOLLOW APRIL/MAY SUCCESSES WITH ALL-OUT CASH RESPONSE IN FEW REMAINING DAYS OF JUNE. I AGAIN ASK THAT EVERY COMMUNITY FIND ALL DOLLARS POSSIBLE BY END OF MONTH AND WIRE THEM DAILY TO NATIONAL UJA FOR IMMEDIATE TRANSMITTAL TO BELEAGUERED OVERSEAS AGENCIES.

YOUR DEDICATION AND HARD WORK HELPED TO ESTABLISH AN INCREDIBLE TWO MONTH CASH MOMENTUM. WE HAVE SHOWN THAT WE CAN DO IT. IT'S NOT TOO LATE TO DO IT AGAIN. WE MUST ACT, QUICKLY AND DECISIVELY.

YOUR CONTINUED CONCERNED RESPONSE TO THE REAL NEEDS OF JEWS IN DISTRESS IS DEEPLY APPRECIATED.

EDGAR L. CADDEN

UJA NATIONAL CASH CHAIRMAN

20:26 EST

MGMCOMP

5241 (R1/78)



PHILANTHROPIC TRENDS AND UJA GIVING

AMERICAN JEWISH  
ARCHIVES

A Background Report

National Officers Meeting

July 24-27, 1981

Thomas Sarkany

In Collaboration with

Melvyn H. Bloom and

Carl Goodman



PLEASE NOTE THAT THE GRAPHS MENTIONED IN THIS  
REPORT ARE IN PRODUCTION AND WILL BE DISTRIBUTED  
AT THE OFFICERS MEETING.





A summer leadership retreat is perhaps a good time to look back at the results of past activities, analyze our current status and, based on these findings, examine priorities for the years ahead.

The purpose of this report is to facilitate such an analytical process by providing comparative data regarding trends in giving throughout the U.S. compared to UJA giving, in particular from 1970 to 1980. The report also reviews some trends that are perceived as having significant influence on the nature of charitable giving during the 1980s.

### Trends in U.S. Giving

Probably the dominant trend to note during this 10 year period is that while contributions to all charitable causes in the U.S. increased from \$20.75 billion in 1970 to \$47.74 billion in 1980, total giving as a percentage of Total Personal Income (TPI), declined from 2.6% in 1970 to 2.2 % in 1980.

The specific breakdown identifying the major sources of these aggregate funds are indicated on the following charts:

#### 1970 TOTAL CHARITABLE GIVING = \$20.75 Billion

	<u>Dollar Amount</u>	<u>% of Total Giving</u>
Corporations	\$ .80 Billion	3.8%
Foundations	1.90 "	9.2%
Bequests	2.13 "	10.3%
Individuals	15.92 "	76.7%
	<u>\$ 20.75 Billion</u>	<u>100 %</u>

#### 1980 TOTAL CHARITABLE GIVING = \$47.74 Billion

	<u>Dollar Amount</u>	<u>% of Total Giving</u>	<u>% Increase in Sector Giving Since 1970</u>
Corporations	\$ 2.55 Billion	5.3%	219.9 %
Foundations	2.40	5.0%	26.3 %
Bequests	2.86 "	6.0%	34.3 %
Individuals	39.93 "	83.7%	150.8 %
	<u>\$ 47.74 Billion</u>	<u>100 %</u>	<u>130.1 %</u>

The sectors receiving these funds included religion; education; social welfare; health and hospitals; arts and humanities and civic and public works. The area of specific interest to us is the social welfare sector, since UJA giving is considered part of this subdivision.

In 1970, total U.S. social welfare giving amounted to \$2.88 billion, while total UJA giving was \$279.1 million. By 1980, total U.S. social welfare giving amounted to \$4.73 billion while the UJA campaign had risen to \$508.4 million. It is significant to note that the UJA portion increased within this sector from 9.69 percent of the total in 1970, to 10.75 percent by 1980.

Analyses of past charitable contributions to all philanthropic sectors and the impact of government policy with regard to the voluntary segment of American society have given rise to a variety of predictions concerning giving trends in the 1980 s.



As can be seen from data cited above, aggregate dollars contributed increased significantly between 1970 and 1980. Furthermore, this increase came primarily from individual and corporate donors. However, in spite of the increase in total giving, a variety of factors dampened the significance of this national growth:

1. Total giving did not grow fast enough to keep up with inflation. As previously pointed out, charitable giving actually declined when computed as a percentage of the Total Personal Income.
2. Foundations, handicapped by tax laws requiring the annual disbursement of 5% of their total assets, or their entire investment income - whichever is higher - have been unable to rebuild their asset base.
3. Real dollar growth of donations from individuals declined due to inflationary pressures which caused many contributors to cut back on the level of their charitable giving.
4. Added to these setbacks is the current decline in government support for the nonprofit sector, as indicated by projected losses of government subsidies conceivably amounting to as much as \$27 billion during the next five years.

In spite of these negative developments, potential for growth is evident in a variety of areas:

1. With regard to individual giving, bills are currently pending in both houses of Congress, which would allow all taxpayers to deduct their gifts to charity on an itemized basis. It is projected that the enactment of these bills would provide an additional \$5.7 billion to philanthropy.

(The enactment of this legislation could prove beneficial to UJA campaigns involving mass fund raising drives and new gifts campaigns.)

2. With regard to foundations, bills have also been introduced which would allow foundations to plow back into assets all interest earned above the 5% level, thereby rebuilding their eroded capital base.
3. With regard to corporate giving, one of the most important developments in recent years has been the significant growth (220% increase from 1970 to 1980) in philanthropic activity by business concerns, a growth that is expected to continue during the coming years.

Along these lines, a recent study by the Chemical Bank forecasts that total charitable donations will rise to \$67.1 billion in 1984, and will outpace inflation levels. This study also projects that most contributions will continue to come from individuals, that corporate giving will continue to increase and that contributions from estates and foundations will exhibit continued weaknesses. Thus, according to Chemical, philanthropic organizations that rely on individuals and corporations for their funding mix will achieve the healthiest levels of growth.

At this point it is pertinent to examine the interrelationship between trends observed in U.S. giving and UJA giving, in order to determine some areas cited as containing future donor strength regarding U.S. giving relating to UJA efforts and resources.

#### Trends in UJA Giving

Based on performance during the past 10 years, the general trends in UJA giving certainly parallel U.S. giving. An examination of our aggregate campaign performance in 1970 and 1980 indicates that in spite of an 82% increase in the campaign (\$279.1 million in 1970; \$508.4 million in 1980), our purchasing power has declined due to the impact of inflation during this ten year period.



Furthermore, just as total U.S. giving has declined when computed as a percentage of Total Personal Income (TPI), from 2.6% to 2.2%, UJA giving also declined during this same period, based on the computation of contributions as a percentage of TPI. In 1970, 1.2% of TPI was contributed by the Jewish community to the UJA campaign. By 1980, this figure declined to 1.0%. (See Table 1).

For purposes of comparison, it is assumed that the per capita income in the Jewish community is the same as the general community. The percentages of TPI figures for the Jewish community are lower (1.2 versus 2.6, and 1.0 versus 2.2) than the national figures, because we are dealing only with giving to UJA, and not with total giving by the Jewish community.

Our own campaign statistics highlight certain additional trends.

One basic element that the campaign has had to deal with during the last ten years is the highly mobile nature of the Jewish community. An examination of Tables 2 and 3 in the enclosed data clearly indicate the mobility of the Jewish population. In six of the nine regions (the three exceptions being the Mid-Atlantic, Southwest and the Western), the change in the Jewish population was significantly greater than that of the general U.S. population.

Obviously such population transfers should have a very direct impact on the regional fundraising process and campaign results.

Graph I provides a visual portrait of the changes with regard to three vital sets of regional data:

1. The percentage of the total Jewish population residing within each region.
2. The percentage of the total campaign raised within each region.
3. The percentage of the campaign dollars raised in the big gifts (\$10,000 and over) category within each region for the years 1970 and 1980. (Graph II provides this same data for the 1974 bellwether campaign.)

An analysis of this data for the years 1970 and 1980 reveals two significant trends with regard to the patterns of giving:

1. In the 1980 campaign, major gifts contributors represented a larger proportion of total of aggregate funds raised, than during the 1970 campaign in every region with the exception of the Southeast. This trend is depicted on Graph III.
2. A measure of regional campaign movement based on the changes in percentage of Jewish population within the region, and the changes in the percentage of revenues generated by the region between the years 1970 and 1980, clearly indicates the following:
  - a) In those regions where their proportion of total revenues declined, the major gifts area had a stabilizing effect on the campaign results.
  - b) In those regions where their proportion of total revenues increased, the campaign grew more rapidly in the major gifts sector than in the contributor area below \$10,000.

These trends were evident in campaign results of seven of the eight regions. The Southeast region's giving pattern was again the only exception.

The significance of these campaign patterns for the 1980s bring into focus three points:



1. Given the highly mobile nature of the Jewish community, a system for the centralized maintenance on a current basis of certain standardized and detailed donor profile records at the national office can only be helpful.

2. The correlation between the increase in the size of the annual campaign and the increase of the major gifts sector within the campaign makes it evident that overall campaign growth has depended on disproportionate growth at the major gifts level. While this trend does not hold for every successive campaign of the past ten years, it is certainly a clear trend with regard to the aggregate campaign movement from 1970 to 1980. It is also evident regarding the progression of the '76, '77, '78, and '79 campaigns and is reinforced by the bellwether '74 campaign data, which had a record 51% of the campaign coming from the major gifts area. (Graph IV)

3. The stabilizing effect of major gifts in declining population/campaign regions and the disproportionately rapid increase in major gifts in those regions where population/campaign growth has taken place during the past ten years, requires further indepth analysis in order to evaluate future campaign implications.

On a subjective level, the data indicating the stabilizing effect of major gifts in eroding regions, lend support to the following hypothesis:

a) The major gifts area appears to represent the group of individuals least likely to leave a community, since such a move may necessitate the liquidation of their source of wealth, or management of it from a distance, or the hiring of individuals as caretakers of the enterprise. Even if individual movement does take place at this level, the source of wealth (business enterprise, real estate holdings, etc.) tends to remain in the original community. Therefore, given the lasting nature of entrepreneurial involvement, a commitment to the well-being of that community continues to exist even after individuals have relocated. Such continued support for the community of origin in the lower donor sectors would be unlikely to exist.

b) With regard to donors who do not relocate, further reasoning would seem to indicate that donors at the lower economic level are more subject to economic fluctuations and therefore have to re-evaluate the size of their gift annually. Major donors, as a group, are apparently less affected by economic fluctuations (at least with regard to their ability to maintain their gift level) and therefore are less likely to downgrade their annual gift. This is exemplified by the 1974 campaign when the major gifts sector achieved the highest percentile share of the total campaign (51%) of any year, in spite of the record level of that year's aggregate campaign, and in spite of the fact that the U.S. economy was experiencing the worst recession of the Post World War II period.

c) Smaller donors with marginal involvement in community affairs can be comfortable after a reduction in the size of their gifts, because of their assumption that such a decision will have a minuscule effect on the community campaign, and because of a feeling of invisibility within the community's social structure. However, fewer major donors have such a psychological luxury, since they know that any decision about the size of a gift at the upper levels may have a very real effect on the campaign result, as well as an impact on one's standing in the community. Therefore, beyond economic considerations, such a contributor must confront a host of interrelationships which would be affected by a significant reduction in his gift.

Conversely, in areas of regional growth the disproportionate increase in major gifts may be due to the fact that:

a) In new or rapidly expanding communities which must deal with the identification and motivation of new community members, it is an easier task to identify and involve those individuals who have become financially prominent



and already have a communal view of their relationships. It is more difficult to track the location of numerous low-profiled individuals through demographic studies and staff-intensive and other costly fundraising techniques, especially if these individuals remain uninvolved within the community.

Therefore, logic dictates that such communities concentrate on major gifts development in order to attain a major impact on campaign results.

These trends with regard to the major gifts area, supported by the statistical analysis of the campaign data, and combined with the results of the studies to be discussed, offer the most convincing argument regarding the centrality of the major gifts area for the achievement of ever higher campaign levels, and the opportunity which exists for the development of new and upgraded giving.

### Capacity Capabilities

Regarding trends in community capacity, we are not in a position to accurately analyze our donor base by the four major contributing sectors (Individuals, Foundations, Bequests and Corporate Groups) cited in the U.S. Giving Statistics, because the data supplied by communities to the UJA are not sufficiently reliable when categorized by such groupings. We can, nevertheless, identify certain traits in our constituency of donors which enable us to respond to the projections made with regard to future trends in U.S. philanthropy.

It is, of course, evident that the primary source of our funds is generated from individual contributors and that a significant percentage of these funds are provided by donors of major gifts (\$10,000 and over). The Chemical Bank projection that charitable growth during the 80s will be provided by individual contributors bodes well for our future efforts.

Just as significant is the widespread belief that the corporate sector will continue to be the primary growth area for charitable giving in the 80s. This provides us with an opportunity to channel our energies in an area which is currently underdeveloped as a campaign resource, but where there are likely to be some unique opportunities for major growth during the coming years.

Several studies conducted by UJA's Research Department, during the past year provide some insight into these two areas and bring into focus the capacity for philanthropic giving within the Jewish community.

An initial study of Fortune "500" personnel indicated that a significant number of individuals holding prominent positions with these companies are members of the Jewish community. Specifically, at least 460 individuals, associated with 202 separate Fortune "500" corporations, were identified as having major corporate positions and/or major shareholdings in these companies. Seventy-nine individuals from this group are currently campaign contributors at the \$10,000 and over level.

A further study initiated primarily as a statistical analysis of independently compiled lists, published in national magazines, of "mega-millionaires" (personal assets of over \$50 million), indicated that at least 20% of the individuals noted on these lists were members of the Jewish community. The 20% result came about from the identification of 37 individuals, 27 of whom had been or are involved in the campaign, at the major gifts level. Both of these studies provide a meaningful insight into the broadly based financial achievements of members of the Jewish community. More importantly, it is a valid indication of the kind of



capacity that can be analyzed and reached in order to attain the growth forecast for both individual and corporate giving in the 80s.

Along these lines, an additional report has now been prepared, in which as many as 130 members of the Jewish community are identified as having the capacity to contribute at the million dollar level to the annual campaign.

While a significant portion of these individuals are currently making campaign contributions at the major gifts level, (97 gifts, mostly at the six figure level), a further analysis of the data, revealed that although many of these individuals were affiliated with large corporations, and had essentially a controlling position as a result of their shareholdings, the contributions to the campaign came principally from personal assets, and in relatively small amounts from corporate giving.

This is a particularly significant observation, in light of a review of 13 key donor-affiliated corporations which indicated that the 5% pre-tax charitable deduction allowance of these corporations provided them with the combined capacity for giving approximately \$59 million. Even at the 1% level, these 13 companies could provide \$12 million tax deductible dollars to a charitable cause of their choice.

While the exact number of donor affiliated public companies is not known, it is safe to assume, conservatively, that there are at least 200 to 250 such companies with which \$10,000 and over contributors are associated.

A meaningful approach to such a market, vast both in terms of the number of potential corporate targets and in terms of capacity for giving present within this group, suggests the creation of appropriate campaign tools as a UJA priority in the years ahead.

A project currently in progress which will provide some of the technical resources necessary to initiate such a process, involves the categorizing of all \$10,000 and over donors by industry affiliation.

The successful completion of this endeavor will enable the national office to maintain in its files the business affiliations of more than 20,000 donors who are currently associated with approximately 7,300 annual gifts in the \$10,000 and over range. While we have a variety of plans for using this data, one possible application of this information is the identification of all large business enterprises (publicly and privately held) which could then be targeted for corporate gift solicitations.

During the National Conference of the Independent Sector, in October 1980, Mr. Kenneth Dayton, Executive Committee Chairman of Dayton Hudson Corporation stated, "America's corporations represent an under-tapped gold mine for the independent sector. Compared to its potential, the corporate giving record is abysmal.... The fastest way to increase our pie size is to ...press for major and measurable increases in corporate philanthropy."

Mr. Dayton's views are significant because the Dayton Hudson Corp. was one of the primary advocates leading to the establishment of the "Five Percent Club" of Minneapolis, which currently has 45 member corporations. Fifteen corporations are members of that city's "Two Percent Club."



We at UJA also should consider exploration of this unique opportunity to expand our revenues from corporate donations at a time when more and more corporations are beginning to accept the notion (which is currently advocated strongly by highly placed government officials as well) that they have an obligation to increase their philanthropic activities.

### The Challenge

The future of charitable organizations in the 80s has been painted with dark colors by many philanthropically-involved individuals. Concerns about the moral values of our society, characterized by the "looking out for number one" philosophy; fears that great family fortunes have eroded as a result of government legislation and that therefore, the era of huge, catalytic gifts is over; apprehensions that committed volunteer leadership will not continue to be present in large numbers in the 80s are often voiced.

However, the UJA experience of the recent past does not support these apprehensions. If anything, our findings are just the opposite. The campaign strength in the major gifts area in terms of aggregate dollars raised from this sector has been growing steadily. If inflation proved to be the ravager of the low and middle income groups during the past five years, it seems to have had less effect at the upper levels of the socio-economic structure.

However, our dollar growth has not been matched with a like growth of donor units in the \$10,000 and over category. In fact, as reflected on Table 4, the number of donor units has remained essentially stable since 1978. This apparent weakness in the campaign development - the inability to reach out to sizable numbers of new major donors - needs further examination.

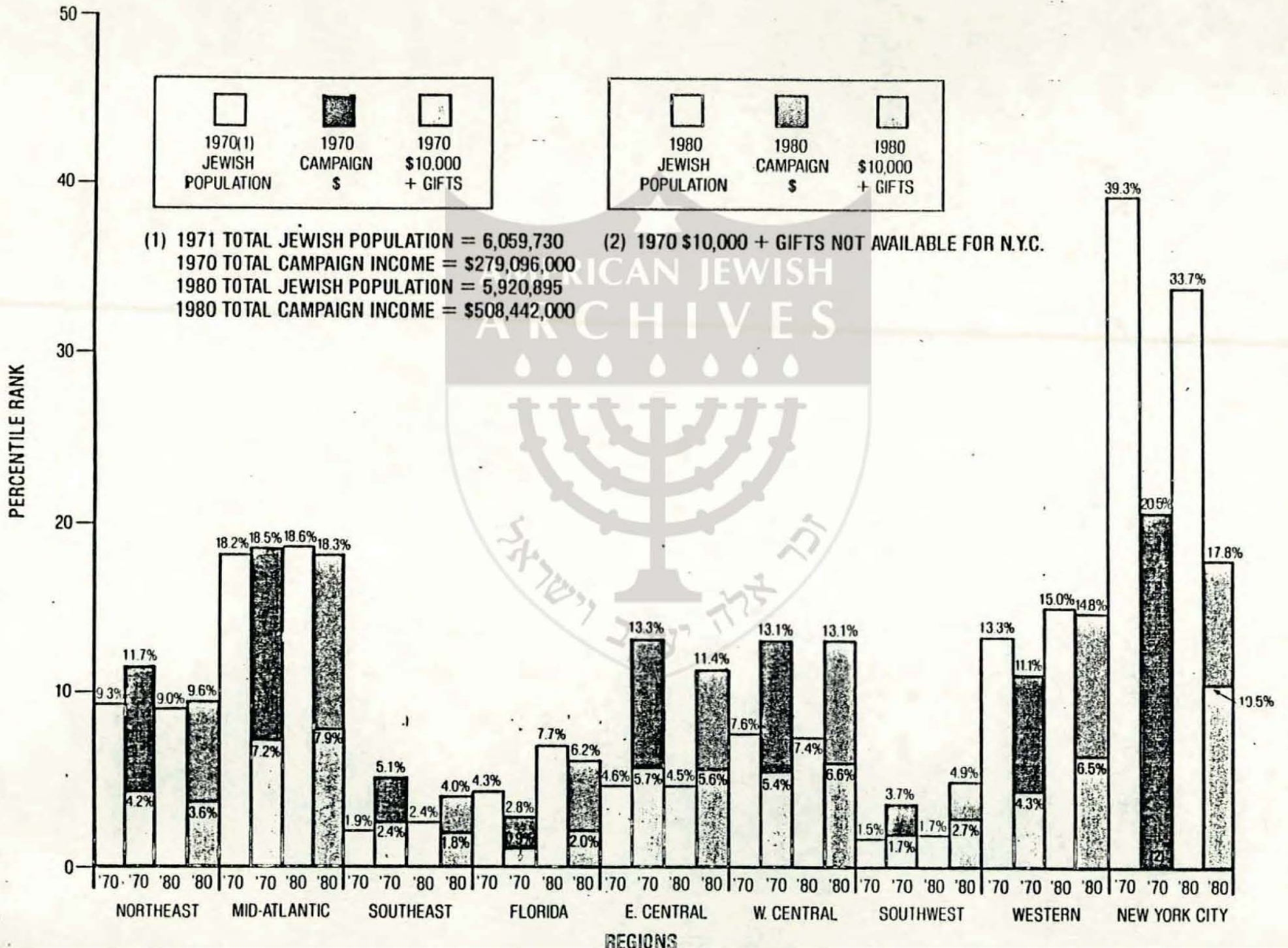
Sociologists have raised questions regarding the continued support for Jewish philanthropic activities and they have pointed to general social and political changes (specifically, the apparent movement away from entrepreneurial endeavors towards professional activities and the shifting political climate within the Jewish communities of Israel and the U.S.) in order to raise doubts about future involvement. The campaign data of the past decade, when compared to general philanthropic groups in the U.S., points away from any erosion of Jewish commitment during this time period. At the same time, our lack of significant growth in the number of \$10,000 and over donors, presents us with a dynamic challenge.

If the Jewish presence within the core of the country's manufacturing sector was negligible a generation ago, today, that presence (as shown by our Fortune "500" study) is evident and widespread. The activities in the financial and retail areas have become even more pronounced today than they were in the past. Hardly a day goes by when the name of a prominent member of the Jewish community does not appear in financial journals, in connection with billion dollar acquisitions. While individuals as Victor Posner, Marvin Davis, Edgar Bronfman and Saul Steinberg may not be "typical" members of the Jewish community, the prominent financial positions they have attained is an indication of the general success that the community has achieved during the recent decades. Within the magnitude of the Jewish community's successes, is our challenge for the eighties.

We must pinpoint those markets where untapped opportunities await us. We must develop the tools and effectively channel our resources so as to achieve significant growth into these areas, while maintaining our current positions of strength. With these challenges in mind, the billion dollar annual campaign becomes an increasingly realistic objective for the 80s.

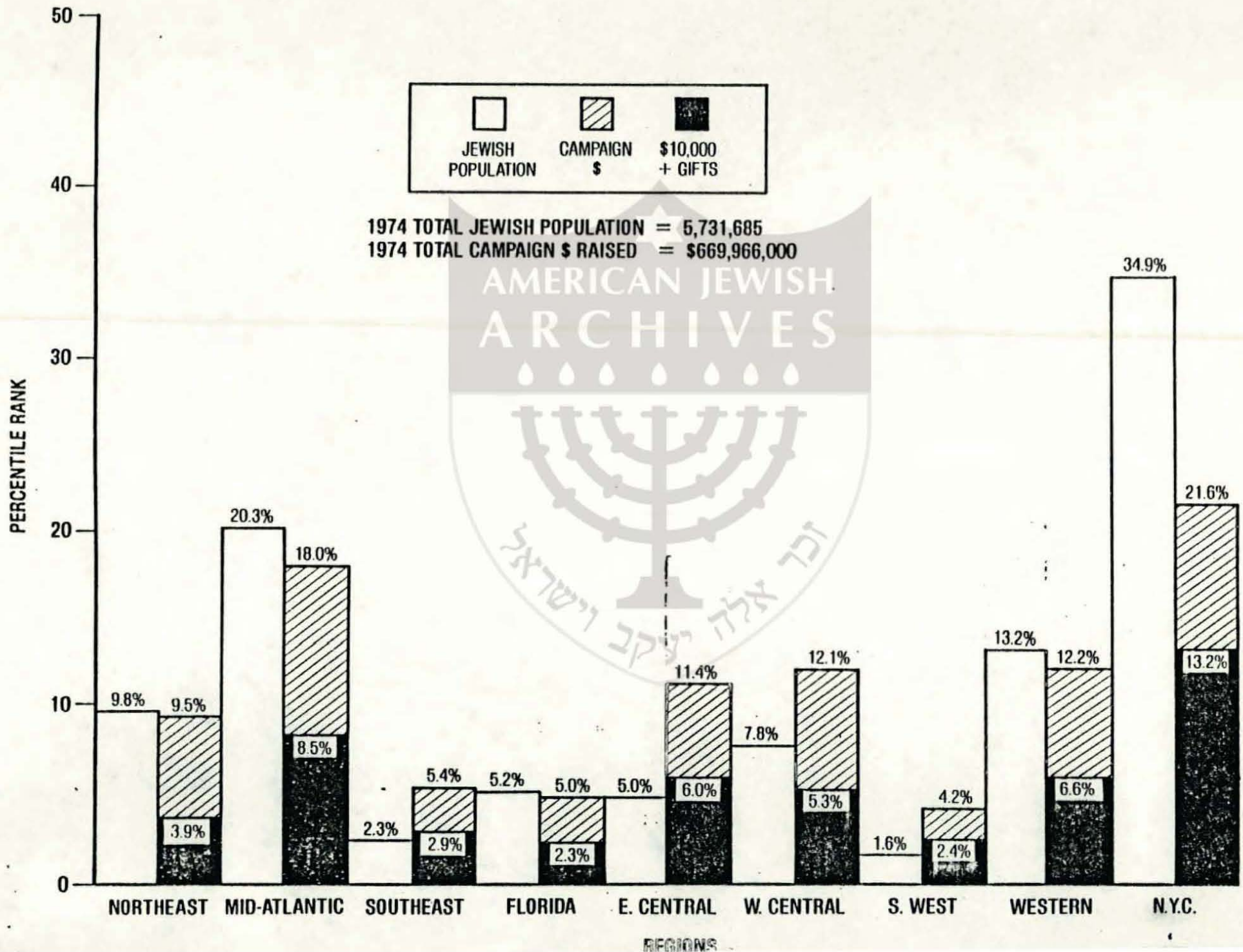


REGIONAL DISTRIBUTION OF JEWISH POPULATION AND CAMPAIGN INCOME FOR 1970 AND 1980





REGIONAL DISTRIBUTION OF JEWISH POPULATION AND CAMPAIGN INCOME FOR 1974



REGIONAL CAMPAIGN GROWTH BY GIFT CATEGORIES 1970 vs. 1980\*

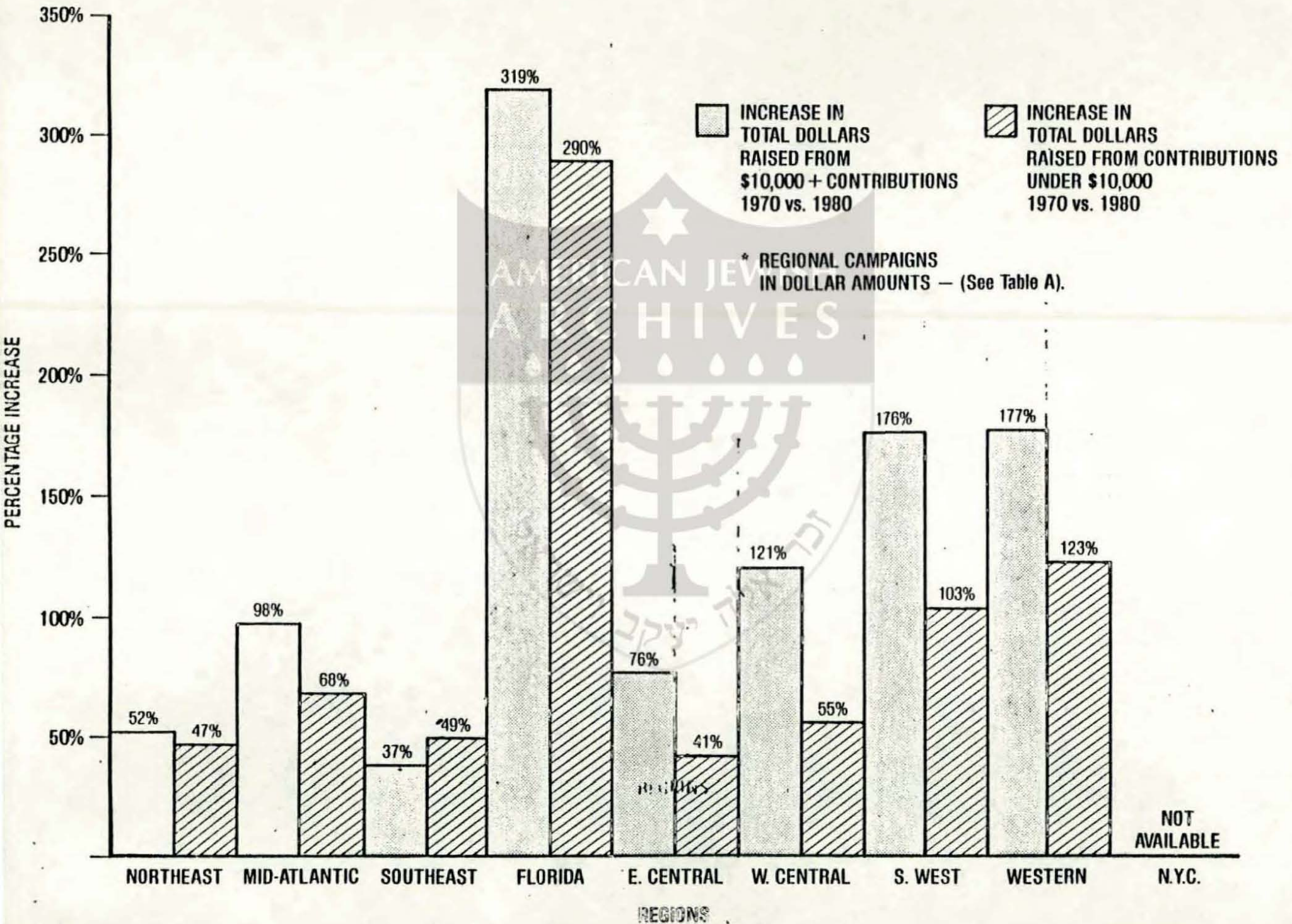


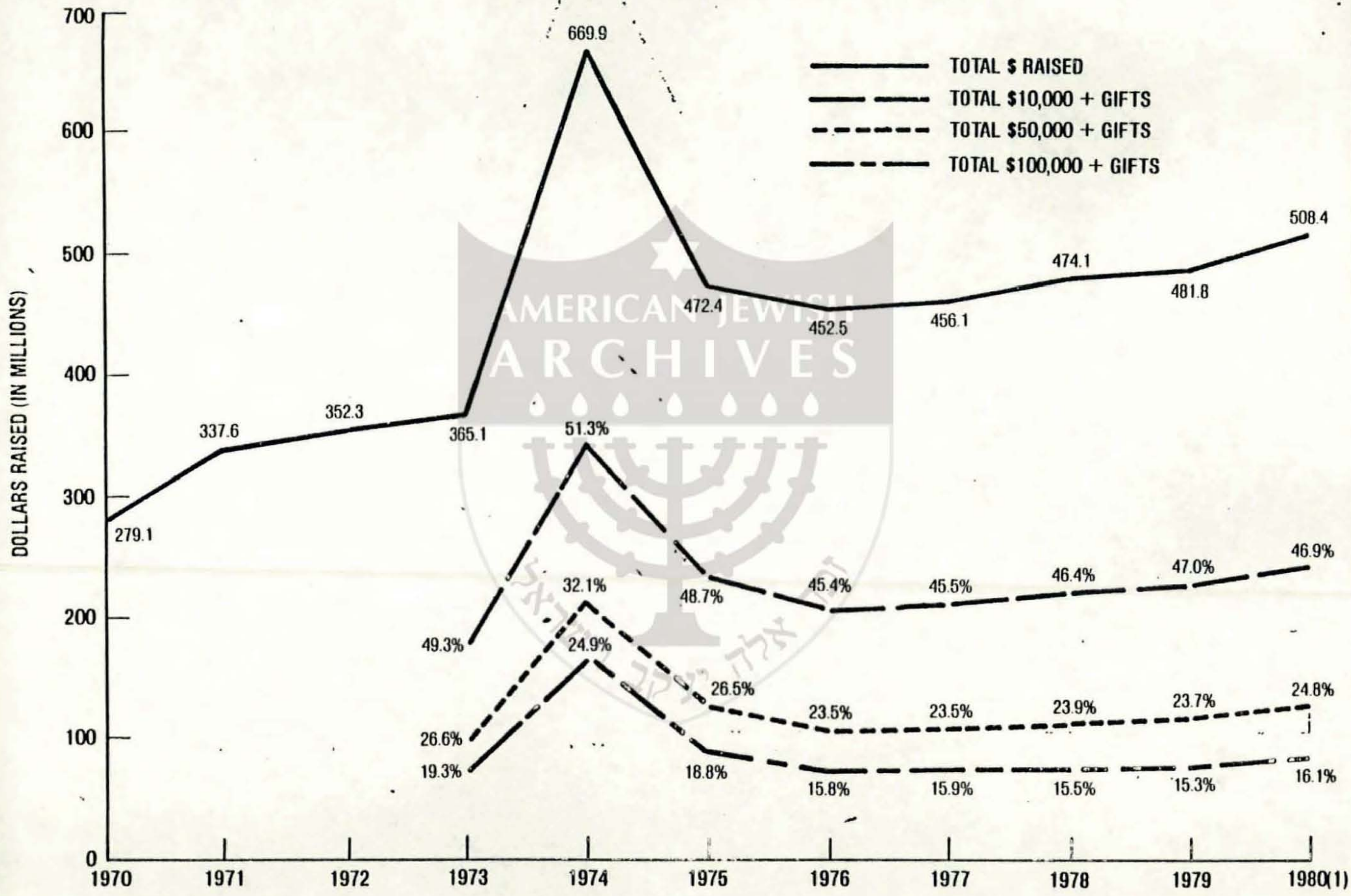


Table A

## REGIONAL CAMPAIGN GROWTH BY GIFT CATEGORIES 1970 VS. 1980

Region	\$10,00 and Over Giving (in Thousands)			Under \$10,000 Giving (in Thousands)		
	1970	1980	Dollar Increase	1970	1980	Dollar Increase
Northeast	11,786	17,872	6,086	20,912	30,796	9,884
Mid-Atlantic	19,945	39,479	19,534	31,756	53,326	21,570
Southeast	6,671	9,172	2,501	7,500	11,167	3,667
Florida	2,474	10,366	7,892	5,466	21,326	15,860
East Central	16,050	28,210	12,160	20,984	29,519	8,535
West Central	14,929	32,922	17,993	21,638	33,580	11,942
Southwest	4,913	13,570	8,657	5,490	11,133	5,643
Western	11,958	33,119	21,161	18,904	42,199	23,295
N.Y.C.			COMPARATIVE	DATA	NOT	AVAILABLE

**ANNUAL CAMPAIGN RESULTS (in Dollars) with MAJOR GIFT SUBDIVISIONS  
(As Percentage of Annual Campaigns) (1970-1980)**



(1) INCOMPLETE DATA



Table 1

- G -

## UJA PER CAPITA GIVING VS. U.S. PER CAPITA INCOME

## BY UJA REGIONS

1970 Vs. 1980

	1980			1970		
	U.S. Per Capita Income (1)	UJA Per Capita Gift	% of Gift to Income	U.S. Per Capita Income	UJA Per Capita Gift	% of Gift to Income
Northeast (2)	\$ 8,982	\$ 55	.6	\$ 4,463	\$ 31	.7
Mid-Atlantic	8,973	84	.9	4,139	47	1.1
Southeast	7,417	141	1.9	3,164	123	3.9
Florida	8,532	70	.8	3,698	31	.8
East Central	8,741	218	2.5	3,833	132	3.4
West Central	8,917	153	1.7	3,939	79	2.0
Southwest	8,204	248	3.0	3,298	111	3.4
Western	<u>9,372</u>	<u>85</u>	<u>.9</u>	<u>4,135</u>	<u>38</u>	<u>.9</u>
TOTAL	\$ 8,706	\$ 86	1.0	\$ 3,893	\$ 46	1.2
% increase over 1970	124	87				

(1) 1979 Per Capita

(2) Includes New York City

- D -

JEWISH POPULATION BY REGION  
1980 VS. 1971

Region	1980 (1)			1971 (2)	
	Jewish Population	% of Total	% Change Vs. 1971	Jewish Population	% of Total
Northeast	529,925	9.0	- 5.8	562,740	9.3
Mid-Atlantic	1,102,750	18.6	+ .2	1,100,385	18.2
Southeast	144,670	2.4	+25.2	115,525	1.9
Florida	454,880	7.7	+75.0	260,000	4.3
East Central	264,940	4.5	- 5.6	280,630	4.6
West Central	435,270	7.4	- 5.7	461,545	7.6
Southwest	99,545	1.7	+ 6.1	93,790	1.5
Western	890,915	15.0	+10.8	804,135	13.3
New York City	<u>1,998,000</u>	<u>33.7</u>	<u>-16.1</u>	<u>2,381,000</u>	<u>39.3</u>
	5,920,895	100.0	- 2.3	6,059,730	100.0

(1) American Jewish Yearbook - 1981

(2) American Jewish Yearbook - 1972

AJYB 1970 Jewish Population Not Available



- E -

## TOTAL U.S. POPULATION BY UJA REGIONS

(Population in Thousands)

1970 Vs. 1979

<u>Region</u>	<u>1979 (1)</u>			<u>1970</u>	
	<u>Total Population</u>	<u>% of Total</u>	<u>% Change Vs. 1970</u>	<u>Total Population</u>	<u>% of Total</u>
Northeast	22,938	10.4	+ 3.1	22,256	10.9
Mid-Atlantic	26,327	12.0	+ 1.2	26,002	12.8
Southeast	29,430	13.4	+10.8	26,569	13.0
Florida	8,860	4.0	+29.4	6,848	3.4
East Central	28,865	13.1	+ 3.1	27,987	13.7
West Central	33,067	15.0	+ 3.6	31,917	15.7
Southwest	22,470	10.2	+15.9	19,387	9.5
Western	41,141	18.7	+17.7	34,946	17.1
(2) New York City	<u>7,000</u>	<u>3.2</u>	<u>-11.3</u>	<u>7,895</u>	<u>3.9</u>
	220,098	100.0	+ 8.0	203,807	100.0

(1) Latest available information

(2) New York City only

-N-

## \$10,000-AND-OVER GIFTS: 1973-1981

## NATIONAL

AS OF JUNE 22, 1982

(Dollar Amounts in Thousands)

	\$10,000-24,999		\$25,000-49,999		\$50,000-99,999		\$100,000-249,999		\$250,000 & OVER		TOTAL \$10,000 & OVER	
	GIFTS	DOLLARS	GIFTS	DOLLARS	GIFTS	DOLLARS	GIFTS	DOLLARS	GIFTS	DOLLARS	GIFTS	DOLLARS
1973	3,313	46,433	1,147	36,400	429	26,887	266	35,756	70	34,565	5,225	180,039
1974	5,438	74,627	1,711	53,637	784	48,290	509	69,412	172	97,531	8,614	343,497
1975	4,486	60,689	1,432	44,166	584	36,445	350	47,285	94	41,529	6,946	230,118
1976	4,302	58,736	1,326	40,550	560	34,819	297	40,081	79	31,412	6,564	205,598
1977	4,397	59,435	1,326	41,030	551	34,354	311	41,548	75	31,151	6,660	207,518
1978	4,656	63,360	1,392	43,027	640	39,770	311	41,812	77	31,803	7,076	219,772
1979	4,770	65,079	1,515	46,902	649	40,581	303	40,529	78	33,136	7,325	226,227
+1980	4,660	64,083	1,556	47,900	707	44,146	353	46,915	82	35,177	7,358	238,221
+1981	2,230	30,737	899	28,198	494	30,505	312	41,047	81	33,993	4,016	164,482

+1980-1981 Gifts are Incomplete





# United Jewish Appeal

1290 AVENUE OF THE AMERICAS □ NEW YORK, N.Y. 10104 □ TELEPHONE: (212) 757-1500 □ CABLE ADDRESS: UJAPPEAL, NEW YORK

December 31, 1981

Mr. Herbert A. Friedman  
500 East 77th St., Apt. 2519  
New York, New York 10162

Dear Herb:

I am pleased to inform you that UJA is planning a second \$10,000 minimum National Leadership Mission to Washington on Wednesday, March 3, 1982. The program will begin at 10:00 a.m. and conclude by 7:30 p.m., and will include lunch and a cocktail reception. We have secured sleeping rooms for the nights of March 2 and/or 3 at the L'enfant Plaza Hotel for those requiring them.

The Mission will expose leaders and potential leaders to the decision-making process in the nation's capital, and give them the opportunity to hear firsthand about current foreign policy issues from representatives of the White House, State Department and Israeli Embassy; members of Congress, and veteran Washington observers.

We need your help in preparing for the Mission to ensure that it is as successful in participation and fundraising as our first, held last year. Please forward names of participants to Judith Kaufman, Campaign Associate, at 212/757-1500, Extension 234.

We also stand ready to help you in your efforts to recruit potential leaders capable of giving at the \$10,000 and up level. The National Leadership Mission to Washington is an excellent opportunity to involve future leadership in a major campaign event and to acquaint them with the issues which underlie our annual campaigns.

Our first Mission was one of the most rewarding winter campaign programs of 1981. With your help, our second Mission can be even more gratifying, for your leadership -- current and potential -- and for our 1982 Campaign.

Sincerely,



Melvyn H. Bloom  
Associate Executive  
Vice-Chairman

MHB:er

P.S. A similar letter has been sent by Herschel Blumberg to your campaign chairman and to UJA lay leaders in your community.

One People Indivisible

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Date: January 18, 1982

To: Executive and Campaign Directors  
From: Melvin L. Libman  
Subject: Mission from Israel

In many communities after Passover, campaigns often remain in the doldrums. A novel suggestion has been put forth which I would like to share with you. The specific purpose of this proposal is to assist in strengthening fund raising and community-wide campaign visibility during this period of time, and the purpose of this memorandum is to elicit community reaction to this idea.

PROPOSAL

To make available to individual communities teams of Israelis for a period of 2 - 4 days. Teams would live in private homes, meet with a maximum number of community groups, be the subject of community-wide press campaign and be utilized specifically for a variety of fund raising functions.

MAKE UP OF GROUP

A cross-section of Israelis similar to those your community meets on a UJA mission. We will finalize our list in consultation with participating communities. A typical group might include: a tour guide, a social worker from a Project Renewal neighborhood, a member of a Project Renewal local council, an army officer, an American Oleh, a member of a town council, and JDC and Jewish Agency project workers, etc. Israeli visitors will be accompanied by regional and national leadership.

WHAT ARE SOME SUGGESTED PROGRAMMATIC USES FOR VISITORS

While each community is different and requires special consideration, local planning for this program should resemble the thorough planning utilized for Super Sunday. A partial list of potential uses in your community include:

Home hospitality committee

Meetings with religious schools and youth groups

Meetings at JCC's, local adult groups, e.g. Men's Clubs, Sisterhoods, B'nai B'rith groups, etc.

Meetings with Boards of local constituent agencies

Parlor meetings for mission reunions, pre-mission recruitment, new givers

Individual solicitations

PROPOSED DATES

Between April 18th and 30th.



# United Jewish Appeal

1290 AVENUE OF THE AMERICAS □ NEW YORK, N.Y. 10104 □ TELEPHONE: (212) 757-1500 □ CABLE ADDRESS: UJAPPEAL, NEW YORK

January 19, 1982

TO: EXECUTIVE AND CAMPAIGN DIRECTORS  
FROM: MELVYN H. BLOOM

Plans are now underway for this year's summer Professional Fundraising Seminar in Israel, conducted by the UJA and the Institute for Leadership Development of the Jewish Agency. Now is the time to begin recruiting the best quality of professional participation the North American Jewish community has to offer.

Once again, we will conduct an intensive three and one-half week course. The dates of the seminar are July 26 (departure from New York) -- August 19 (return).

The Seminar will cover a great deal of material in the field and in the classroom on a rather rigorous schedule. Therefore, spouses' participation is discouraged and children cannot be accommodated.

We are indeed fortunate that our colleague, Martin Waxman, Campaign Director of the Baltimore Federation has agreed to serve as co-instructor this summer. Marty is a leader in our field, and is immediate past chairman of the Campaign Directors Institute. A co-instructor, who will be a senior member of the UJA staff, will be announced subsequently.

As in former years, each community is responsible for travel costs. We do not have the exact fare information available at this time but we will let you know at the earliest opportunity. The Jewish Agency will cover all ground costs, including room and board in Israel for the period of the Seminar.

Applicants should have a common basis of experience. Therefore, students should now be working in the field of Jewish communal service, and ought to have from one to three years' experience in fundraising. Please send along with your recommendation a background statement on the candidate.

It is important that we hear from you soon as to recommended participants from your community in this summer's program. I would be pleased to discuss the program with you, as would members of our committee of previous instructors.

We look forward to news of your community's participation.

MHB:er



One People Indivisible

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# United Jewish Appeal

Date: March 3, 1982

To: Executive Directors  
Campaign Directors

From: Mel Bloom

Subject: NATIONAL LEADERSHIP CONFERENCE

General Ariel Sharon, Defense Minister of Israel, has been confirmed as the featured speaker for the Saturday evening banquet of the UJA National Leadership Conference, May 21-23, at the Sheraton-Washington Hotel in Washington, D.C.

General Sharon's presence at the Conference, less than one month after Israel's historic withdrawal from the Sinai under the peace treaty with Egypt, provides us with an excellent recruitment tool for attracting the participation of your leadership at this important meeting.

Herschel Blumberg, 1982 National Chairman, and Robert Loup, 1983 Chairman Designate, have issued a "Dear Colleague" letter of invitation to leadership at all levels urging their attendance at the Conference.

In addition, a press release announcing General Sharon's appearance and outlining the conference program has been distributed to the American Jewish media.

The National Campaign Policy Board will convene in Washington on May 20 -- the Thursday preceding the National Leadership Conference-- for a special program that includes a briefing by ranking representatives of the Reagan Administration, a reception and concert at the Kennedy Center featuring Itzhak Perlman and a buffet supper hosted by Israeli Ambassador Moshe Arens.

I encourage you to recruit your top leadership for this meeting. It is essential that the American Jewish community be strongly represented in Washington as we launch our critical 1983 campaign.

Additional details of the Conference program will be forwarded to you as they become available.

82-452-21

**HOLD THE DATE  
MAY 20-23, 1982  
UJA NATIONAL CONFERENCE  
WASHINGTON, D.C.**





For additional information,  
call United Jewish Appeal  
in New York, (212) 757-1500  
or

Norman Weiser  
Ext. 250

FOR IMMEDIATE RELEASE

**NEWS**

UJA'S FIRST NATIONAL SUPER SUNDAY RAISED COMMITMENT,  
INVOLVEMENT AS WELL AS PLEDGE TOTAL OF \$18 MILLION PLUS

SUPER SUNDAY II SET FOR JANUARY 17, 1982

NEW YORK, N.Y., March 9 -- More than funds alone -- over \$18 million in pledges -- was raised by Super Sunday '81, the record-setting volunteer call-ins that reached hundreds of thousands of American Jewish households in January and February to launch the public phase of the 1981 national United Jewish Appeal campaign.

Reports from 85 participating communities -- including 72 holding their events on the January 18 national date -- record spectacular levels of raised consciousness and commitment, heightened involvement and strengthened unity. These broad communal gains, added to the final pledge total of more than \$18 million announced here today by National Super Sunday Chairman Jerome J. Dick of Washington, made the event the most successful UJA/Federation mass public appeal in a peacetime year.

Plans are already underway for National Super Sunday II, scheduled for January 17, 1982. UJA National Chairman Herschel Blumberg has announced that Mr. Dick will again serve as National Chairman.

The spirit of the inaugural Super Sunday became evident very early on the morning of January 18. Five-year-old Philip Pfeffer made the Ocean County (New Jersey) Jewish Federation's first contribution of the day, and his first pledge ever -- a gift of \$4.

Thousands of other first-time gifts were generated by eager, enthusiastic volunteers who kept telephones ringing virtually around the clock. In some areas, volunteers waited as many as ten deep for their turn at the phones. Callers included beneficiaries of local programs and services, such as the elderly, the handicapped,

....More

members of youth groups, and Jewish school students.

State and local government officials, sports and entertainment celebrities added to the spirit and excitement of the day in many communities by joining local Jewish leadership at the telephones.

United States Senator Arlen Specter and representatives of Philadelphia's sports teams -- the Phillies, the 76ers, the Eagles and the Flyers -- joined federation volunteers in making calls. In Pittsburg as well, U.S. Representative William Coyne, Mayor Richard Caliguiri and a number of star athletes contacted contributors on behalf of the federation campaign.

Connecticut Governor William O'Neill and Secretary of the State Barbara Kennelly took turns at the Super Sunday phones in Hartford, while in Boston, Massachusetts Governor Edward King, Lt. Governor Thomas O'Neill and former Governor Michael Dukakis joined Mayor Kevin White in the federation telethon.

From Worcester, Massachusetts, where Mayor Jordan Levy joined the volunteer call-in corps, to Miami, where Mayor Murray Meyerson of Miami Beach and members of the Miami Dolphins football team participated actively, a pervasive spirit of cooperation and personal participation at all levels of the community helped make Super Sunday a success.

In many communities, recently arrived Soviet Jews sought pledges from their countrymen in their native tongue. As one such volunteer explained, "We have an unpaid obligation to the community, to this country and to Israel. That is why we are working here."

In Detroit, one new immigrant expressed his gratitude for the help of the Jewish Welfare Federation with a pledge of \$52, a dollar for every week of the year, and in Denver, three elderly Russian women, all on Social Security, pooled their resources to pledge \$2 a month.

Children joined their parents as volunteers in many communities. In New York's massive telethon, several families were represented by three generations of callers.

....More



The closeness of the world Jewish family was underscored dramatically in Utica, New York, where 50 volunteers and lay leaders of the Jewish Community Council participated in a conference call with Rivka Rivlin in Jerusalem to get a first-hand perspective on the problems of the people of Israel. Mrs. Rivlin is a cousin of Harry Markson, long active in Utica's Jewish leadership.

In several communities, volunteers reached unemployed persons and offered the community's help through a federation agency. In each case, the response was a \$10 donation.

And a caller for the Jewish Federation of Greater Dallas talked with a woman who knew little of the community's services but, it developed, needed help for her deeply troubled family. The volunteer put her in touch with the federation's Jewish Family Services for assistance and counseling.

The Super Sunday "family" also embraced a cross-section of businesses small and large contributing volunteers, space, telephones and food for the event, including hundreds of radio and television stations nationwide providing broadcast personalities, support and coverage.



## NEWS

For additional information,  
call United Jewish Appeal  
in New York, (212) 757-1500  
or

David Mark  
Ext. 244

FOR IMMEDIATE RELEASE

HERSCHEL W. BLUMBERG ELECTED TO SECOND TERM  
AS UJA NATIONAL CHAIRMAN; REPORTS INTENSIVE  
PLANNING IN PROGRESS FOR 1982 CAMPAIGN

NEW YORK, N.Y., March 2, -- Herschel W. Blumberg of Washington, D.C. has been unanimously reelected National Chairman of the United Jewish Appeal and will lead the 1982 nationwide fundraising campaign. The action by the UJA Board of Trustees was announced here today by Irwin S. Field, President of the Board.

Blumberg, now chairman of the record 1981 peacetime campaign, reported that intensive advance planning for 1982 by UJA national leadership and professional staff has been under way for several months, in consultation with community campaign leadership. A comprehensive program and calendar for the forthcoming campaign is in the final stages of formulation and will be presented at a National Leadership Conference in Washington, May 14-17.

"World events indicate we are entering an era in which the relationship between the Jews of America and the people of Israel will take on ever greater significance," he stated. "Our 1982 campaign will be decisive in meeting the extraordinary challenges we will face together in the 1980's."

The UJA National Chairman cited increasing economic and political pressures on Israel's people, the growing denial of the Holocaust, the rise of neo-Nazism and the re-emergence of worldwide anti-Semitism as critical factors in 1982.



"Against this background of pressures," he declared, "it becomes more essential than ever that our annual campaigns decisively end the pattern which prevailed in the 70's, of relatively minor increases in pledge totals and cash income. While continuing to build communal strength here at home in this decade, we must provide our full share of the cost of our vital human-support programs in Israel and elsewhere overseas."

All new directions in UJA campaign planning, structure and operations begun this year, Blumberg indicated, will be continued and reinforced for the next campaign. The UJA National Chairman played a leading role in developing a new approach to campaign planning for 1981 through the activation of a joint UJA/CJF Task Force. He also introduced a number of major operational innovations, including adjusting and upgrading the traditional campaign calendar, scheduling major events earlier and raising minimum gift levels for key fundraising meetings and overseas missions.

These steps have resulted in the fastest campaign start in any peacetime year, with increased giving sustained at a higher level than ever before at this stage of campaigning. Pledges for 1981, now total \$269 million, showing an 18 percent gain over the previous year's results, card-for-card.

Among the highlight achievements of the 1981 campaign to date under Blumberg's leadership: a Prime Minister's Mission which produced the highest level of per capita giving in its 13-year history; a President's Mission involving the largest number of \$10,000 and over contributors ever brought to Israel on a mission; and the highly successful January 18 National Super Sunday of community call-ins, developed by Blumberg and his Washington colleague Jerome J. Dick from their own community's model telethons. Results of later community Super Sundays are expected to create final totals for this unprecedented mass appeal of more than 25,000 volunteers realizing close to 20,000 gifts worth a projected \$20 million.

Blumberg has also encouraged the continued decentralization of UJA operations by upgrading and expanding its regional structure and by increasing the campaign involvement of regional leaders. In addition, he has restructured UJA's national leadership committees and increased community and regional representation on the National Campaign Policy Board.

A native of Baltimore and a graduate of Georgetown University, Blumberg began his service as a national leader in 1963 when he was a founding member of the UJA Young Leadership Cabinet. After 14 years of service on the UJA Executive Committee and the UJA National Campaign Cabinet, Mr. Blumberg was appointed a National Vice Chairman in 1977. He is a member of the Jewish Agency Executive and serves on the Boards of the United Israel Appeal and the American Jewish Joint Distribution Committee, the UJA's constituent agencies.

Long active in the United Jewish Appeal Federation of Greater Washington, he was President for three years, and earlier served as General Chairman, General Co-Chairman, Vice President, and Chairman of the Planning Committee.

In addition, he was Treasurer of the Jewish Community Council in Washington, a Trustee of the United Jewish Endowment Fund and the Jewish Day School, Vice President of the Washington Jewish Foundation, President of B'nai Israel Synagogue, Treasurer of the Prince Georges County Cancer Society and a member of the Board of the Chamber of Commerce and Economic Development Commission of Prince Georges County.



For additional information,  
call United Jewish Appeal  
in New York, (212) 757-1500  
or  
Joan Silberstein  
Ext. 324



**NEWS**

FOR IMMEDIATE RELEASE

MICHAEL K. NOVAK TO ADDRESS

UJA CRITICAL ISSUES CONFERENCE IN WASHINGTON, D.C.

NEW YORK, N.Y., March 19 -- Michael K. Novak, United States Representative to the United Nations Human Rights Commission, will discuss the Commission's recent meetings in Geneva at the opening banquet of the Critical Issues Conference sponsored by the Rabbinic and Faculty Cabinets of the United Jewish Appeal on Sunday, March 29, in the Capital Hilton Hotel, Washington, D.C.

Mr. Novak is one of 60 key political figures, journalists, scholars and theologians from the United States and Israel who will participate as major speakers and panelists during the three-day conference.

More than 300 rabbis and scholars from throughout the United States will be welcomed to the conference on behalf of the UJA by National Chairman Herschel Blumberg.

The Conference convenes earlier that day with an address on America's Middle East policy by Shlomo Avineri of the Political Science Faculty at The Hebrew University in Jerusalem and Director General of Israel's Ministry for Foreign Affairs in 1976 and 1977. A question and answer session will follow on the topic, "American Foreign Policy and the Changing Middle East Scenario," moderated by Thomas A. Dine, Executive Director of the American Israel Public Affairs Committee.

The session will feature top level representatives of the Departments of Defense and State responding to questions posed by Rabbi Arthur Hertzberg,

,...More

Temple Emanuel, Englewood, New Jersey; Rabbi Walter Wurzburger, Congregation Shaaray Tefila, Far Rockaway, N.Y.; Martin Peretz, Editor-in-Chief, The New Republic, and David Landes, Professor, Department of History, Harvard University.

Ephraim Evron, Israel's Ambassador to the United States, will open the second day of the Conference on Monday, March 30. Mr. Evron, Director General of Israel's Ministry for Foreign Affairs prior to assuming his post in Washington, will review current events in the Middle East and prospects for a lasting peace between Israel and Egypt. Others participating in the session include Nissan Oren, Wallach Professor of World Order Studies, Institute of War and Peace Studies, Columbia University, and Robert Tucker, Professor of Political Science, Johns Hopkins University.

Other highlights of the Critical Issues Conference ending Tuesday, March 31 include:

Emerging Forms of Anti-Semitism in the United States, Latin America and Europe, a panel with moderator Alan Dowty, Professor, Department of Government Studies, Notre Dame University, and panelists Alan Dershowitz, Professor of Law, Harvard University; Irving Horowitz, Arendt Professor of Sociology and Political Science, Rutgers University, and Saul Friedman, Professor of History, Youngstown State University.

The Media and the Middle East, a discussion with moderator Ralph Lowenstein, Dean, School of Journalism, University of Florida, and speakers Wolf Blitzer, foreign correspondent, The Jerusalem Post; Laurence Barrett, White House correspondent, Time Magazine, and Ed Cody, Assistant Foreign Editor, The Washington Post.

Is there a Future for American Jewry? A debate with moderator Rabbi Haskel Lookstein, Congregation Kehilath Jeshurun, New York City, and panelists Leonard Fein, Editor-in-Chief, Moment Magazine, and Hillel Halkin, author, Letters to an American Friend: A Zionist's Polemic.



Arab Influence in America, a discussion moderated by Michael Berenbaum, Associate Professor, Department of Religion, Georgetown University, with panelists Ellen Joyce, Assistant Professor, Jewish Studies Program, American University; Kenneth Wollack, Co-Editor, Middle East Policy Survey, and Archie L. Buffkins, Chairman, Task Force on International Higher Education in Israel.

Israelism and/or Judaism: Where Are We Headed? A debate with moderator Philip Siegelman, Professor, Department of Political Science, San Francisco State University, and panelists Rabbi Henry Siegman, Executive Director, American Jewish Congress; Rabbi David Polish, Congregation Beth Emet, The Free Synagogue of Evanston, Illinois, and Deborah Lipstadt, Professor, Department of Near Eastern Languages and Cultures, University of California at Los Angeles.

New Coalitions for the American Jewish Community, a panel moderated by William Schneider, Senior Research Fellow, Hoover Institution, Stanford University, with panelists David Cohen, President, Common Cause; Stephen P. Cohen, Associate Professor of Social Psychology, Graduate Center, City University of New York, and Hasia Diner, author, In the Almost Promised Land: Americans and Jews.

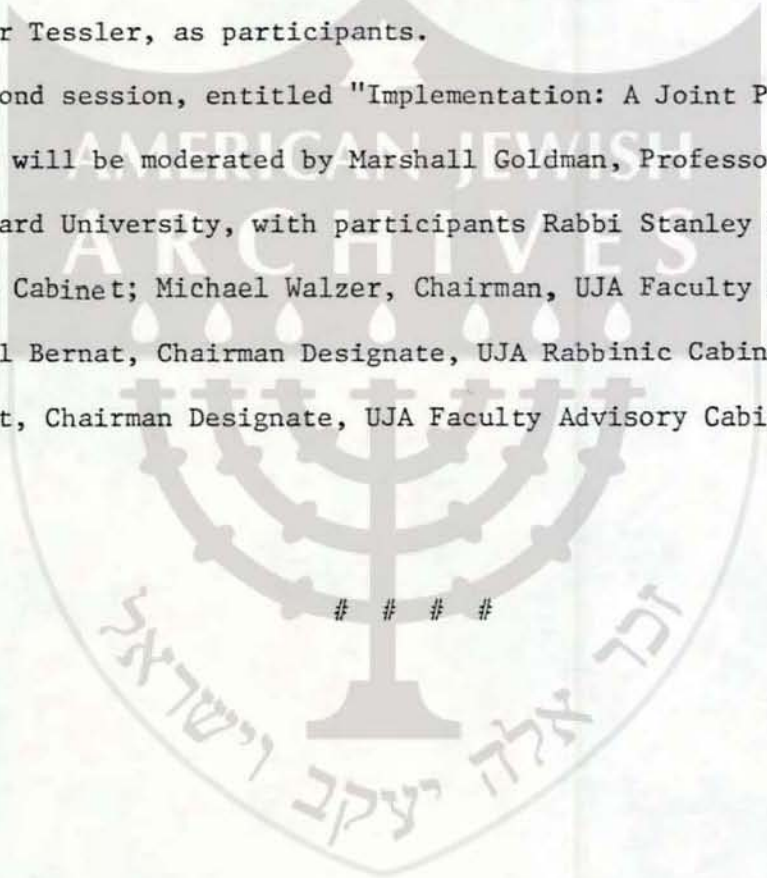
Non-Jewish Minorities in Moslem Lands, a panel moderated by Nadav Safran, Professor, Department of Government Studies, Harvard University, with panelists Barry Rubin, Fellow, Georgetown University Center for Strategic and International Studies; Leonard Binder, Professor, Department of Political Science, The University of Chicago; Mark Tessler, Professor, Department of Political Science, University of Wisconsin, and Robert O. Freedman, Dean, School of Graduate Studies, Baltimore Hebrew College.

The conference will close with the presentation of a "Working Agenda for the American Jewish Community" in two parts. The first, "Formation: The

...More

Rabbi and Academic in Their Communities," will be moderated by Franklin Fisher, Professor, Department of Economics, Massachusetts Institute of Technology, with Martha Ackelsberg, Associate Professor, Department of Government, Smith College; Arnold Band, Professor, Department of Near Eastern Languages, University of California at Los Angeles; Rabbi Larry Halpern, Congregation of Liberal Judaism, Orlando, Florida; Rabbi Norman Patz, Temple Shalom of West Essex, Boston; Rabbi Jeffrey Stiffman, Congregation Shaare Emeth, St. Louis, and Professor Tessler, as participants.

The second session, entitled "Implementation: A Joint Program for the Early '80s," will be moderated by Marshall Goldman, Professor, Russian Research Center, Harvard University, with participants Rabbi Stanley Rabinowitz, Chairman, UJA Rabbinic Cabinet; Michael Walzer, Chairman, UJA Faculty Advisory Cabinet; Rabbi Haskell Bernat, Chairman Designate, UJA Rabbinic Cabinet, and Seymour Martin Lipset, Chairman Designate, UJA Faculty Advisory Cabinet.





TARGET COMMUNITIES

Region I

Rockland Cty, N.Y. (accepted)  
Greenwich, Ct. (accepted)  
Stamford, Ct. (accepted)

Region II

Bergen County, N.J.  
Bux-Mont, Pa.  
Williamsport, Pa.

Region III

Memphis, Tenn. (will probably accept)  
Norfolk, Va. (has not accepted yet)  
Dalton, Ga. (did not discuss with them yet)

Region IV

Region V

Lexington, Ky. (communities are deciding)  
Columbus, Ohio  
Cincinnati, Ohio

Region VI

St. Louis (have not accepted yet)  
Springfield, Ill.

Region VII

Dallas, Tx. (accepted)  
Shreveport, La. (accepted)  
Laredo, Tx. (accepted)  
Oklahoma City, Ok. (if you must have only 2, eliminate this one)  
(accepted also)

Region VIII

Denver, Co. (accepted)  
Phoenix, Ar. (accepted)  
Colorago Springs, Co. (probably will accept)

UNITED JEWISH APPEAL1982CAMPAIGN PLAN

From November 1981 through February 1982, an intensive round of discussions has taken place among the UJA National Officers, Regional Chairmen, National Campaign Policy Board and professional staff, in close consultation with CJF lay and professional leadership and three meetings with representative groups of community executives. A draft Campaign Plan for 1982 was presented to a meeting of the UJA National Officers and Regional Chairmen on February 11. The draft was reviewed, modified and adopted for presentation to the leadership of the American Jewish community in the following form:

MARCH, 1981

Circulate selected 1982 campaign plan projections to communities for reaction; solicit additional ideas.

Meeting of UJA/CJF Joint Campaign Planning Task Force

Begin establishing national and regional goals in all Major Gifts (\$100,000+; \$50-\$100,000) and Big Gifts (\$18,000 or \$25,000-\$50,000; \$10,000-\$18,000 or \$25,000) categories

Promote early appointment of Campaign Chairmen for 1982

Communicate to communities re Prime Minister's and President's Missions

Assignments for recruitment for Prime Minister's Mission

Meetings with major city and regional leadership to formulate plans for regional conferences and major gifts/big gifts events

APRIL, 1981

CJF Quarterly: meeting of UJA/CJF Task Force; discussion of capacity process and community campaign planning; begin training program for personnel participating in capacity process

Continue major gifts/big gifts goal-setting process

Open communication with appointed 1982 Campaign Chairmen

Establish national goals for missions participation: overall and in major gifts/big gifts categories

Presolicitation for fund-raising at Campaign '82 National Leadership Conference

Recruitment for Prime Minister's Mission (through August)

Assignments for recruitment for President's Mission



MAY, 1981

Recruitment for President's Mission (through September)

Assignments for recruitment for fall Study Missions

Circulate Campaign Chairman's Handbook to appointed '82 chairmen

CAMPAIGN '82 NATIONAL LEADERSHIP CONFERENCE (including Annual Meeting of UJA National Campaign Policy Board):

Establishment of needs, goal and plan for 1982; endorsement by participating national, regional and community leadership

Opening of year-round dialogue with community Campaign Chairmen

UJA Young Leadership National Family Retreat

UJA National Women's Division Spring Seminar

JUNE, 1981

Recruitment for fall Study Missions (through November)

Begin organizing and recruitment for possible "VIP Missions": small groups of selected prospects with very large gift potential

Expanded regional cabinet meetings: consultations with community executives and lay leadership to review plans for 1982 and stimulate community involvement

Capacity process: first phase (analysis and assessment) meetings with communities participating in process last year (through August)

Capacity process: meetings with communities not participating last year (through September)

Begin planning and preparation of materials for Super Sunday '82 (through December)

Young Women's Leadership Cabinet Annual Retreat

University Students Mission

JULY, 1981

FAMILY MISSION

Recruitment for possible VIP Missions (through spring)

Capacity process: second phase (campaign planning) meetings with last year's participating communities (through September)

Recruitment for International Meetings (through October)

Possible seminar for Campaign Chairmen

SINGLES MISSION

AUGUST, 1981

Possible seminar for Campaign Chairmen

PRIME MINISTER'S MISSION

YOUNG LEADERSHIP CABINET FAMILY MISSION

JEWISH AGENCY ASSEMBLY

NATIONAL SINGLES MISSION

Meeting of Headquarter City Women's Division Chairmen

Possible EVENT TO REPLACE AMBASSADOR'S DINNER (e.g., small, \$100,000-  
minimum mission to Washington for meetings with administration spokesmen)

Begin organizing and recruitment for possible Trades and Professions  
Missions (through January)

SEPTEMBER, 1981

Capacity process: conclude all meetings; finalize goals and campaign  
planning

CJF Quarterly: review state of 1982 capacity and planning process

SUB-MISSIONS TO EUROPE PRECEDING PRESIDENT'S MISSION

PRESIDENT'S MISSION

COMMUNITY, REGIONAL, DIVISIONAL MISSIONS TO WASHINGTON (through spring)

Possible COMMUNITY, REGIONAL, DIVISIONAL MISSIONS TO NEW YORK

YOUNG LEADERSHIP CABINET RETREAT

OCTOBER, 1981

NATIONAL STUDY MISSIONS

Possible VIP MISSIONS

NATIONAL WOMEN'S DIVISION LEADERSHIP MISSION



WASHINGTON MISSIONS

Possible NEW YORK MISSIONS

Possible alternative EVENT TO REPLACE AMBASSADOR'S DINNER (see August)

REGIONAL CONFERENCES

WESTERN REGIONAL \$100,000 CONFERENCE - LOS ANGELES

Possible MIDWEST REGIONAL \$100,000 CONFERENCE

COMMUNITY MAJOR GIFTS/BIG GIFTS MEETINGS

NOVEMBER, 1981

Planning/preparation for January-June period:

Finalize Sunbelt program; begin recruitment for February event in Palm Beach

Begin process of establishing community "target dates" for achieving goals in all giving categories

Draft total program of events beginning with National Shabbat/Super Sunday and including: Passover - Yom Hashoa - Yom Haatzmaut - Yom Yerushalayim - National Walk-A-Thon - campaign closing events

CJF General Assembly

INTERNATIONAL MEETING - \$250,000 Minimum

NATIONAL STUDY MISSIONS

Possible VIP MISSIONS

NATIONAL YOUNG LEADERSHIP MISSION

WASHINGTON MISSIONS

REGIONAL CONFERENCES

REGIONAL MAJOR GIFTS/BIG GIFTS EVENTS

COMMUNITY MAJOR GIFTS/BIG GIFTS MEETINGS

DECEMBER, 1981

Planning/preparation for January-June period:

Continue recruitment for Sunbelt program events

Conclude and circulate community "target date" schedule

Finalize program of events; advise communities

Possible VIP MISSIONS

FAMILY MISSION

WORKERS TRAINING MISSION

UNIVERSITY STUDENTS MISSION

WASHINGTON MISSIONS

COMMUNITY MAJOR GIFTS/BIG GIFTS MEETINGS

JANUARY, 1982

SUNBELT CAMPAIGN EVENTS (Fla., Calif., other areas: through March)

\$10,000 MINIMUM MISSION ("SECOND PRESIDENT'S MISSION")

Possible VIP MISSIONS

Possible TRADES AND PROFESSIONS MISSIONS

CHAZON MISSION

WASHINGTON MISSIONS

REGIONAL CONFERENCES

REGIONAL MAJOR GIFTS/BIG GIFTS EVENTS

NATIONAL SHABBAT

NATIONAL SUPER SUNDAY '82 (Minimum goal: 200 communities)

COMMUNITY CAMPAIGN TARGET REPORT I

FEBRUARY, 1982

Concerted effort to close maximum number of outstanding Major Gifts through committee and regional assignments

NATIONAL BIG GIFTS MEETING IN PALM BEACH

Possible VIP MISSIONS

Possible TRADES AND PROFESSIONS MISSIONS

NATIONAL MISSION OPPORTUNITIES

CHAZON MISSION



Possible \$10,000-MINIMUM WASHINGTON MISSION

Other WASHINGTON MISSIONS

COMMUNITY CAMPAIGN TARGET REPORT II

MARCH, 1982

Final closeout of all outstanding Major Gifts

Possible TRADES AND PROFESSIONS MISSIONS

NATIONAL MISSION OPPORTUNITIES

CHAZON MISSION

Possible SPECIAL MISSIONS ORIENTED TO PROJECT RENEWAL

WASHINGTON MISSIONS

COMMUNITY CAMPAIGN TARGET REPORT III

APRIL, 1982

CJF Quarterly

Massive regional assistance to early campaign clean-up efforts

Passover-related campaign events

Possible PROJECT RENEWAL MISSIONS

WASHINGTON MISSIONS

Resumption of possible NEW YORK MISSIONS

COMMUNITY CAMPAIGN TARGET REPORT IV

MAY, 1982

WASHINGTON MISSIONS

Possible NEW YORK MISSIONS

NATIONAL WALK-A-THON

Campaign events related to Yom Hashoa - Yom Haatzmaut - (Yom Yerushalayim)

Other CAMPAIGN CLOSING EVENTS (to be determined)

NATIONAL LEADERSHIP CONFERENCE/NCPB ANNUAL MEETING)

**"Son of man, keep not silent  
Forget not the deeds of tyranny  
Cry out at the disaster of a people  
Recount it unto your children  
and they unto theirs."**

United Jewish Appeal



# In celebration of our survival

In the prison hospital at Auschwitz, the idea of a reunion of death camp survivors was born. Thirty-six years later, the World Gathering of Jewish Holocaust Survivors has been realized. The driving force behind this week's meeting, ERNEST MICHEL, talks to *Jerusalem Post* Washington correspondent Wolf Blitzer.

WASHINGTON. — The driving force behind the world gathering of Holocaust survivors has been Ernest W. Michel, a survivor of Auschwitz, Buchenwald and several other concentration camps.

Michel, who currently serves as executive vice-president of the United Jewish Appeal Federation of Jewish Philanthropies in New York, was born in Mannheim, Germany in 1923. "My family," he recalled during an interview, "had been living in Germany for several hundred years."

But that did not save Michel's family. He lost everyone during the war except one sister who now lives at Kibbutz Ein Hanatzev near the Jordan border, who was kept alive in a French convent during the early years of the war. "She was later bought out with money raised by a Swiss Jew on behalf of the Joint Distribution Committee at \$200 a head," Michel said. "She was taken by Youth Aliya to Palestine. Today, her whole family lives on the kibbutz. She has 10 grandchildren."

Michel spoke softly but deliberately about his experiences during the war. Like so many survivors, his memories remain clearly etched in his mind. "I went to my first camp in 1939 at the age of 16," he said. "It was near Berlin, a forced labour camp, digging up potatoes. Between then and 1945, I was in 11 or 12 camps, the worst, obviously, was Auschwitz where I went in the winter of 1942/43. I stayed there until it was evacuated in January 1945. From there, I went to Buchenwald, and then to Berga. Together with two other Jews, I escaped from Berga on April 18, 1945."

At Auschwitz, Michel first worked on the construction of a synthetic rubber factory. "It was very hard work, six days a week, from morning until night. We had soup, a piece of bread and then back to the barracks, waiting for the next day to begin. Most of the people who came to the camp with me died during the first few weeks, but some of them are still alive."

Although working on the outskirts of the camp, Michel could see what was going on elsewhere. "I worked and I saw," he said. "You couldn't help knowing. I saw people being shot. I saw people being sent away to the gas chambers. I saw the selections that took place every single day."

He is alive today because of a quirk. "The Germans fed you in such a way that you could live maybe six months. By that time, you were down to 80 or 90 pounds. Then they sent you to be gassed."

"When I was close to that state, I was able to get into the prison hospital. I was admitted because I had been beaten over the head, and I developed an infection. I figured that the chances were better than 50/50 that they would take care of it. I had a high temperature. I went to the hospital and there something happened that really saved my life. A prisoner by the name of Stefan Heyman — I believe he was one of the outstanding prisoners in the camp — was responsible for the records. He had been in the camp



Ernest W. Michel

(Israel Sun)

for years and years. He asked if there was somebody who knew how to write. So I raised my hand and he told me to write."

Michel had a nice handwriting so he got the job. He had to write "heart attack," over and over again. "Why 'heart attack'? Because next to every number of those gassed, you had to write 'heart attack' since officially nobody was gassed. Everyone died of natural causes. I sat down and wrote 'heart attack' for hours every day. Since I had good handwriting, that's how I saved my life."

Stefan Heyman, a communist, also survived the war, later settling in East Germany even though he was a Jew. He became one of the first ministers of the East German government, and died a few years ago. Michel recalled: "He was one of the great heroes of the camp."

After being transported from Auschwitz to Buchenwald to Berga, Michel, in April, was told by a Nazi officer that President Franklin Roosevelt had died. This was going to be a turning point if the war, the officer told us: "The Nazis are going to win." In celebration, they took out 15 or 20 prisoners and shot them, every day. We realized that unless we did something, we were going to be killed within sound of the allied army. We decided to escape."

Michel and two friends — one of whom today lives on Long Island, the other having disappeared after the war — managed to reach the woods where they waited out the end of the war. "I remember that first day in the woods," Michel

recalled. "For the first time in all those years, the three of us wept. I don't know if they were tears of joy, sadness or what. I remember being there in the forest in Germany and weeping for the very fact that we were alive."

AS DID ALL other survivors, after the war Michel searched for his

## To celebrate survival

WE, THE MEMBERS of the Steering Committee of the World Gathering, greet all survivors and their children who have come to Israel to join in a unique event.

It is a reunion that we have dreamed of since our liberation 36 years ago. We have come here to be together, to celebrate our survival, and the survival of the Jewish people.

In the course of this week, you will be taking part in an event unparalleled in Jewish history. It is our hope and wish that this Gathering be everything that you and we expect it to be.

Yitzhak Arad, Jerusalem  
Abraham J. Bayer, New York  
Sam E. Bloch, New York  
Jack Eisner, New York  
Stefan Grayek, Tel Aviv  
Benjamin Meed, New York  
Ernest W. Michel, New York  
Samuel R. Mozes, New York  
Dr. Samuel Pisar, Paris  
James Rapp, New York  
Kalman Sultanik, New York  
Herman Taube, Washington  
Norbert Wollheim, New York  
Azriel Simha, Kibbutz Netzer  
Sireni

family. His parents had been taken to a French camp called Gurs before being deported to Auschwitz in 1942. They were gassed there in the fall of that year.

"I survived thinking at first that I was the only member of my family that did survive," he continued. "I didn't know that my sister was alive."

By a bit of luck, Michel discovered that his sister was in Palestine. She had assumed he was dead. His name had not appeared on any of the survivors' lists since he had escaped a few days before the end of the war.

Michel was working as a correspondent for a German news agency immediately after the war covering the Nuremberg war crimes trials. His byline mentioned that he was an Auschwitz survivor. That attracted the interest of an American correspondent who wrote an article on him.

"The newspaper found its way to Palestine," he said "and my sister read it. She wrote to the newspaperman, and the paper got in touch with me. That's how I learned that my sister was alive."

Some survivors feel guilty for having come out of the camps alive, while losing their family and friends. Michel, however, does not share that feeling. "I have no guilt feelings about having survived. I am very conscious of my background, what happened to me."

Michel's daughter, however, who now lives in Jerusalem, at one time did have some feelings of guilt "because of the fact that she was alive because her father survived." But she has overcome those feelings

now. "I survived for a purpose," Michel said, explaining his attitude towards life. "That purpose is Jewish survival, and nothing identifies it stronger for me than being involved, as a professional, in the Jewish community. So I've translated what happened to me — I hope — in a positive sense in terms of my work today."

He has been associated with the United Jewish Appeal for 33 years. His relationship with the UJA began shortly after he arrived in the U.S. in 1946.

THE IDEA for the World Gathering of Holocaust Survivors, he said, originated in Auschwitz itself, in 1943-44. "We were coming back from work before I went to the prison hospital. After a hard day's work, we would lie in bed at night and talk about whether we would be alive the next day. Out of this discussion, somebody said that if we do survive, maybe there will come a day in the future, after all the horrors had diminished, when we would be able to meet again as free human beings. Everybody laughed. But somehow, that idea stayed — that feeling about wanting to get together to have a sort of reunion."

In 1977, Michel was on one of his regular visits to Israel. He always sees friends at Kibbutz Netzer Sereni, which was founded by Buchenwald survivors in memory of Hanna Szenes. "There are people with whom I had been in the camps," he said.

The kibbutz members, led by Azriel Simha, asked Michel, who had the connections with the Israeli government, the Jewish community and the American Jewish leadership, to organize the gathering. He agreed.

In the U.S. Michel was aided by many people, especially Ben Meed, a survivor of the Warsaw Ghetto who now — a successful businessman — lives in New York. They hired Samuel R. Mozes of New York to be the executive director of the gathering.

Probably the most asked question to Michel, Meed and the other organizers of the gathering, focuses on the ordeal for these survivors. Why revive all the memories after so many years? Is it healthy to put these survivors through that dreadful period of their lives once again by getting together in Jerusalem?

"It's 36 years later now," Michel responded. "Many of us have made new lives for ourselves. We have children and grandchildren. We've lived and made positive lives for ourselves despite what happened to us during those horrible years."

What we are doing, in a very specific sense, is to celebrate our survival. That's really what it is going to be. This is not going to be a four-day memorial service. This will be a celebration of the fact that we survived.

"We also have an obligation to carry on the memory of what happened, but in a positive way so that the world will be reminded and will never forget what happened to Jews in the 20th century. We want to carry on the legacy of the Holocaust."