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Executive staff meetings. 1970-1973.

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UNITED JEWISH APPEAL, INC.
1290 AVENUE OF THE AMERICAS, INC.
NEW YORK, NEW YORK 10019

file

January 11, 1973

SUBJECT: MINUTES -- UJA EXECUTIVE STAFF MEETING, JANUARY 9, 1973

The Executive Staff noted with sadness the passing in December of Mrs. Chaim (Penina) Vinitzky's father.

* * *

Mr. Bernstein indicated the principal reason for this meeting was to consider arrangements that would be most effective for a UJA banquet with the participation of Israeli Prime Minister Golda Meir when she visits this country the first week in March. Discussion of the dinner was preceded by the following:

It was reported that the lawsuit challenging the tax deductibility of UJA contributions had been dismissed by a Federal court.

A recent story in "The Washington Post" reporting the termination of the Soviet exit tax on academic people was erroneous. The tax is being applied on a graduated scale, depending on the years of "service to the state" of the individual concerned, and still represents an exorbitant amount for most of those affected.

The telephone hook-up for Paul Zuckerman and Jewish Agency Chairman Louis A. Pincus, initially scheduled for Miami, will be scheduled for New York on January 19. Mr. Peppercorn indicated arrangements with communities involved in the hook-up are now being completed. Each of the UJA National Chairmen will be asked to contact at least six communities a few days after the hook-up with regard to follow-up action and to ascertain ways the UJA may be helpful.

The UJA magazine supplement marking Israel's 25th anniversary will appear in "The New York Times" on Sunday, March 4. Mr. Bernstein urged staff members to examine the supplement in the Public Relations Department and indicated he would welcome their reactions.

PRIME MINISTER'S VISIT After meeting with President Nixon on March 1, Prime Minister Meir will participate in an Israel Bond dinner in Miami on Saturday, March 3, and in a UJA function on Monday, March 5. The New York Hilton Hotel grand ballroom would be available for a UJA national banquet on March 5. Although it was not known at this point whether Mrs. Meir can travel to Los Angeles or Chicago, Mr. Bernstein pointed out that proposals had been made

to hold the dinner with her in one of these cities. At this meeting a further alternative proposal was made to schedule a luncheon for large contributors in New York with the Prime Minister at the Four Seasons. Mr. Bernstein asked Mr. Peppercorn to prepare a list of possible attendance that might support an arrangement of this kind.

In the remaining discussion, views were divided between support of dinners in New York and Los Angeles. One view was that a Los Angeles banquet, arranged as the culmination of a two-or-three day West Coast Conference with fund-raising sessions, might produce a number of large gifts still outstanding in the area at that time. Invitations might even be sent to all those on the UJA national conference mailing list. It was further pointed out that the West Coast was "due" for a major UJA function of this kind.

On the other hand, the view was expressed that all but a very small number of large gifts would be announced by March 4, both on the West Coast and elsewhere, and a Los Angeles meeting might not warrant the transformation of UJA personnel and energies it would require. The arrangements should be determined on the basis of whatever would be most inspirational and motivational in early March. A New York banquet could truly be a national affair, and include closed circuit TV hook-ups with community meetings elsewhere, which would be helpful to ongoing community campaigns.

Mr. Bernstein said the matter would be submitted to the UJA National Chairmen for decision at their meeting on January 10.

FLORIDA PROGRAM Mr. Peppercorn reported the following developments with regard to the Florida program:

January 22, Farewell Luncheon for Ambassador Itzhak Rabin, Fontainebleu Hotel, Miami Beach -- 111 "acceptances" had already been received, and a follow-up mailing was being sent from Miami on January 9.

January 24, Women's Division Luncheon, Palm Beach -- the invitation had been mailed on January 5, and an attendance of about 60 was anticipated.

January 25, \$100,000 minimum gift dinner aboard Mr. William Levitt's yacht -- an attendance of 50 couples is expected, and eight "acceptances" had already been received; arrangements are being made with Mr. Levitt, Mr. William Rosenwald and Mr. Meshulam Riklis for follow-up contacts with invitees.

February 18, Mr. Rosenwald's Cocktail Party, Fontainebleu Hotel, Miami Beach -- this will be a major part of a week of community activities in the Miami area.

February 22, \$10,000 minimum gift dinner, Palm Beach Towers, Palm Beach -- invitations are being mailed from Florida this week, and a second mailing will go out the last week in January.

CAMPAIGN REPORT Reporting on campaigns to date in 83 communities, Mr. Tabatchnik advised \$81,600,000 had been raised for 1973, compared to \$61,900,000 in last year's values. Mr. Bernstein observed these results were very encouraging, and stressed the necessity for continued unflagging efforts because "in this campaign things will continue to happen only if we make them happen".

* * *

It was noted that certain personnel changes were being made in the Campaign Department to provide appropriate coverage of communities with special problems. In addition, the staff was asked to advise of qualified persons of their acquaintance who might be interested in temporary employment for two to six months in communities needing professional assistance or direction.

* * *

Mr. Bernstein asked Mr. Klein to review the continuing operation of the national leadership committees with the staff members assigned responsibilities with these committees.



SENT TO: EXECUTIVE COMMITTEE AND ALL CABINETS AND EXECUTIVE DIRECTORS

January 10, 1973

The needs we are asked to meet through our United Jewish Appeal campaigns are so great that the word "challenge" has become a commonplace in describing them. It really shouldn't. In this century, and especially during the turbulent 25 years of existence of the new Israel, the challenge of history to the Jewish people has been very real, very persistently life-and-death real. And to those of us dedicated to the cause represented by UJA, it has been and will continue to be very personally real. We should feel it afresh at the start of each campaign; beyond that, we should keep it fresh every day of our lives.

One of the best ways to keep the sense of challenge fresh is to find ways - specific, pragmatic, campaign-oriented ways - of challenging ourselves and the organizations through which we work. Our basic assignment as individuals, the basic process of our organizations, is to go out and get the maximum dollar. In the course of that, the challenge which we should accept for ourselves lies in creating opportunities to broaden and deepen the scope, productiveness and quality of that process. For 1973, I am applying that principle to the UJA's two most seasoned and effective divisions, the Women's Division and the Young Leadership Cabinet, presenting them with the six matching challenges listed below.

The first four are measurable challenges with finite goals and in my own mind I see them as target challenges; the last two, although less immediately measurable, also represent targets I believe we must accept for ourselves in the interest of future fund-raising effectiveness. I believe you will find them of considerable interest, in themselves and in terms of any applicability you may find to your leadership role, and your community's operations, in current and future fund-raising patterns.

Target Number One: the 55 cities raising \$1 million or more annually, producing the vast bulk of our campaign money each year. I have asked each division to concentrate its store of knowledge and experience in evaluating and improving performance in these 55 cities. The Young Leadership Cabinet can help to survey the giving of men under 40 and the women can assist in evaluating the results achieved by their divisions in these cities, to determine the real potentials in each case and then concentrate their energies on helping communities close the gap between performance and potential.

Target Number Two: Women and men under 40 who have enormous personal wealth and, for any number of reasons, have not yet become involved in the struggle for Jewish survival and growth, either as contributors or workers. I have

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asked each division to search out and make believers and satisfactory givers of new people in this category.

Target Number Three: Widows and men under forty who have inherited great wealth from husbands or fathers who were involved but who themselves are opposed to, or hesitant about, being involved themselves. For each division, the target is new contributions, at levels suitable to available means.

Target Number Four: Rising young women and men under 40 who have achieved independent prominence in professional, business and government life, or in the art, science and academic worlds, who should be bringing their power and prestige, knowledge, articulateness and leadership ability into our work but who have not become suitably involved.

Target Number Five is the brainpower and imagination of the leadership element in each division. The Young Leadership Cabinet has been brainstorming new campaign ideas and new concepts in the education of leadership; the Women's Division has been creating new programs, reorganizing and streamlining its operations. I have asked both to apply their bank of intelligence and inventiveness to all aspects of the UJA program, toward building and strengthening both its quality and its production.

Target Number Six is the international fund-raising community. The reconstituted Jewish Agency's International Fund-Raising Committee under Ed Ginsberg's leadership has made a start toward a mutually beneficial exchange of ideas, experiences and techniques among the organized Jewish fund-raising campaigns of the world. This is a wide open area of very vital activity, and the way it is handled in these formative years will determine whether this welcome effort will be static and moribund or have the kind of stimulating and electric effect it should have on the quality and production of world-wide fund-raising. I have asked both divisions to contribute all the ideas they can muster for establishing a very real and very useful give-and-take relationship with the rest of the Jewish world.

In sum, I am challenging our women and young leaders - as I have been challenging our staff and myself - and as, by reflection, I am hopefully stimulating you - to make our best-producing communities even better-producing; to reach out and bring into our campaign individuals who have previously untapped resources of great wealth and talent to give; and to show the way toward new and better directions in campaigning and in cooperative international fund-raising.

My hope is that, with these fresh challenges, a few sparks have been ignited in the able and agile minds of our women, our young leaders ... and, through this letter ... our very best, most faithful, most dedicated people.

Sincerely,



Paul Zuckerman

UNITED JEWISH APPEAL, INC.
1290 AVENUE OF THE AMERICAS
NEW YORK, NEW YORK 10019

November 17, 1972

file
SUBJECT: MINUTES -- UJA EXECUTIVE STAFF MEETING, NOVEMBER 14, 1972

Mr. Bernstein opened the meeting by observing the staff was fortunate in having Israel Labor Minister Joseph Almogi and UJA General Chairman Paul Zuckerman in town at the same time and -- along with UJA Women's Division Chairman Mrs. Burt Siris -- participating in this meeting. He also welcomed Ya'acov Avnon, the new Director of the Israel Education Fund, who was attending an Executive Staff meeting for the first time.

Indicating the 1973 campaign was already off to a good and early start, Mr. Bernstein added that the present period was crucial in determining its further success.

Mr. Zuckerman commended the staff for all that its members had contributed to making the 1972 campaign results the greatest in UJA history. He stressed that in view of the circumstances now confronting Israel, "no matter how much we raise, it could not be enough." Immigration next year will be even higher, while Israel will be spending more on sophisticated and costlier means for meeting terrorist threats and maintaining national security.

The UJA will have to raise substantially more in the year ahead than in 1972 -- and the 1973 Campaign is off to a good start. Pledges made by participants on the Prime Minister's Mission were 23 percent greater than the gifts made by the same contributors this year; on the Study Mission -- which also produced an unparalleled spirit of solidarity and determination among the participants -- the total pledged was 37 percent greater. The total for gifts announced on the two recent Women's Division Missions represented increases, respectively, of 31 and 70 percent. On the three other Operation Israel trips so far, total pledges were, respectively, 54 percent ... 32 percent ... and 84 percent greater.

Mr. Zuckerman stressed that maintaining the impetus already given the 1973 campaign will require unrelenting, united and enterprising effort on the part of the Staff, lay leadership and Israelis working with us. A national Million Dollar Minimum Gift meeting would be held in New York the following evening -- November 15. The \$150,000 minimum Inaugural Luncheon -- and the Inaugural Dinner, with a \$35,000 minimum gift representing the cost of saving a Russian-Jewish family -- would be held on December 7. It was particularly important for the Staff to assure there is maximum attendance, and giving, at these Inaugural functions.

At the same time the Staff's fullest efforts must be extended to seeing to it that a minimum total for the year of \$235,000,000 in Cash is received by December 31. The cash flow presently is only slightly ahead of last year's pace, and must be accelerated. Mr. Zuckerman emphasized Israel's immediate needs demanded that the present 1972 cash goal be met.

In introducing Mr. Almogi, Mr. Bernstein described him not only as an outstanding Cabinet Minister, but as an "excellent spokesman for Israel, a good fund-raiser, and one who has had a great impact on the American Jewish community." Mr. Almogi's presentation on the situation in Israel today, and his responses to questions, were in part off the record.

Mr. Almogi expressed his appreciation and that of Israel for what was being accomplished in the 1973 UJA campaign -- and added that on the occasion of Israel's silver anniversary "we all have reason to take pride in what we have accomplished together during the past twenty-five years." The problems and challenges facing Israel today, which the American Jewish community is being asked to help meet in the year ahead, are in large part due "to the vigor and greatness of our achievements." In illustration, Mr. Almogi cited:

In a period of three years time, a population of 650,000 Israelis absorbed 750,000 immigrants, and it has continued to take in tens of thousands of additional newcomers -- certainly one of the greatest achievements in history. However, as a result, there remain a small but significant number of underprivileged people in pockets of poverty. These people consist largely of eastern and North African Jews, families with large numbers of children, the aged and the physically handicapped. Steps are being taken to improve their lot through increased educational opportunities, augmented family allowances and pensions, and an elevated minimum wage. (Ten years ago only three per cent of Sephardic young people were in universities; today 20 per cent are attending). But further advances in spanning the gap between the impoverished and the rest of the population will require financial help from Jewish communities outside Israel.

Israel has had twenty-five years of economic progress. It is between second and third among the nations of the world in terms of annual increase of gross national product. It is seventh among the world's nations in terms of income per capita. Its exports of about two billion dollars a year make it one of the world's top exporting nations. At the same time it must continue to invest substantially in building production facilities of all kinds and in maintaining its security. Among the consequences are a national indebtedness to foreign banks of about four billion dollars and an export-import gap of between one and two billion dollars. Mr. Almogi observed that Israel is a young country "with no accumulated national wealth but 2,000 years of accumulated problems."

Israel's proven capability for democratic self-rule, and self-protection, have made it a sought-after haven for tens of thousands of Jews from lands of oppression. Most recently it has reawakened the Jewish consciousness of Soviet Jews and helped inspire them to heroic activity. This year Israel expects to receive a total of 65,000 additional immigrants, 35,000 of them from the USSR -- and it is anticipated the number will be greater in 1973.

Mr. Almogi indicated his conviction that the Soviet Union cannot over the long run continue to frustrate the stubborn determination of Russian Jews to emigrate to Israel -- if Israel is prepared to absorb as many as can come and the Jews of the free world help provide the very substantial funds required for their absorption. Ongoing Soviet Jewish immigration was called "basically a question of finances." Therefore, Mr. Almogi said, Israel's 25th anniversary year -- "a year of hearty celebration" -- must also be "a year of great donations."

* * *

Mr. Zuckerman observed that Israel does have one kind of accumulating national wealth, and this is its people, the settled inhabitants and the newcomers. They represent a unique national resource which does not become depleted but in and of itself becomes quantitatively and qualitatively greater.

Mr. Bernstein thanked Mr. Almogi, and promised on behalf of the Staff that everyone in the UJA will work in the 1973 campaign with the kind of vigor and devotion that Israelis have demonstrated in all they have accomplished -- and that we will continue to strengthen the bridge that already joins the Jews of America and of Israel.



UNITED JEWISH APPEAL, INC.
1290 AVENUE OF THE AMERICAS
NEW YORK, NEW YORK 10019

October 23, 1972

SUBJECT: MINUTES -- UJA EXECUTIVE STAFF MEETING, OCTOBER 19, 1972

Mr. Shimon Alexandroni, retiring as Israel Economic Minister to the United States after five years here in that post, and Mr. Ze'ev Shev, his successor, were guests at the meeting. In fond farewell, Mr. Bernstein presented a gift to Mr. Alexandroni as a token of the esteem of the entire UJA. He paid tribute to him "as a friend, a professional colleague, a Jew and an Israeli" and for the character and vision he always has demonstrated in his cooperative efforts with the UJA.

Mr. Klein was asked to assure that appropriate arrangements are made in Israel for Mr. Alexandroni, when he returns to the country, to meet and address some UJA mission groups. Mr. Alexandroni said he would be pleased to undertake this, as well as have UJA staff members visit him when they come to Israel, and expressed thanks for the gift and Mr. Bernstein's remarks.

Mr. Sher was then introduced to the staff. His most recent post in Israel has been Deputy Attorney-General. Indicating Mr. Sher as obviously a "man of many parts", Mr. Bernstein pointed out he is a Governor of the Habimah Theatre as well as an Advisor to the Israel Museum and National Academy of Science. It was observed that, in view of his background, proven capability and awareness of the concerns of the UJA, "we are fortunate to have him with us". Mr. Sher, in response, said he would do his best to equal Mr. Alexandroni in his new capacity, and that he was sure the mutual cooperation between him and the UJA would continue on the same high level.

Mr. Bernstein displayed an American flag Mr. Alexandroni had received as a farewell memento which was accompanied by a certification signed by the Clerk of the U.S. House of Representatives to the effect that the flag was one which had flown over the Capitol. Mr. Klein was asked to try to make arrangements for Israeli flags flown over the Knesset to be presented on appropriate occasions as awards to UJA leadership.

The staff was requested to review carefully the minutes of the October 17 UJA Staff Cash Committee meeting which they would receive that day. Mr. Bernstein said that cash was still not being received at the hoped-for pace, and indicated -- after consultation with Mr. Rosenstein -- that at the present rate of flow it would be necessary to realize some \$64,000,000 in the month of December in order to raise the minimum required total amount of \$235,000,000 for 1973. It was observed that the sum of \$64,000,000 was greater than the total amount of cash raised in the entire year of 1966. Mr. Bernstein emphasized that the present situation required the involvement of every unit of the UJA, along with those directly concerned with the cash effort, throughout the remainder of this year's cash drive.

The recent UJA Study Conference was described as exceptionally successful and productive, and the spirit created in the participants was distinctive and remarkable. To transmit this spirit and productivity to the rest of the country, six or seven regional meetings would be held in the United States during the next ten days, with the participation of national leaders who took part in the Study Conference. A stirring song composed in Israel for the 1973 UJA campaign was movingly premiered at the Israel Silver Anniversary Celebration in the Mann Auditorium during the Study Conference. Dedicated to the theme of all Jews as "one people", it will be distributed to the American Jewish communities in song sheets and records.

Among forthcoming events, Mr. Bernstein noted the UJA National Chairmen meeting on the following day, the CJFWF General Assembly and the Million Dollar Minimum Gift Meeting in November, the conferences in December, and the Florida program in January-February. The importance of assuring substantial UJA national leadership representation at the General Assembly was stressed, along with the importance of additional names of potential contributors who might be invited to the million dollar meeting.

Reporting on Operation Israel, Mr. Rosen said that the first 1972/73 mission -- for women -- was now in Israel -- and the second trip, with a complement of 180, would proceed overseas on the following Sunday. The latter group would be joined in Israel by a Miami mission numbering 60 people. The leadership included effective solicitors, and good results were expected on this mission.

Mr. Klein further reported that 18 community women's division chairmen had just returned from a mission to Israel which made a very strong impact. Operation Israel trips would be continuing almost every week from now until February. Between November 12 and 22 there would be five Cameo Missions, intensive 2½ day trips, for high level leaders and contributors from five communities. Including trips for rabbinical and student groups, there would be 26 overseas trips overall in the new 1972/73 series.

Mr. Bernstein indicated that, in view of the understanding that American Jews have demonstrated to date, there is every reason to believe that there will be substantially increased giving for the 1973 campaign.

Exec. Staff Memo

Operational Worksheet #1
October 11, 1972

PROPOSED SCHEDULE OF MEETINGS

UJA NATIONAL INAUGURAL AND
ANNUAL NATIONAL CONFERENCE

Except where otherwise indicated
all meetings will take place at
the New York Hilton Hotel.

DATE & TIME	DESCRIPTION	PLACE	ATTEND. ANTIC.	STAFF
WEDNESDAY				
<u>December 6</u>				
9 AM - 5:30 PM	JDC Annual Meeting & Board of Directors Meeting	Sutton Ballroom	400	Katzki
12:30 - 2:30 PM	JDC Luncheon	Gramercy Suite	400	Katzki
6 PM - 8 PM	JDC Reception	Trianon Ballroom	400	Katzki
7 PM - 11 PM	Women's Div. National Board dinner meeting - Chairman: Elaine Siris	Regent Room	50/60	EW
THURSDAY				
<u>December 7</u>				
9 AM - 5 PM	Women's Div. National Board mtg. + Continental breakfast Chairman: Elaine Siris	Gramercy Suite "A"	65/75	EW
12 - 2 PM	Women's Division Luncheon Chairman:	Gramercy Suite "B"	65/75	EW
Not scheduled	UJA Corporation Members Annual Meeting		25	HR
Not scheduled	UJA Board of Directors Mtg.		25	HR
9 AM - 5 PM	YLC Executive Comm. Mtg. Chairman: Don Benjamin	Suite 534	35	HS
12 - 2 PM	YLC Luncheon Chairman:	Suite 543	35	HS
2:30 PM - 5 PM	JDC Meeting	Suite 510	30	Katzki
12 - 4 PM	\$150,000 + Luncheon	Four Seasons	50	IB/MP/HDB
7 PM - 11 PM	YLC Dinner - orientation of new members and wives (except \$35,000 and over givers) Chairman:	Sutton Ballroom South	100	HS
11 PM	YLC Cocktail Party Entertainer: Yaacov Dan	150/200	HS

DATE & TIME	DESCRIPTION	PLACE	ATTEND. ANTIC.	STAFF
<u>THURSDAY (continued)</u>				
<u>December 7</u>				
<u>INAUGURAL DINNER MEETING</u>				
6 PM - 7 PM	<u>Reception</u>	Americana		MP
7 PM - 11 PM	<u>Dinner - Presiding: PZ</u> <u>Dais and Head Tables</u> <u>Speaker - Simcha Dinitz</u> <u>Fund Raising (\$35,000 +)</u> <u>Card Callers:</u>	Americana		IB/MP IB/HDB SL MP
11 PM - 2 AM	<u>INAUGURAL BALL</u> Lester Lanin and his Orchestra (To be confirmed)			SL
<u>FRIDAY</u>				
<u>December 8</u>				
8 AM - 9:30 AM	Women's Div. Chairman's Breakfast Chairman: Elaine Siris	Suite 520	15/20	EW
9 AM - 12 Noon	<u>PLENARY SESSION</u> <u>Presiding: Melvin Dubinsky</u> <u>Speakers: Leon Dulzin</u> Edward Ginsberg	Trianon Ballroom	400/500	MP SL
12:30 PM - 2 PM	YLC Luncheon and Symposium "Israel and American Jewry in the Next 25 Years" - <u>Moderator - Judah Shapiro</u> <u>Panel - Marie Syrkin</u> Fred Pollock Rabbi Stephen Riskin	Sutton Ballroom North	200/250	HS
2 PM - 4 PM	<u>Concurrent Seminars</u> <u>Immigration</u> - Moshe Yashir <u>Absorption</u> - Uzi Narkiss Ralph Goldman <u>Education</u> - Eliezer Shmueli Eliezer Shavit	Gramercy Suite "A" Gramercy Suite "B" Murray Hill Suite "A"	100/150 100/150 100/150	SL/DK/DN SL/DK/DN YA/MY
2 PM - 3:20 PM	6 YLC Panels, Study Groups	Rhineland Gallery No.	200/250	HS
3:20 PM - 4:27 PM	<u>Session on Russian exodus</u> <u>Host: YLC</u> <u>Address: Allen Pollack</u> <u>Chairman: Don Benjamin</u>	Sutton Ballroom No.	300/400	HS
3:30 PM - 4:27 PM	Cash Presentations	Beekman Room	200	RH
5 PM - 6 PM	Sabbath Services	Regent Room	250	EAJ/HS
5 PM - 6 PM	Special Sabbath Services	15	EAJ
6 PM - 7:30 PM	RAC Sabbath Evening Dinner	Murray Hill Suite	200	EAJ/HS
7:30 PM - 12 PM	RAC Oneg Shabbat Chairman: Rabbi Joseph Ehrenkranz	Sutton Ballroom No.	300	EAJ

DATE & TIME	DESCRIPTION	PLACE	ATTEND. ANTIC.	STAFF
<u>SATURDAY</u>				
<u>December 9</u>				
8:30 AM - 10 AM	Sabbath Services	Regent Room	250	EAJ/HS
8:30 AM - 10 AM	Special Sabbath Services	15	EAJ
9 AM - 11 AM	Women's Division meeting	Nassau Suite	100	EW
10 AM - 12:30 PM	Leadership Seminars, Special Departmental Meetings, etc.			
	1. YLC Area planning	Petite Trianon	50	HS
	2. W.D. Campaign Techniques Seminar <u>Chairman:</u> Elaine Siris	Green Room	50	EW
	3. Solicitation and Parlor Meeting Techniques - <u>Chairman:</u> Leonard Strelitz	Sutton Ballroom South	up to 100	AN
	4. PR Tools and Techniques <u>Chairman:</u> To be selected	Gramercy Suite	100	MHB
	5. Operation Israel Seminar <u>Chairman:</u> Lou Goldman	Suite 549	25	HER
(starts 9 AM)	6. Operation Upgrade <u>Chairman:</u> Leonard Bell	Suite 524/526	50	JC
	7. SCCIEF Meeting <u>Chairman:</u> To be selected	Suite 504	35/40	EAJ
	8. Cash & Campaign Seminar (to be confirmed)	Murray Hill Suite	250	MP/RH
12:30 PM - 2 PM	RAC Luncheon <u>Chairman:</u> Rabbi Joseph Ehrenkranz	Beekman Room	50	EAJ
12:30 PM - 2:30 PM	IEF Luncheon (by invitation) <u>Chairman:</u> Philip Zinman <u>Speaker:</u> Hon. Yigal Allon	Suite 520	30	YA/MY
2 PM - 4:30 PM	<u>ONEG SHABBAT</u> <u>Host:</u> Women's Division <u>Presiding:</u> Elaine Siris <u>Speaker:</u> Elie Wiesel	Trianon Ballroom	500/600	EW
6:30 PM - 7 PM	<u>DAIS RECEPTION</u>	Mercury Ballroom	200	SL
7:30 PM-9:15 PM	<u>BANQUET</u> <u>Presiding:</u> Paul Zuckerman <u>Major Address:</u> Hon. Yigal Allon <u>Dais and Head Tables</u>	Grand Ballroom	2,000	IB/HDB IB/MP
9:15 -9:45 PM	<u>MULTI-MEDIA DRAMATIC PRESENTATION</u> 25th Anniversary		2,000	MHB
10 PM-Conclusion	YLC Cabinet Mission Reunion and Cocktail Party	Sutton Ballroom North	250	HS

DATE & TIME	DESCRIPTION	PLACE	ATTEND. ANTIC.	STAFF
<u>SUNDAY</u>				
<u>December 10</u>				
9 AM - Conclusion	RAC Meeting, including luncheon, 12:30 - 2:00 PM	50	EAJ
9 AM - Conclusion	YLC Breakfast and installation of officers (Allon)	200/250	HS

LIST OF OFFICES, WORKROOMS, ETC.

<u>Description or Activity</u>	<u>Place</u>	<u>Staff</u>
UJA Headquarters	Clinton Suite	CG
UJA Office	Madison Suite	MT
Press Room; Film Exhibition	Morgan Suite	MHB
PR Office; Operation Outreach	Gibson Suite	MHB
Speakers and Transportation	Suite 513	SL/BS
Central Information; Stockroom	Suite 507	MT
Operation Upgrade Hospitality	Suite 517	JC
Women's Division Hospitality	Suite 505	EW
Operation Israel Hospitality		DK/HER

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HAF

MEMORANDUM

Date September 15, 1972

To Executive and Campaign Staffs

From Irving Bernstein

Subject CALENDAR OF EVENTS

<u>Date</u>	<u>Event</u>	<u>Place</u>
September 15-16	Operation Breakthrough Leadership Training Seminars	San Francisco, Calif.
September 20-21	Joint UJA/CJFWF Women's Division Institute	Camden, N.J.
September 21	Operation Breakthrough Leadership Training Seminars	Boston, Mass.
September 22-24	Solicitor Retreat - Southern Tier, including:	San Diego, Calif.
September 22-24	Operation Breakthrough Leadership Training Seminars	San Diego, Calif.
September 22	UJA Executive Committee Meeting	Plaza Hotel, N.Y.C.
September 23- October 1	UJA National Study Conference Sub-Missions to: 1) Vienna-Rumania; 2) Iran	
September 24	Leadership Regional Conference - Southern Tier	San Diego, Calif.
September 25	Women's Conference - Southern Tier - CJFWF	
September 25	UJA Field Staff Meeting	New York City
September 26	Women's Conference - Northern Tier - CJFWF	
September 26	Ohio (area cluster) Women's Division Meeting	Akron, Ohio
September 27	Ohio (area cluster) Women's Division Meeting	Dayton, Ohio
September 28	Operation Upgrade Training Seminar	Columbus, Ohio
September	Tennessee State Meeting - Women's Division	Nashville, Tenn.
September 29- October 1	Solicitor Retreat - Northern Tier	San Francisco, Calif.
September 29-30	Operation Breakthrough Leadership Training Seminars	Norfolk, Va.
October 1-15	Women's Division Campaign Chairmen's Mission	Iran, Israel
October 2-10	UJA National Study Conference	Israel

<u>Date</u>	<u>Event</u>	<u>Place</u>
October 3-4	Florida State Meeting - Women's Division	W. Palm Beach, Fla.
October 9-23	Newspaper Editors' Mission #1	Israel
October 15-25	Operation Israel #1 (Women's Division Leadership)	Israel
October 15	Leadership Regional Conference - Northern Tier	San Francisco, Calif.
October 19	UJA Executive Staff Luncheon w/Ze'ev Sher & Shimon Alexandroni	N.Y.C.
October 19-29	Operation Israel #2 (Couples)	Israel
October 20-22	UJA/CJFWF Young Leadership Regional Conference; including:	Jug End Resort, Mass.
October 21	Operation Breakthrough Leadership Training Seminar	Jug End Resort, Mass.
October 24-25	Operation Breakthrough Leadership Training Seminar	Denver, Colo.
October 26- November 5	Operation Israel #3 (Couples)	Israel
October 26-27	Operation Breakthrough Leadership Training Seminar	Dallas, Texas
October 29- November 13	Young Leadership Cabinet Mission	Vienna, Israel
October 29	Operation Breakthrough Leadership Training Seminar	Columbus, Ohio
October 30	New York (area cluster) Women's Division Meeting	Syracuse, N.Y.
October 29-30 (or November)	Texas State Meeting (tentative)	
October-November	Student Coordinating Comm./ Israel Emergency Fund Regional Meetings	to be announced
November 1	Operation Breakthrough Leadership Training Seminar (Women)	Spring Valley, N.Y.
November 2	New York (area cluster) Women's Division Meeting	Buffalo, N.Y.
November 2-12	Operation Israel #4 (Couples)	Israel
November 8-12	CJFWF General Assembly	Toronto, Canada
November 12-22	Operation Israel #5 (Couples)	Israel
November 13-17	Connecticut Leadership-Training Motorcade-Women's Div.	
November 14-28	Newspaper Editors' Mission #2	Israel
November 15	New York (area cluster) Women's Division Meeting	Saratoga Springs, N.Y.
November 15	Dinner Meeting - Home of William Levitt	New York City
November 16	Operation Breakthrough Leadership Training Seminar (Young Leadership)	Los Angeles, Calif.

<u>Date</u>	<u>Event</u>	<u>Place</u>
November 17-19	UJA/CJFWF Young Leadership Regional Conference	Los Angeles, Calif.
November 17	Operation Breakthrough Leadership Training Seminar (Young Leadership)	San Francisco, Calif.
November 20	Luncheon Meeting for General Yitzhak Rabin (with UJA of Greater New York)	New York City
November 25	Operation Breakthrough Leadership Training Seminar	Kansas City, Mo.
November 26- December 3	Operation Israel #6 (Men)	Israel
November 27- December 7	Rabbinical Advisory Council Mission	Rumania, Austria, Morocco
December 6	JDC Annual Meeting	New York City
December 7	UJA Annual Inaugural Luncheon	New York City
December 7	UJA Women's Division Annual National Board Meeting	New York City
December 7	UJA Annual Inaugural Dinner	Americana Hotel
December 8-10	UJA Annual National Conference	New York Hilton
December 10	Rabbinical Advisory Council Meeting	New York City
December 10	Student Coordinating Committee of the Israel Emergency Fund Meeting	New York City
December 17-28 (tent.)	Campus Leadership Mission	Israel
<u>1973</u>		
January 4-14	Operation Israel #7 (Couples)	Israel
January 4-5	Operation Breakthrough Leadership Training Seminar	New Orleans, La.
January 9	Alabama State Meeting - Women's Division	Birmingham, Ala.
January 14-21	Operation Israel #8 (Men)	Israel
January 18-28	Operation Israel #9 (Couples)	Israel
January 21	Operation Breakthrough Leadership Training Seminar	New York City
January 25- February 4	Operation Israel #10 (Women's Division)	Israel

<u>Date</u>	<u>Event</u>	<u>Place</u>
January 28 and 30	Operation Israel Leadership Training Seminars	New York City
February 22	Executive Committee Meeting	Palm Beach, Fla.
April 14-29	Queen Elizabeth II Passover and Independence Day cruises to Israel	Israel
April 28-May 13		

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IB:DMS

MEMORANDUM

Date September 15, 1972

To Executive and Field Staffs

From Irving Bernstein

Subject MEMORIALS FOR THE MUNICH MARTYRS

There continues to be a lot of sentiment reported in the American Jewish community for establishing suitable memorials in Israel for the 11 athletes murdered in Munich. Although the trend toward separate, small campaigns for this purpose has been deflected, that is only a negative achievement.

More positively, there are within the UJA structure suitable opportunities for potential donors who are moved in this direction to make substantial gifts for the establishment of particularly appropriate facilities as memorials: Sports Centers and Physical Education Schools on the Israel Education Fund priority list (attached).

Bearing in mind the primacy of the emergency and regular campaigns, please be alert to all potential sponsorship for the listed schools and centers. Minimum single gift to the Education Fund is \$100,000.

IB:DMS
attached

I.B.

ISRAEL EDUCATION FUND

PRIORITY SPORTS FACILITIES

Listed below are the sports centers which are presently on our Priority List. The price of each is noted.

- | | |
|--|-----------|
| 1. Regional Sports and Science Center in Emek Hefer | \$200,000 |
| 2. Science and Sports Center (attached to Regional School) Be'er Tuvia | \$200,000 |
| 3. Sports Center in Kfar Ruppin | \$100,000 |
| 4. Physical Education School in Kfar Saba | \$500,000 |
| 5. School for Physical Education at Wingate Institute in Natanya | \$450,000 |

Other Facilities for which no price as yet established.

Sports Center in Kaduri

Sports Center in Mashavei Sade

September 15, 1972

September 12, 1972

TO: EXECUTIVE STAFF
FROM: IRVING BERNSTEIN
SUBJECT: MINUTES -- STAFF MEETING, SEPTEMBER 6, 1972

The Executive Staff paid tribute to the Israeli athletes who had lost their lives in the Olympics tragedy by observing a moment of silence.

* * *
ARCHIVES

Mr. Bernstein observed that the tragedy had made a tremendous impact on the world community and, of course, especially on Jews here and abroad. Communities throughout this country were planning memorial observances. At least one potentially substantial contributor had telephoned the UJA that morning to discuss making a gift for an appropriate memorial. It was important for the UJA to understand the mood in the American Jewish community and to proceed in a constructive and sensitive way with regard to it, beginning immediately. Mr. Irving Friedman proposed consideration of some sort of memorial fund to accept gifts for schools or other Israeli institutions from people who want to make contributions in reaction to the Munich tragedy.

The staff's attention was called to an article in the Travel Section of the September 3 Sunday New York Times by Stephen Birnbaum, describing the deeply emotional effect of a business trip to Germany on a self-styled "assimilated" American Jew. The article was being considered for UJA distribution.

RUSSIAN-JEWISH EMIGRATION Mr. Bernstein pointed out that special exit visa fees being imposed on academic people in the USSR is considered "ransom money" by the Israeli Government, the Jewish Agency and UJA which should not be paid. The feeling is that "once you give in to something like this you never know what will be demanded next". Continued strong international pressure is being counted upon to influence the Soviet Union to withdraw this requirement. The fees may be described through the most odious comparisons indicating they signify the "selling of Jews". It was important that the "constituencies" of all UJA divisions -- Women, Young leadership, Rabbinical, Speakers -- be briefed within the next few weeks in order to be sure policy regarding the fees is interpreted properly. Mr. Bernstein and Mr. Peppercorn agreed to call a meeting of the Field Staff for September 25 in order to take up this and other matters.

It was noted that academic people represented 20 per cent of all Jews wishing to emigrate, and immigration to Israel will continue on a large scale in any event.

* * *

In response to a question from Dr. Neshet, Mr. Bernstein said Israel's defense costs will rise despite the withdrawal of Soviet technicians from Egypt. Finance Minister Sapir has indicated that over the next five years Israel's defense budgets will run to \$10 billion, compared to about \$6 billion during the past five years, because the cost of the sophisticated material needed to keep Israel strong is continually increasing. It is felt whatever peace is possible in the Middle East depends on the maintenance of Israeli strength.

To meet needs resulting from immigration and other requirements, the Jewish Agency has set a budget of \$785,000,000 for the next fiscal year. As its share in meeting this amount, the American Jewish community will be asked to accept an overall 1973 campaign goal of \$485,000,000.

PRIME MINISTER'S MISSION The results of the Prime Minister's Mission were cited as substantially demonstrating that more money can be raised in 1973 than the record amount pledged this year. The 132 gifts that were made totaled \$14,355,000, as compared to \$11,600,000 in 1972 values. There are 43 gifts still to be announced which amounted to \$2,600,000 in this year's values. Last year the Mission resulted in a total of \$14,100,000 produced by 111 gifts. The planning for this year's Mission included buffet rather than sit-down dinners and a less strenuous itinerary, which made for increased opportunities for solicitation efforts. Mr. Bernstein stressed that the Mission had set a standard for the 1973 campaign which had to be conveyed quickly to communities throughout the country.

CASH REPORT Mr. Herman reported that \$134,500,000 in cash had been received as of this date for 1973, as compared to the total of \$126,500,000 raised at the same point last year. He said that all major communities are now going into fall cash drives to "clean up" outstanding pledges. A bucket shop cash collection effort would be started that day, and the National Cash Committee was being called upon for concerted action. It was expected that this September would produce a somewhat greater amount in cash than the same month last year, and that a considerably greater amount than last year would be received from October through December. Mr. Bernstein noted that in 1967 about \$233,000,000 in cash was received, and that the UJA was committed to raising more than that amount in 1972. Last year \$87,000,000 was raised between September and December, and to achieve the necessary minimum amount at least \$105,000,000 must be raised in the same period this year.

Mr. Herman and Mr. Rosenstein were of the view that a cash total of \$235 - \$240,000,000 would be obtained, and Mr. Peppercorn indicated that perhaps \$15,000,000 more beyond this total could be "found".

Mr. Bernstein noted the cash effort must continue to be accorded top priority, and all resources available in the UJA should be utilized to assure the maximum amount possible is raised.

CALENDAR Mr. Bernstein reviewed some principal activities scheduled for the 1973 campaign:

Presentation of the proposed 1973 campaign goal at the CJFWF Board meeting on September 14.

Session on campaigning at the September 15 CJFWF Board meeting.

Utilization of late September and of October for meetings in communities to set thoughtfully considered local campaign quotas.

Executive Committee meeting on September 22 with participation of Nehemiah Levanon, director of the Russian Desk in the Israel Prime Minister's Office.

Study Conference in Israel October 2 - 10.

The Cameo and Operation Israel Missions starting in mid-October. (Mr. Klein reported the Cameos were developing well. Mr. Rosen said the Operation Israel couples' trips were proving attractive, with full complements already enrolled for the first two of these, but that the response to the men's trips so far was not substantial. Mr. Bernstein requested detailed progress reports on these missions.)

Million dollar minimum gift meeting on November 15 hosted by New York City UJA General Chairman William Levitt with the participation of Defense Minister Moshe Dayan.

Farewell luncheon for Ambassador Itzhak Rabin on November 20 in New York City with participation of National and Young Leadership Cabinets, Women's Division Board, Rabbinical Advisory Council and other appropriate leadership.

The UJA Inaugural dinner on December 7 with Simcha Dinitz, Director-General of the Israel Prime Minister's Office, as the featured speaker -- and the Annual Conference December 8 - 10, with Deputy Prime Minister Yigal Allon as the featured speaker on Saturday night. (Further Conference details are listed in David Mark's September 8 memorandum to the Executive Staff about the Conference.)

A \$100,000 minimum gift meeting on William Levitt's yacht in Florida in January.

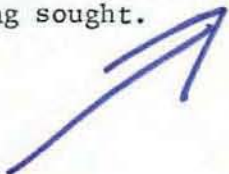
In February an Executive Committee meeting in Palm Beach, and UJA fund-raising efforts in Florida to culminate in a national meeting in Palm Beach on February 22.

In April the Israel anniversary cruise trip to Israel on the Queen Elizabeth II.

Mr. Bernstein requested projections of 1973 programs from each Department head, to be submitted by Tuesday of the following week for distribution to the Executive Committee.

DEPARTMENTAL REPORTS Mrs. Weiss reported that recruitment for the Women's Division missions was proceeding well, and the gift solicitation of women on all missions is planned. Eleven state meetings are projected for the 1973 campaign. There would be a joint UJA/CJFWF Women's Division Institute in Los Angeles for West Coast leaders the following week, and in Camden for mid-Atlantic state leaders September 20-21. A special women's division kit, "Key to Community Planning", was being prepared to help smaller communities in campaign planning.

Mr. Stone said that, at the Young Leadership Executive Committee meeting September 13-14, he would make a presentation on Talmudic and traditional Jewish attitudes toward "ransom demands" in the light of the new Soviet exit visa requirements. Mr. Bernstein proposed this presentation be taped for possible other UJA utilization. Other forthcoming Young Leadership activities would include: a new England regional conference with family participation in October; the Young Leadership Cabinet Mission October 29 - November 13; two Regional Conferences in the West Coast in November, one for the Los Angeles area -- and the second for San Francisco - Oakland - San Jose; an Executive Committee meeting in February at the Brandeis Camp Institute, followed by Operation Upgrade efforts on the West Coast. For the anniversary of the Warsaw Ghetto uprising in April, consideration is being given -- if it can be arranged -- to have young leaders visit Auschwitz, and then go on to London for an international young leadership symposium. The tenth anniversary of the Young Leadership Cabinet occurs next year, and an appropriate way to mark that anniversary is being sought.


N.B.

Rabbi Jordan observed that rabbis throughout the country would be holding memorial services during the next few days for the Olympic dead, in addition to utilizing material on the High Holidays dealing with Soviet Jewish emigration provided by the Rabbinical Advisory Council. There has been great and enthusiastic response to the forthcoming Rabbinical Mission to Eastern Europe and Morocco, which will include the opportunity to visit the Soviet Union on an individual basis.

Mr. Rosen noted that two regional conferences will be held shortly on the West Coast -- on September 24, in San Diego, for the southern tier of states; and on October 15 for the northern tier.

Dr. Neshet said that eight solicitation seminars are planned, the first three on the West Coast in September. Three Israelis whom Dr. Neshet trained in solicitation techniques in Israel this summer will come to this country for special gift solicitations in the 1973 campaign. In addition, several Israelis will be brought here to act as resident solicitors. Increased attention will be given to techniques for solicitation at parlor meetings, and this will be the subject of the seminar conducted by Dr. Neshet at the December Conference.

Mr. Abramson reported the Student Mission this summer had proven very effective, and the college age participants were eager to "get to work" both within and outside their families.

* * *

Mr. Bernstein said the first presentations of the Israel 25th Anniversary Medallion had been made to Prime Minister's Mission participants and were very well received. Medallions will be given to UJA Cabinet and staff members, as well as to other appropriate visitors to Israel, and sold to communities that wish them for local presentations. Special awards to be brought back to their communities also were presented to community campaign chairmen on the Prime Minister's Mission, as will be the case with all local chairmen who visit Israel during the 1973 campaign. In addition, the Public Relations Department was asked to prepare a memento for Study Conference participants which would portray Prime Minister Meir and include a quotation from her.

Mr. Klein pointed out he had met with two groups of Executive Directors this summer, and on the basis of his experience at these meetings he stressed that the staff must take every opportunity to shore up confidence in the communities that even more can be raised in 1973 than in 1972. Mr. Bernstein remarked that "the potential is there", and "by acting with resolution and strength we can exceed this year's accomplishment". Wishing everyone a happy new year, he adjourned the meeting.

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Summary Minutes - Contingency Plan Meeting, December 17, 1971, UJA Board Room.

Attendance: Irving Bernstein Dan Rosenberg
 Samuel Haber Melvyn H. Bloom
 Philip Bernstein Marc Tabatchnik
 Abe Sudran Martin Peppercorn
 Murray Peters Donald Klein

Rather than attempt to indicate specific suggestions by those present, the following is a summary and condensation of jointly agreed upon action:

Following an introduction by Irving Bernstein regarding the need for contingency planning with respect to the flow of Russian immigrants and a separate contingency plan dealing with the possible outbreak of war in Israel, the meeting was divided into two portions for discussion:

Russian Immigration Contingency

Attached is a copy of the telegram received from Louis Pincus and Pinhas Sapir which summarizes current information. The need for clarification of whether this flow of immigration will continue at the 100 a day rate or will magnify or subside during January, was evident. For the present, it was agreed that we must work on the basis of fact not predictions. It is clear that more Russians will come in 1971 than came totally in all of the previous twelve years. The story for now is 100 a day. Intensified campaigning should be on this basis with no special supplementary campaign. There will be a meeting on January 9th of the UJA leadership and three meetings with Federation executives around the country before then, to appraise everyone of the facts.

The group agreed that by mid-March the flow and the need would be thoroughly substantiated since, if the flow continues by that time, the whole year's quota as originally projected, would already have come out of Russia. At this point, a special effort (in all probability not a special fund) would have the credibility and the proper emphasis. By this time, major gifts in most communities would be in and a second effort would be justified to produce additional monies on maximum scale. February is traditionally the slow campaign month so this effort, if timed in March, would lift the campaign atmosphere with those who have not yet given, while enabling resolicitation of gifts already in.

The emphasis on the need for cash now, was further highlighted. To the maximum possible, the Russian story of 100 a day should be used immediately to this end.

It was further agreed to await directions from Jerusalem; to coordinate to the extent possible with the Bonds effort, while still maintaining UJA separateness; to convene again following the meetings with the executive directors and the national UJA leadership.

Assuming a continued flow at the present rate, a meeting of national leadership will be called prior to mid-March to dramatize the situation. UJA will continue to bring Russians to the U.S. to highlight the story.

Summary Minutes
Contingency Plan Meeting

UJA staff will begin to investigate the problems of widespread publicity of the issue. We will also investigate the possibilities of closed circuit television of a top delegation of American leadership visiting Israel, of additional letters to community leadership and executives, telephone hookups, etc. Philip Bernstein will investigate ways in which organizations now dealing with our concern for Soviet Jewry can become more involved in spreading the fund-raising message to the mass public.

At the meeting with executive directors, Irving Bernstein will suggest certain action steps in addition to getting the thinking of the executives. He will recommend that they hold meetings in their communities with their campaign leadership immediately to appraise local leaders of the situation. He will also recommend that Federation leadership hold meetings with leadership of their local organizations to discuss how they can participate in the matter before us.

Should War Break Out

Irving Bernstein reviewed the basic contingency plan prepared in 1970 for the United Jewish Appeal (copy attached).

While full discussion was impossible due to time pressures, several new suggestions arose:

1. We seek out the availability of Israelis stationed in the United States for use in communities.
2. We ascertain which top Israelis would be available to come to the United States should the necessity arise.
3. We consider sending these top Israelis on chartered jets for meetings at airports around the country during the first three days of the crisis.
4. We investigate the possibility of a telephone hookup with communities based on six hours notice.
5. When a meeting of leadership is called in New York as indicated in the plan, we alert communities to set up their own meetings before they come to New York, scheduling them for the day after the New York meeting.
6. At the meetings with executive directors next week, the subject of contingency planning in their own communities be urged.
7. Policy decisions regarding borrowing be arrived at before the crisis.
8. Policy decisions be made as to how much we should be asking for, and guidelines set.

Follow-Up Meeting

It was agreed that another meeting of this group be called as soon after the January 9th meeting of UJA officers as possible.

COPY OF CABLE

TO: PAUL ZUCKERMAN
IRVING BERNSTEIN
UNITED JEWISH APPEAL
1290 AVENUE OF THE AMERICAS
NEW YORK, NEW YORK

December 17, 1971

ALIYAH FROM SOVIET MAINTAINING ITS PACE STOP PICTURE AT THE MOMENT - OCTOBER 1,000
NOVEMBER 2,000 - AS OF TODAY DECEMBER 1,600 STOP ALL INDICATIONS ARE THAT WE WILL
REACH 3,000 DECEMBER STOP THIS MEANS FOR 1972 WE WILL FACE OVER AND ABOVE OUR
PLANNED 12,000 FROM SOVIET UNION ANOTHER 24,000 PLUS STOP DURING 1972 WE SHOULD
REACH 10,000 FAMILIES FROM SOVIET UNION OR 34,000 PEOPLE STOP DEALING ONLY WITH
THE INCREASE WHICH IS NOW EMERGING IT MEANS THAT WE WILL HAVE TO PROVIDE OVER AND
ABOVE THE BUDGET ORIGINALLY PLANNED FOR ANOTHER 7,000 FAMILIES FROM EASTERN EUROPE
ALONE STOP THE COST PER FAMILY BEGINNING WITH ORIGINAL PER CAPITA PAYMENT FROM
POINT OF DEPARTURE INCLUDING HOUSING AND EMPLOYMENT AND INCLUDING EDUCATION FOR
CHILDREN AND OTHER HEALTH AND WELFARE SERVICES REACHES CONSERVATIVELY \$35,000
PER FAMILY OF 3.4 INDIVIDUALS PER FAMILY STOP IN OTHER WORDS THE IMMIGRATION FROM
THE SOVIET UNION FOR 10,000 FAMILIES WILL COST 350 MILLION DOLLARS THE MAIN PORTION
OF WHICH WILL HAVE TO BE SPENT IN THE FIRST YEAR OF IMMIGRATION STOP WE CONSIDER
THAT THIS BRINGS US TO THE EMERGENCY WHICH WE HAVE ALWAYS WANTED TO COME ABOUT STOP
HOWEVER WE CONSIDER PROPER PLANNING REQUIRES

- 1) THAT AT THIS STAGE THE PRESENT CAMPAIGN MUST BE INTENSIFIED IN THE
LIGHT OF THE ACTUAL DAILY FIGURES OF IMMIGRATION
- 2) WITHIN THE NEXT MONTH TO SIX WEEKS THE DIMENSIONS OF THE TASK FACING
US WILL BECOME MANIFESTLY CLEAR
- 3) ALL PLANNING FOR A PROPER SPECIAL EFFORT THEREAFTER SHOULD BE DONE IN
DETAIL BUT AT THIS STAGE WITHOUT ANY PUBLICITY

IN THE MEANTIME IT IS PERMITTED TO USE IN YOUR PRESENT CAMPAIGN ACTIVITIES THE
ACTUAL FIGURES OF THE IMMIGRATION AND THE COST OF SUCH IMMIGRATION AND ABSORPTION
BUT NOT TO INDULGE IN PROPHECIES AS TO THE POSSIBLE NUMBERS UNTIL WE GIVE YOU FURTHER
INFORMATION STOP WE ARE PREPARING FULL FACT SHEET AS TO DETAILED COST WHICH WILL BE
DISPATCHED SOONEST

SAPIR AND PINCUS

MEMORANDUM

Date July 1, 1970

To IB

From DM

Subject CONTINGENCY PLAN

In the event of an outbreak of an all-out war in the Middle East - or of escalation of hostilities to a point considered by UJA leadership to create a war-scale situation of need in Israel - the actions listed below are recommended. Although they are listed serially, many will be simultaneous or overlapping. Advance preparations are recommended for each step; in cases where they are in progress, the state of preparation is noted. Initials indicate staff responsibility; if any are left blank, they are to be filled in by you, in consultation with MP.

For your changes, approval and distribution:

1. TOTAL STAFF TO BE RECALLED TO NEW YORK WITHIN 24 HOURS. Advance Preparation:

Up-to-date lists of permanent, temporary, summer and all other addresses and telephone numbers for all personnel - field (MP), clerical and executive (MT) to be completed, maintained and kept current at all times.

2. NATIONAL EMERGENCY MEETING TO BE CONVENED, TO TAKE PLACE IN NEW YORK, WITHIN 24 - 48 HOURS.

Participating: all UJA officers and executive committee members, plus any others considered representative of top echelon of American Jewish leadership; and all federation executive directors - with possible exception of West Coast leadership which, in the interest of time, may be asked to stay home, be advised of developments by telephone and start campaigning immediately.

Advance Preparation: compilation of up-to-date special invitation list, with all telephone numbers and addresses, broken down to telephone assignments for all members of UJA executive staff.

Meeting to be arranged in coordination with CJFWF, in consultation with Bonds and with COJO kept informed (IB plus his assignees).

Advance Preparation: IB to set up coordinating committee and draw up detailed action plan, including staff assignments.

Program to include EG/HAF presentation of facts and needs behind new emergency and of campaign plan, and participation of highest available Israeli official, whose statement will include unequivocal assertion of total priority and primacy of new emergency fund.

Advance Preparation: Israel government statement to be prepared (HAF) and ready for immediate release

July 1, 1970

All lay leaders coming to meeting should be alerted to stay at "Emergency Central" in New York for telephone solicitation assignments, possibly for field campaign assignments (as described below).

After the general meeting, which should be brief, lay and professional leaders of all communities represented should be directed to a central point (either in the hotel or hall chosen for the meeting, or at UJA headquarters) where - in individual community units or in small groups or clusters - they will meet with a compact Campaign Coordinating Committee to discuss and evaluate, on the spot, their plans for public emergency campaigning. Ideally, out of this will come a confirmed national pattern of public campaign events, with dates and (wherever possible) speakers set; and, wherever needed, assignments made for lay leaders, professionals or field men to provide campaign help and stimulation in specific communities or areas. Communities not present to be contacted by telephone, as described below.

Advance Preparation: Campaign Coordinating Committee to be set up; suggested: HAF/IB, MP/Associates; SL.

3. NATIONAL "BUCKET SHOP" TO BE SET UP IN UJA BOARD ROOM FOR DIRECT TELEPHONE SOLICITATION BY LAY LEADERS.

The equipment is available and can be augmented quickly (MT).

Bucket shop to begin with arrival of first lay leader and to be continuous, literally around the clock, perhaps in military style guard duty shifts (two hours on, four off) - and not to be interrupted even by the National Emergency Meeting described below; the solicitors can shuttle in and out of the meeting in shifts. (There could be a spin-off benefit in people arriving in the middle of the meeting with big gift announcements..)

Advance Preparation: Total call list to be drawn up, broken down into assignments. Up-to-date \$10,000 and over list being analyzed for this purpose. Breakdown to be completed as soon as possible (MP/Associates).

4. REGIONAL AND/OR COMMUNITY "BUCKET SHOPS" TO BE SET UP IMMEDIATELY FOR DIRECT TELEPHONE SOLICITATION BY LAY LEADERS.

To be effected by telephone calls into all communities or areas where this device is considered potentially effective (Total Field Staff).

Advance Preparation: Selection of target areas; coordinated call plan. (MP/Associates).

5. NATIONWIDE PUBLIC CAMPAIGNING TO BE INITIATED, STIMULATED AND COORDINATED AS QUICKLY AND SMOOTHLY AS HUMANLY POSSIBLE.

In addition to the on-the-spot campaign-coordinating conferences recommended above in conjunction with the National Emergency Meeting, a series of calls around the country is to begin at the earliest possible moment (starting before the National Meeting and continuing through and after it) to key leaders in all communities - from the largest to the smallest - who can get the fund raising going fast and effectively; where such leadership does not exist in particular communities, potential area leaders should be contacted. Calls to be

July 1, 1970

made by full field staff, aiming at going as far as possible toward setting up specific fund raising events (ranging from limited parlor meetings to mass rallies); where necessary, information, recommendations, questions and conflicts to be fed into Campaign Coordinating Committee for judgments. Where indicated as helpful, visits to be made by lay leaders.

Advance Preparations: Field reps have been asked (PBC) to supply national headquarters with names, addresses and telephone numbers of key leaders in all areas. List of unfederated communities is being broken down roughly into viable (key leadership available) and relatively unviable (need visits to get campaigns started) categories. Central campaign, Young Leadership and Women's Division records of lay leadership visits to communities for past three years being analyzed for breakdown into contingency assignments. All analyses and breakdowns to be completed as soon as possible.

6. ALL-OUT COMMUNITY EFFORT AND INSTANT CASH PROGRAM TO BE STRONGLY URGED. (HR to prepare)

Following the 1967 pattern, EG/HAF to send wire/or wires to communities strongly recommending: a) - bank-to-bank cash deposits by wire; b) - emptying of community reserves to furthest extent possible; c) All-out individual and community borrowing.

7. ADVANCE PUBLIC RELATIONS PLAN TO GO INTO IMMEDIATE OPERATION (MHB)

All ads and printed materials, approved and in type, to be released immediately. PR staff to be prepared to take fullest advantage of considerable newspaper space and TV/Radio time expected to be available.

TWX network to go back into operation within 24 - 48 hours (MT). Videotape network to be activated, reactivated and expanded as soon as possible; first tape from Israel to be received within 48 - 72 hours.

Advance Preparations: PR department to establish informal contact with community PR directors to analyze 1967 experience and anticipate new needs; theme, copy and design elements to be prepared, cleared and brought to as finished a state as possible; exploration to be made of possibility of closed circuit telecast and of latest electronic transmission devices; standard procedure for staff response to press and media queries to ^{be} worked out with HAF.

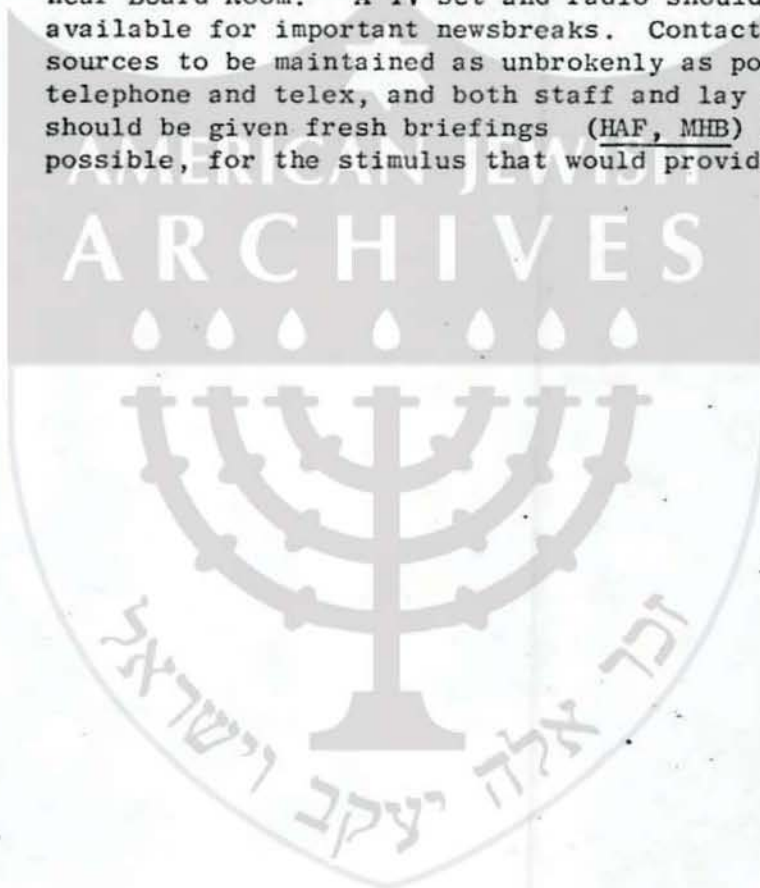
8. OTHER ELEMENTS

- A. Speakers Bureau to be prepared at all times with knowledge of availability of Israeli leaders and suitable other personalities in this country and in Israel (SL).

July 1, 1970

- B. To move leadership and professional staff around country as expeditiously as possible, thought might be given to having standby aircraft available in New York area - either commercially chartered or privately donated or both. ()

- C. AP or UPI newsticker to be set up as in 1967, in or near Board Room. A TV set and radio should also be available for important newsbreaks. Contact with Israel sources to be maintained as unbrokenly as possible, via telephone and telex, and both staff and lay solicitors should be given fresh briefings (HAF, MHB) as often as possible, for the stimulus that would provide.



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mett
read & return
file

MEMORANDUM

Date December 20, 1971

To EXECUTIVE STAFF

From Irving Bernstein

Subject MINUTES - STAFF MEETING, DECEMBER 14, 1971

A token of UJA appreciation was given Rabbi Charles Davidson who is now on the staff of New York City UJA. This was the first opportunity to make the presentation to him because his transfer from National UJA has been a gradual one.

IMMIGRATION AND SECURITY:

IB reported that, during the recent Conference weekend, Prime Minister Golda Meir held private meetings with select groups of UJA and Israel Bond organization leaders. She expressed concern about the budget now being considered in Israel for the year ahead. Cuts in critical areas of the projected budget, involving both defense and civilian needs, must be contemplated. However, since the start of December Russian-Jewish immigration has increased to an average of 100 a day, and there are indications it may continue at this rate or higher. If it does, as much as \$350 million may have to be added to the budget. At the same time, there is serious concern about current Egyptian war threats.

A UJA Officers meeting was held on Sunday morning, December 12, and several proposals for raising more money were put forward. New York City UJA is considering a special Russian rescue effort.

IB advised there would be a telephone hookup meeting of the UJA Officers on Thursday, December 16 with regard to Israel's mounting difficulties, and that Louis Pincus would meet within the week with the Prime Minister and various Israeli Government leaders. Four regional meetings with executive directors were scheduled by the UJA for the following week to inform them of Israel's mounting problems and obtain their reactions. MT proposed that if Russian immigration to Israel continues at the rate of 100 or more through the first five days of January, the January 20 UJA meeting in Washington should be amplified in a way appropriate to the problem.

IB stressed the importance of communicating at every opportunity, and immediately, that fund raising is vital now in view of the new immigration rate. He added that Israeli resident solicitors and speakers should be briefed quickly on this matter.

.....

ANNUAL CONFERENCE:

IB said the UJA Inaugural Dinner and Annual Conference on the whole were very successful. At the Inaugural, with the minimum gift raised to \$50,000 (compared to \$40,000 in 1970), there was both greater attendance and more gifts than last year. Prime Minister Meir commented after the Conference Saturday banquet that it was the most exciting meeting she ever attended.

IB said the staff could take pride in what was achieved overall. He congratulated all those who had responsibility for the implementation of the many new concepts introduced into the Conference program. The use of visual aids, the increased personal involvement by participants, the opportunity to meet the people...doctors, social workers, immigrants...that the campaign is really about -- were all presented to very good effect.

IB then asked for comments from the staff on areas where they felt improvements could be made at subsequent meetings. (DK requested similar but more detailed staff proposals be submitted to him in writing by the end of the week.) The following points were made:

The "rehearsal" of those making presentations often was inadequate, and in at least one case a speaker was given a overestimated figure of the attendance expected at his session.

The meeting rooms and physical arrangements for some of the sessions were inadequate, and there were difficulties with technical equipment. It was suggested that next year the seminars be broken down into smaller units, that the equipment should be more thoroughly tested before the meetings, and that more trained personnel be on hand to supervise it during the sessions.

Printing errors in Conference literature were noted. Conference identification badges arrived late and the names printed on them were not easily readable.

The food at several of the luncheons was described as "poor and inadequate in view of the cost of the meals."

The concept of the Friday night Oneg Shabbat was described as good, but ineffectively carried out.

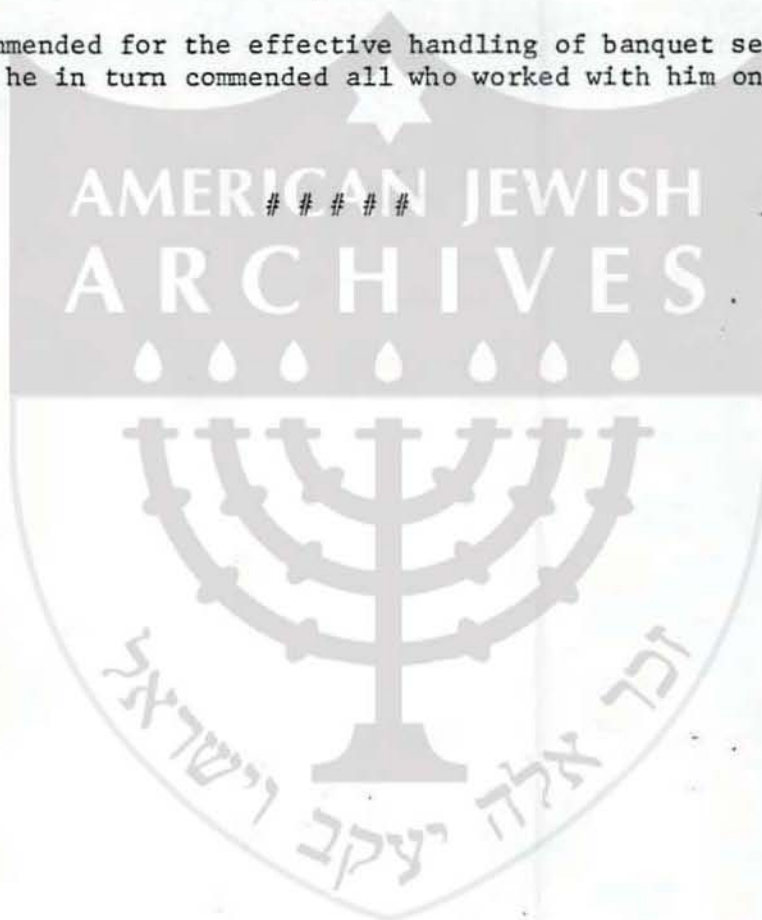
A number of problems arose with regard to dais and special seating arrangements at the Saturday night banquet. Because of the difficulties caused by last minute changes and additions, it was urged that the fullest possible listing be made one week before future banquets of Israelis, organizational leaders, and special relatives of dais guests, who will attend. Invitations to dais guests should include a meaningful emergency Hilton Hotel phone number for them to call in the event of any late changes in plans. The number of "complimentaries" should be reduced.

Security personnel sometimes seemed unnecessarily impolite to guests, and IB requested HDB to see what might be done about this at future conferences.

Service at the banquet was described as poor. PBC commented it might be better, and the banquet atmosphere might be improved, if it was limited to 2,400 guests -- and with \$5,000 or \$10,000 minimum contributors sent invitations before invitees who make smaller gifts. The Executive Staff agreed larger contributors should be sent advance invitations.

Comment was made that the Conference mailing list may include too many contributors of very small gifts. IB said it was a responsibility of Field Department executives to help see to it that lists for their communities were appropriate. MT said community mailing lists are sent for review to executive directors twice a year, but unfortunately they do not always make adjustments as they should.

PBC was commended for the effective handling of banquet seating arrangements, and he in turn commended all who worked with him on the arrangements.



MINUTES OF THE MEETING OF FIELD DEPARTMENT EXECUTIVE STAFF

MONDAY, NOVEMBER 15, 1971

HAF
FYI
Matt
Shirley - file

Mr. Irving Bernstein, Executive Vice Chairman, called the meeting to order at 9:50 a.m.

In attendance were: Mr. Martin Peppercorn, National Campaign Director; Messrs. Peter B. Colwin and Alvin H. Gilens, Associate Campaign Directors; Messrs. Henry Bassuk, Albert D. Eller, Joel S. Friedman, Robert A. Pearlman, Eugene Pollock, Samuel Sablosky, Louis H. Singer, Howard P. Turchin and Philip Weintraub, Assistant Campaign Directors; Mr. Harold M. Wenzel, Executive Assistant to Mr. Peppercorn; Mr. Philip M. Waxberg, Administrative Assistant to Mr. Peppercorn; Mr. Donald H. Klein, Assistant to Mr. Bernstein; and Marc Tabatchnik.

In his opening remarks Mr. Bernstein indicated that the United Jewish Appeal is entering a crucial period with respect to the 1972 Campaign. Mr. Bernstein expressed his feeling that the Field Department operation is erratic, and that Executives and Field Staff alike are not meeting the challenges that are confronting them.

He then asked the Assistant Directors why they felt that solicitation of 1972 gifts was progressing so slowly. Mr. Sablosky replied that the Field Staff was heavily burdened and that its ability to concentrate its efforts had been diffused. He specifically mentioned programs such as Operation Israel, Quota Acceptance, Cash and Individual Solicitations. Mr. Peppercorn indicated that several Executive Directors in the top 21 communities are delaying the solicitation of big gifts.

Mr. Bernstein observed that we are making some progress in the larger communities but needed more penetration in the second, third and fourth level cities. Mr. Turchin observed that many communities at that level had indicated that they were not ready, at such an early date, to begin solicitations of top gifts. Mr. Bernstein replied that solicitation of other than top gifts was a possibility. Mr. Eller commented that he believed that top gifts must be solicited before local campaigns can be opened. Mr. Bernstein said this was not acceptable since we could not wait to begin to move in this campaign.

Mr. Pollock mentioned that he had encountered some difficulty in getting communities to accept certain lay leadership for the solicitation of gifts. Mr. Bernstein cited conversations he had had with community leaders at the recent CJFWF General Assembly in Pittsburgh. Mr. Bernstein said that leaders he had spoken to indicated they would accept leadership as assigned by the UJA.

Mr. Bernstein expressed particular concern that, although we are moving in federated communities, this movement is not apparent in smaller, non-federated communities. He felt that this was due to supervisory failures on the part of Assistant Directors, in that they have been unable to communicate to their staffs the urgency and necessity of the current programs. He suggested to the Directors that each field man be contacted with regard to specific problems in his area, and particularly with respect to accounts receivable, outstanding values, quotas and the attendance of \$50,000 contributors at the Inaugural Dinner. Included in this communication should be specific instructions indicating what is expected of each man.

Mr. Bernstein acknowledged that in some geographical areas better results had been attained than in others but, in almost all areas, activity in the small cities had been very slow. Mr. Pollock indicated his feeling that more work had been done in non-federated communities than in 1971. He cited Operation Israel statistics in his area as a case in point. Mr. Bernstein acknowledged that the results in Mr. Pollock's area were heartening, but that this response was not obvious throughout the entire Field Department. Other Directors recounted their experiences with their respective staffs. Mr. Bernstein urged the Directors to re-evaluate the personnel and assignments in their areas.

Mr. Bernstein went on to indicate that the following programs were to receive top priority in the near future:

- I - \$1,000,000 Meetings - These will occur in Los Angeles and New York. The proposed meeting in Chicago could not be brought to fruition. Mr. Bernstein said that he was disappointed with the response from both the communities and our staff in identifying \$1,000,000 prospects. Mr. Peppercorn and the Directors stated that many prospects had been identified in the Field. Mr. Bernstein and Mr. Gilens briefly discussed the details of the Los Angeles meeting. Mr. Bernstein listed the \$1,000,000 gifts in as of this date. It was his feeling that we would be more successful in this area in 1972 than in 1971.
- II - Clean-up of the 1971 Campaign - Mr. Tabatchnik reported that \$12,000,000 in outstanding values remained in the second level and non-federated communities. Mr. Bernstein discussed with the Directors the outstanding values in each of their communities and asked each Director to provide him with up-to-date information on this subject.
- III - Quotas - Mr. Bernstein discussed the use of quota meetings to educate communities and as a device to solicit top gifts. He emphasized that we must establish dimensions of giving through quota meetings. He urged the staff to accelerate the pace at which quotas are being accepted and quota meetings scheduled.
- IV - Early Solicitations - Mr. Bernstein said that early solicitation of big gifts was extremely slow this year. Mr. Peppercorn observed that many more gifts had been closed than had been reported in the top 21 communities. Mr. Bernstein indicated that he understood the reporting problem but questioned our progress in the second, third and fourth level cities. He urged that the staff use leadership, speakers and Israelis more effectively. He named five new National Chairmen who are available for the purpose of soliciting.
- V - Cash - Mr. Bernstein indicated that he and Louis Pincus had met with the Executives of the top 21 communities with respect to cash. He said that they had been urged to mount an all out cash drive incorporating the following ideas in their programs: A 12-month-a-year cash campaign and committee; solicitation and immediate collection programs; the Dallas plan; the UJA Bullpen. Mr. Pollock requested that, in light of the urgent need for cash, new and dramatic material from the Public Relations Department be executed.

VI - Inaugural Dinner - Mr. Bernstein expressed his concern that attendance at the Inaugural Dinner seemed to be poor. He asked the Directors to inform him of the progress they had made in contacting \$50,000 and over givers and potential givers with respect to attendance at the dinner.

Mr. Bernstein recessed the meeting at 12:00 Noon. The meeting was reconvened at 2:45 p.m.

Mr. Bernstein asked the Directors to indicate which of their communities would have difficulty raising as much in 1972 as in 1971. The Directors indicated that there was difficulty in the following communities:

Albany	Fort Worth
Bangor	Lynn
Cincinnati	Perth Amboy
Chattanooga	Richmond
Dayton	Salt Lake City
Durham	York
West Palm Beach	

Mr. Bernstein observed that this was a small list and said he felt this indicated that more money would be raised in 1972 than in 1971.

Mr. Bernstein went on to discuss the proper use of Israeli solicitors. He urged the staff to effectively program the time and activities of these crucial figures. In the case of resident solicitors he felt that a community lay leader, with sole responsibility for the program must be assigned. Mr. Wenzel reported that communities were hesitant to set up programs before they had had a chance to meet the visitor. Mr. Pollock suggested that general exposure be given to Israelis by means of mass media on their arrival in communities. Mr. Bernstein said that free days in the calendars of Israelis should be used by diverting them to other than their assigned communities. He emphasized fluidity and flexibility.

The meeting was adjourned at 3:30 p.m.

Respectfully submitted by

Philip M. Waxberg

Philip M. Waxberg
Administrative Assistant to
Martin Peppercorn