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Field staff conference calls. 1955.

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LLB
MSG

This is Rabbi Friedman speaking. I have been here in the UJA office just fifteen days. Part of this time was spent at the Washington Conference, for your efforts on behalf of which, by the way, I want to thank you. Part of the time has been used to meet the staff and personnel here, and now I have the opportunity to speak with you, the backbone of our organization. I wish that our first meeting could have been face to face, but that will not be possible until we all gather in New York at the season of the High Holy Days.

This call is a second-best method.

It has two purposes - to get acquainted and to discuss present campaign status.

As to getting acquainted, You may not know much about me and you probably have a certain curiosity about the kind of person I am, the manner in which I shall administer the UJA, the ideas and beliefs I hold, - all of which curiosity is legitimate. At the time of our fall meeting I will really be happy to answer any questions about myself, and I hope you will feel free to ask anything you wish. For the moment, let me give you a capsule definition of my philosophy.

I believe that the ideas of Judaism are crucial for western civilization, which is based upon these ideas. I believe that there can be no Judaism without Jews. Hitler understood this very well, when he tried to destroy the people who carried the ideas in their souls. I believe, therefore that the survival of the Jewish people is the primary matter on the agenda of these present decades. Nothing is more important.

Because I believe these things, I came to the UJA. For this organization, above and beyond all others, is devoted to the survival of the Jewish people. Nowhere in our ~~living~~^{long} history has there ever been anything like this. The UJA is the prime instrument to guarantee the future of Jewish ideas, people and land.

And so, the gathering of money, ordinarily something quite common, assumes a holy purpose, endowed with high and lofty motivation. And the gathering of as much money as possible becomes a matter, not of setting records or of simply beating last year, but of long-term significance in the task of survival.

Where do we stand in our campaign so far this year? People have the feeling we are enjoying a substantially better campaign in 1955. This is not true, looking at the total picture. We are ahead by a very few percentage points, and I do not have to tell you how quickly these gains can vanish. It is true that we are receiving more cash this year and all of us are delighted about that. But this is simply the delayed flow which was impeded in 1954 by the Consolidation Loan.

More important than the immediate cash figure are the matters of how the campaigns are progressing and what share of those campaigns we may hope to receive.

First, the most intensive effort is required now, in the wind-up phase of the Spring period, to see to it that every single campaign is finished properly. Cards which are left uncovered, money which is neglected or overlooked due to fatigue or sloppiness is usually our loss. Because you know that it is usually the last money which is ours and that is the hardest money to get. I would like each of you to re-examine every community in his area, and in your reports add a special paragraph addressed to me, on the status of each campaign on a completely objective and realistic basis. I should like to know in each case the amount raised, the percentage comparison on a card by card basis, how the total sum compares with the amount raised last year at the same point in the campaign and, most important, what is the realistic evaluation of the out-

standing values.

Second, I should like your report to indicate where action can be useful on a national level to clear up these outstanding values. Our national lay leaders will either telephone to campaign chairmen and others in communities or visit those communities in order to raise the last possible dollar quickly. A prolonged campaign is a losing one and we must use every means to clear up outstanding items. At the same time, I don't think there is anything holy about closing a campaign on a specific date. If money is outstanding, keep going after it.

Third -- it's the allotment that really counts and I think you ought to know that we are still missing official notification of allocations from some 85 Spring and Fall communities for 1954. When too much time passes between a campaign and an allocation -- we lose. 1954 may be gone but there's a lot that can be done for 1955. Prime the leadership in your communities for a better UJA allotment -- whether we have a PCB agreement or not. Do what you can to have allocations committees appointed and send us the names so that we can work with them even after you leave your present assignments. Set dates for allotment meetings wherever possible. Our cabinet people and National Chairmen are prepared to work on this with you but you must tell me where their help is needed. I should like your report to me to contain a complete analysis of the status of the 1955 allotment, indicating clearly what has been done, what the prognosis is and what is to be done from this point on. We must know where we stand on allotments and not be surprised by developments next October or November.

Let me summarize very quickly what I should like --

1. A clear, objective analysis of the status of each campaign.
2. A realistic appraisal of outstanding values including your considered estimate on what the campaign is worth; and what the National Office may do to help get in the outstanding gifts.
3. An immediate start on 1955 allocations, including dates for hearings, names of key individuals friendly to UJA, and anything else you can think of which will protect our position.

There is one other important matter. The UJA is planning a Study Mission to Israel and North Africa which will also stop in Paris to attend the JDC Country Directors Conference. This Mission will leave here about October 14 and return about November 10. We want this Mission to be composed of people from all over the country who are important contributors or workers who will devote some of their time upon their return from the Mission to work on behalf of the United Jewish Appeal. I should like to have from you, after you have consulted with Executive Directors, the names of the persons you believe should be invited on this Mission which will be headed by William Rosenwald.

Next month I am visiting Europe, North Africa and Israel to see again some of the problems with which we must deal. I look forward with much pleasure to seeing you and reporting to you at the traditional meeting held in New York in September. We will talk about the past and the present. Most of all, we will talk about the future. Six million Jews are dead - Israel is born - where do we go from here? The UJA contains at least some of the keys to unlock the doors that lie ahead in the corridors of time. Keep working - keep believing - and soon we shall meet together. For now, let me say goodbye until September.

This is Rabbi Friedman. In view of the fact that I am unable to meet with you face to face, I am pleased to have at least this opportunity to speak with you and I look forward to meeting you very soon.

At several conferences with the people in the office, we considered very carefully a number of serious items that are of the greatest importance to the UJA and I should like you to be aware of them. It is only by all of us being kept fully informed that a proper job can be accomplished.

I want you to know -- and this must be kept confidential -- that we have not yet reversed the trend in 1955 to such an extent that we can feel satisfied. We are ahead of last year's campaign by a few percentage points only and I don't have to tell you how quickly they can vanish. I am convinced, however, and I am confident you will agree with me -- that not only can this margin of gain be maintained but it can be expanded to such an extent that there can be no doubt but that the trend has been reversed. We are going to make every effort to improve the Spring campaign picture even at this relatively late date.

First, it is imperative that each of you re-examine every community in your areas, and in your reports add a special paragraph addressed to me on the status of each campaign on a completely objective and realistic basis. I should like to know in each case the amount raised, the percentage comparison on a card by card basis, how the total sum compares with the amount raised last year at the same point in the campaign and, most important, what is the realistic evaluation of the outstanding values.

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3. An immediate start on 1955 allocations.

There is one other important matter. The UJA is planning a second Study Mission to Israel and North Africa which will also stop in Paris to attend the JDC Country Directors Conference. This Mission will leave here about October 14 and return about November 10. We want this Mission to be composed of people from all over the country who are important contributors or workers who will devote some of their time upon their return from the Mission to work on behalf of the United Jewish Appeal. I should like to have from you, after you have consulted with Executive Directors, the names of the persons you believe should be invited on this Mission which will be headed by William Rosenwald.

There are many other matters I should have liked to discuss with you at a first meeting. There is a great historical job still undone which must be fulfilled by the UJA. First there was the mass murder of six million Jews. Then there was the creation of Israel and the resettlement of a million people. The climax will be reached in the third phase which will be the final resettlement of those -- perhaps from Russia -- who require it, with the aid of UJA. And that is why I am here.

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6/10/55

Suggested Remarks for Rabbi Friedman to Use in Telephone Hook-Up
with Field Representatives

This is Rabbi Friedman speaking. I wish it were possible for me to meet with all of you in person, and we will have such a meeting just as soon as we can. However, there are some immediate matters I want to bring to your attention at this time that we must work on right away. They have to do with the 1955 campaign picture, the status of campaigns and the anticipated allocations to UJA.

I should start off by telling you that I honestly feel that for the first time since 1948 we have it within our hands to change the trend of downward giving. Now, while I don't rely too heavily on so-called trends, I must honestly say that on the basis of campaign results thus far, I do believe that we can really for the first time in years raise more money than we have raised in the preceding year. This is not the time nor the place to go into details except that I think you ought to know that already between 30 and 40 communities have exceeded their last year's total raised, and every day brings reports of more communities bettering their 1954 totals. This includes large, medium-size and small communities. At the same time as the campaigns progress throughout the rest of the country we see them holding on to their gains as they come closer to last year's figures.

Now you men know better than I do - probably better than any of us in the New York office - that these figures can change over night and that what looks like a rosy picture today can turn into a pretty bleak situation tomorrow. And this is why I am calling you now. I said earlier that I think it lies within our power to do better than last year and I think it does - otherwise I wouldn't be talking this way to a group of seasoned campaigners. I think it absolutely imperative that we concentrate more than ever before on the wind-up stages of all of our campaigns because if we don't, we are going to lose the gains and the benefits that will come to us from improved campaign results. These are the dog days of campaigning when everybody is tired

and thinks that as soon as the campaign shows a respectable result, they can begin to take it easy. Now, unfortunately, you and I can't afford to get tired because it's these last dollars in every campaign in the country which are, by and large, UJA dollars and which will make all the difference between a successful year for UJA or a continuation of the downward trend for us. That's why I am urging you to concentrate with maximum attention on the wind-up stages of your campaigns and specifically, please let me know, and right away, where help is needed. Mr. Rosenwald and the other national officers are anxious to get into a local situation, to call whoever you feel needs to be called and to do whatever can be done to make sure that we don't lose the benefits of the improved campaign picture.

I want to talk to you about another thing while we are together and it really is related to this. That is the whole business of allotments and budget hearings. Whether or not the campaign in a particular community goes over last year's figure or goes under, it is terribly important that we do not lose out on the allocation to UJA. This means that we must know in advance the actual date on which the community intends to hold budget hearings and must arrange to be represented at those hearings by our lay leaders. Even in advance of those meetings we must see to it that our friends among the lay leaders in the community are made aware of our real concern over what happens at the allocations meetings and we must obtain their commitment to look out for our interests. I know each of you is thinking of this and will follow through on it.

Now, as I said earlier, I wish there were more time that we could be talking about this face to face because there is so much more that we should be saying in this connection. However, since that can't be done now and time is of the essence, I do want you to know that I consider this a crucial moment for us and an A-1 priority for the entire staff. So please let us hear from you immediately. Where are your critical areas? Whom should we be contacting, both with respect to wind-up of the campaign and allocations? What additional help do you need from this office? Go to work immediately on the local leaders to see that our interests are protected, both in the wind-up phase and in the budget hearings to follow.

Above all, let's really see if we can use these last stages of the campaign to do what we have within our power to do - and that is to reverse the trend.

That's all, men - thanks very much. I hope to be seeing all of you real soon individually and as a group. Until then, good luck and let's get this job done. Thanks and nice to talk with you. Goodbye.

