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Jewish Philanthropies of Greater Boston. 1981-1982.

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COMBINED JEWISH PHILANTHROPIES OF GREATER BOSTON
1981 CAMPAIGN

Goal/Unreported/Reported - As of 3/19/81

SUMMARY

	<u>Starting Figures</u>	<u>Goal</u>	<u>Reported</u>	<u>Unreported</u>	<u>Needed For Goal</u>
Big Gifts	7,155,212	7,396,896	5,645,600	1,868,581	1,751,296
Women's Division	1,293,990	1,421,774	1,221,172	244,118	200,602
Metropolitan Division	1,188,127	1,274,881	875,068	497,147	399,813
Trades & Professions	2,456,528	2,721,187	1,618,666	1,020,762	1,102,521
Vanguard Division	2,136,915	2,485,262	1,284,317	1,055,590	1,200,945
TOTAL	14,230,772	15,300,000	10,644,823	4,686,198	4,655,177

14.5

AG:eb

Big Gifts Task Force
Hit Team
Commanders
Kadema

Proposed to L.A. - April 81

April 15

1. Identification - very selective

- virgins.
- track experience
- $\pm 10K$ themselves

2. Recruitment

May 15

- who can do it - BK
Stan Hrein
Richard
Ernie
+ outside USA lay leaders
- explain upfront what is expected
 - taking 20 cards for 20 info. - personal security
 - attend 1 breakfast June 15 (approx) + 1 cocktail 5 PM next day
 - must make his own gift during that 20 hour period
 - must go on a mission before starting his 20 cards (Sept-Dec)

3. Operation Ignite

June 15-16

- 1st day breakfast - 40 men
BK + Murray
Mayer Bandley
Gary Lentos
inspirational speaker
St. Humberg
- 2nd in-between 40 solicitations
who can do it? - see # 2 a above + more local people
- 2nd day cocktail 5 PM - call the cards
Murray
hard set packs of 20 cards

4. Adjustment Period

June 20-30

Inventory
650 cards.
+ 150 non-givers

800

re-shuffle cards
assignment of each man to his mission

David S. Sacks


April 17, 1981

Herb:

I am drafting the enclosed as a one-pager and giving it to Herb Solomon (so as to expand the concept for San Diego, above and beyond what Neshet and I had proposed); and to Brian Lurie in the hope of implementing such a program there as well.

Wouldn't it be something if all three of the major California Federated communities were to try this program in the same campaign year? Even if we were only 50% successful in the entire effort, it would have a very serious impact on all of the UJA regions/communities. Will keep you apprised of developments. Many thanks for all you did.

A Happy and Healthy Pesach to you and your family.



DSS:eb
enc.

WILLIAM R. SAPERS
COMBINED JEWISH PHILANTHROPIES
1982 GENERAL CAMPAIGN CHAIRMAN



August 19, 1981

Mr. William R. Sapers
Sapers & Wallack
99 High Street
Boston, Massachusetts 02110

Dear Bill:

This year, of all years - when we're trying for a breakthrough - is the time to try something different.

As you know, we're out to raise \$18,000,000 in the 1982 CJP Campaign, \$3,000,000 more than last year.

I'm convinced it can be done. But the only way we'll have any shot at it is to involve a lot more people, particularly at the Big Gifts level, where the campaign will rise or fall.

Bill, that's why we're approaching people like you - people we know we can count on because of your record of special commitment over the years.

We want to improve our approach to contributors in the \$5,000 and over category. To do this, I'd like to ask you to do two things: come to one meeting and do a little homework in advance.

The meetings will be on Wednesday, September 9, and Monday, September 14, at 6:00 p.m. at CJP where Rabbi Herbert Friedman, former Executive Vice President of the United Jewish Appeal and a most dynamic speaker, will be our featured guest. We have scheduled both dates, but we're asking you to attend only one.

In advance, however, we'd like some help in identifying those people who have a higher potential for giving. We'd also like to know which of them you would be willing to solicit either alone or together with someone else.

To this end, please find enclosed list of contributors in Big Gifts.
Let me ask you to do three things with this list:

1. Circle six or seven names of people you'd be willing to see. You will only be assigned no more than four of them.
2. Indicate which people should be considered for a higher category. Any additional comments or information will be helpful.
3. Return the worksheets in the enclosed envelope by Friday, September 4th.

We know and deeply appreciate your commitment to CJP and the Boston Jewish Community. I look forward to receipt of your completed worksheets and to seeing you on either the 9th or 14th.

ARCHIVES

Sincerely,



William R. Sapers

:bw
enc.



The objectives of the 1982 Campaign are three-fold.

1. A campaign result of \$18,000,000
2. Lay the foundation for a \$25,000,000 campaign in 4 - 5 years.
3. To create a positive and meaningful CJP image for the worker, the contributor, and the general community.

In order to accomplish the first objective, we are planning significant changes in the lay structure. Recognizing that a \$18 million campaign requires one half of the \$3 million increase from Big Gifts, the Campaign Planning Committee has incorporated the recommendations of the Restructure Committee plus additional suggestions as follows:

- President's Cabinet*
- 1. meet with Pres. CJP for advice & consent.*
- 2. go on mission*
- 3.*
- how many now? how many new?*
1. Establishment of a "\$100,000" Club
 2. Use of Prime Minister's Mission (\$100,000 minimum) and greater use of President's Mission (\$10,000 minimum)
 3. A special Big Gifts event for \$50,000 and over contributors.
 4. The establishment of an upgrade division with the responsibility of significantly increasing the number of big gifts.
 5. The reinvolvement of past community leadership.

The plan to raise the remaining additional \$1.5 million is as follows:

1. Increase the number of teams in Trades and Professions by a minimum of three, to include Real Estate and Construction, High Technology, and one of the following: Hospitality, Industry, Finance, Consultants, and/or Soft Goods Manufacturing. These teams have been carefully selected because of their

potential and what was felt could have an immediate positive result for the 1982 Campaign.

2. Increase the number of contributions. Our recent Demographic Study projects approximately 70,000 Jewish households in the CJP area. The number of household gifts to the 1981 Campaign will total no more than 21,000. This excludes the gifts from the Women's Division and the College Student Campaign. What is envisioned is a multi-faceted approach to expand our contribution base by the use of direct mail, telethon, and door-to-door campaigning. In addition, is the establishment of a Research and New Gifts Division that will concentrate on new major contributors.

3. Missions. Based on previous experience, missions continue to be the most successful fund-raising vehicle (see Exhibit A); therefore, we are proposing a subsidized mission program (see Exhibit B). An integral aspect of missions this year will be intensive pre-education meetings and post-involvement meetings.

4. Human resources. In order to significantly increase the Campaign, large numbers of new workers and the recruitment and retention of past leadership will be required. We are therefore planning to identify, *also* meet with and reinvolve past campaign leadership.

5. 5/45. An educational and fund-raising program designed to reach and involve contributors 45 years

and younger who are presently giving \$5,000 a year or more.

6. Young Professionals. Recognizing that we receive contributions from less than 1,000 of the 20,000 single Jews in the Boston area, we are proposing to significantly expand both the educational and fund-raising programs with two objectives; (1) a campaign that will grow to 2500 gifts in 1982; (2) a process that will begin to bring together the various teams that in one form or another now reach out to the young community such as young lawyers, young accountants, Young Women's Division, etc.
7. Mass Campaign - Prospecting. UJA has contacted computer services who will have monthly lists of Jews moving into our community plus updated lists of Jews already living in the Greater Boston area. Our research tells us that we have over 70,000 Jewish households but we only have about 22,000 on our roles. We will be direct mailing and telethoning these lists plus many of the smaller gifts now on our lists (see request Exhibit D)

To start the momentum necessary to bring our community to a \$25,000,000 campaign, we are initiating the following programs.

1. Leadership development with outreach to areas of the community (Hi-technology, consultants, etc.) where CJP has never been involved, as well as re-involvement of the hundreds of leaders who have

disappeared from the CJP roles. Education, orientation, and meaningful involvement will be part of the task of the Human Resources Planning Division.

2. Young Adults. Programming for the Young Adults must be expanded if future campaigns are to succeed. As noted above, there are approximately 20,000 single Jews in the Boston Area who not only represent a significant source of extra dollars of future campaigns, but are the base of tomorrow's leadership.
3. For too long synagogues and CJP have been unrelated entities of our community. We must bring the Temples into our campaign. This year the first steps will be taken to work with 2 or 3 congregations, opening what we expect will eventually be a significant division of Campaign.
4. A fund raising organization must have closer support and ties with its beneficiaries. For too long CJP and its agencies have maintained a type of protagonist relationship - we are the " enemy ." Many of the Board Members of our agencies give little or no monetary support to their own agencies (ala CJP). This year a committee has been established to fundraise with the Board Members, with the expectation of full involvement in campaign of all agencies in the future.
5. Research Group to ferret out potential givers, leaders, solicitors in the business and professional world is to be established. Unless many more people are

involved with CJP in future years, \$25,000,000 is merely talk and cannot be achieved.

None of the above goals will be attained unless the climate surrounding CJP for the worker, contributor and General Community is changed. Too many good people are "turned off" by 72 Franklin Street or one of our agencies. Our image needs a general face lifting to make CJP's primacy reality, to provide satisfaction and recognition for donors and solicitors. To this purpose, we are inaugurating the following programs.

1. Summer Thank You - a series of garden or cocktail parties, cookouts, etc. to thank all \$5,000 or better donors for making CJP and its agencies possible. It is expected that these gatherings will leave attendees with feelings of belonging, satisfaction and a different look at CJP.
2. The \$100,000 Club or President's Cabinet, with its accompanying recognition should pull together the big donors, allowing giving peers to understand they are not alone and setting goals for others to reach.
3. Recruitment, Retention & Recognition must win back previous leaders and workers by recognizing their importance to our community, through training, education, placement and general "caring for people who are involved." Methods of recognition are being devised to give these people a sense of satisfaction.
4. Follow up on missions will be as much a part of the Mission Program as will be recruitment. When people

return from Israel or Washington, they must be "part of the team," not left out of CJP except for a thank you for the gift.

To accomplish our goals through our general plan requires 4 additional professionals and 2 secretaries, in addition to the 1980-81 chart of organization (see Exhibit C). Last year Campaign was actually run with 11 professionals, not the 10 people authorized by the 1980-81 Budget. One professional listed under SPAC was moved into campaign in order to provide the necessary help to move the campaign from \$14,300,000 to \$15,000,000.

The person transferred to Campaign last year is still on board and actively working. An additional person is ready to come aboard immediately. The Campaign director has 3 other applicants who seem to be satisfactory for the tasks needed to make 1981-82 successful. (Exhibit C-1, C-2)

To raise \$18,000,000 through the multitude of programs suggested by the Structure Committee and the Campaign Planning Group cannot be accomplished without these additional professionals. If less than 3 new people are added, there will have to be a curtailment of programs and dollars collected, or the plans for building for the \$25,000,000 future will have to be curtailed.

We have not listed priorities since I took on the chairmanship with the understanding that we were compelled not only to work on a quantum leap based on the Structure Committees research and recommendations, but were starting the process to take Boston to a \$25,000,000 campaign.



Exhibit A

	<u>Year before Mission</u>	<u>Mission Year</u>	<u>1981 Gift</u>
1978 Acharai Mission	36,093	65,400	134,900
1979 Acharai Mission	7,487	31,600	41,000
1979 President's Mission	131,790	162,030	
1980 Acharai Mission	15,615	44,562	47,673
1980 President's Mission	328,196	480,668	504,000
1980 Community Mission			
Men	108,851	180,309	
Women	8,725	15,180	
1981 President's Mission	793,000	1,006,000	
1981 Acharai	13,215	50,250	



EXHIBIT B

ADDITIONAL PROJECTED COSTS

for 1982 Campaign

I. MISSIONS

A. Prime Minister's Mission - 5 cays

5 Participants			
Air Fare (5 x \$150)	750		
Meeting	250		
Miscellaneous expenses	<u>200</u>	1,200	

B. President's Mission - 5 days

28 Participants			
Subsidy $\frac{1}{2}$ cost (28 x \$1000)	28,000		
2 Meetings @ \$400 each	<u>800</u>	28,800	

C. Leadership Mission - 7 days

50 Participants			
Subsidy $\frac{2}{3}$ (50 x \$1200)	60,000		
2 Meetings @ \$500 each	<u>1,000</u>	61,000	

D. Couples Mission - 10 days

40 Participants			
Subsidy $\frac{1}{2}$ for contrib. only (20 x \$1000)	20,000		
2 Meetings @ \$500 each	<u>1,000</u>	21,000	

E. Young Professionals Mission

20 Participants			
Subsidy \$500 (20 x \$500)		10,000	

F. Women's Division 20,000G. Acharai 35,000H. Washington Mission - 2 days

50 Participants			
Subsidy (50 x \$300)		15,000	

I. Miscellaneous Expenses

P.R./Brochures, etc.	2,500		
Postage	1,600		
General Meetings	500		
Jackets	<u>2,000</u>	6,600	198,600

EXHIBIT C

V. STAFF COSTS

4 Professionals	20-25,000	88,000.
2 Secretaries @ 10,000 ea.		<u>20,000.</u>

108,000.

Fringe benefits

23,800.

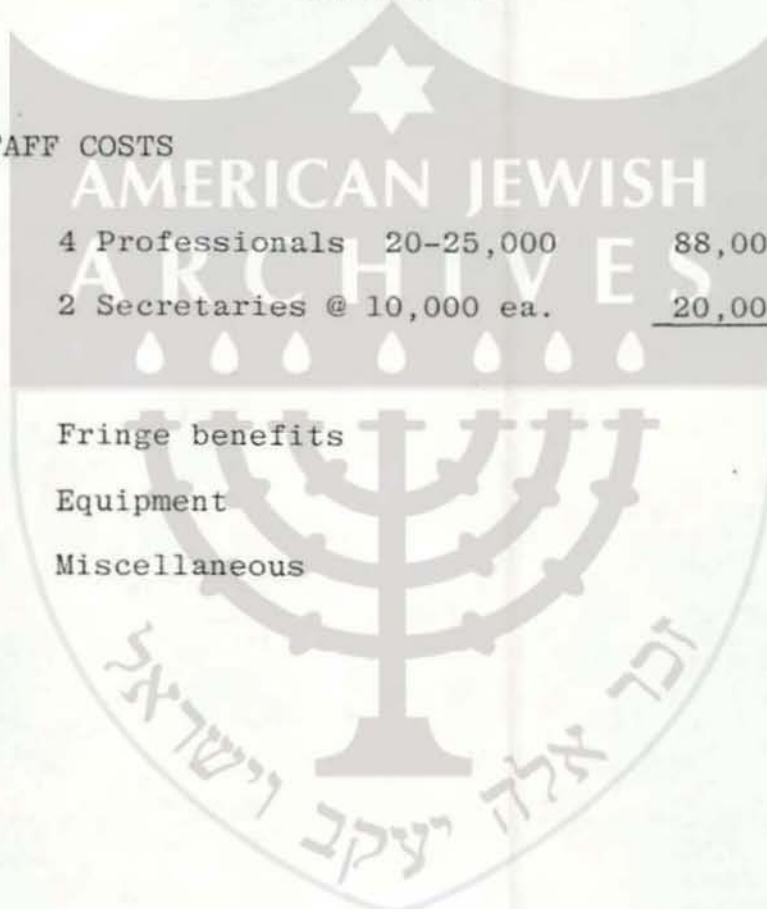
Equipment

9,000.

Miscellaneous

1,200.

142,000.



19811982

Harold Morgan

Arthur Gabel

Supervise T&P
 Computer Liaison
 BMC
 Super Sunday
 Prospects: High Tech
 Assist Campaign Director

Supervise T&P
 Computer Liaison
 BMC
 Assist Campaign Director
 Supervise Cash
 Supervise Prospects
 Training

Madelyn Berman

Jonathan Shuster

Women's Division

Women's Division
 Boston

Acharai
 Supervise student
 Food
 Real Estate & Construction

Helen Jeffrey

Vanguard
 Supervision of Metro
 Liaison to Hornstein Program

Missions
 Upgrade
 5/45
 Supervise Metro
 Supervise Leadership Program
 Tracking
 Liaison to Hornstein Program

Morton Cohen

Cash 100%

50% Cash
 Community Services
 Academia (2)

Leslie Tannenwald

Young Professionals
 Physicians
 Newton
 Social Planning
 Supervise student

Young Professionals
 NLRC
 Constituent Agencies

Frank Wiener

Lawyers
 Shoe & Leather
 Food
 Brookline

1981

1982

Ronald Iken

Metro South
Acharai
Academia
Supervise student

Director of Metro
CJP West

Howard Sobel

Community Services
Metro West
NLRC

Jerry Katz

Accountants
Super Sunday/Assistant
Physicians

Super Sunday
Newton
Shoe & Leather
1/3 Summer Thank You

Sam Rabinowitz

Dentists
General Merchandising

Assist Physicians
Accountants
1/3 Summer Thank You

Larry Ziffer

Brandeis
Northeastern

Academia Supervisor and
2 schools

Sam Mendales

Lexington

South

Phyllis Eisenberg

Employees Division

Employees Division

Student

Boston University

Boston University

Student

M.I.T.

Northeastern

Student

New Americans

New Americans

Student

Physicians

1 team in Newton



NEW STAFF

Karen Gould

Vicki Nassi

Allen Spivak

1 New Staff

1 New Staff

1 New Staff

1982

Women's Division

50% Metro North
50% Women's Division

50% Prospects
Lawyers
General Merchandising
Mass Mailing

Couples Forum
Leadership Program Tracking
Recruitment, Retention,
and Involvement of
Past Leadership
1/3 Summer Thank You
Academia - Assist

High Tech
Hospitality
Boston
Brookline
Assist Super Sunday
Synagogue Campaign (3)

Physicians
Dentists
Food



6/23/81

EXHIBIT D

III. PROSPECTING



To Include: Computer service
Postage
Printing
Paper and envelopes
Meetings
Direct Mail
Solicitor training

\$40,000

EXHIBIT E

SUMMARY

Request for Additional Budget

Missions	198,000	
Approved in regular budget	<u>123,000</u>	
Additional request		75,600
Super Sunday	40,000	
Approved in regular budget	<u>35,000</u>	
Additional request		5,000
Prospecting - direct mail		40,000
Staff - additional request		142,000
Discretionary Fund		<u>15,000</u>
Total Additional Request		277,600

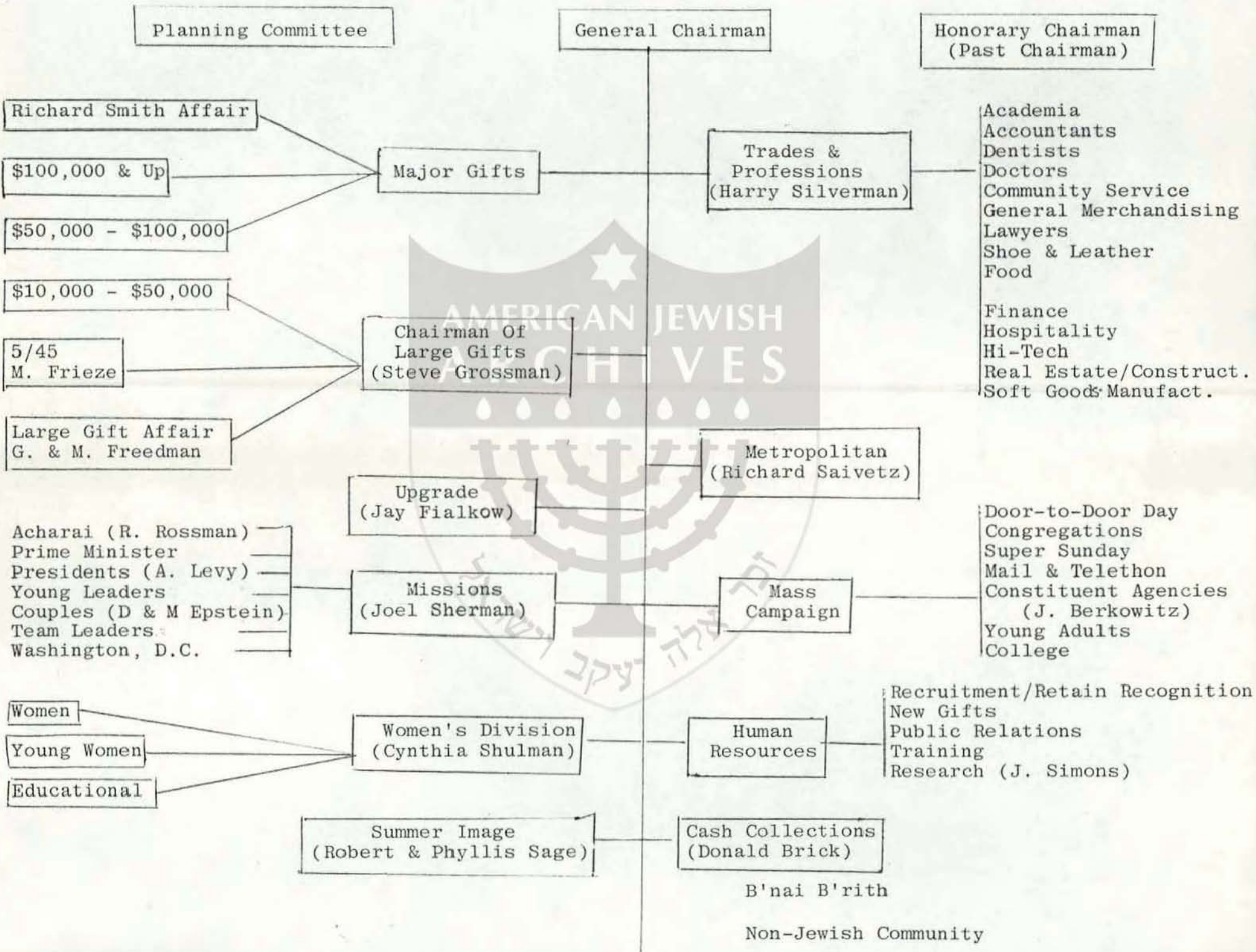
N O T E S

TO: Cabinet Members
FROM: William R. Sapers
RE: Plans for 1982 Campaign
DATE: July 7, 1981

1) As leaders in different divisions are recruited, we want to emphasize that they are invited to be a part of our Leadership Mission to Israel. This will be a subsidized mission that will leave Boston for our leaders in every division. It is through this trip that we hope to give the extra inspiration, knowledge and training that can give our leaders the edge in this Campaign. Not only will we be covering Israel and the overseas needs, but a full picture of our local needs will be presented by our Boston leadership to our team.

2) Each of you must outline a game plan. In order for us to establish a calendar, goals and procedures, it is important that each division work out its game plan for the coming year. Dates must be established, methodology formulated and an outline of procedures created. I will sit with each of you, once you have done your basic outline, so that we can review the total plan in order to come up with a final outline of your Campaign.

3) \$18,000,000 is as realistic a goal as is \$25,000,000 over the next four to five years, provided that we not only involve people who have been a part of CJP in the past, but the thousands who have been on the periphery, waiting to be educated and involved. We cannot let them sit by when the needs are so great for World Jewry.



CAMPAIGN CABINET

July 7, 1981

Agenda

1. Update report with introductions and list of additional people that have agreed to take on teams.
 2. Distribute letter on Leaders Mission and Campaign Outline.
 3. Big Gifts Dinner
 4. Smith Affair
 5. Report by Divisions
 - 6.
 7. Rabbi Herbert Freedman
 8. Future Meetings
- 

Report from Morgan
Nov 19, 87

4.360 m. — 15.7 increase
~~16.5~~% card for card

Problems

10 K - Big gifts Gala - am - fundraising meety - largest attendance ever.

largest was that soliciting would be done in advance

85 n/ts in
35 not in

120

presidential ^{council} awards (13) to \$100,000 givers

Workers on Big Gifts

71 people taking big gift cards - first time that has ever happened.

78 n/ts (10 r over) are covered.

51 increases
4 decreases
23 same as

Distribution of 5-10,000

128 such names assigned out: 48 covered

35 increases
1 decrease
12 same - 28%

because we had enough workers

Quality of solicitation - ~~highest in long time~~ good

Seppers - brilliant

24 9/15

Sappers pasmal shchitis

20

25

10

12 500

43 500

51

135

150

27 500

30

80

110

0

70

100

105

132

145

X

50

50

22

25

+

125

125

X

115

115

18

20

75

100

120

130

247

287

X

40

40

68

100

X

161

161

12 600

13 500

X

50

50

75

100

150

200

1,875

2,155

~~14.9%~~¹⁵

541

541 - flat

1,334

1,614

21%

Nov 20, 81

Sapers -

1) What happened with ~~Doug Krupp~~
Arthur Lang
Dick Morse

2) What happened with new teams - Retail, High Tech,
Consultants, Real Estate

3) Date first week in Dec?

4) Morgan said - bring in more outside subscribers

5) Necessary to give shot-in-arm in Jan. to workers

6) Closing date May 15

Boston
Nov 19, 81

FEDERATION BENEFICIARY AGENCIES

1. Quote BG - build your own house
2. Federation is your umbrella - its success is yours.
3. Your sources of income are varied - fees, memberships, United Way - etc. - ~~but~~ ^{and} the Federation allocation may be smaller than you would hope - but still the credibility given by being a member of the Federation family is your strongest asset.
4. Every board member must be a good contributor - not a token one
5. Because every board member is also a Jew who has the ~~attit~~ basic overseas obligation to Israel as well.
7. BUFFALO example - BOSTON - original pioneering spirit
6. Talk lot about Israel

WRS
Notes
CJP CAMPAIGN
2/17/82

1) Pluses for the start of 1983 campaign:

a) Trades & Professions - they now have in place a Hospitality Team, re-established Food & Merchandising Teams, a Consultants Team and a Real Estate & Construction group. Before this campaign is over, we will have leadership for each team set up for the 1983 Campaign. At the moment, there is one other team which we hope to at least get moving, so that it can be available in 1983--and that is the Hi-Tech group.

b) Metropolitan - has never been organized as well and should have its most productive year. With Upgrade chairmen organized in each community, there is the possibility of obtaining many more quality gifts. With new gifts chairmen established in every community, there is a prospect of many more cards. There is also an attempt to pull into these teams the big givers who, in the past, have been part of just the big gifts and then not brought back into the campaign on the Trades & Professions and Metropolitan level. This year, we are trying to correct this obvious mistake. Without these people in these teams, you don't have any large givers to evaluate cards and set standards for the less large givers.

c) PR & Advertising - has been planned and is in the works with TV spots being made, a brochure on CJP ready for dis-

tribution, the first use of advertising in the public press starting at the end of February. A long range planning group is reviewing and creating so we can expect even more productive methods to present the CJP image to the public.

d) Missions - have been better organized and analyzed and should be in the position to kick off the 1983 Campaign with better follow-through and ideas than we have used in the past.

e) New prospects - we've started on the public corporations through analyzing proxy statements to develop an entire list of top executives who are not a part of CJP. We have two programs already under way and a third that we hope to get off the ground. One is Hosting an Executive, headed up by Ed Masterman, where the leadership in our community will be adopting people as they move into the community. It will start with a group of people who are chief executive officers of major firms in the area who are not a part of our group. In addition, there will be five teams who will woo top executives, some of which will come through this year and some will take us better than a year before we are ready to solicit them. Most of these ideas will be effective in the 1983 Campaign.

f) In developing these new ideas and developing the new Trade & Professions teams, emphasis has been put on bringing into CJP the leaders of respective industries and people who have prestige and position in our town. We want to be sure to continue to build CJP as a prestigious organization. There is no question that people like to be a part of an organization that has successful

people. We must continue to maintain this approach and feeling.

g) This past summer, we started our own summer thing with a series of cocktail parties for \$5,000 givers. The concept was to bring the people to a non-fundraising affair, so that they could have a moment to meet their peers, that is the people who are the major givers to CJP, in a non-threatening atmosphere and hear what's going on in our Jewish Community. This should be continued in the future to continue to build an esprit de corps and good feelings in our town.

h) This year we started the President's Council to give big givers a better sense of importance of their gift and to bring them together for special meetings to discuss the problems that face us not only here in Boston, but in sundry parts of the world and Israel. If any major changes are to take place in the CJP Family, it must be with the support of the big givers, otherwise, we cannot raise the money necessary to do the job of building whatever program or edifice we think is important. This year we will have better than 20 \$100,000 givers from 15 last year and with the right effort and thought, we certainly ought to get 25 or better next year.



SAPERS & WALLACK

EXECUTIVE FINANCIAL PLANNING EMPLOYEE BENEFITS

99 HIGH STREET, BOSTON, MASSACHUSETTS 02110 TELEPHONE: 617/542-3177

March 30, 1982

Rabbi Herbert Friedman
United Jewish Appeal
1290 Avenue of the Americas
New York, New York 10019

Dear Herb:

I'm embarrassed that I haven't contacted you sooner, but let me take a few minutes to tell you what's happened with the many ideas that we started earlier this year.

Big Gifts, even with the training and the great numbers that took cards, are far behind in coverage. We are pushing very hard to see if we can pull all of this together in the next seven weeks, but obviously Big Gifts represent a large piece of the pie.

With about \$11,000,000 in, we are running better than 17% ahead of last year, but the Trades & Professions are just now having their dinner and breakfasts. Except for the Shoe & Leather Team, none of the other trade teams were really viable. We have reestablished the Real Estate Team, a New England Food Team, a Consultants Team which is brand new, a Hospitality Team (hotels, restaurants, travel, liquor) which is also new. We also reestablished a Merchandise Team as the focal point of the Trades & Professions groups. Yes, we still have doctors, lawyers, dentists, etc., but the large money in our community is going to have to still come from the trades rather than the professions.

The month of April will prove whether our work has been successful.

We have used some of your ideas on recognition, by giving awards at each of our Cabinet meetings to the outstanding solicitors each month. Their pictures then appear in the newspaper. We hope



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March 30, 1982

this is encouraging more people to be active in our Philanthropies.

We also have started advertising in the Boston papers. I am asking Al Rosen to send you a copy of all our ads under separate cover. In addition, there's a new series of ads that's running in the Jewish Advocate which we hope will have some long-term effect on our community. I have also asked him to send you a copy, under separate cover, of our new gift campaign, which is now under way with training programs for solicitors, informative meetings for new potential givers and a whole methodology that's been worked out to try to bring in a significant number of new gifts in the \$1,000 and over categories.

I am also attaching to this letter a copy of some rough notes that I've made for us to consider in planning next year's campaign and reviewing this year's campaign.

One of our biggest problems is that we're not building top leadership, so that next year, we probably won't even have somebody to step into my shoes. We're now discussing the possibility of running the campaign by a Chairman's Committee. The following year we already have a man lined up to take on the campaign and our job now is to make sure that we line up the future leadership for the next five or six years.

It is certainly frightful that a town like ours doesn't have dozens of people who are ready to take on this job and vying for the position. We have been very remiss in developing top leadership and making CJP the most respected operation in our town. All of the great ideas in the world are meaningless unless there is somebody to execute them.

I'll be in touch with you later this coming month.

Sincerely,

Bill

William R. Sapers

WRS/bsm
Enclosure

I. Big Gifts

- A. 1982 saw Big Gifts (\$10,000 and above) all being handled as one division, with a non-fundraising dinner. Serious thought must be given as to whether a non-fundraising dinner is the way to go. Did all people who attended the dinner give \$10,000 or more? How many new \$10,000 gifts came because there was to be no card-calling? How long and how big a job was it to pick up all of the attendees and get their gifts for 1982? Was there any loss due to the excitement of making a pledge at a dinner?
- B. Would Big Gifts be better if organized with further breakdowns, such as \$10,000 to \$50,000 and \$50,000 and above?
- C. The President's Council was organized as a part of Big Gifts. How can that be used to help with the 1983 Campaign?
- D. Upgrade were cards that had the potential of giving \$10,000 but were below that. It got started late. What would be a better procedure to use? Are there enough cards to warrant an entire division? How do we educate not only the solicitors, but the solicitees, as to what we are all about? Could this be some sort of special program that would start early to aim for the goal of the Big Gifts function?

- E. 1983 will have a gathering in Israel for \$10,000 and over givers. There is a lot of pre-mission activity to encourage many people to be a part of this "in" gathering. How will it be used to gain us more \$10,000 givers and succeed in bringing the gifts in early? Are there other missions that can be used for the big givers?
- F. Education and training was given to the Big Gift solicitors. Was it sufficient? Did it hit upon the main methods for encouraging greater gifts? Did it inspire the solicitors? Why was there such a lag in coverage for Big Gifts? How do we get Big Gifts in before Christmas.
- G. To add to the President's Council - their activity can be used to encourage people to be proud of the \$100,000 team.
- H. Is there a chance of getting people to attend the International Conference (\$250,000 gift)? Does it warrant time and effort on our part, or should we spend our time where we think we can meaningfully bring about increases.

II. Trades & Professions

- A. There seems to be a desire by many of the people involved in different Trades & Professions to run teams with these groupings. They like to be a part of something. At the same time, CJP gets much more input through the use of Trades & Professions than they do just by Big Gifts. I recommend that they take a very hard look at areas that

are not being covered by Trades & Professions and see if they can be developed - Hi-Tech, Finance, Mutual Funds, Insurance, we might even divide Hi-Tech so that one team is made of computers and software, etc., making all of our Hi-Tech separate.

- B. Teams should be started early. We already have in place much of the leadership that can be carried on for next year. Luncheons should all have a purpose. There should just not be meetings to have meetings. The educational process as to how other divisions are successful might be very important, by having joint meetings of the chairmen of all divisions in Trades & Professions, so that they can exchange ideas. For example, that might mean that the doctors might have card-calling, once they understand how successful it's been in other areas. It also might mean that the Food and the Shoe & Leather team might change the concept of just having a lot of people at a meeting who are not going to give even \$100 and concentrate on quality, rather than quantity.
- C. Continuous upgrading of lists of both people in the industry, suppliers of whatever industry we are talking about and key people of the sundry corporations. These people must be added to our general census. We need to increase the numbers and the magnitude of giving. Encouragement should be made to leaders of businesses to suggest that their key people be a part of a CJP family - have them to the board meetings, bring them to training meetings, President's Council, etc.

- D. People in the Big Gifts must be put back into the Trade Teams, once Big Gifts has been completed and their cards added to the scoresheets of the Trades & Professions. There is no reason why this cannot be done on our computers, if the planning is done early enough.
- E. Dinners, breakfasts, should give more information through visual aids. We have done a poor job of merchandising, assuming that people will give, just because they are good people.

III. Metropolitan Area

- A. This area is growing and has the capacity of doing even more to bring in the thousands of people who are in the hinterlands. Education during off-season is very important.
- B. The New Gifts Chairmen and Upgrade procedures were merely started during this past year. A more intensive job should be organized starting with the summer months so that come spring, people have been educated, after they have been found and brought aboard. Then, I think we can ask for gifts. A series of host parties, cocktail parties, etc., can give people a better look at CJP, make it more important to them, give CJP the social glamour that, when coupled with the needs and understanding will make it the "in" place to be and the "in" thing to do.

- C. Super Sunday is still the highlight of the Campaign. A complete analysis is attached.
- D. Use of Missions to help build even better leadership and bigger gifts from the Metropolitan area is a must.
- E. Missions locally and to Washington can be used. Except for the Women's Division, we really have not made good use of the "Tour of Boston" concept, followed by dinner party, speaker and fundraiser.
- F. All big givers that don't fit into a Trade & Profession should end up in Metropolitan. Only if we start having bigger givers in the Metropolitan area, will we do a better job with evaluating cards. Only with big givers can we expect to raise the limits of the people that are giving in the Metropolitan area. There is no reason why we can't have people moving from Big Gifts to Metropolitan as workers.

IV. Women's Division

- A. Last year saw excellent coverage of the Women's Division early. We must be able to do the same in the future, but then, leap forward for the push to get many new gifts. Not enough was done in 1982 to bring in new gifts at a sophisticated level.
- B. Women's Wednesday Programs, educational in nature, must be able to be transferred to other divisions. There still is a general lack of real knowledge of what we are supporting, by many of our other givers.

- C. A review must be made of the Women's Newsletter to see how effective it is - to determine whether it should be continued, expanded, or kept the same.

V. Prospects/New Gifts

- A. Campaign results can only come, in any magnitude, from this area. We are still covering no more than a third of our potential community.
- B. The 750 new gift prospects that were seen at the end of the Campaign should give us a new tract on which to run. An evaluation has been made of this effort. There must be, through research, an additional 2000 people that can be added to the list of people that have the potential of giving \$5000 and over and do not give.
- C. Direct Mail must be analyzed. A hard look must be made to determine whether it is a viable program. We should have professionals evaluating it to see what we did right and wrong.
- D. Not enough research has been done to find prospective givers. A team should be working year-round, digging out information from public corporation statements, limited partnerships, real estate transactions. In addition, a group of lawyers and accountants should be keeping us apprized of transactions that are occurring in the business world. We should know before a business is sold, that it is going to be sold. We should know whose operations are being bought and traded

long before they happen so that we can do a better job of tax planning with our potential clients.

- E. Time should be spent with people that are new entrants into the Big Gift category. When a person becomes a \$10,000 giver, he should be wooed; he should be thanked, he should be brought into the CJP Family as a member of a board, as a part of one of our committees; we should find his interests and cultivate him. Too little of this is ever done in our community.
- F. Summer Thing - should be continued again, inviting all \$5,000 and over givers. Plans for this should be made in the spring. The right homes should be found and the people, again, should be made to feel important, know who their peers are and learn something about CJP.
- G. Pacesetters - This group should be reviewed to have a better understanding of where they are going, what their purpose is? Was it successful this year? Did these people grow in their understanding of the community, or were we only able to develop those that would have been developed in any other group anyway? The concept of building leadership for the future is vital. Is this the right vehicle?

VI. Public Relations & Advertising

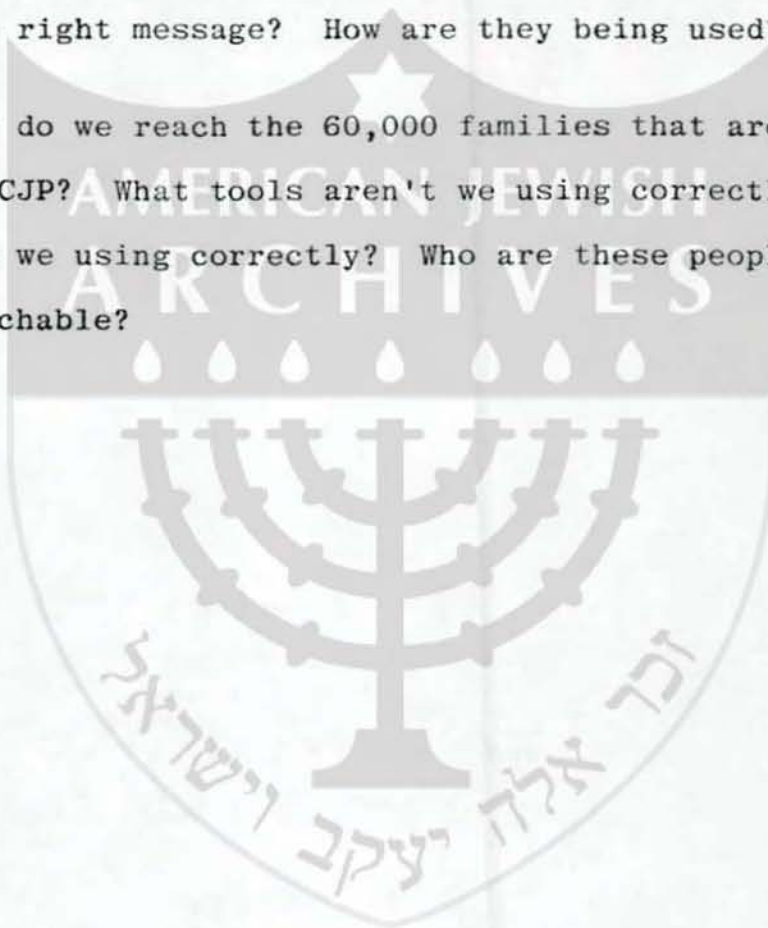
- A. A group was established this year to do some long-range thinking as to how we would use PR, what our image is,

whether advertising makes sense in the longrun in trying to get across whatever our message is. We, at the moment, really do not have a good handle on what we are trying to get across to our public. A committee that was established under Joe Garb was working on this. We expect reports from them sometime this spring. Most important - they need direction as to what are we? What business are we in? What is the image that we are trying to get to the public?

- B. Money was spent on advertising and P.R. pieces. A review must be made of whether our present thrust is correct. The executive board or the officers of CJP must be able to define for this group what image we are trying to promote. Are we a fundraising organization? Are we selling our services? What do we want to project to the community?
- C. The idea of paid advertising in the papers this year was used. An evaluation must be made. Did it effect the Campaign in any way? Did it help? Were we better know because of it?
- D. We are in the process of developing television clips that will allow us to appear on TV for the next few years. Is this a good vehicle to use? Are we going to get across the right message?
- E. A public relation piece that describes CJP can be used for mailings to new prospects, to many of our present givers who really do not understand what or who we are and to people who become new givers. The piece is now being put together.

It will be reviewed by the P.R. department and Campaign.
How it will be used in the future is part of the plans
that will come out of the present P.R. committee.

- F. Are our present P.R. pieces proper? Do they get across
the right message? How are they being used?
- G. How do we reach the 60,000 families that are not now giving
to CJP? What tools aren't we using correctly? What tools
are we using correctly? Who are these people? Are they
reachable?



GENERAL CINEMA CORPORATION

BOX 1000
27 BOYLSTON STREET
CHESTNUT HILL, MA 02167
(617) 232-8200

April 7, 1982

Your name has been brought to our attention as a business leader who might welcome involvement in the Boston Jewish community on a level of some significance both to you and the community. As the primary Jewish planning and fund raising enterprise in Greater Boston, Combined Jewish Philanthropies deserves consideration for a dominant place in any such involvement. It attracts people of quality and substance.

To give us the opportunity to describe the work of the Combined Jewish Philanthropies and its programs in Boston and in Israel, we would like you to join with a few other business and professional leaders at one of three special "briefings." Our speakers - each of whom is a distinguished past president of Combined Jewish Philanthropies - come especially well-equipped to discuss where our community is going and how you might be part of it.

The meetings have been scheduled for:

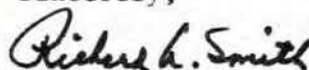
Thursday, April 22, 1982
7:30 A.M. - Breakfast
Harvard Club - Veritas Room
One Federal Street, Boston
Speaker - Irving W. Rabb
Vice Chairman of Board
of
Stop and Shop

Friday, April 23, 1982
7:30 A.M. - Breakfast
Marriott Hotel
Commonwealth Avenue, Newton
Speaker - David R. Pokross
Counsel to and Former Senior Partner of
Peabody and Brown

Monday, April 26, 1982
5:00 P.M. - Cocktails
Home of Gilda and Fred Slifka
46 Westerly Road, Weston
Speaker - Hon. Matthew Brown
Senior Partner
Brown, Rudnick, Freed and Gesmer
and
Former Chairman of the Board of Channel 5

Please circle the date most convenient for you on the enclosed card so that we can make the necessary arrangements. We look forward to your participation in this most important Jewish Community enterprise.

Sincerely,



:scn
enclosure

Richard A. Smith

P.S. I have asked one of our Volunteers
to be in touch with you.

Herbert A. Friedman

April 22, 1982

Sapans
Dear Bill,

Your comprehensive letter, with enclosures, dated March 30, reached me today. Apparently it was lying around somewhere at UJA Headquarters. By coincidence, I was lying around in hospitals most of the past 3 weeks, so I couldn't have responded anyhow. I went through some difficult emergency surgery, but am now at home and on the mend.

I've read through the material you sent, but have not received the ads which you ran in the local papers and the Advocate. I'd love to see them.

In 3 weeks or so I'll be back to good strength, and would then be eager to have a good talk with you and Harold about 1983. I know that you are planning to run 1983 with a Committee. Long ago I gave Harold my opinion about that idea. It's really difficult to run without someone being in charge. Too much time is lost in trying to bring the committee together often enough. So the tendency develops for the committee to fall apart, and then the executive director is running around trying to find some lay leader to work with.

Be all that as it may, I would like to continue to talk to you (and Harold, of course), because your opinions and experience are worth more than anyone else's right now. Let's try to schedule a meeting toward the middle of May.

Fondest regards,

Heb

SHE HAS A BIG SISTER INSTEAD OF BIG TROUBLE.

THANKS TO C.J.P.

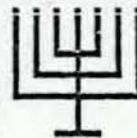
*Herb
These were in
the Boston Globe.
The others were in the
Jewish Advocate
Hope to see you
Wednesday Bill Saper
5/7/02*



Sundays were Cindy's worst days. No school. No place to go and nothing to do. Just time and the television. Then she met Karen, a volunteer Big Sister with the Jewish Big Brother/Sister Association. Now Cindy can't wait for Sundays. And neither can Karen.

The Jewish Big Brother/Sister Association is one of 75 agencies supported by the Combined Jewish Philanthropies (C.J.P.) of Greater Boston, serving the entire family. Just call 542-8080 to give your support.

**THE COMBINED
JEWISH PHILANTHROPIES
OF GREATER BOSTON.
THANKS FOR GIVING.**



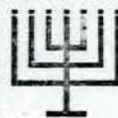
SHE'S RUNNING HER LIFE INSTEAD OF RUNNING AWAY. THANKS TO C.J.P.



After three weeks of nowhere to go, Marsha realized she couldn't find on the streets what she'd lost at home. Thanks to the efforts of Jewish Family and Children's Service, an agency supported by the Combined Jewish Philanthropies (C.J.P.) of Greater Boston, Marsha is getting to know her family again. And getting to know herself for the first time.

You can help Jewish Family and Children's Service, one of a family of 75 agencies serving the entire family. Just call C.J.P. at 542-8080 to give your support.

**THE COMBINED
JEWISH PHILANTHROPIES
OF GREATER BOSTON.
THANKS FOR GIVING.**



HE'S ON DAY SHIFT INSTEAD OF WELFARE.

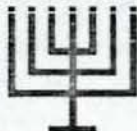
THANKS TO C.J.P.



It seemed as if twenty-seven years of loyal service went down the drain the day they closed the printing factory. Because at age 53, Nathan figured there was no way anyone would want to hire him. It wasn't until he talked to an employment counselor at Jewish Vocational Service, an agency supported by the Combined Jewish Philanthropies (C.J.P.), that he realized how much skill and ability he had to offer. Now, Nathan's looking forward to his next twenty-seven years of service.

You can help Jewish Vocational Service, one of 75 agencies that serve the entire family. Just call C.J.P. at 542-8080 to give your support.

**THE COMBINED
JEWISH PHILANTHROPIES
OF GREATER BOSTON.
THANKS FOR GIVING.**



**THEY LIVE
IN THE NEGEV
INSTEAD OF
SIBERIA.**

AMERICAN JEWISH
ARCHIVES

THANKS TO C.J.P.



Things looked bleak for the Rabinov family. But thanks to the efforts of United Jewish Appeal and other agencies supported by the Combined Jewish Philanthropies (C.J.P.) of Greater Boston, the Rabinovs were delivered from a life full of heartache to a life full of hope.

You can help the 75 agencies supported by C.J.P., serving the entire family. Just call C.J.P. at 542-8080 to give your support.

**THE COMBINED
JEWISH PHILANTHROPIES
OF GREATER BOSTON.
THANKS FOR GIVING.**



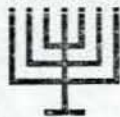
HE'S SHOOTING HOOPS INSTEAD OF HEROIN. THANKS TO C.J.P.



Danny's been hooked on basketball since the third grade, when he started playing organized ball at the Jewish Community Center of Greater Boston, an agency supported by the Combined Jewish Philanthropies (C.J.P.). While some of the kids in his neighborhood have gotten off the track, Danny's always chosen the guidance and friendship of the J.C.C.

You can help the Jewish Community Center of Greater Boston, one of 75 agencies that serves the entire family. Just call C.J.P. at 542-8080 to give your support.

**THE COMBINED
JEWISH PHILANTHROPIES
OF GREATER BOSTON.
THANKS FOR GIVING.**



SHE HAS DANCE CLASS INSTEAD OF DEPRESSION.

THANKS TO C.J.P.

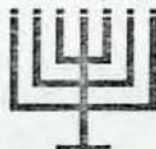


When Anna told the social worker from the Jewish Community Center that she hadn't danced for 30 years, the social worker told her she had a lot of catching up to do on the latest steps.

Now Anna is active in several programs, including the hot lunch program and a Jewish culture studies class. She volunteers two days a week at the agency's pre-school program. She doesn't have time to get depressed.

The Jewish Community Center is just one of 75 agencies supported by the Combined Jewish Philanthropies (C.J.P.) of Greater Boston, serving the entire family. Just call 542-8080 to give your support.

**THE COMBINED
JEWISH PHILANTHROPIES
OF GREATER BOSTON.
THANKS FOR GIVING.**



Does anti-Semitism worry you?



It worries me too.

AMERICAN JEWISH

It's a growing tide. There were almost three times as many anti-Semitic incidents in the United States in 1981 as there were the year before. Sixty-one reported incidents in Massachusetts alone, including the recent fire and desecration in a Milton synagogue.

Homegrown anti-Semitism is hitting our front doors. It may be swastikas painted on a Jewish home or synagogue. Or stickers proclaiming "Hitler was right" on a car on the Green Line. Or an insult shouted at a Jewish doctor in a Jewish hospital; obscenities, harassment, graffiti.

What can we do? We can stand together as a community and show our cohesiveness. We can react strongly and urge local authorities to respond aggressively. We can support the Combined Jewish Philanthropies of Greater Boston, because CJP supports the agencies that fight this reawakening menace.

It's one thing to worry about anti-Semitism. We're *doing* something about it.



William R. Sapers
General Campaign Chairman

3/11/82
Combined Jewish Philanthropies
of Greater Boston
72 Franklin Street, Boston, Mass. 02110

7/15/82

Our young adults are our future.



Forty percent of the total Jewish population in the Greater Boston area is between the ages of 21 and 40. Some are building careers and businesses. Others are in graduate school. Some have married and started families. Others are deferring marriage and children. Jewish survival depends on keeping them a vital part of the Jewish community. We're working to keep them connected.

At the Jewish Young Adult Center in Brookline, a division of the Jewish Community Center of Greater Boston, more than 1000 young adults participate in a broad range of programs each month. The Young Adult Center is unique — a model for others across the country. Its program is so innovative that it won the prestigious Schroeder Award at the national meeting of the Council of Jewish Federations.

CJP's Young Professionals division combines fundraising with social and cultural programming. The Young Professionals have already registered over 1000 pledges to the 1982 campaign, a very tangible demonstration of connection and Jewish concern.

This year CJP's Young Women's Division has given its members a range of programming that has focused on the Jewish presence in the arts. More than 500 young women, many of them parents of young children, have pledged to the 1982 campaign.

We're working to keep our young adults connected to the mainstream of Jewish life. We think of it as a good beginning. Can you help us do more?

William R. Sapers
1982 General Campaign Chairman



Combined Jewish Philanthropies
of Greater Boston
72 Franklin Street, Boston, Mass. 02110

The unkindest cuts of all.

4/22/82



Many of our Jewish elderly live in their own homes because homemakers sent by the Jewish Family and Children's Service visit them once or twice a week to help them cook, shop and clean. Others rely on "Meals on Wheels" to provide them with nutritious food every day. If these services are disrupted, many will be forced into a very different way of life.

Many others live in the 834 apartments of Jewish Community Housing for the Elderly, sponsored by CJP and built with funds from the federal Department of Housing and Urban Development. Until now, federal subsidies have guaranteed that no more than 25% of their incomes would be spent for rent. It's changing. Their rents will increase by 1% each year until they reach 30% of income. New budget proposals will redefine income to include food stamps and add stiff surcharges to cover rising heat and utilities costs.

Two courses of action are available. We should write to our elected representatives to let them know our feelings about these cutbacks in services to the elderly and we should maximize our support to CJP by contributing now to the 1982 campaign. Our elderly need all the help we can give them.



William R. Sapers
1982 General Campaign Chairman

William R. Sapers

Combined Jewish Philanthropies
of Greater Boston
72 Franklin Street, Boston, Mass. 02110

CJP is batting .420.



That's great for baseball, but as a community, we can do better.

More than forty percent of two-adult Jewish households in Greater Boston support CJP. It's a good average. It includes the people who are the stalwarts of our Jewish community. The ones who year after year make the phone calls, staff the committees, and provide the support that maintains the high level of agency services.

Now we need to reach out even further. To families new to our community. To others who've been here for a while and are still putting down roots. To the great numbers of young Jewish professionals, single and married, who work and live in the metropolitan area.

We must involve them in Jewish communal activities, ask them to share the responsibility for the well-being of the entire Jewish community, whether in Boston, in Israel or in other countries.

Twenty percent of the American population moves every year. The figure is probably higher for our own community. So that even as we find new supporters, we lose some of our old ones. That's why we're making a special effort this year to reach people we haven't reached before.

CJP is looking for new friends and new faces. CJP needs the commitment of new supporters. It's one way of insuring your Jewish future.

A handwritten signature in cursive script that reads "William R. Sapers".



William R. Sapers
1982 General Campaign Chairman

Combined Jewish Philanthropies
of Greater Boston
72 Franklin Street, Boston, Mass. 02110

By the sweat of their brows



Israeli settlers went into the Sinai and brought life out of the desert. Towns were built in a wasteland. Crops flourished in the searing heat. Their success was called miraculous, but it wasn't. The desert flourished by the sweat of their brows.

Seventeen billion dollars were spent in the Sinai to build homes, water systems, schools, factories, hotels and health clinics in addition to airfields, power lines, roads and communications networks. It is the price of peace.

On April 25, the last Israelis will leave the Sinai. The settlers will abandon their homes, fields and towns. Many will go to the Negev to start all over again.

Millions are needed to resettle the Sinai pioneers in the Negev and provide them with materials and tools as they set out to do for a second time what few people try even once. They need continued support as they again confront all the challenges inherent in an effort as audacious as theirs.

We can't take on the desert in Boston, but we can help the ones who dare. More than half the funds collected in the annual CJP campaign are sent, through the United Jewish Appeal, to Israel, where they help meet a broad range of human needs. Once more, you are the difference.

William R. Sapers



William R. Sapers
1982 General Campaign Chairman

Combined Jewish Philanthropies
of Greater Boston
72 Franklin Street, Boston, Mass. 02110



William R. Sapers

1983 CJP General
Campaign Chairman

serving with
Lester Gilson
Arthur D. Katzenberg, Jr.
Albert I. Levine
Mitchell J. Marcus
Lee Scheinbart
Sherman H. Starr

September 7, 1982

Rabbi Herbert Friedman
United Jewish Appeal
1290 Avenue of the Americas
New York, N. Y. 10104

Dear Herb:

I thought you'd be interested in the enclosed copy of
"On Common Ground".

At the same time I want to take this opportunity to thank
you again for your ongoing help.

I was also wondering why I hadn't heard from you.

Regards, -

A handwritten signature in blue ink that reads "Bill".

William R. Sapers

st

enc.

**1982
GOAL:
\$18 MILLION**



YOU
can make
the
difference



**1982
APPEAL**

COMBINED JEWISH
PHILANTHROPIES
of GREATER BOSTON
72 Franklin Street
Boston, Mass. 02110
(617) 542-8080

WHAT YOUR GIFT PROVIDES

In Boston 1982

A Gift of: Provides:

- \$100** Several counselling and testing sessions at Jewish Vocational Service for an unemployed person or career changer.
- \$150** Two weeks of homemaker service for an elderly person in his or her own home, thus avoiding institutionalization.
- \$250** Six months of adult companionship for a fatherless boy or a girl in need of companionship through Jewish Big Brother/Big Sister Association.
- \$350** One year of scholarship assistance at Hebrew College for a student from a low income family.
- \$750** Six months of foster child care supervision.
- \$3,000** Homemaker service for six months allowing an elderly couple to continue living at home.
- \$5,000** Resettlement for one Soviet Jewish family and scholarship aid for a child in the family to attend day school.
- \$8,500** A van to transport elderly persons to and from local hospitals.

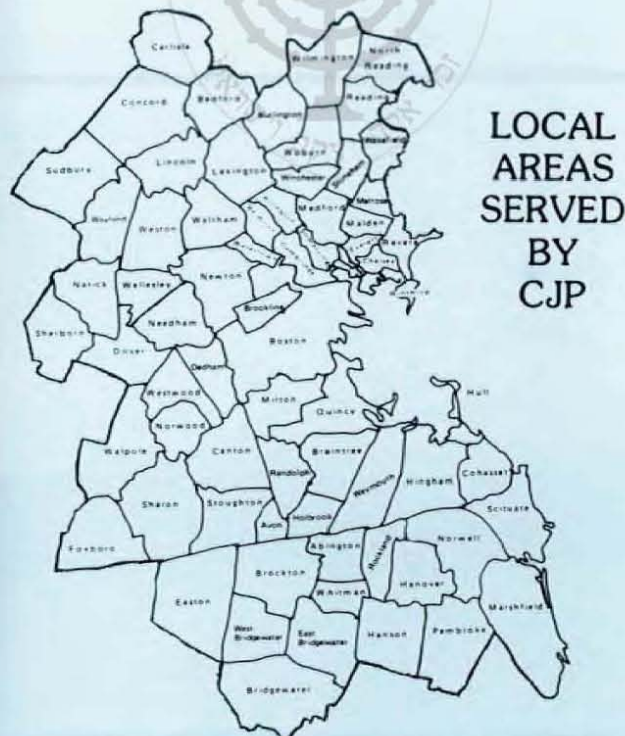
In Israel

A Gift of: Provides:

- \$100** Allowance for basic support services for a child in a pre-kindergarten program.
- \$200** Transportation for a Soviet Jewish immigrant from a European reception center to Israel.
- \$400** Hearing aid for a hard-of-hearing youngster.
- \$500** Meals-on-wheels for a year for an aged resident of a distressed immigrant neighborhood.
- \$1,200** Jewish Agency allocation for an individual student to one of Israel's seven universities.
- \$3,000** Hearing aids and classroom equipment for 3 children in a JDC — sponsored program for the hearing impaired.
- \$5,000** 8 months at an absorption center for an immigrant family of 4.
- \$8,600** Renovation of 3 club rooms used by troubled youth in a development town.

CJP...

- is the central fund-raising, planning and budgeting arm of the Greater Boston Jewish community.
- raises money for some 75 local, national and overseas human care agencies.
- identifies needs and trends and provides effective and relevant services aimed at improving the quality of Jewish life.
- has some 30,000 contributors who express their Jewish identity and commitment to Jewish survival through their commitments to the annual campaign.





Now more than ever....

Funds collected in the annual appeal of the Combined Jewish Philanthropies of Greater Boston are used to help people. People of all ages and backgrounds, here and overseas.

About 55% of money raised in Boston goes to the United Jewish Appeal, chiefly to help the people of Israel, meeting their basic needs in education, housing, jobs, immigrant absorption and health and social programs. Because the key to Israel's strength is her people.

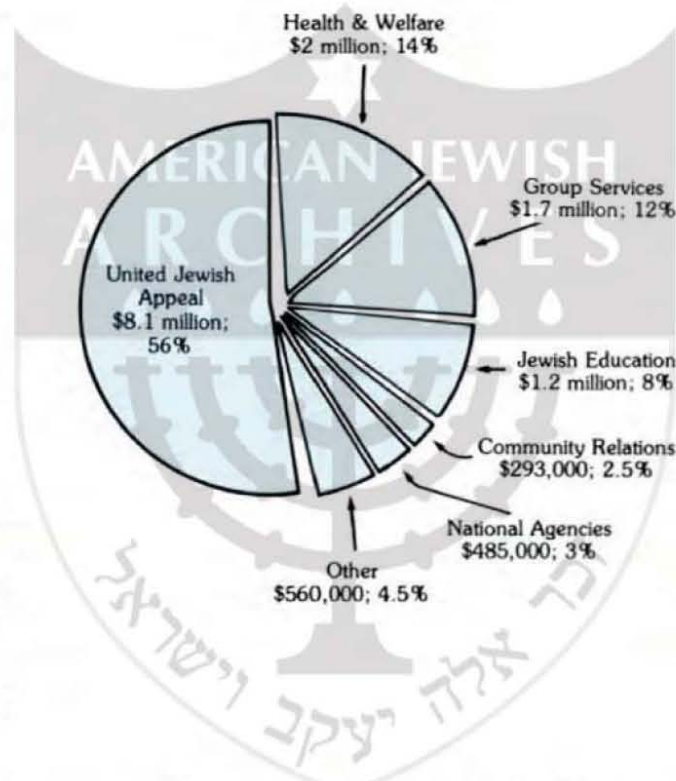
Some 45% of the funds helps people closer to home. Children in nursery school, senior citizens at day camp, college students at campus Hillels, single parents, fatherless boys and girls, the chronically ill, newly arrived immigrants. The list is long.

Because of inflation and soaring costs, it takes more dollars just to maintain current levels of service — which often aren't adequate to meet our community's growing and changing needs. Another problem this year is proposed cutbacks in social services by the Federal government, putting an added burden on many CJP agencies.

With your help, the needs can be met. You can make the difference.

DISTRIBUTION OF CJP FUNDS

(Total available \$14.3 million)*



* After deductions for year-round fund raising costs, planning and central services.

COMBINED JEWISH PHILANTHROPIES OF GREATER BOSTON

ALLOCATIONS FOR 1981-82

UNITED JEWISH APPEAL \$ 8,075,000

HEALTH AND WELFARE	
Local	
Beth Israel Hospital*	\$ 475,000
Hebrew Free Burial	4,500
Jewish Big Brother/Sister Association**	95,775
Jewish Chaplains Council	35,753
Jewish Family & Children's Service**	1,013,580
Jewish Memorial Hospital*	75,000
Jewish Vocational Aid Society	2,000
Jewish Vocational Service**	206,750
Rabbinical Fund	1,000
Recreative Center	10,000
Resettlement Program	50,000
Scholarship Committee	20,000
Total Local	\$ 1,989,338
Non-Local	
HIAS	\$ 65,000
Histadrut-Malden	2,000
Total Non-Local	\$ 67,000
TOTAL HEALTH AND WELFARE	\$ 2,056,338

GROUP SERVICES	
Local	
Camp Kingswood**	\$ 40,000
Hillel Foundations of Greater Boston	204,700
Jewish Community Center of Greater Boston (now including Joint Israel Program)**	1,392,200
Jewish Student Projects	20,000
New England Chassidic Center Shabbaton Program	7,000
Workmen's Circle Educational Center	2,800
Total Local	\$ 1,666,700
Non-Local	
Brna Brith Hillel Foundations and Youth Organizations	\$ 28,350
National Jewish Welfare Board	48,750
North American Jewish Students Appeal	2,500
Total Non-Local	\$ 79,600
TOTAL GROUP SERVICES	\$ 1,746,300

COMMUNITY RELATIONS	
Local	
Greater Boston Alyah Council	\$ 2,950
Jewish Community Council**	255,000
Syracogue Council	65,000
Zionist House	35,862
Total Local	\$ 358,812
Non-Local	
American Jewish Committee	\$ 65,250
American Jewish Congress	45,000
Anti-Defamation League	65,250
Jewish Labor Committee	25,800
Jewish Telegraphic Agency	14,000
Jewish War Veterans	6,200
National Conference on Soviet Jewry	9,000
National Jewish Community Relations Advisory Council	33,000
Syracogue Council of America	1,100
Total Non-Local	\$ 264,600
TOTAL COMMUNITY RELATIONS	\$ 623,412

JEWISH EDUCATION

Bureau of Jewish Education*	\$ 384,780
Hebrew College*	541,605
Schools and Other Programs:	
Hull	500
I. L. Peretz	800
Malden	17,000
Quincy	1,000
New Community Hebrew School — North Area	10,000
Newton High School for Jewish Studies	2,000
Teachers' Retirement Plan	9,400
Day Schools	
Maimonides School	80,760
New England Hebrew Academy	77,865
Shaich House	30,350
Solomon Schechter Day School	60,000
Suburban Day School Transportation Subsidy	6,000
Total Local	\$ 1,222,960
Non-Local	
American Association for Jewish Education Fellowships in Jewish Educational Leadership (JUEL)	\$ 4,000
American Israel Cultural Foundation	11,000
Bicentennial	500
Federated Council of Jewish Institutions	3,000
Horstman Program	6,000
Jewish Braille Institute	800
Joint Cultural Appeal	28,300
School of Jewish Communal Service	1,000
Total Non-Local	\$ 73,800
TOTAL JEWISH EDUCATION	\$ 1,296,760

OTHER	
Allocation Credits	\$ 142,000
Capital Improvement and Development Fund	100,000
Contingency Reserve	49,848
Council of Jewish Federations	103,460
Federation Executive Recruitment and Education Program (FEREP)	4,500
Dues — National and Local Service Agencies	1,500
Large City Budgeting Conference	5,990
Professional Education Committee	5,000
Public Relations Service for Agencies	45,600
Retirement of School Loans	17,000
Shoolman Campus (Weston)	22,000
Special Campaign Programs	158,000
Syracogue Program Fund	37,500**
TOTAL OTHER	\$ 507,498

CJP EXPENSES — NET	\$ 2,172,952
GRAND TOTAL	\$16,477,410

*Constituent Agency
 **Beneficiary of United Way of Mass. Bay
 ***Five year allocation from \$100,000 special fund.

CJP... a family of agencies Serving you and your family.

COMBINED JEWISH PHILANTHROPIES OF GREATER BOSTON ALLOCATIONS FOR 1981-82

UNITED JEWISH APPEAL \$ 8,075,000

HEALTH AND WELFARE

Local

Beth Israel Hospital*	\$ 475,000
Hebrew Free Burial	4,500
Jewish Big Brother/Sister Association* †	95,775
Jewish Chaplaincy Council	35,733
Jewish Family & Children's Service* †	1,013,580
Jewish Memorial Hospital*	75,000
Jewish Vocational Aid Society	2,000
Jewish Vocational Service* †	206,750
Rabbinical Fund	1,000
Recuperative Center	10,000
Resettlement Program	50,000
Scholarship Committee	20,000
Total Local	\$ 1,989,338

Non-Local

HIAS	\$ 65,000
Histadrut-Malden	2,000
Total Non-Local	\$ 67,000

TOTAL HEALTH AND WELFARE \$ 2,056,338

GROUP SERVICES

Local

Camp Kingswood* †	\$ 40,000
Hillel Foundations of Greater Boston	204,700
Jewish Community Center of Greater Boston (now including Joint Israel Programs)* †	1,392,200
Jewish Student Projects	20,000
New England Chassidic Center Shabbaton Program	7,000
Workmen's Circle Educational Center	2,800
Total Local	\$ 1,666,700

Non-Local

B'nai B'rith Hillel Foundations and Youth Organizations	\$ 28,350
National Jewish Welfare Board	48,750
North American Jewish Students Appeal	2,500
Total Non-Local	\$ 79,600

TOTAL GROUP SERVICES \$ 1,746,300

COMMUNITY RELATIONS

Local

Greater Boston Aliyah Council	\$ 2,950
Jewish Community Council* †	255,000
Synagogue Council	65,000
Zionist House	35,862
Total Local	\$ 358,812

Non-Local

American Jewish Committee	\$ 65,250
American Jewish Congress	45,000
Anti-Defamation League	65,250
Jewish Labor Committee	25,800
Jewish Telegraphic Agency	14,000
Jewish War Veterans	6,200
National Conference on Soviet Jewry	9,000
National Jewish Community Relations Advisory Council	33,000
Synagogue Council of America	1,100
Total Non-Local	\$ 264,600

TOTAL COMMUNITY RELATIONS \$ 623,412

JEWISH EDUCATION

Local

Bureau of Jewish Education*	\$ 384,780
Hebrew College*	541,605
Schools and Other Programs:	
Hull	500
I. L. Peretz	800
Malden	17,000
Quincy	1,000
New Community Hebrew School — North Area	10,000
Newton High School for Jewish Studies	2,000
Teachers' Retirement Plan	9,400
Day Schools:	
Maimonides School	80,760
New England Hebrew Academy	77,865
Shalom House	30,350
Solomon Schechter Day School	60,000
Suburban Day School Transportation Subsidy	6,000
Total Local	\$ 1,222,060

Non-Local

American Association for Jewish Education	\$ 19,250
Fellowships in Jewish Educational Leadership (FIJEL)	4,000
American-Israeli Cultural Foundation	11,000
Bitzaron	500
Federated Council of Israeli Institutions	3,000
Hornstein Program	6,000
Jewish Braille Institute	800
Joint Cultural Appeal	28,300
School of Jewish Communal Service	1,000
Total Non-Local	\$ 73,850

TOTAL JEWISH EDUCATION \$ 1,295,910

OTHER

Allocation Credits	\$ (42,000)
Capital Improvement and Development Fund	100,000
Contingency Reserve	49,848
Council of Jewish Federations	103,460
Federation Executive Recruitment and Education Program (FEREP)	4,500
Dues — National and Local Service Agencies	1,500
Large City Budgeting Conference	5,090
Professional Education Committee	5,000
Public Relations Service for Agencies	45,600
Retirement of School Loans	17,000
Shoolman Campus (Weston)	22,000
Special Campaign Programs	158,000
Synagogue Program Fund	37,500**
TOTAL OTHER	\$ 507,498

CJP EXPENSES — NET \$ 2,172,952

GRAND TOTAL \$16,477,410

*Constituent Agency
†Beneficiary of United Way of Mass. Bay

**First year allocation from \$100,000 special fund



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To be returned by September 4, 1981

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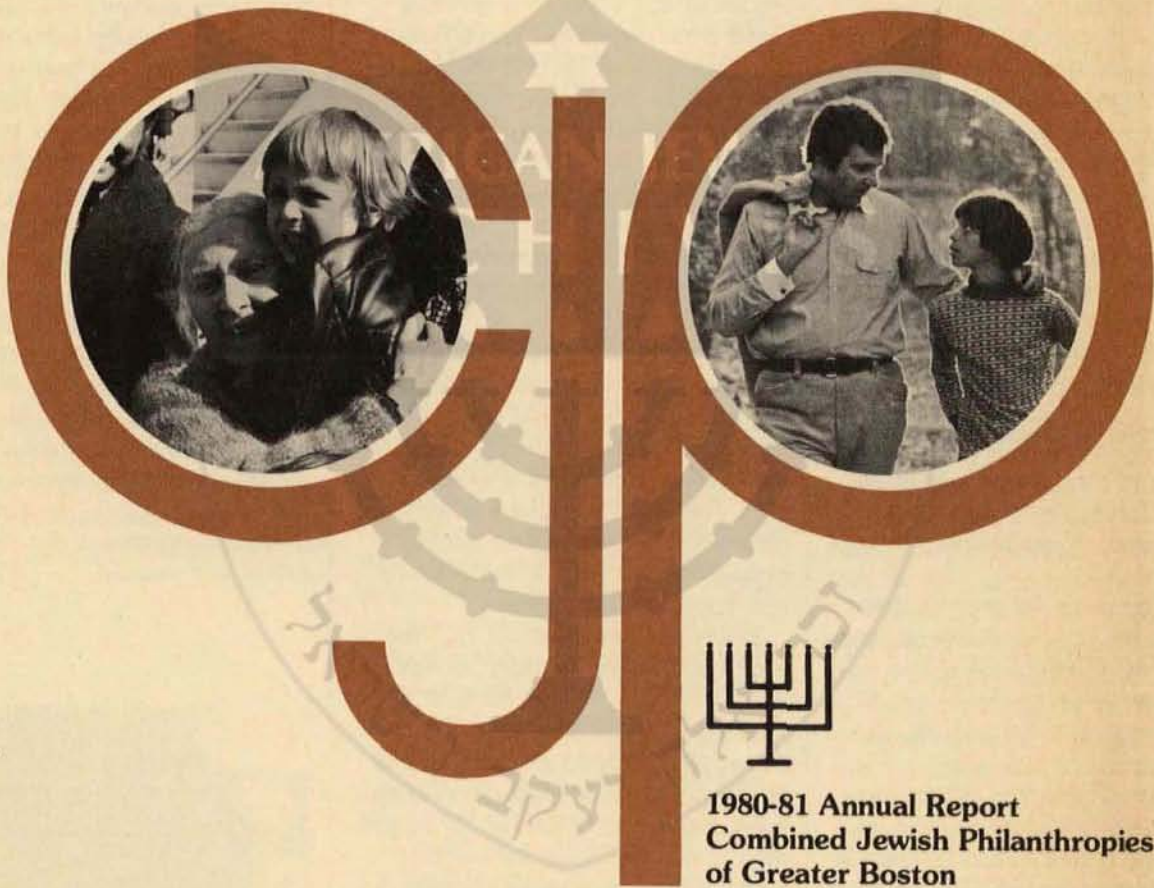
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**1980-81 Annual Report
Combined Jewish Philanthropies
of Greater Boston**

PRESIDENT'S REPORT

If I have learned anything after a year as President of the Combined Jewish Philanthropies, it is that only people can "make it happen" in every sphere of communal life.

Planning, coordination, and good intentions are all necessary components, but only concerned people can make educational seminars and community-wide gatherings a success; only caring people can meet the needs of other people in our family of agencies.

The faces of the many people with whom I have met and worked over the past year truly frame this Annual Report. They tell the story of our progress as an institution and as a community over the past year.

A New Level of Aspiration

One of the most tangible achievements has been our 1981 Annual Campaign, which saw a breakthrough to \$15 million.

This figure is a milestone not just because of the level of giving we have reached, but also because of the expectations it raised about our potential for next year, and the years ahead.

Campaign Chairman Lester Gilson "made it happen" for us in 1981; we all owe a great deal to him. William R. Sapers succeeds him as Campaign Chairman in 1982; we pledge our support to him and hope for even greater success.

If our goals are more ambitious for 1982 than they have been in the past, it is only because 1981 was a year in which we dared to reach higher — and succeeded. As a result, we were able to send more money to the United Jewish Appeal for overseas use, and we were able to provide our national and local agencies with more funding, as well.

Even these laudable achievements must be seen in the light of rising costs and increasing human need. Locally, increased costs have meant cutbacks, attaching a new sense of importance to raising our level of support. In Israel, where thousands live on the front line of geopolitical threat and economic anxiety, decreasing social and supportive services result from insufficient funds flowing from fellow Jews around the world. We must let the Israeli people know that we share their frustration and that we want to help share their burden — for orphaned and displaced children, for the costs of higher education, for the resettlement of thousands of new immigrants every year.

We are able to grow and expand our campaign efforts only because we can rely on hundreds of volunteers who raise communal funds and more than 26,000 individuals who make gifts. The importance of this army of committed Jews was dramatically highlighted this past January at our first annual "Super Sunday."

In a single day, January 18, 1981, over 1,000 "Super Sunday" volunteers raised nearly \$1 million for CJP working together at our Boston Park Plaza telethon headquarters. Of the 10,000 people who pledged contributions, more than 1,100 people contributed to our campaign for the first time. There was a sense of exhilaration and an enthusiasm we all felt that day because we worked together, so many of us, for our common goal. Super Sunday Co-Chairmen Joel and Sue Sherman, through their daring and creative leadership, have assured even greater community-wide participation and success in the future.

The participation of so many segments of our community in "Super Sunday" underlines their understanding of the need to expand and significantly upgrade our resource

base in order to maintain and assure quality services. And setting goals for those services, never an easy task, becomes especially difficult in times of scarcity characterized by rising costs and cutbacks in governmental spending for human services.

Coping with escalating prices and increased needs has been high on the agenda for many of us, but for no one more than Alan M. Schwartz, Chairman of the Social Planning and Allocations Committee. He successfully walked the fine line between compassionate understanding and hard-nosed pragmatism in leading our complicated allocations process; he deserves special credit for his effort and determination.

No less important, the direction of our Budget and Administration Committee has been carried out in exemplary fashion by Joseph B. Manello. He, too, has demonstrated unusual management skill blended with communal awareness — a combination that must command our special praise and respect.



Coping with Change

One distressing trend which has become evident over the past year is the retreat of the government at federal, state and local levels from the funding of people-oriented programs. Both the election of a new administration in Washington and the adoption of Proposition 2½ here in Massachusetts are beginning to have marked impact on the voluntary social services of the Jewish and general communities alike.

If one fact has become painfully clear over the past year, it is that the voluntary sector is being called upon to play a larger role in meeting pressing human needs. CJP and other voluntary philanthropic organizations will increasingly be expected to bear the burden for keeping social problems — and solutions — before the eyes of the general public.

We are already studying new ways of delivering services and working with other voluntary agencies in the community. Our relationship with the

United Way of Massachusetts Bay continues to be a close and mutually rewarding one. We are appreciative of the direct support which United Way provides our agencies. In 1980, some \$960,000 was allocated for use by CJP/United Way agencies. The 1981 figure is \$1,045,700.

As the United Way becomes an increasingly vital factor in the strength of our local agencies, the importance of securing widespread support from every segment of the Jewish community for its fundraising appeal is underscored.

The Efficiency Quotient

In times of rising costs, efficiency becomes a watchword. At CJP we are grappling with management issues in order to stretch community dollars. The translation of pledges into cash took on an increased sense of urgency under the leadership of Milton B. Popkin as Chairman of Cash Collections Committee. He and his committee, through their very special efforts have assured the flow of dollars for programs in Israel and in our own community. We are especially grateful to Milton Popkin for his constant emphasis on the importance of sound management methods in cash collections. The system he installed will assure that his pioneer efforts will continue.

A redefinition of the guidelines for fundraising for CJP beneficiary and constituent agencies has been completed under the direction of Donald B. Brick and Michael Bohnen. A report of the National and Local Relations Committee has clarified fundraising roles and should result in better use of our collective time and energy.

Determined to continue improving our overall operations, CJP has invested in a new computer system that can facilitate transactions for the CJP family of agencies. Efficiency, it seems, is a matter of hardware and software, as well as people.

An Unusual Exploration

This Spring the Executive Board voted unanimously to approve an allocation of \$100,000 to be disbursed over a three year period — but not to CJP agencies. Rather, it put its stamp of approval on a recommendation to directly fund special Synagogue programs. A Synagogue Program Fund Committee, comprised of representatives of Synagogue groups and of CJP, prepared criteria for selection and evaluated proposals. This year six individual Synagogues and Temples and two Synagogue and Temple movements have submitted programs which have been funded.

In the process, a new book has been opened and a first page turned in the quest by CJP and area Synagogues and Temples for a better quality of Jewish life for our community. The grants awarded by CJP, which will complement Synagogue and Temple funds, give impetus to a mutual exploration long on the planning boards in Boston, a joint effort whose time has come.

A wide variety of creative social, educational and cultural programs will be funded by the grants. There will be cultural programs for the elderly, an intergenerational visiting program uniting young and old, a learning disability program, a format to promote a better understanding of East European Jewry, and others.

We hope that these grants will lead the way to greater cooperation and a more solid framework for the betterment of the Jewish community and all its institutions.

Creating Jewish Environments

Excitement continues to mount with regard to new community facilities being planned for the central and south areas. The past year has seen marked progress in these immense undertakings. A capital campaign for the Jewish Community Multi-Service Center and the South Area Jewish



Community Center has already passed through its critical first phase with some \$4 million pledged for the building and modernization program that will provide the locus for a sound Jewish program for Jews of every age group. Construction plans continue even as phase two of the capital campaign aims at raising additional funds for the programs.

An important feature of the Central Area Center will be its multi-service dimension; a number of our agencies will expand their geographic scope by operating out of the convenient Newton site.

In the South area the search continues for a site for a South Area Jewish Community Center that will provide a full range of cultural and recreational programs in the context of a strong Jewish environment.

Both of these facilities mark a departure point for our community. They bespeak an unusual commitment of time, money and energy for our Jewish future, an investment in the creative growth of our people that we expect to pay rich dividends in helping to unite our community in future generations.

Dramatic Rise in Endowments

A major center of CJP activity continues to be located in our Endowments and Bequests office. This past year, we received our largest Endowment Fund ever — the Victoria and Irving Salvage Fund, totalling more than \$1.4 million. The Bertha and Edward Rose Fund, amounting to more than \$1.1 million, helped swell total Endowments to more than \$16,000,000, almost \$4,500,000 larger than the comparable figure a year ago. Almost a third of this total is represented by Personalized Funds.

As of June 30, 1981 there were 158 such funds, including 41 new ones established this past year. Their assets amounted to more than \$5,150,000 as compared with some \$3,000,000 a year earlier.

The funds from our Endowments

and Bequest Program are directed to a myriad of humanitarian causes. Unrestricted Endowment Fund income has been used to aid refugees in the aftermath of the devastating Italian earthquake and to help homeless families in Jackson, Mississippi after a ravaging flood. It has also provided camp scholarships for Soviet Jewish immigrants to Boston and helped fund the Jewish Educational Resource and Advisory Center at the Bureau of Jewish Education.

Such monies allow CJP to function even more effectively as a humanitarian agency. We welcome the opportunity to perform as wide a range of such "mitzvot" as possible. And we especially thank Joseph Bloom, who as chairman of the Endowments and Bequests Committee helped spearhead a new sense of vigor and enthusiasm in this arena.

The Personal Touch

No community can continue making a positive impact without dynamic leadership. We are fortunate that Boston has become a mecca for so many young Jews who play an increasing role in CJP. We are more fortunate still that our older leaders welcome their vitality and fresh approaches. Through such groups as the Young Professionals, President's Seminar, the Young Women's Division, "Acharai," our campaign leadership group, and Couples Forum, we are exposing scores of talented young people to the workings of our community and paving the way for a solid structure of educated leaders for years to come. It is an ongoing commitment and contract that CJP makes with and for the community — one that is necessary for our survival both as an institution and a community.

This past year saw the completion of an important leadership survey which will help us understand in more concrete fashion the needs and motivations of our leaders. It is another example of our desire to plan ahead,



to learn more about ourselves so that we may better face future challenges. Peter Ulin, Chairman of our Leadership Development Committee, guided this project while directing the many other activities of the committee.

We have also been involved with reviewing our campaign structure to catalyze creative techniques and stimulate new thinking about the role of our cadre of workers.

One of CJP's best leadership development vehicles is the one with which I am most familiar and to which I am most grateful — the Women's Division. It was through Women's Division seminars, programs and campaign efforts that I learned about community issues — from geography to sociology — and was motivated to participate more fully in the CJP communal structure. The Women's Division has always had outstanding leadership. With Carol T. Stone as its committed President this past year, we were able to successfully reach out in new ways to an important segment of our community. We welcome Marjorie Marcus as our 1982 Women's Division President with the same sense of confidence and trust.

Because CJP is people, because volunteers are what we are all about, it is imperative that we recognize each of the hundreds of men, women, teenagers and children who made the difference for CJP this past year.

This report has focused on the people who volunteer their time, their skills and their money to CJP. It is in the nature of our community structure that it is the volunteer who gets the kudos. But all the volunteers who participate in the work of CJP and its agencies know that they work in partnership with a group of professionals who have made a unique commitment.

Members of the CJP staff continue to perform with the high level of skill and professionalism which we have come to expect of them. Our debt to them is immeasurable. The entire Jewish community benefits because

they chose to find their career goals in service to our people.

After 11 years as our Executive Director, Bernard Olshansky will be leaving us. It has been my privilege to work with him and to learn from him. We wish him well in his future endeavors. We know that the team that he put together on our professional staff will continue to strive toward the high level of accomplishment and commitment that has been his hallmark.

The highest satisfactions and accomplishments that CJP have to offer are those that involve people — working with them, helping them, guiding them, learning from them. To the extent that we continue to do these things well, our Jewish future is a bright one. We are constantly rediscovering that when individuals commit themselves to a higher standard of "tzedakah" — of justice and charity, the result is a better and stronger community for us all.

Ruth B. Fein

Ruth Fein
President



EXECUTIVE DIRECTOR'S REPORT

A Retrospective

This report is in the nature of a summing up.

On one hand, it is a recapitulation of an important period in the life of our organized Jewish community. At the same time, it is an opportunity to reflect on the developments of the past eleven years, during which I have served as Executive Director of the Combined Jewish Philanthropies of Greater Boston.

This review is in no way intended to be a personal chronicle. Too many people — both volunteer and professional — have been involved in the deliberations and decision-making to permit any one individual to become a focal point. Yet being at the center of action during the decade of the Seventies, I have had, perhaps, a unique opportunity to view what changes have taken place and to reflect upon their significance.

The decade of the Seventies has been a period of change in the Jewish community of Greater Boston, and of growth for CJP. We are a younger community, more mobile and transient than ever before. In many ways, we are more committed to our Jewishness and, at the same time, less interested in formal Jewish involvement. To the extent that we are interested in CJP agencies, we look either to the Jewish component of their programs or to the special services which meet very specific needs confronting us.

Against this backdrop, the stature of CJP has grown greatly. It has become integrally involved in a vast range of communal endeavors and concerns in the community, Jewish and general. Its activities transcend the funding of a system of local, national, and overseas agencies.

CJP is deeply involved in planning for the overall needs of the community. It is concerned with developing resources to carry out programs to which it is committed. It has organized itself internally to work in the

most cost-effective manner. Increasingly, it has addressed itself to setting community goals and objectives, and to seeking ways of bringing the varied elements of our community together. It has tried to be sensitive to the many differences among us — philosophical, geographic, and demographic — toward the end of building a strong Jewish community.

Let me present a few specifics.

Being Responsive

To a very large degree, the agenda of CJP is set by events which occur elsewhere. This was particularly true in October of 1973 when the Yom Kippur War raised unthinkable thoughts about Israel's future.

Our community — like communities everywhere — was quick to react, and react strongly. Local and national meetings were convened to keep pace with developments in Israel. An intensive community relations effort was instituted.

Jewish organizations throughout Greater Boston were invited to participate in a Crisis Committee of the Jewish Community Council, which held daily meetings at 72 Franklin Street each morning. Many members stayed on around the clock during the height of the crisis. Large community rallies were held throughout the metropolitan area to demonstrate support for the people of Israel.

Beyond the impressive level of community energy and spirit demonstrated, the Boston Jewish community raised some \$17.3 million dollars during the 1974 campaign. This total has not yet been surpassed. It has served as a target for giving for the future.

A development of a different sort arose more recently with the arrival of many hundreds of Soviet Jewish families in Boston.

CJP agencies stepped forward to meet greatly increased demands for vocational counseling, cultural, social service and medical programs. Almost



overnight, the Jewish Family and Children's Service became the reception agent for the new immigrants. Jewish Vocational Service launched a program at Hebrew College to teach hundreds of new immigrants English so that they might enter the American job market within a short time after their arrival in Boston. Apartments were found for the homeless, and Jewish organizations of every type volunteered both time and money in the effort to integrate our Soviet-Jewish brethren into the fabric of our community.

An indication of the success of this effort is the fact that almost all the families have become self-sufficient within three months after their arrival.

Reaching Out

As our community has grown geographically and in diversity, it became apparent that new approaches would be needed to connect our people with the community.

Responding to population shifts to Boston's western suburbs, confirmed by our demographic studies, CJP opened an office in Weston to serve the west area in 1975. Educational programs, Women's Division activities, and fund-raising based at the Shoolman Campus involved new groups of Jewish residents. These were augmented by programs of the Jewish Community Center of Greater Boston, which brought young children, older adults, and others into contact with the Jewish community.

Special community-wide events have attracted tens of thousands and helped engender an uplifting sense of togetherness over the past decade. Some of the events have been held on an annual basis, such as the Walkathon, which began in 1974, while others have been more ad hoc, such as the musical spectaculars which marked the close of our 1974 Campaign and kicked off our 1976 Campaign at Hynes Auditorium.

"Super Sunday," first held in Janu-

ary 1981, reached 10,000 contributors in a single day, 1000 of whom never had contributed to CJP before. It brought 1000 workers to the Boston Park Plaza Hotel engendering a high degree of community togetherness and spirit.

Reaching and serving Boston's huge community of young people has taken on new dimensions over the past decade. CJP began allocating funds to support day schools in 1970; increased support of Hillel foundations on local campuses by more than ten-fold, and began programs such as the Young Professionals and "Acharai", the campaign worker development program. These have infused new life into the community as a whole and CJP in particular. Our efforts have been augmented by those of our agencies. The Jewish Young Adult Center in Brookline, sponsored by the Jewish Community Center of Greater Boston, and the Program of Jewish Studies for High School Students sponsored by the Bureau of Jewish Education have been two of many successful outreach efforts.

Outreach of a different kind, but equally significant occurred in the spring of this year when the CJP Executive Board approved the allocation of \$100,000 to be disbursed over a three-year period for synagogue-related programming. Six synagogues and temples and two umbrella temple and synagogue movements received grants for innovative projects. A committee of Synagogue and CJP representatives screened proposals and recommended grants.

Joining With Others

Stimulated by a number of developments in Boston and Brockton, representatives of the two communities began discussions in 1975 of the possibility of merger of their two federations and their affiliated agencies. Agreement to merge was concluded in 1976, and the last step in the process completed in 1981.



The merger with Brockton represents a high mark in bringing together the people of neighboring communities. Brockton, blessed with an abundance of able and enthusiastic people, has brought vigor to Boston. The outcome has been a broadening and strengthening of communal services to residents of Brockton and adjacent South Area communities. CJP fundraising in the region has been vastly improved.

With An Eye To Efficiency

To streamline CJP operations and use its resources in the most efficient manner, a major reorganization of CJP administrative staff structure was undertaken. Accounting and budgeting procedures have been updated by the addition of sophisticated data processing and word processing systems, which are also used by CJP agencies. Improvements have been

made in telephone communications, printing, and other administrative functions. A new procedure for cash collections, developed together with outstanding effort by a committee of volunteers, has greatly accelerated and improved the process of pledge redemption.

Taken together, these management procedures have improved the scope and quality of CJP operations. They made it possible to set our sights higher in the effort to serve our community most effectively.

An Active Planning Process

CJP planning and budgeting over the past decade have built upon the accomplishments of the Sixties, when the Long-Range Planning Project and other developments established CJP in a posture for planning.

In 1970, a reorganization of the Social Planning and Allocations Com-

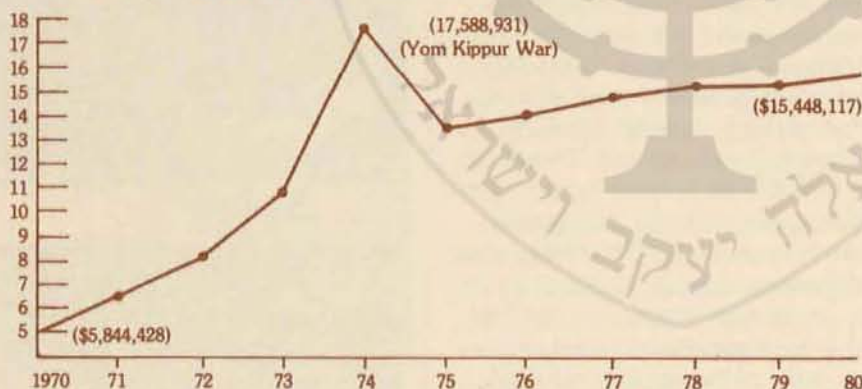
mittee went into effect which reduced that group's membership but involved each member more fully in the work of the committee. Shortly thereafter, a Committee on CJP Budget and Administration was established to oversee CJP administration and fiscal management.

Major studies have been conducted of virtually all of the local agencies of CJP. Budgeting has been put on a regularized basis; whereas CJP budgets normally were not approved until late fall or early winter prior to 1970, the entire process now is completed well before the beginning of the fiscal year, usually in June. Periods of significant reductions in resources, and of significant increases in resources, have been successfully traversed, and the ties of CJP and its agencies have been strengthened in the process. A major population study has been completed, updating that conducted in the Sixties. Major expansions of service have occurred in a number of areas.

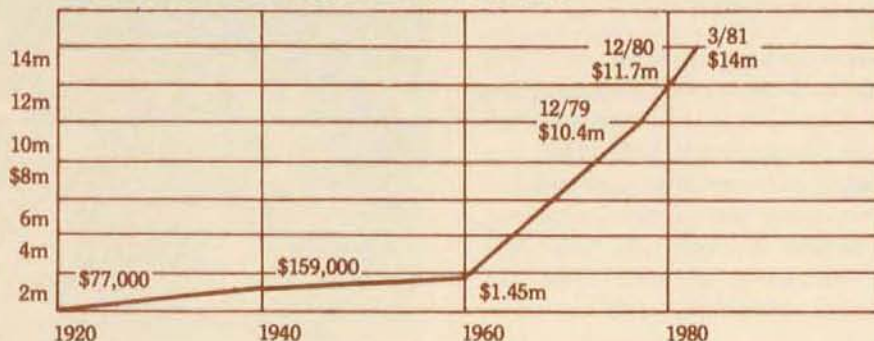
The highlights of CJP activity in the planning sphere have been intensification of the Jewish purposes of CJP and its agencies, outreach to new areas of Jewish population and to segments of the community not fully involved in Jewish communal activity, and the involvement of new and younger people in activities of CJP and its agencies. Programs of Jewish communal objectives, first adopted in January 1975, were updated in subsequent years, and applied to encourage the programs and services of CJP agencies to emphasize ways to strengthen the Jewish community and more closely link the CJP system with the various segments of the community. During the decade, CJP increasingly interacted with synagogues in a number of areas of mutual concern and interest. Many innovations were adopted.

One result of an Ad Hoc Committee on Community Resources in 1975 was the beginning of a planning process for Jewish community facili-

CJP ALLOCATIONS



GROWTH OF CJP ENDOWMENT FUNDS



ties that would be able to unite large groups of Jews in convenient and modern sites for high quality Jewish programs. In August of 1979 CJP purchased a beautiful thirty-five acre site in Newton which is in the process of becoming a Jewish Community Multi-Service Center. A Jewish Community Center for the South Area is also in the planning stages.

Enlarging Our Resource Base

Over the past decade, it has become clear that if CJP is to respond adequately to the needs both locally and overseas, additional resources, both internal and external, would have to be generated. CJP has intensified its endowments and bequests program, it has launched an effort to generate government and foundation funding, and it has worked with its agencies to enhance their income through fees for service and various forms of supplementary funding.

The annual campaign is, as it has always been, the area of greatest CJP activity. The fund-raising highlight of the Seventies was, of course, the Yom Kippur War, when thousands of people spontaneously converged upon CJP to demonstrate their commitment to Israel and the Jewish people. The organizational readiness of the campaign organization was an important factor in the achievement of a \$17.3 million campaign in the year of the Yom Kippur War. A period of analysis and planning during the previous five years had led to a tightening of the campaign organization and a strengthening of support activities on behalf of the campaign.

Disappointing campaign results in the early Seventies led to reorganization of Trades and Professions, Metropolitan, and Women's Divisions. Attempts were made to tighten organizational structure and more effectively involve new and young people. Reductions in contributions at the top levels of giving in the early Seventies stimulated efforts to "broaden the

base" at the top, to find new contributors in the range of \$1000-\$10,000, \$10,000-\$50,000, and \$50,000 and over. The introduction of a data processing system provided instant and accurate campaign data to aid campaign workers and staff.

Building on these developments, the 1974 Campaign team was appointed early and had developed a fresh new campaign plan, which was in place at the outbreak of the Yom Kippur War. Boston was among the first communities to respond, not only with the collection of funds previously pledged — which was requested by the Jewish Agency and the United Jewish Appeal — but in launching the 1974 Campaign. All but a small portion of the \$17.3 million raised was solicited before December 31, 1973, and most of that was raised in the month of October.

The effectiveness of the campaign effort in subsequent years was recognized nationally in 1978, when the United Jewish Appeal chose CJP to receive the coveted Pinhas Sapir Community Achievement Award for its accomplishments in the 1977 Campaign. The breakthrough in 1981, when CJP raised \$15,018,000, was a significant milestone in CJP's effort to more nearly achieve the amounts needed for support of its agencies, consistent with the capacity of the Boston Jewish community and its place among Jewish communities nationally.

Over the last decade, outside of the annual campaign, the United Way of Massachusetts Bay has become the single largest source of support for CJP agencies. The United Way's allocation has grown during the period from some \$400,000 in 1970 to \$1,045,500 in 1981, an enormous leap that says much about our mutual respect and understanding of common community problems.

Our elderly have been particularly benefited by grants from government sources. Some \$20 million worth of



assets are being administered by Jewish Community Housing for the Elderly under mortgages made possible through state and federal programs. Government funds, too, are the chief support for homemaker and health aide services at Jewish Family and Children's Service, for a day care for the elderly program at the BBN Jewish Community Center, and a wide variety of health projects, food programs and vocational training programs.

Perhaps the most visible example of our reliance upon outside funding came with the arrival of thousands of Soviet Jewish immigrants to Boston from 1973 through the present. Block grant funds and contracts with the Comprehensive Employment and Training Act proved essential for the speedy and successful integration of our fellow Jews from behind the Iron Curtain into the mainstream of life in Boston.

Our Endowments and Bequests office is playing an increasing role in providing funding for special programs and emergencies. Ruth Fein underscores the importance of endowments, personalized funds, and other forms of giving in her report, but it is worth noting that CJP endowments have grown from \$2.5 million in the mid-60's, when their value represented roughly half the total raised in the annual campaign, to some \$16 million in June, 1981, exceeding the amount raised annually. Endowments represent a tremendous potential for funding the programs and services of CJP agencies.

A Personal Comment

The frustration in preparing a retrospective such as this is the recognition of so much that cannot be said. Our community tapestry is comprised of such rich fabric.

How can we recount all that CJP agencies have achieved over the past decade? How do we reflect the devotion of the staffs of CJP and its agencies and the dazzling competence with which so many carry out their responsibilities? How can we acknowledge the many volunteers who have given unstintingly of their talents and their means?

The communal enterprise offers ample opportunity for let-down and disappointment, but it also provides great prospects for progress and fulfillment. The fact is that in Boston we have known both. The challenge is to overcome adversity and to build the strong community needed to maintain our peoplehood.

Bernard Olshansky
Bernard Olshansky
Executive Director



FINANCIAL REPORT

	1981 Campaign	1980 Campaign
Gross Campaign Results	\$15,018,492	\$14,310,559
Cancellation & Shrinkage Allowance	<u>450,555</u>	<u>225,000</u>
Available for Allocations	\$14,567,937	\$14,085,559 100%
United Jewish Appeal Allocations	8,075,000 <u>55%</u>	8,457,110 <u>60%</u>
Balance — Available for Local and National Allocations	6,492,937 45%	5,628,449 40%
Funds from Other Sources (United Way, Foundations, etc.)	<u>1,157,369</u>	<u>1,069,569</u>
Total Funds Available	<u>\$ 7,650,306</u>	<u>\$ 6,698,018</u>
Local & National Allocations	<u>\$ 8,349,910</u>	<u>7,222,407</u>
Unrestricted Income from Endowment Funds Allocated for Special Projects	\$ 354,500	\$ 292,989

Assets

	Values at 9/30/80
Cash, Savings Accounts and Short Term Investments	\$ 2,624,000
Certificates of Deposit	1,990,000
Campaign Pledges Receivable (less allowance for doubtful accounts)	14,217,000
Notes & Loans Receivable	2,049,000
Advances and Prepaid Expenses	860,000
Project Renewal	2,110,000
Investment in Securities	8,573,000
Real Estate and Related Property Assets	2,162,000
Other Assets	<u>133,000</u>
Total Assets	<u>\$34,718,000</u>

Liabilities and Fund Balances

Accounts Payable and Accrued Expenses	\$ 386,000
Notes, including Mortgages, Payable	544,000
Allocations Payable — United Jewish Appeal	4,353,000
Deferred Income Pledges and Other Support	15,158,000
Project Renewal	<u>2,110,000</u>
Total Liabilities	<u>\$22,551,000</u>
General & Property Funds Balance	662,000
Board of Manager of Trust Property	11,505,000
Total Fund Balances	<u>12,167,000</u>
Total Liabilities & Fund Balances	<u>\$34,718,000</u>

The information shown herein has been summarized from our financial records. A copy of the certified public accountants' report is on file in our offices.



ENDOWMENT AND BEQUESTS

The Endowment and Bequests Department of the Combined Jewish Philanthropies provides a full range of services for those interested in both traditional bequests and endowments during life, as well as for many other deferred giving plans.

Under the CJP Personalized Fund, donors are relieved of all requirements encountered in a private foundation, while remaining free to suggest contributions to recognized charities.

Among the other plans offered are Gifts of Life Insurance, Gifts of Appreciated Securities, Charitable Remainder Trusts, Pooled Income Funds, Charitable Lead Trusts and Supporting Foundations.

The management of CJP's Endowment and Bequests Department stands ready to assist you with information concerning the newly enacted tax laws and details relating to all of the above programs.



The Irving and Victoria Salvage Endowment Fund, totalling more than \$1.4 million, became the largest such fund in the 85 year history of the

Combined Jewish Philanthropies. The Fund's income is to be used "for displaced Jews, wherever they might be."

REPORT OF TRUST PROPERTY

The Board of Managers of Trust Property is entrusted with the continuing long-term investment of the liquid financial assets of CJP. All funds are invested with the concept of protection of principal in mind, while providing income consistent with the purpose and intent of the investment objective. Members of the CJP Board of Managers of Trust Property are Sidney Stoneman, Chairman, Leonard Kaplan, Secretary, Norman L. Cahners, Ruth B. Fein (during her tenure as CJP President), Franklin M. Fisher, Morton R. Godine, Bernard D. Grossman, Norman B. Leventhal, William R. Sapers (during his tenure as CJP Treasurer), Richard P. Smith, and Paul M. Siskind.

	Endowment and Other Invested Funds		Personalized Funds Option 1		Personalized Funds Option 2	
1) Market Value at 6/30/81						
Cash & Equivalent	\$ 2,269,926	21.6%	\$ 307,159	29.7%	\$2,999,515	
Equity Assets (Stock)	5,614,837	53.3%	365,238	35.3%	-0-	
Bonds & Fixed Income Securities	2,640,550	25.1%	362,156	35.0%	1,114,328	
Total Invested Assets	<u>\$10,525,313</u>	<u>100.0%</u>	<u>\$1,034,553</u>	<u>100.0%</u>	<u>\$4,113,843</u>	
Other Assets (CJP & UJA notes, mortgages, etc.)	349,153		-0-		-0-	
Total Value	<u>\$10,874,466</u>		<u>\$1,034,553</u>		<u>\$4,113,843</u>	
2) Returns for the Period 7/1/80 - 6/30/81						
Income and Appreciation	12.7%		—		—	
Income Only	6.9%		—		—	
3) Number of Named Funds						
6/30/80	332		35		82	
6/30/81	343		40		114	

ENDOWMENT FUNDS

CJP Endowment Funds provide underlying financial strength that may be called upon to fund special programs, projects and research studies not provided for in normal budgeting. It also is available in the event of major community emergencies. Endowed giving can take many forms. For details contact The Endowment Fund Office at CJP.

The following is a listing of Endowment Funds of \$1000 and over that have been established at CJP as of June 30, 1981:

Nathan Abrams
Nathan Adlow
Solomon Agoos
Samuel and Frances Albertson
Ruth L. Alexander
Julius Andrews
*Anonymous
Evelyn and Harold Ansin
Amelia Edna Anthony
Dr. Charles Askowitz
James J. Axelrod
Doris Bachrach
Goldie Bamber
Mrs. Solomon J. Barnett
Leon J. Barwood
Fred H. Bauer
Kate Bayes
Philip B. Bayes
Adolf B. Z. Bazol
Ida Benari
Nathan Berkowitz
David Bernkopf
Maurice J. Bernstein
Morris Bernstein
Philip H. Bernstein
Albert Berwanger
Jacob M. and Freda Bloom
Max Bloom
Mr. and Mrs. David S. Bond
Czarina P. Bornkessel
Abraham Eli Brass Memorial
Abraham Brawman
Rabbi Isadore Breslau Memorial
Nathan and Eva Brezner Charitable
Mildred H. Burg
Julian J. Burnce
Nettie Carmen
Max Chernis
Leah B. Cline
Annie Gerber Cohen Scholarship
Benjamin L. and Alice Goodman
Cohen
Cecile and Montgomery Cohen
Isaac and Anna Cohen
James Cohen
Joseph Cohen
Max N. Cohen
*Riva Cohen
Simon and Fannie Cohen
Harry Cohn
Julius J. Conviser
Ada S. Cooper
Frances G. Cooper
Harry D. Cooper
Lillian Cooper
Etta Dann Coriat
Thomas Cunningham
Arnold and Hazel Cutler
Herman Dana
Sarah R. and Julius Dangel
Simon N. Daniels
Bertha Dann
David C. Davidoff
Jacob Dreyfus
Rose Druker
Dorothy Eaves
Economy Fund
Ludwig Eisman
Amy F. Ellis
A. Silver Emerson

Rosa and Adolph Erlebach
Leon R. Eyges
Philip M. Fagan Family
Anna and Morris Feldberg
Moses D. Feldman
Joseph Finberg
Louis I. Fishman
Harvey Fleming
Marion Fox
*Jeffrey M. Frank Scholarship
Lina H. Frankenstein
Barrie David Freedberg
Herbert I. Freeman Memorial
Joseph Freundlich
Israel and Fanny Lewis Friedlander
Albert Friedman
Lee M. Friedman and
Tillie M. Friedman
Sophie M. Friedman
Gerald M. Friend
Enid Gallagher
J. Edward Gallagher
David C. Ganak
Pauline Gardner
Dr. John J. Gilbert Scholarship
James D. Glunts
Samuel and Jane Gold
Harold Sherman Goldberg
Jacob Goldberg
Albert S. Golden
Louis R. Golden
Joseph Goodman
Abraham L. Gordon
Charles and Edith M. Gossman
Gossman-Mainster
Amelia Greenbaum
Isaac Greenberg
Evelyn P. Greenspan
Jacob Grife
Louis Grife
Casper M. Grosberg
Grossman Family
Florence L. and Mortimer C.
Gryzmish
Julia Gryzmish
Rose B. Gryzmish
Samuel Gryzmish
Max Gunhouse
Hebrew Women's Sewing Society
J. H. Hecht
Lina F. Hecht
Louis Hecht, Jr.
Summit L. Hecht
Myron E. Helpem
Joseph M. Herman
Hyman Moses Hillson
Joseph Himmel
Abraham Hirshberg
Harry Holtz
Mary C. and Oscar H. Horovitz
Minnie Hecht Hyneman
Simon C. Hyneman
Jacob Isenberg
Louis and Alice Isenberg
Jewish Vocational Aid Society
Scholarship
Albert W. Kaffenburgh
Helene W. Kaffenburgh
Julius Kalman Loan
Emily R. and Kivie Kaplan

Abraham J. Karpas
William Katz
Joseph P. Kennedy, Jr. Foundation
Louis E. Kirstein
Henry Klous
Isadore Kornblit
Abraham and Estelle Koshland
Jessie Koshland
Hans J. Kroto
Abraham Kudish
Harry Lampert
Fannie A. and Bernard L. Landers
*Arthur Lang
Reba Leavitt
Max Lebowich
Louis and Goldie Leimberg
George H. Lerman
Katie Levin
Joseph J. Leviser
Benjamin Levy
Samuel M. Lewis
Morris Lexenberg
Samuel J. Lipsitz
Fred Lipsky
Anna Lander Long
Max Long
Oscar Long
Philip B. Long
Israel Louis
Israel and Jennie Louis
George B. Lourie
Sarah Lowenberg
Sally R. Lown
Harry Lyons
Sarah Mainster
Harry Marcus
Richard J. Marcus
Mark Mason Scholarship
Max H. Masters
Bella S. Michelson
Charles & Florence Milender
Samuel L. Miller
Godfrey Morse
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Amalia Muck
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Morris Schwartz
Jacob N. Segal
Ben M. Selekman
Carl & Ruth Shapiro
Irving R. Shapiro
Samuel Shapiro
Bernard Shivek Family Trust
A. Shuman
Fred Silver
Bessie Dorothy Simms
Samuel A. Singer
Rabbi Aaron H. Sirk
Sarah Bessie Sirk
John S. and Theresa A. Slater
William R. Slater
Mildred H. and Charles Slosberg
Louis P. Smith
Philip Smith
*Sumner J. Smith
Shirley H. Smyth
Ellis L. Snider
Isadore Solomon
Edna G. Spitz
Bertha Spiva
David Steigman
Mark Sterling
Lucie Stern
Clara S. and S. Robert Stone
Ferdinand Strauss
Louis and Margaret A. Sulkin
Margaret A. Sulkin
L. Summerfield
*Gertrude W. and Edward M. Swartz
Gertrude W. and Edward M.
Swartz Scholarship
Michael Tackeff
Felix Taussig
Simon Theise
David M. and Ethel Tobin
Turnbull Family
Benjamin A. and Julia M. Trustman
UHBA - General
UHBA - Hecht
Harris and Annie Ulin
Maurice Ullian
Herman Vershbow Family
Herman Vershbow and Bernard Shivek
Simon Vorenberg
Florence M. Wagman
Harold Wald
Birdie R. Warren
Leo Wasserman
Weber
Charles and Carrie Weil
Barney Weiner Scholarship
Dr. Joseph and Blume Weinrebe
Clara Weintraub
Abraham and Sarah Weisberg
Sarah Brin Weisberg
Louis Weissbein
Asher A. White
*Harold & Edith Widett Family
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M.C.C. Wilson
Philip N. Winkler
Wohlberg Memorial Library
Rachel Wolfson
Sara G. Wyner
Charles Wyzanski, Sr. and
Maude Wyzanski
Charlotte G. Wyzanski
Elizabeth Wyzanski
Henry Wyzanski
Max E. Wyzanski

PERSONALIZED FUNDS

The Personalized Fund Program provides a unique method for setting up a charitable fund. There are more than 150 donors who are participating in the program, with more than 400 charities involved as beneficiaries in addition to CJP. Over four million dollars has been distributed since the program was started in 1971.

Each fund bears the name of the donor who at any time may

recommend a distribution to an approved public charity. A Personalized Fund may be started with a contribution as small as \$1000. For further information contact the Personalized Fund Program Office at CJP.

The following is a list of Personalized Funds that have been established at CJP as of June 30, 1981.

Myron S. & Charlotte Alexander Fund
 Alfred Barowsky Fund
 Mischa D. Barowsky Fund
 Diana L. Barr Fund
 Myer B. Barr Fund
 Harry A. Bass Charity Foundation Fund
 Leonard D. Bell Fund
 George & Sandra Berbeco Fund
 *Edward & Dorris Berger Fund
 Milton & Beatrice Berger Fund
 Helen & Harold Berk Fund
 Robert & Hilda Berner Fund
 Harold & Rosalind Bernstein Fund
 Inez & Joseph Bloom Fund
 *Roz and Robert Boyer Charitable Fund
 Brezner Family Fund
 Leon E. Brock Family Fund
 Matthew & Edna Brown Charitable Fund
 *Barnet and Beatrice Burstein Fund
 *Hyman and Cynthia Burstein Fund
 *Robert and Maxwell Burstein Fund
 *Austin and Marcia Cable Fund
 Casty & Associates Special Charitable Fund
 Chesed Fund
 Coven Family Fund
 Arnold & Hazel Cutler Fund
 Paul J. Dobbins Family Charitable Fund
 Leo Dunn Fund
 Marion & Philip Eiseman Fund
 Louis & Sarah Epstein Fund
 William & Jeannette Epstein Fund
 Louis E. Ettinger Family Fund
 *Rashi & Ruth Fein Fund
 Morris & Anna Feldberg Fund
 *Stanley H. and Theodore L. Feldberg Fund
 Sumner & Esther Feldberg Fund
 Joseph F. & Clara Ford Fund
 *Franklin & Leonore Fox Charitable Fund
 Beatrice & Melvin L. Fraiman Charitable Fund
 Clara May & Marc Friedlaender Fund
 Saul Friedland Family Fund
 *Arthur & Rachel Friedman Fund
 *Laurel E. Friedman Fund
 Susan Gail Fund
 John M. Galber Fund
 Robert Gallant Charitable Fund
 *David & Judith Ganz Fund
 Gates Family Fund
 *Frances R. & Samuel T. Glaser Family Fund
 Godine Family Fund
 *Carol R. & Avram J. Goldberg Fund
 Frederic H. Goldstein Family Fund
 *Sylvan A. Goodman & Jerome R. Goodman Fund
 Louis & Adele Gordon Fund
 Louis M. & Selma L. Gordon Charitable Fund
 *Lawrence Gorin Fund
 Henry & Irene Gorman Charitable Fund
 Arnold & Sara Grandberg Fund

Milton & Ruth Pinanski Green Fund
 (In Memory of Anne and Samuel Pinanski)
 Edward J. Greenspan Fund
 *Ina Friedman Gross Fund #1 IMO
 Simon & Adelaide Friedman
 *Ina Friedman Gross Fund #2 IMO
 Simon & Adelaide Friedman
 Edgar & Steven Grossman Fund
 Edward Halperin Family Fund
 Jim Halperin Foundation Fund
 *Arnold Hiatt Fund
 Abraham J. Hoffman Fund
 *Abbott N. & Helen S. Kahn Fund
 *Leonard and Janet Kaplan Fund
 Karlyn Family Fund
 *David & Leona Karp Fund
 Kasdon-Paley Fund
 Stephen B. & Jane Holtz Kay Fund
 *Beverly and Arthur Klein Family Fund
 *Leo & Gloria Klein Family Fund
 *Judge Frank and Ruth Kopelman Fund
 Gilbert & Marcia Kotzen Fund
 Shepard & Dolly Kussell Fund
 *Sidney A. & Anita Lang Fund
 Gerald I. & Ruth R. Laskin Fund
 Nancy & Maurice Lazarus Fund
 *Earle & Judith Leeder Fund
 Inez & Moses Levenson Fund
 Robert & Eleanor M. Leventhal Charitable Fund
 George D. Levy Fund
 Theodore I. & Shirley G. Libby Fund
 *Lindzen Family Fund
 Carole & Philip Lowe Fund
 Madson Family Fund
 *Abraham and Florence Madow Fund
 Mitchell & Marjorie Marcus Fund
 William & Cynthia Marcus Fund
 Leon & Rose L. Margolis Foundation Fund
 Massachusetts Envelope Fund
 Massik Family Charitable Fund
 George & Bella S. Michelson Fund
 Henry & Ruth S. Morgenthau Fund
 John & Aline S. Morse Fund
 Herbert J. Myers Family Fund
 The New England Research Foundation Fund
 Peretz Fund
 *Irving & Leila Perlmutter Fund
 Ted & Mildred Poland Fund
 *Milton and Rachel Popkin Fund
 Irving & Charlotte Rabb Fund
 Norman S. and Eleanor R. Rabb Fund
 Samuel & Bert Rabinowitz Fund
 David & Dorothy Ramler Fund
 Howard S. Richter Charitable Fund
 Lin Richter Fund
 William S. & Francis B. Robinson Grandchildren's Trust Fund

Charles & Diane Rosenblum Fund
 Louise R. Rosenthal Fund
 *Abraham Salter Fund
 *Leonard M. & Charlotte B. Salter Fund
 Sandler Fund
 Sapers Family Fund
 *Edward and Marilyn Schwarz Fund
 L. Dennis & Susan R. Shapiro Fund
 *Sherman, Bernson, Schneider & Gesserman Fund
 *Sidney Shneider Family Fund
 Edna Gryzmish Shpiner & Harry Benjamin Shpiner Fund
 James S. & Beatrice Shulman Charitable Fund
 Stanley & Mary Ann Snider Fund
 Herman & Bernice K. Snyder Fund
 *Murray & Enid Shocket Fund
 Hervey L. & Mildred B. Solar Charitable Fund
 Helen & Erwin Starr Fund
 Sherman H. Starr Family Foundation Fund
 Tackeff Fund
 Alexander M. & Brenda Tanger Charitable Fund
 Benjamin A. & Julia M. Trustman Fund
 Tzedakah Fund
 Vash Family Fund
 Lillian B. Vash Family Fund
 Joseph & Barbara R. Veaner Fund
 *Stanley W. & Edna H. Warshaw Fund
 *Stanley D. & Lorna M. Weinstein Fund
 Esther Z. Weltman Fund
 Carl S. & Mitchell L. Zimble Fund
 Jacob Ziskind Memorial Fund

And thirteen Funds who have requested that their names not be listed.

*Indicates Funds established since July 1, 1980

COMMITTEES

Administration

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Milton L. Cail, Chairman
 Committee on CJP Budget and Administration
Joseph B. Manello, Chairman
 Subcommittee on Audit
Clifton E. Helman, Chairman
 Subcommittee on Key Personnel
Leo Dunn, Chairman
 Subcommittee on Office Operation and Management
Milton B. Popkin, Chairman
 Community Information Committee
Alan J. Maslow, Chairman
 Legal Committee
Hon. Matthew Brown, Chairman
 Nominating Committee
Leonard Kaplan, Chairman
 Tax Committee
Arnold R. Cutler, Chairman
 By-Laws Committee
Herman Snyder, Chairman
 Council of Jewish Federations — Year Round Delegates
Ruth B. Fein, Chairman
 United Way Relationships
Ruth B. Fein, Chairman

Campaign

1981 General Campaign Chairman
Lester Gilson
 Big Gifts
Edgar Grossman, Chairman
 Leadership Gifts
Robert Sage, Chairman
 Pacesetters
Jason E. Starr, Chairman
 Women's Division
Margery Katzenberg, Chairman
 Young Women's Division
Hilary Greenberg, Chairman
 Vanguard Division
Steven Grossman, Chairman
Richard Savietz, Vice Chairman
Dr. Barry Jaye, Assoc. Chairman
William Rose, Assoc. Chairman
Thomas H. Segal, Assoc. Chairman
Marc A. Slotnick, Assoc. Chairman
 Trades and Professions
Edward M. Berger, Assoc. Chairman
Donald B. Brick, Assoc. Chairman
Rashi Fein, Assoc. Chairman
George M. Wolfe, Assoc. Chairman
 Metropolitan
Alan R. Goldstein, Chairman
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Robert M. Jaffe, Assoc. Chairman
Kenneth E. Shostack, Assoc. Chairman
 "Acharai"
Harry Silverman, Chairman
 Super Sunday
Joel & Sue Sherman, Chairmen
 Young Professionals
Toby Kamens, Chairperson
Deborah Grozen, Campaign Chairperson
 Cash Collections
Milton B. Popkin, Chairman
 Committee of Seven
George Shapiro, Chairman

Community Planning

Social Planning and Allocations Committee
Alan M. Schwartz, Chairman
 Subcommittee on Community and Group Services
Joel I. Cherwin, Chairman
 Subcommittee on Health and Welfare
Robert M. Palter, Chairman
 Subcommittee on Jewish Education and Culture
Joel M. Reck, Chairman
 Subcommittee on External Funding
Nancy G. Katz, Chairman
 Resettlement Subcommittee
Rhoda D. Sapers, Chairman
 Personnel Practices Committee
Stanley Miller, Chairman
 Scholarship Committee
William J. Poorvu, Chairman
 Fringe Benefit Review
J. David Fine, Chairman
 Facilities Planning
David R. Pokross, Chairman
 Hebrew College Study
Dr. Benjamin Chinitz, Chairman
 Project Renewal Steering Committee
Ruth B. Fein, Chairman
 Synagogue Program Fund
Phyllis Brick, Chairman

Endowment and Bequests

Committee on Endowment and Bequests
Joseph Bloom, Chairman

Leadership Development

Leadership Development Committee
Peter A. Ulin, Chairman

Women's Division

Women's Division
Carol T. Stone, President
 Young Women's Division
Debra Kimball, President

National and Local Relations

Donald B. Brick, Chairman

Professional Staff as of 6/30/81

Bernard Olshansky, Executive Director
Michael M. Appell, Public Relations Associate
Edward Baker, Dir., Fiscal and Personnel Management
William S. Bernstein, Planning Associate
Morton I. Cohen, Dir., Cash Collections
Arthur Gabel, Associate Campaign Director
Karen J. Gould, Dir., Women's Division
Stanley M. Hurwitz, Assist. Dir., Public Relations
Ronald S. Iken, Campaign Associate
Helen L. Jeffrey, Assistant Campaign Director
Jerald N. Katz, Campaign Associate
Samuel I. Mendales, Planning Associate
Harold Morgan, Dir., Campaign and Development
Samuel Rabinowitz, Manager, Endowment and Bequests
David H. Rosen, Dir., Social Planning
Ellsworth E. Rosen, Dir., Public Relations
Malcolm Sansom, Data Processing/Systems Manager
Jonathan Shuster, Campaign Associate
Howard G. Sobel, Campaign Associate
Allen M. Spivack, Campaign Associate
Leslie K. Tannenwald, Campaign Associate
Lawrence M. Ziffer, Planning Associate



THE CJP FAMILY OF AGENCIES

Combined Jewish Philanthropies of Greater Boston 72 Franklin Street, Boston 02110 542-8080

When it was founded in 1895, Combined Jewish Philanthropies became the first united philanthropic organization in America. Through its annual campaign, CJP raises funds that it allocates to some 75 local, national and overseas agencies. These provide a wide range of vital services in health, education, social welfare, community relations and group services.

Following are short descriptions of CJP's local constituent agencies. Those marked by an asterisk are also beneficiary agencies of the United Way of Massachusetts Bay through its allocation to CJP.

Beth Israel Hospital 330 Brookline Avenue, Boston 02215 735-2000

Last year more than 160,000 people were the direct recipients of care and service from nearly 3,500 physicians, nurses, social workers, administrators, technicians and other personnel at Beth Israel Hospital. Since 1916, the hospital has become a major force in Boston through its four-pronged program of excellence in patient care, teaching, research and community service.

Bureau of Jewish Education 842 Boylston Street, Chestnut Hill 02167 277-3100

As the central Jewish educational organization in Greater Boston, the Bureau provides services and consultation for some 70 Jewish elementary schools, day schools, high schools, Sunday schools and nursery schools. It organizes regional and community-wide programs across denominational lines.

***Camp Kingswood** 72 Franklin Street, Boston 02110 542-8080

Located in a beautiful country setting in Bridgton, Maine, Camp Kingswood is an overnight resident camp providing an opportunity for growth and development for 220 boys and 220 girls ages eight to fourteen.

Hebrew College 43 Hawes Street, Brookline 02146 232-8710

For the last 60 years, Hebrew College has been playing a central role in the Jewish educational life of Greater Boston. It is a fully accredited, non-theological institution with undergraduate and gradu-

ate degree programs in contemporary Jewish studies, Hebrew language and literature, Jewish history, the Bible, Rabbinic literature and Jewish thought. It also offers professional training leading to certification in Jewish education.

Hebrew Free Burial Association c/o Jewish Family & Children's Service 233 Harvard Street, Brookline 02146 566-5716

The Hebrew Free Burial Society helps defray the expenses of funerals and burials for persons who die penniless and whose families either cannot be located or are themselves impoverished. Referrals to JF&CS are made by individuals, rabbis, chaplains and directors of hospitals and other institutions.

Hillel Council of Greater Boston 233 Bay State Road, Boston 02215 266-3882

Through the Hillel Council, allocations are made to support Hillel programs on 18 college campuses in Greater Boston. Six of these campuses have full-time B'nai B'rith Hillel Foundations — Boston University, Brandeis University, Harvard University, Massachusetts Institute of Technology, Northeastern University and Tufts University.

***Jewish Big Brother/Sister Association** 21 New Chardon Street, Boston 02114 367-5818

Since 1919 the Jewish Big Brother/Sister Association has been providing fatherless boys between the ages of 6 and 16 with the companionship of sensitive and well-rounded men for personal one-man/one-boy relationships.

In recent years, the agency has also been assigning selected women to act as companions to girls.

***Jewish Community Center of Greater Boston** 72 Franklin Street, Boston 02110 (Main office) 542-1870

The Jewish Community Center of Greater Boston serves more than 15,000 people in Centers and programs located throughout the Metropolitan area. Under the supervision of a professional staff, a wide array of cultural, educational and recreational activities are offered to pre-schoolers, children and teenagers, adults and young adults, and senior citizens.

***Jewish Community Council** 72 Franklin Street, Boston 02110 542-7525

Founded in 1944, the Jewish Community Council of Metropolitan Boston brings together representatives of Jewish agencies in the Boston area and is dedicated to building sound community relations and to preserving individual and human rights.

***Jewish Family & Children's Service** 31 New Chardon Street, Boston 02114 (Main office) 227-6641

Jewish Family & Children's Service provides a broad range of counseling services for individuals, families, couples, groups, and those in marital distress. Its other services include foster care and adoption, support groups for single parents, widows/widowers, and divorced persons, and information and referral services.

JF&CS has an extensive program of services to the elderly, including counseling, relocation assistance, crisis intervention and homemaker services. The Jewish Family Life Education Program and the New Americans Department have also become important elements of the work of JF&CS.

Jewish Memorial Hospital 59 Townsend Street, Roxbury 02119 442-8760

With a national reputation for its long-term treatment and rehabilitation for the chronically ill, Jewish Memorial Hospital plays an important role on the Greater Boston health scene. With a staff of over 400, this 207 bed institution is also vitally involved in medical education through its affiliations with the Boston University School of Medicine and Nursing, the Boston University Gerontology Center, and Northeastern University School of Physical Therapy.

***Jewish Vocational Service** 31 New Chardon Street, Boston 02114 723-2846

Whether for educational and career counseling, vocational testing or job placement, Jewish Vocational Service has become a central address for those concerned about their future. Seminars are regularly scheduled to help individuals and groups develop a realistic program to attain practical goals.

JVS also assists individuals in locating sources for financial aid for college or vocational training and provides, on a limited basis, financial aid and scholarships for needy students.

The Recuperative Center
1245 Centre Street, Roslindale 02131
325-5400

The Recuperative Center is a 50-bed short-term skilled nursing facility. It was founded in 1955 by the Jewish Women's Health Association.

United Jewish Appeal
1290 Avenue of the Americans
New York, New York 10019
212-757-1500

The United Jewish Appeal is the major Jewish fund-raising organization in the United States. Since its inception in 1939, the UJA, through its regular campaign and the Israel Emergency Fund, has raised more than \$2 billion for humanitarian aid to needy Jews overseas and for the transportation and settlement of Jewish immigrants to Israel and other free lands.

The United Jewish Appeal is the American Jewish community's major channel of funds for overseas humanitarian aid. It supports:

United Israel Appeal, Inc., which maintains extensive programs for resettlement and absorption of Jewish immigrants in Israel.

Joint Distribution Committee, which aids aged, chronically ill and handicapped Jews in thirty nations, including Israel.

United HIAS Service, which provides resettlement assistance for Jewish immigrants in lands other than Israel. (In Boston, its local representative is Jewish Family and Children's Service.)

New York Association for New Americans, which assists Jewish refugees in the United States.

COMBINED JEWISH PHILANTHROPIES OF GREATER BOSTON
Allocations for 1980-81

United Jewish Appeal \$ 8,457,110

HEALTH AND WELFARE

Local	
Beth Israel Hospital*	475,000
Hebrew Free Burial	4,000
Jewish Big Brother/Sister Assn.*†	86,975
Jewish Chaplaincy Council	19,930
Jewish Family & Children's Service**†	976,580
Jewish Memorial Hospital*	75,000
Jewish Vocational Aid Society	2,000
Jewish Vocational Service**†	199,250
Rabbinical Fund	1,000
Resettlement Program	50,000
Scholarship Committee	21,000
The Recuperative Center	10,000
Total Local	1,920,735

Non-Local	
HIAS	75,000
Histadrut-Malden	2,000
Total Non-Local	77,000
TOTAL	1,997,735

GROUP SERVICE

Local	
Camp Kingswood**†	35,000
Jewish Community Center of Greater Boston**†	1,287,000
Jewish Students Projects	25,000
Joint Israel Programs	33,700
Hillel Foundations of Greater Boston	192,700
New England Chassidic Center-Shabbatonim	5,000
Workmen's Circle Educational Center	2,400
Total Local	1,580,800

Non-Local	
B'nai B'rith Hillel Foundations and Youth Organizations	28,350
National Jewish Welfare Board	47,400
North American Jewish Students Appeal	2,000
Total Non-Local	77,750
TOTAL	1,658,550

COMMUNITY RELATIONS

Local	
Jewish Community Council**†	249,000
Greater Boston Aliyah Council	2,950
Zionist House	32,862
Total Local	284,812

Non-Local	
American Jewish Committee	63,960
American Jewish Congress	44,100
Anti-Defamation League	63,960
Jewish Labor Committee	25,800
Jewish Telegraphic Agency	13,940
Jewish War Veterans	6,140
National Conference on Soviet Jewry	9,570
National Jewish Community Relations Advisory Council	31,000
Synagogue Council of America	1,000
Total Non-Local	259,470
TOTAL	544,282

JEWISH EDUCATION

Local	
Bureau of Jewish Education*	362,480
Hebrew College*	506,605
Schools and Other Programs	
Contingency for Retirement Plan	9,391
Chelsea-Revere	8,000
Hull	500
I.L. Peretz	800
Malden	15,000
Quincy	1,000
Winthrop	900

Day Schools	
Maimonides School	77,760
New England Hebrew Academy	74,865
Shalom House	27,350
Solomon Schechter Day School	57,000
Suburban Day School/Transportation Subsidy	10,000
Total Local	1,151,651

Non-Local	
American-Israel Cultural Found.	10,840
American-Assn. for Jewish Ed.	17,800
Bitzaron	500
Fellowship in Jewish Educational Leadership	4,000
Hornstein Program	5,000
Jewish Braille Institute	700
Joint Cultural Appeal	27,750
School of Jewish Communal Service	1,000
Support for Traditional Institutions	3,000
Total Non-Local	70,590
TOTAL	1,222,241

OTHER

Contingency Reserve	50,000
Council of Jewish Federations	90,160
Dues-National & Local Service Agencies	1,500
Special Fund for Synagogue-Related Programming	***
Large City Budgeting Conference	4,890
Professional Education Committee	5,500
Public Relations Service for Agencies	45,600
Retirement of School Loans	17,000
Shoolman Campus (Weston)	22,000
Special Campaign Programs	133,000
Suburban Facilities Development	100,000
TOTAL	469,650

CJP Expenses — Net	1,371,949
GRAND TOTAL	15,679,517

*Constituent Agency
 †Beneficiary of United Way of Mass. Bay
 ***\$100,000 designated for use over a three-year period.

These figures represent proceeds of the 1980 campaign. They do not reflect the data in the Financial Report which applies to the fiscal year ending 9/30/80.



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Vice President



Albert I. Levine
Vice President



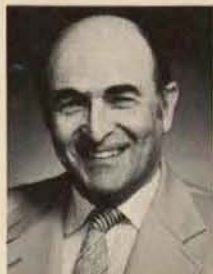
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Rae M. Ginsburg
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William R. Sapers
Lee Scheinbart
Myrna L. Schultz
Alan M. Schwartz
Alberta K. Shapiro
George Shapiro
Joel B. Sherman
Judy M. Slater
Dorothy B. Spector
Sherman H. Starr
Carol T. Stone
Sidney Stoneman†
Benjamin A. Trustman†
Benjamin Ulin†
Isadore Wasserman
Lewis H. Weinstein†
Allen H. Wolozin

By Invitation:
Dr. Herbert F. Bernstein
Arnold R. Cutler
Sue H. Lavien
George Michelson
Bert Rabinowitz
Hon. David A. Rose
Frances K. Stearns
Theresa Whitman

Student Members:
Beth Banks
David Kazdan
Phyllis Kranz

Young Leadership Award Winners — 1980
Alan R. Goldstein
Myrna L. Schultz

†Past President



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 Martin H. Alpert
 Dr. Bernard Aserkoff
 Mel Barkan
 Richard B. Barkin
 Robert B. Baron
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 Dr. Robert L. Berger
 Dr. Harold S. Berk*
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 Dr. Max O. Berman*
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 David W. Bernstein*
 Eliot L. Bernstein*
 George J. Bernstein
 Dr. Herbert F. Bernstein
 Dr. Marver H. Bernstein
 Ruth Bernstein
 Sheve Bernstein
 Gertrude Bieringer*
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 Gordon F. Bloom*
 Joseph Bloom*
 Beverly Boorstein
 Milton C. Borenstein
 Jack Borteck*
 Robert Boyer
 Martin D. Braver
 Maxwell Breslau
 Dr. Donald B. Brick
 Phyllis Brick
 Leon E. Brock*
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 Maxwell Burstein
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 Gladys Cohen*
 Maurice M. Cohen
 Norman B. Cohen
 Sidney S. Cohen*
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 Lester H. Dana
 Robert D. Dana*
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 Saul H. Dell
 Bertram A. Druker*
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 Norman S. Dunn
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 Max Feldberg*
 Stanley H. Feldberg*
 Sumner L. Feldberg*
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 Murray Fertel
 Moses I. Feuerstein
 Dr. Franklin M. Fisher
 Jack S. Fleishman

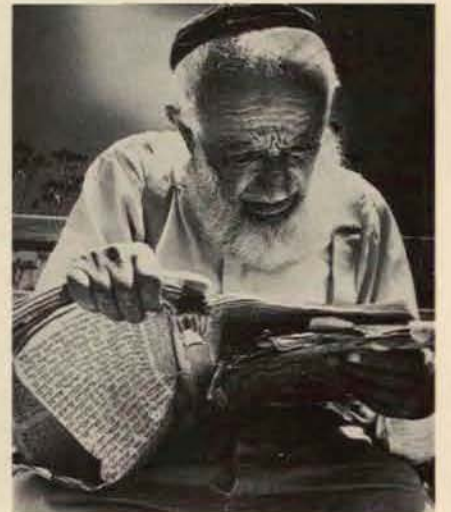
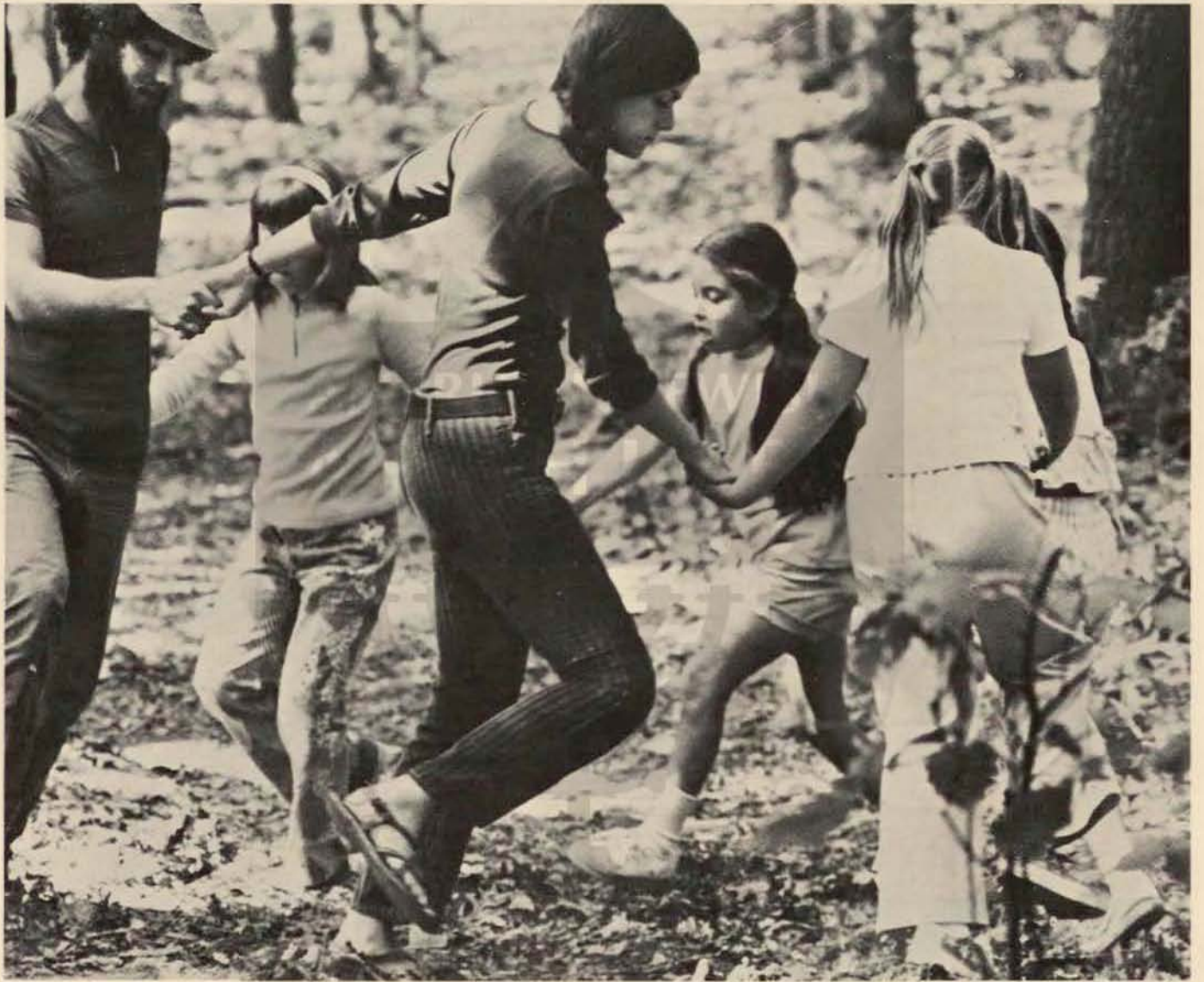
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 Franklin H. Fox*
 Albert S. Frager
 Hirsh Freed*
 Eugene M. Freedman
 Stanley Freedman
 Gilbert Freeman*
 Henry Friedman*
 Michael G. Frieze
 David Ganz
 Bernard Garber*
 Burton J. Gens
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 Marjorie C. Paley
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 Rachel Popkin
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 Norman S. Rabb*
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 Richard Saivetz
 Abram Salter*
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 Myer Saxe*
 William Scheft*
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 Mildred L. Zanditon*
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 Dr. Bernard Zonderman

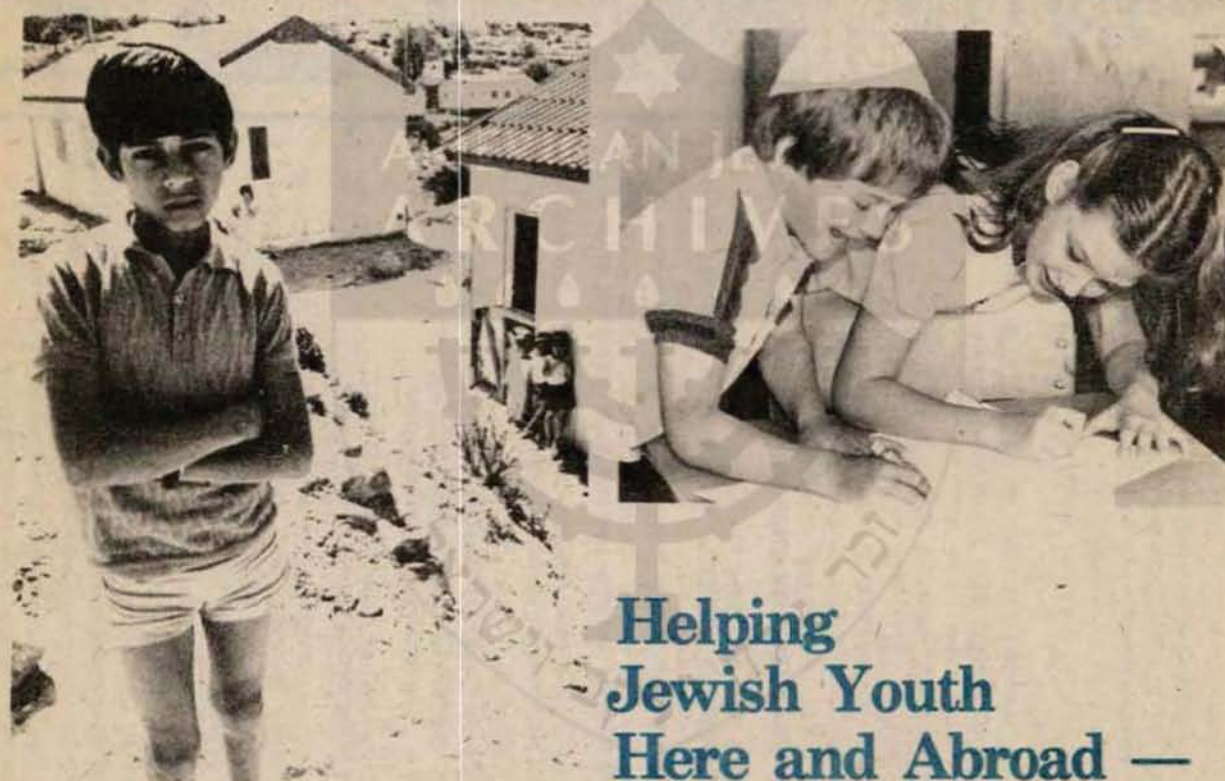
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Jewish Perspective

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NUMBER 1

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PHILANTHROPIES
OF
GREATER BOSTON



**Helping
Jewish Youth
Here and Abroad —**

**One of the important goals
of the CJP Allocations Process**

See page 6

Cultivating the CJP Campaign

By JOYCE LEFFLER ELDRIDGE

Among his many talents, William R. Sapers is a dedicated gardener.

He obviously enjoys spending hours caring for the lush tomatoes, zucchini, peppers, stringbeans and scallions that intrude a little more each year onto his lush Brookline lawn.

The gardener's outlook transfers easily to his new role as General Campaign Chairman of the Combined Jewish Philanthropies of Greater Boston. "Just as each plant has to be watched and nurtured carefully," he said during an interview this summer, "We should do the same for each CJP contributor.

"When it comes to a new gift, particularly, you first have to prepare the ground, so to speak. It is important to educate people about what CJP does, and what its agencies do, so they can better appreciate how their money will be spent."

Careful groundwork and intensive cultivation are clearly being planned as key aspects of this year's campaign. At the same time, involving a greater number of people at all levels, from workers to contributors, is a major objective.

To this end, Bill has proposed setting up several new teams (including High Technology, Consultants, Hospitality and Real Estate), involving synagogues, temples and CJP agencies more actively, expanding the Missions program and developing more sophisticated training for volunteer solicitors.

A successful insurance company executive, Sapers' involvement with CJP dates back 28 years when he first became active with the then Young Adult Division. Over the years, he has held a number of important posts. He has served as treasurer and vice president of CJP. He has been Chairman of Project Renewal and headed the Leadership Gifts Committee and was chairman of the Community Services Committee of the Social Planning and Allocations Committee, to name just a few of his CJP connections.

Even with this wealth of experience, he candidly admits, "I really wanted another year to plan for this. A chairman needs at least nine months to watch and learn before assuming the burdens of this post."

He took the position, however, because he felt "our campaign has plateaued between 14 and 15 million dollars and there seemed to be a proliferation of capital fund drives competing for money. We simply have not been raising enough money to keep pace just with the inflationary needs of the Jewish community — and I'm talking about Jews here in Boston as well as Jews around the world."

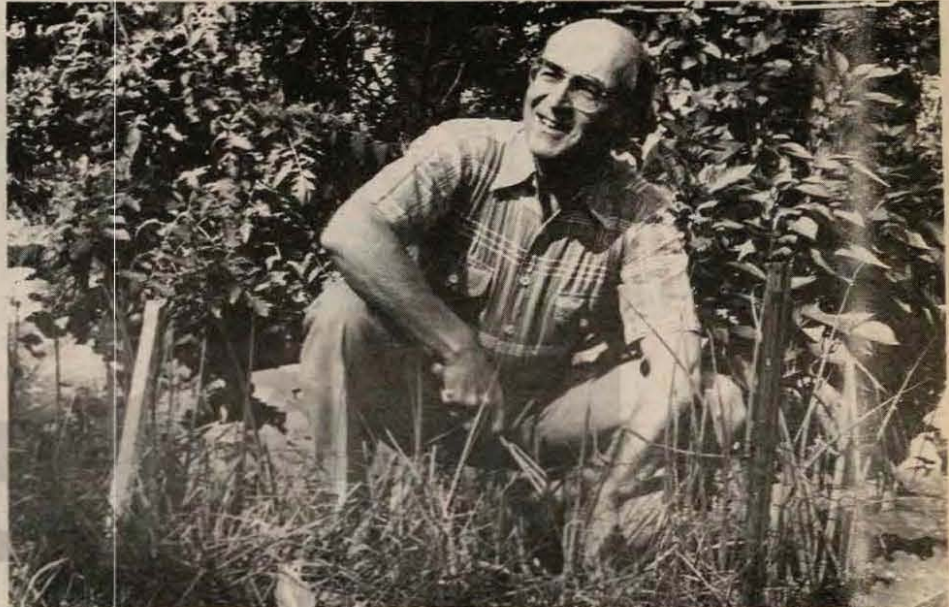
Bill's hope is not only to meet the \$18 million goal for the coming year — a substantial increase over last year's \$15 million — but also to lay groundwork for a \$25 million campaign four or five years down the road.

"For the most part, I believe, the Jewish community recognizes that the primary drive has to be CJP. If the Jewish community is not strong, the other drives mean very little," he observed.

Raising Consciousness

"We feel it's vitally important to raise the consciousness of people about CJP's efforts both here and in Israel," Bill's wife Rhoda, herself an active worker on behalf of CJP, said during a joint two-hour interview.

The Sapers also believe in showing appreciation to those who are already generous contributors. To this end, they helped oversee a series of summer garden parties for larger contributors.



Whether in his garden or in the campaign, preparing the ground thoroughly is typical of 1982 CJP General Campaign Chairman William Sapers.

Israel's welfare is always paramount in their thinking, an interview with the Sapers quickly reveals. Bill and Rhoda have been on several Missions together and anticipate traveling on others in the coming campaign year.

The night of their interview, the Sapers had just returned from seeing their daughter Abby off for a six-month study program in Israel. At the airport they met another couple whose son was leaving on the same American Friends of Hebrew University program.

"I'm sure Bill will get them involved, one way or another, in Federation work," Rhoda said offhandedly. Bill acknowledged he would assuredly try, but would first attempt to educate them about CJP, its role in Israel and in other areas where they had definite interests.

Making a CJP Connection

Making a "CJP connection" is quite typical of Bill and Rhoda. In the course of their interview, the couple received more than a dozen calls from family, friends and clients. Invariably, these disparate relationships meld into one, the connective tissue often times being Combined Jewish Philanthropies of Greater Boston.

Even the Sapers' children have become philanthropically and Jewishly oriented, as if by osmosis. All three contribute each year to CJP's campaign "without being asked," their father states. And each has become involved in Jewish causes. Son Michael, a senior at Dartmouth College, his dad's alma mater, helped to form a Zionist organization in Hanover, N.H., and worked to defeat a Nazi candidate for U.S. President there.

Daughter Abby was so successful as president of Colby College's Hillel House that its director wrote a Boston rabbi, informing him of Abby's "leadership potential," and son David participated in initiating a Hillel presence at Governor Dummer Academy.

But Bill and Rhoda obviously need no additional prodding. "Bill's schedule is exhausting," Rhoda said compassionately. In addition to his CJP commitments, he is on the Board of Directors of the Jewish Community Center, Beth Israel Hospital and the Anti-Defamation League, of which he is

former chairman of the New England region. He has also been very active in Democratic politics in Brookline, having served as chairman of the Brookline Democratic Town Committee for six years and playing an early and vigorous role in Michael Dukakis's rise to the governorship.

Bill gives much of the credit for his ability to juggle a crowded schedule to Norman Wallack, his partner in the Boston insurance firm of Sapers and Wallack Assoc., "who tries to take a lot of the burden off my back," he said appreciatively.

Rhoda, too, obviously deserves a fair share of credit, serving as a partner in many of their endeavors, always freeing her schedule to accompany Bill on his numerous speaking trips here and abroad. At one time or another, he has served on the boards of Charter Life Underwriters, New England Life Leaders, the \$8 million Forum and the American Association of Advanced Life Underwriters.

Rhoda manages to tackle almost as many different pursuits as her indefatigable husband. She holds a stimulating part-time job in Beth Israel Hospital's Nursing Education Department, developing patient educational materials and coordinating community-wide health information programs. Over the years, she has held a host of pos-

Continued on page 12

Welcome to Jewish Perspective

As Jewish Perspective begins its seventh year of publication, we are expanding its mailing list to include many new and prospective members of the CJP family who have not received it before.

To our continuing readers — we are once again planning to present a variety of articles on local and overseas agencies, as well as issues of national and international concern to Jews. To our new readers — we extend an invitation to peruse our pages for information on the work of CJP and the people it affects. Of special interest in this issue will be the article that answers many people's number one question: Where does the money I contribute to CJP go?

Jewish Perspective is published six times a year between October and June. We welcome all comments and suggestions.

CURRENTS

... a capsule of news of interest to Boston area Jews



Steven Grossman,
Big Gifts Chairman



Harry L. Silverman
Trades and Professions Chairman



Cynthia Shulman,
Women's Division Campaign Chairman



Dr. James S. Shulman,
Human Resources Chairman



Joel B. Sherman,
Missions Chairman



Richard Saivetz
Metropolitan Division Chairman



Milton B. Popkin,
Restructure Committee Chairman



Robert Sage,
"Summer Thank You" Chairman



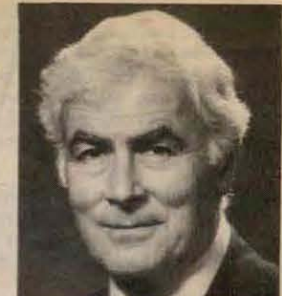
Dr. Donald B. Brick,
Cash Collections Chairman



Jay L. Fialkow,
Upgrade Chairman



Albert I. Levine,
Past Campaign Chairman



Lester Gilson
Past Campaign Chairman

MEET THE 1982 CAMPAIGN CABINET

"Newly chosen Combined Jewish Philanthropies of Greater Boston 1982 campaign team leaders are gearing up for an unprecedented \$18 million fundraising effort," announced William R. Sapers, 1982 CJP General Campaign Chairman.

"Our chairmen represent the most dynamic and dedicated leadership in the Jewish community," said Sapers. "Their endeavors will be especially crucial this year, in the face of federal cutbacks of essential social services."

The new campaign cabinet includes: Dr. Donald B. Brick, Cash Collections Chairman; Harry L. Silverman, Trades and Professions Chairman; Cynthia Shulman, Women's Division Campaign Chairman; Dr. James S. Shulman, Human Resources Chairman; Joel B. Sherman, Missions Chairman; Richard Saivetz, Metropolitan Division Chairman; Milton B. Popkin, Restructure Committee Chairman; Robert Sage, "Summer Thank You" Chairman; Steven Grossman, Big Gifts Chairman; Jay L. Fialkow, Upgrade Chairman; and Past Campaign Chairmen Albert I. Levine and Lester Gilson.

Eugene M. and Myrna H. Freedman of Weston have been named Chairmen of CJP's Big Gifts Gala, to be held Saturday evening, Nov. 21, at the Belmont Country Club.

This year's Gala will feature a new format as it brings together key leaders "as a community, to create a dynamic sense of purpose and belonging that we

hope will become the hallmark of this and future campaigns," according to the Freedmans.

CJP Missions this year feature more varied and exciting programs than ever, reports Joel B. Sherman, Missions Chairman, and will include more than six missions to Israel as well as two to Washington, D.C. . . . Boston constituted one of the largest delegations to the 1982 United Jewish Appeal Presidents Mission to Israel. . . Fifteen Boston Young Professionals joined 450 colleagues from across the country for the UJA Singles Mission to Israel in August. They now comprise the nucleus of the leadership for the Young Professionals Division. Another such mission is being planned for 1982. . . A one-day Mission to Capitol Hill is being led by George and Nancy Katz as part of the Big Gifts Campaign. . . David and Dianne Epstein, who are chairing the Couples Mission to Israel (November 5 - 15), encourage all interested couples to call CJP and reserve their spaces. (See related story on page 11.)

"Cash received at this stage is most encouraging for the year," says Donald B. Brick, Chairman of Cash Collections, who points out that payments are now running ahead of last year at this time. Many people, he stated, are becoming aware of the advantage of making payments on their pledge before the end of the calendar year because of recent major changes in the tax laws.

AROUND THE WORLD

IN MEMORIAM SYDNEY GALE

For over 40 years, Sydney Gale was at the forefront of the Jewish center movement. In 1963 he was a guiding force behind the union of several independent Boston area centers into the Associated Jewish Community Centers. Through his leadership, the Boston JCC grew and flourished, and last year some 25,000 people of all ages were served through its auspices. Some of the statements issued following his untimely passing this September include:

Ruth Fein, CJP President: "Sydney touched tens of thousands of people. He had concern and compassion for young and old alike, and served as an inspiration to all who knew him."

Abbott N. Kahn, JCC President: "Those of us who have worked alongside Sydney have always admired his warmth, his dedication and his unfaltering commitment to serving the community and helping people."

Philip Perlmutter, Director of the Jewish Community Council of Metropolitan Boston: "Sydney's life was proof positive of all we seek and teach, but not always achieve. Take every synonym for 'the good' and the 'good man,' and you have Sydney. Boil down all the wisdom of Jewish communal service and you have Sydney."

Barbara Rosenbaum has been named the new Executive Director of the Jewish Vocational Service. The Lexington resident previously served as Manager of Public Information and Public Affairs for the Massachusetts Office of State Health Planning. She spent the past year as a Littauer fellow at the Kennedy School of Government at Harvard University.

Yitzhak Klein, of Worcester, Mass., a student at Harvard University, is one of eight winners in the United Jewish Appeal University Essay Contest. His essay on the theme, "Toward Jewish Survival in the 21st Century: New Visions and Strategies," has won him a trip to Israel.

Thousands of Soviet Jews visited the booth of the Association of Jewish Book Publishers at the week-long Third International Moscow Book Fair. Soviet Jews are reported hungry for educational materials in Russian, Hebrew, and Yiddish.

"We were overwhelmed by the enthusiastic response of the Soviet Jews, many of whom traveled ten to twelve hours and stood on line for several hours just to attend the fair and to touch their Jewish heritage," said Dr. Israel Kugler, president of the Workmen's Circle. "The playing of Hebrew and Yiddish melodies at the booth during the fair evoked a nostalgia among the older Jews and sparked a keen interest among the younger generation."

Sol Scharfstein, president of KTAV Publishing and president-elect of the Association of Jewish Book Publishers, said that the experience has opened possibilities for a two-way commercial dialogue between the United States and Russia.

* * *

Are Israeli women equal to Israeli men? Shuli Eshel, a young Sabra who wrote, directed, and produced a unique documentary film, "To Be A Woman Soldier," says no, despite popular myths.

"There is no equality of the sexes in Israeli society," she said. "The Israeli army is a microcosm of the society, a microcosm where the inequality between men and women is sharply demonstrated." Out of 709 professions in the Israeli army, only 225 are open to women soldiers. By comparison, there are 630 professions in the U.S. army, of which 570 are open to women.

* * *

Anti-Semitism in America has declined significantly in the last two decades, according to a survey commissioned by the American Jewish Committee. Today only 34 percent of the non-Jews in the U.S. are anti-Semites compared to 45 percent in 1964. At the same time there has been a decline in support among Americans for the State of Israel since 1977. In 1977, 66 percent of the American public felt that the continuation of Israel was important to the U.S.; only 51 percent feel the same today.

Paying Highest Dividends!

A substantial cash payment on your pledge to the Combined Jewish Philanthropies is an investment that pays a big return in three ways:

- (1) Thousands of people of all ages, locally and overseas, benefit from programs and services provided by over 70 CJP-supported human care agencies.
- (2) Our community stays strong and vital.
- (3) You can take advantage of tax rates in effect through the end of 1981, which could save you money.

EARN HIGH DIVIDENDS . . . SAVE MONEY . . .

REMEMBER YOUR PLEDGE . . .

MAKE YOUR PAYMENT NOW.

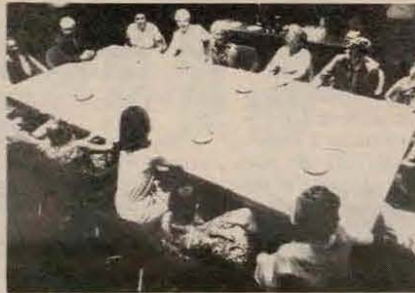
On behalf of all those who benefit,

THANK YOU.

Combined Jewish Philanthropies
of Greater Boston
72 Franklin Street
Boston, Mass. 02110



CJP Cash Collections Committee
Donald B. Brick, Chairman
Milton L. Graham
Melvin Lewis
Harold Scheinfeld
N. Ronald Silberstein
Melvin Wolf



CJP and the United Way

Helping Hands in a Climate of Cutbacks

By SYLVIA BARACK FISHMAN

Rising prices. Unaffordable mortgages. Tight job markets.

With the American pocketbook under stress, individuals and individual groups are focusing more closely on what they perceive as their own "interests" — rather than the interests of the wider community. And the American government, in response to taxpayers' concerns, is cutting back on many programs, with human services being a prime target.

Unfortunate people and their needs, however, do not disappear when the government purse is tightened.

According to the United Way's 1980 Long-Range Planning Committee, chaired by Roderick M. MacDougall — now the President of United Way of Massachusetts Bay — the current climate provides a unique challenge — if not an obligation — to reassert the role of the voluntary sector in support of vital human services.

United Way's 1981 Campaign goal has been set at \$26,000,000, a 14 percent increase over the \$22.8 million raised last year. United Way General Campaign Chairman John Larkin Thompson has announced, to meet these dramatically increased needs.

"The work of the United Way and the Combined Jewish Philanthropies of Greater Boston," says Ruth Fein, President of CJP, "has become more crucial than ever now, in a time of state and federal cutbacks which will have a great impact on social services.

"You can tell a great deal about a society by the treatment it affords its most vulnerable members," comments Mrs. Fein. "The United Way and CJP have worked over the years for the entire community, to provide humanitarian services for children and the aged, for low-income and high-risk families, for the sick, the homeless, and the unemployed. We have been organizations of the community and for the community."

Now both organizations — and the communities they represent and serve — face an extraordinary challenge. United Community Planning Corporation, United Way's planning partner, is projecting federal cutbacks of 20-25 percent.

These challenges, according to the United Way's 1980 Annual Report, will be met through three major endeavors: 1) increased cooperation between the United Way and its constituent agencies; 2) expanded campaign efforts; and 3) intensive projects to educate the public as to the organizations' goals and methods and to reimplant the all-important concept of community responsibility.

Allocation to CJP

The Combined Jewish Philanthropies, says David Rosen, Associate Executive Director of CJP, is especially proud of and grateful for its cooperative relationship with the United Way. CJP is currently receiving more than \$1,000,000 from the United Way, which CJP allocates to the Jewish Community Center of Greater Boston, Jewish Family and Children's Services, the Jewish Community Council, Jewish Vocational Service, Jewish Big Brother/Sister Association and Camp Kingswood.

"All of us who are involved with the Jewish community should be aware that we have a great stake in the forward momentum achieved by the United Way," Rosen stresses.

Among the many Jewish community leaders who are active in United Way activities are three past presidents of CJP: Irving W. Rabb, a United Way of-

ficer, and David R. Pokross and Norman AB. Leventhal, United Way Directors.

The United Way feels that the front line of its system "lies at the affiliated agencies, for they are the ones who deliver services day after day, and the key to success in that front line is mutual trust."

More and more, for example, affiliated agencies are participating in the decision-making processes which lead to the final determination of criteria for United Way funding.

Additionally, the United Way, through its Management and Administrative Skills Training Program (MAST), has begun to provide personnel of non-profit agencies the chance to sharpen their management and administrative skills in a variety of areas.

At the same time, United Way policy-makers respect the autonomy of each affiliated agency. CJP, for example, undertakes the responsibility for making the allocations of United Way funds to its individual agencies, a sign of the United Way's confidence in CJP's allocations process.

All of the worthwhile programs administered by the United Way and its affiliated agencies, of course, depend on successful fundraising efforts.

"Volunteers must be ambitious this year," said Thompson, "to accomplish the unprecedented 1982 United Way goal of \$26,000,000. With less public spending for human services more people who need help will turn to the private sector. And that means we must do all we can this year to provide human services."

CJP also, remarked Ruth Fein, has upped its 1982 campaign goal to \$18,000,000. "This amount truly represents a gift of life — *chai*, 18 — to the many, many people who depend on us for help," she said.

While these increased pressures will require increased fundraising activity, commented Thompson, that very activity has a bright aspect. "Private citizens can regain the local initiative we once had in filling community needs. We can reassert local control, with the opportunity to apply both managerial efficiency and human concern to the process of evaluating local needs, setting local priorities, and allocating funds to meet the needs of local residents."

Community needs are the *raison d'être* of both the United Way and CJP, but "community" itself is a concept which needs strengthening in today's world.

As federated agencies, both the United Way and CJP are reflective of the community — through their centralized fundraising and allocations processes — and contribute to the strength of the community — bringing people together to avoid a duplication of efforts and provide an efficient way of working to meet a great variety of human needs.

Ruth Fein agrees that dedication to the community is one of the major shared goals which has linked the United Way and CJP since their original affiliation in 1966. In fact, remarks Mrs. Fein, the United Way and CJP use a similar framework of community organization, volunteers and committees.

"We have always believed deeply in the motto, 'If I am only for myself, what am I?'" she says. "Despite the difficult times we are living in, all of us, in the Jewish community and in the community at large, must remember that we are joined together in a common future."

"We are proud to be a beneficiary of the United Way, and we look forward to strengthening our relationship during the coming years to meet the increased challenges of our times."

HEBREW COLLEGE ADULT EDUCATION PROGRAM

Classes Begin October 25

Semester begins on Sunday morning, October 25, 1981 and continues for 10 weeks through Sunday, January 13 (Thursday classes will have a session on January 17). There will be no classes on November 25, 26 and 29; and December 24 through January 2. Registration: \$35 per course. Advance registration is encouraged to assure admission. The right is reserved to cancel a class when there is insufficient enrollment. Textbooks and other class materials, where indicated, are not included in the registration fee, and may be purchased by the student after the class begins.

MORNING CLASSES

Sunday, 10:00 - 11:30 a.m.

ADVANCED HEBREW CALLIGRAPHY

Shel Bassel, Scribe and Calligrapher

Designed for students who took the course in Hebrew Calligraphy. The course will present new alphabets with particular emphasis on illumination.

Sunday, 11:30 - 1:00 p.m.

HEBREW CALLIGRAPHY

Shel Bassel, Scribe and Calligrapher

A course in the ancient and beautiful art of lettering by hand. Class members will be introduced to the instruments and materials used; to a variety of Hebrew alphabets, and to the techniques needed to create Hebrew manuscripts.

Tuesday, 10:00 - 11:30 a.m.

JEWISH FOLKLORE

Pam Adelman, Professional story teller and folklorist

By studying and experiencing tales and legends, songs and music, ritual art, humor, proverbs, food, family customs and lore, the rich and varied legacy of Jewish tradition takes on form and meaning. This course will explore the role of the Bible and Israel as forces which have shaped Jewish tradition, past and present. Lectures will be supplemented and enhanced by demonstrations of storytelling and song, ritual art and family folklore.

Tuesday, 11:30 - 1:00 p.m.

JEWISH STORYTELLING

Pam Adelman, Professional storyteller and folklorist

The ancient art of Jewish storytelling has been used both to teach and to inspire. This class will study the tradition as it has been handed down through Jewish sources in order to learn 1) how to tell stories to children and adults; 2) how to take a written story and transform it into a story suitable for telling; 3) how to create your own Biblical midrashim (stories based on Biblical material); 4) how to encourage others to be creative. Ritual, historical, cultural and spiritual context of these stories will also be examined to shed light on the way stories evolve.

Once a month the class will consist of a storytelling session that is open to the public in order to learn how the oral tradition works in a contemporary context.

EVENING CLASSES

Monday, 7:00 - 8:30 p.m.

ISRAEL AND THE MIDDLE EAST: REALITIES AND PROSPECTS

Dr. Philip Baram, Asst. Director, Jewish Community Council

Prospects for stability in the Middle East will be considered in the perspective of policies of the major powers affecting the area. Topics to be considered will include military strategy, oil interests, Islamic movements, Communist influence and domestic and external political considerations.

THE JEWISH POETIC EXPERIENCE

Dr. Aryeh L. Motzkin, Visiting Associate Professor of Jewish Thought

A number of poems written by Jewish poets in various countries from the earliest times to the present will be read; and the ways in which the Jewish and the universal met in the several poetic genres will be discussed.

JEWISH STORYTELLING

Pam Adelman

See description as listed for Tuesday morning class.

Monday, 8:30 - 10:00 p.m.

LITURGY: EXPRESSING THE SOUL OF OUR PEOPLE

Rabbi Dov Taylor, Temple Ohabei Shalom

The Siddur, our prayerbook, is the quintessential Jewish book, representing as it does the distillation of more than 2000 years of Jewish aspiration and drawing on Jewish literary sources of all periods. The class will study the classical Siddur in terms of structure, historical development and ideational content. No prior knowledge of liturgy is required. Ability to read Hebrew phonetically would be helpful, but is not a prerequisite for the course.

Text: Birnbau, Phillip, *Ha-Siddur Hashalem* (Hebrew/English)

THE GREAT JEWISH THINKERS

Dr. Aryeh L. Motzkin

Selections will be read from Jewish writers, philosophers, mystics and other significant thinkers and their relevancy to contemporary problems of Jews in the modern world will be discussed.

Tuesday, 7:00 - 8:30 p.m.

THE GATES OF KABBALAH

Rabbi Mark Verman, Harvard University

The development of the basic teachings of the Jewish mystical tradition will be explored through a systematic presentation of texts in translation, specially prepared for this class.

CONVERSATIONAL YIDDISH

Sylvia Fried, Hebrew College

Yiddish folklore, songs, poetry and newspapers will be used in developing primary Yiddish skills. Instruction in reading, speaking and writing Yiddish will be based on a college textbook.

LEARNING TO READ THE SIDDIR

Edward Fistel, Hebrew College

Designed to master skills of reading Hebrew as applied to the Siddur. The geography and major ideas of the prayer book will be discussed while learning to read the liturgy.

Tuesday, 8:30 - 10:00 p.m.

STYLES OF JEWISH MEDITATION

Rabbi Mark Verman

Through textual study, in translation, this course will explore experientially the techniques formulated by the leading medieval Jewish Kabbalists, as they sought to intensify their personal religious experience.

INTERMEDIATE YIDDISH

Sylvia Fried

Designed for students who have a speaking fluency as well as basic reading and writing skills in Yiddish. The course will enable students to improve their conversational abilities and grammar skills as well as serve as an introduction to the great wealth of Yiddish literature through selected readings from Yiddish folklore, poetry and prose of European, Israeli and American Yiddish writers.

Wednesday, 7:00 - 8:30 p.m.

THE STRUCTURE AND DEVELOPMENT OF JEWISH LAW

Rabbi Joseph Stern, Hebrew College

The evolution of Halakha and its impact upon the Jewish society. The Judicial system and its jurisdictions; the legal, religious and moral dimensions of the law. The sources of the law and the development of Halakha through modern times and within the State of Israel. The formal legislative process, the status of community leaders and the role of authority in the Jewish legal tradition.

THE MODERN JEWISH SHORT STORY

Eric-Chaim Kline, Brandeis University

The class will consist of a short introduction to the author with the great majority of time given over to re-reading sections of stories and discussing the characters' actions and attitudes. The course will try to see how the "Jewishness" of the characters' identity is a primary factor in their approach to life. Discussion of themes evoked by the stories is encouraged. An enjoyment of reading and an open mind are the only prerequisites. Among the authors to be read are: Singer, Agnon, Malamud, Wiesel, Roth, Hazaz and Mailer.

Wednesday, 8:30 - 10:00 p.m.

RESERVED FOR PUBLIC LECTURES (TO BE ANNOUNCED)

Thursday, 7:00 - 8:30 p.m.

JUDAISM: THE BASICS

Dr. Eli Grad, President, Hebrew College

An introduction to Judaism for contemporary Americans. The course surveys the structure of the Jewish heritage, the beliefs and practices of Judaism, and the everyday details of Jewish living.

JEWISH FOLKLORE

Pam Adelman

See description as listed for Tuesday morning course.

Thursday, 8:30 - 10:00 p.m.

INTRODUCTION TO THE TRADITIONAL LITURGY

Dr. Michael Frank, Bentley College

This course, which will have a very practical orientation, is directed at those who would like to develop a familiarity with the Siddur — the traditional prayer book — and with the arrangement of the prayer service on weekdays, Sabbaths, and holy days. It will investigate the liturgy; the various rituals that are part of the traditional synagogue service, the major prayers, their content and the occasions for their recitation, and the traditional musical patterns and motifs that are associated with them. (Since we will be examining the liturgy in Hebrew, a minimal reading ability in Hebrew is desirable.)

HEBREW COLLEGE ADULT EDUCATION PROGRAM REGISTRATION FORM — FALL 1981

Name _____
Address _____
Phone (Home) _____ (Office) _____
Please enroll me in the following courses: _____

Enclosed please find a check, payable to Hebrew College, in the amount of \$ _____ (\$35.00 per course)

Please send registration form and check to:

HEBREW COLLEGE, 43 HAWES STREET
BROOKLINE, MASSACHUSETTS 02146 (617) 232-8710

Getting By on \$16

The CJP Allocations Process

By STANLEY M. HURWITZ

If Alan M. Schwartz of Newton were to run a classified advertisement describing his volunteer job at the Combined Jewish Philanthropies of Greater Boston, it might look something like the one above.

He is now in his second year as Chairman of CJP's Social Planning and Allocations Committee (the SP&AC), certainly one of the most visible committees within CJP and, some say, the one that directly affects the most people.

According to Schwartz, "Our committee is responsible for allocating millions of hard-earned dollars — almost \$16.5 million in 1981-82. It's a slow process — we began hearing requests back in March. And it's a dynamic process — with input from scores of interested, knowledgeable people representing all segments of our community. Our committee seriously considers the changing needs of the community and how CJP and its system of human care agencies can best meet both those short- and long-term needs."

The columns of figures on the opposite page only tell a small part of the allocations story. For the activities CJP supports and the agencies and services to which it relates have budgets far in excess of what CJP allocates. Similarly, CJP's relationships with the community and its agencies are far greater than the specific sums allocated in a given year.

While his job has rewards — and Schwartz says there are countless heartwarming human interest stories which flow in to the SP & AC regularly from all the constituent agencies — there are also the frustrations. "Trying to match our limited resources with the aspirations of our agency boards is not an easy task," Schwartz points out.

The SP&AC has more to "spend" this year, thanks in part to increased campaign results. Some \$600,000 more was raised in 1981 than in 1980. Another reason for the added dollars was a record allocation of one million dollars from the United Way of Mass. Bay. Additional funds were also drawn from the unrestricted income of CJP Endowment Funds and from monies allocated last year but returned by the Jewish Memorial and Beth Israel Hospitals.

"Unfortunately," Schwartz is quick to add, "inflation continues to squeeze agency budgets and services. The gap between available dollars and required allocations has grown despite much-improved annual CJP campaigns. The fact that we raised about 5% more than last year is good, until you consider that the inflation rate was more than double that figure."

Affects of Federal Cuts

There is another element, not factored into agency budgets or allocations for the coming year. Recently proposed cuts in Federal government



The CJP allocations process may sometimes seem like a puzzle, matching programs to available funds.

funding jeopardize Homemaker and foster care services at the Jewish Family and Children's Service, hot meals for the elderly at the Jewish Community Center, and food programs for low income children at Camp Kingswood, the Centers and area day schools. In 1980-81, CJP agencies received some \$1.7 million in funds from the federal and state governments exclusive of CETA and resettlement aid. Contingency plans are being discussed should the cuts be severe enough to affect the performance of the agencies involved.

For these reasons, several agencies are now planning to put more emphasis on other external funding sources, such as foundations and corporations.

After deducting from the \$16.5 million available the allocation to the United Jewish Appeal, a little over \$8 million, and the CJP fundraising and operating costs, the amount remaining for distribution to local and national agencies is almost \$6 million, or \$225,000 more than last year. "While a quarter of a million dollars is no small sum," Alan Schwartz says, "it isn't enough to keep up with inflation and the community's growing needs."

Both nationally and locally, agencies in recent years have been forced to re-examine their priorities and tighten their belts. While allocations remained level or even had to be reduced in many areas, they have gradually increased in others. Increased funds have gone for Soviet Jewish resettlement, for day schools, for families in crisis and for the elderly.

ment, for day schools, for families in crisis and for the elderly.

An examination of certain specific allocations illustrates the direction in which our community is headed and shows CJP's commitment to meeting the growing and changing needs of Greater Boston Jewry.

Among the highlights:

— Jewish Big Brother/Sister Association in 1982 plans to match 230 little brothers and 50 little sisters, or an increase of 7% in its caseload over last year. Further reflecting the changing Jewish family, 81% of the children matched now come from families with working mothers and 29% from families which receive AFDC (Aid for Families with Dependent Children).

— The Jewish Family & Children's Service requested \$106,000 more than last year just to stay at its present level of service. Through external funding for such pilot programs as "Family-Centered Care for the Elderly," the actual increase requested from CJP was about \$57,000. One area in which there is a decline in service is the Unit for New Americans, as a result of fewer numbers of Jews being allowed to leave the U.S.S.R. In coming years, the agency hopes to expand programs for children, young adults, and families.

— Serving Russian immigrants since 1973 has

SLICING THE CJP PIE 1981-82



Million a Year

been a major priority of the Jewish Vocational Service, which continues to provide an ESL program as well as job placement and development for Russians at its offices in Brookline. The increased allocation of \$7,500 for the coming year will also allow JVS to maintain its present staff and meet the increasing needs of large numbers of Jewish public employees and school teachers affected by "Prop. 2½" and cutbacks in municipal budgets.

— Camp Kingswood, the resident camp in Bridgton, Maine for children in grades 3-11, will receive a \$5,000 increase in its budget to help upgrade its counselling staff and develop a stronger Jewish component in its program.

— Despite some decline in student activity on college campuses, the Hillel Council of Greater Boston reports student participation in its programs is up. An increased allocation of \$12,000 over last year will help broaden foundation programming at six large campuses and expand its outreach at ten smaller ones.

— An increased allocation of \$71,500 will enable the Jewish Community Center to continue preparing for its new facilities as well as maintain its current programs for children, young adults, families and senior adults at its five Centers.

— Because Jewish education remains a high priority, the Bureau of Jewish Education is getting a \$22,000 increase to help continue its JERAC program (Jewish Educational Resource and Advisory Center) for Hebrew teachers, its community education program for elementary students and its Program of Jewish Studies. Hebrew College will receive \$35,000 more than last year to help continue its widely respected college, Prozdor, graduate, adult education. Ulpan and cultural courses programming.

— An additional \$12,000 has been allocated to the area's four day schools for upgrading teacher salaries and for scholarship assistance. In addition, \$25,000 in scholarships for Russian students has been provided.

— A first-time allocation of \$50,000 (\$100,000 over two years) has been made to the Synagogue Program Fund. This is an important new allocation to fund synagogue-related programs ranging from family Shabbatonim to an intergenerational visiting program in Brighton.

Special Campaign Programs

— Listed under Special Campaign Programs is the sum \$158,000. Because it has been shown that "you have to spend money to make money," part of this sum has been earmarked for CJP's giant day-long telethon, "Super Sunday," which officially launches the public phase of the annual campaign. ("Super Sunday II" will be held on Sunday, January 10, 1982.) Last year's telethon attracted 1,100 volunteers who raised over \$1 million on that day, including donations from 1,000 first-time givers.

— Under this category also falls the Missions Programs, now in its second year. Participants in past CJP-UJA missions have come back eager to tell others about Israel's needs. Not only have they increased their own annual contributions, and become further involved in CJP and its agencies, but they have convinced others to go on missions as well. This year, CJP has expanded its efforts and is sponsoring ten missions.

COMBINED JEWISH PHILANTHROPIES OF GREATER BOSTON ALLOCATIONS FOR 1981-82

UNITED JEWISH APPEAL	\$ 8,075,000	JEWISH EDUCATION	
HEALTH AND WELFARE		Local	
Local		Bureau of Jewish Education*	\$ 384,780
Beth Israel Hospital*	\$ 475,000	Hebrew College*	541,605
Hebrew Free Burial	4,500	Schools and Other Programs:	
Jewish Big Brother/Sister Association*†	95,775	Hull	500
Jewish Chaplaincy Council	35,733	I. L. Peretz	800
Jewish Family & Children's Service*†	1,013,580	Malden	17,000
Jewish Memorial Hospital*	75,000	Quincy	1,000
Jewish Vocational Aid Society	2,000	New Community Hebrew School —	
Jewish Vocational Service*†	206,750	North Area	10,000
Rabbinical Fund	1,000	Newton High School for Jewish Studies	2,000
Recuperative Center	10,000	Teachers' Retirement Plan	9,400
Resettlement Program	50,000	Day Schools:	
Scholarship Committee	20,000	Maimonides School	80,760
Total Local	\$ 1,989,338	New England Hebrew Academy	77,865
Non-Local		Shaloh House	30,350
HIAS	\$ 65,000	Solomon Schechter Day School	60,000
Histadrut-Malden	2,000	Suburban Day School Transportation	
Total Non-Local	\$ 67,000	Subsidy	6,000
TOTAL HEALTH AND WELFARE	\$ 2,056,338	Total Local	\$ 1,222,060
GROUP SERVICES		Non-Local	
Local		American Association for Jewish Education	\$ 19,250
Camp Kingswood*†	\$ 40,000	Fellowships in Jewish Educational	
Hillel Foundations of Greater Boston	204,700	Leadership (FIJEL)	4,000
Jewish Community Center of Greater Boston		American-Israeli Cultural Foundation	11,000
(now including Joint Israel Programs)*†	1,392,200	Bitzaron	500
Jewish Student Projects	20,000	Federated Council of Israeli Institutions	3,000
New England Chassidic Center Shabbaton		Hornstein Program	6,000
Program	7,000	Jewish Braille Institute	800
Workmen's Circle Educational Center	2,800	Joint Cultural Appeal	28,300
Total Local	\$ 1,666,700	School of Jewish Communal Service	1,000
Non-Local		Total Non-Local	\$ 73,850
B'nai B'rith Hillel Foundations		TOTAL JEWISH EDUCATION	\$ 1,295,910
and Youth Organizations	\$ 28,350	OTHER	
National Jewish Welfare Board	48,750	Allocation Credits	\$ (42,000)
North American Jewish Students Appeal	2,500	Capital Improvement and Development Fund	100,000
Total Non-Local	\$ 79,600	Contingency Reserve	49,848
TOTAL GROUP SERVICES	\$ 1,746,300	Council of Jewish Federations	103,460
COMMUNITY RELATIONS		Federation Executive Recruitment and	
Local		Education Program (FEREP)	4,500
Greater Boston Aliyah Council	\$ 2,950	Dues — National and Local Service Agencies	1,500
Jewish Community Council*†	255,000	Large City Budgeting Conference	5,090
Synagogue Council	65,000	Professional Education Committee	5,000
Zionist House	35,862	Public Relations Service for Agencies	45,600
Total Local	\$ 356,812	Retirement of School Loans	17,000
Non-Local		Shoolman Campus (Weston)	22,000
American Jewish Committee	\$ 65,250	Special Campaign Programs	158,000
American Jewish Congress	45,000	Synagogue Program Fund	37,500**
Anti-Defamation League	65,250	Total Other	\$ 507,498
Jewish Labor Committee	25,800	CJP EXPENSES — NET	\$ 2,172,952
Jewish Telegraphic Agency	14,000	GRAND TOTAL	\$16,477,410
Jewish War Veterans	6,200		
National Conference on Soviet Jewry	9,000		
National Jewish Community Relations			
Advisory Council	33,000		
Synagogue Council of America	1,100		
Total Non-Local	\$ 264,600		
TOTAL COMMUNITY RELATIONS	\$ 623,412		

*Constituent Agency
†Beneficiary of United Way of Mass. Bay

**First year allocation from \$100,000 special fund.



CJP President Ruth B. Fein (herself a past SP&AC chairman) says that the challenge of finding adequate funding for the various agencies is compounded by the need to plan ahead for emergencies. She says, "The special contingency reserve (about \$50,000 annually) enables CJP to respond to crises here — such as a sudden influx of Soviet Jews — and to help Jews elsewhere, such as enabling people to attend the World Gathering of Jewish Holocaust Survivors."

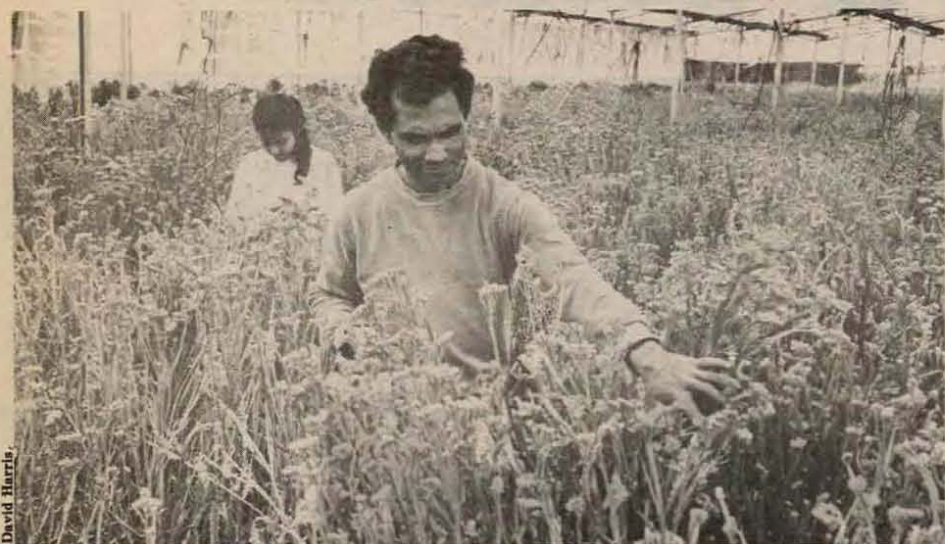
Both Ruth Fein and Alan Schwartz admit that not everyone is 100% satisfied with each and every line of the final allocations list. "Some day," Fein says, "the situation will be different. Rather than being in a position of picking and choosing how to divide limited resources fairly, we'll have the much

more pleasant job of giving to each agency every penny it requests when its officers come before the SP&AC."

"In a sense," says Alan Schwartz, "every member of the Boston Jewish community is part of the allocations process. We are all part of an extended Social Planning and Allocations Committee. For when a person makes his annual donation to CJP, he is helping to decide the scope and quality of programs and services that will be possible in the future."

He concluded, "The upward trend of recent fundraising drives and the substantial numbers of contributors are fine, but our community's needs are great and we still have a long way to go."

Saying it with



Sara and Itzik Eliahu work in their hothouse where exotic statice flowers grow.



Sparse wild grass is the typical winter ground covering in the Northern Negev.

By JUDY KRAUSZ

Every morning at nine, from November to May, an enormous refrigerated truck rolls into Moshav Nevatim in the Negev and pulls out an hour later with 105,000 carefully packed long-stem roses and statice flowers. Ninety minutes later the truck enters Ben-Gurion Airport where cargo planes — fueled and waiting — are loaded with flowers from Nevatim and several hundred other moshavim and kibbutzim throughout Israel. By nightfall the flowers have arrived at Holland's flower exchange — the *bourse* — and the next day they are on sale in flower markets all over Europe.

Moshav Nevatim, with 93 families and a total of 500 people, was among the very first agricultural settlements in Israel to develop large-scale flower production. Its success in this field mirrors the success of other moshavim that embarked on similar experiments in crop diversification. Today, flowers are one of the country's three major export crops and last year accounted for a total of \$100 million in income for the country's growers.

"It was in 1966 that I first experimented with a dunam (¼ acre) of carnations," recalls 38-year-old Itzik (Yitzhak) Eliahu, an effervescent, engaging moshavnik and a highly successful grower. "The field advisors from the Ministry of Agriculture were against it. They felt our soil was difficult to cultivate and our technical capability insufficient. But my wife Sara and I were ready to take the risk. The economic situation in the moshav was bad. The income from our agricultural crops was not enough to make us self-sufficient. The parent generation on the settlement was discouraged. We knew we had to try something new."

The 26 "parent generation" families in Nevatim were born in Cochin, in southern India, and on arrival in Israel in 1954, decided to settle together as a group in a moshav.

Although they knew nothing about farming, this close-knit, traditional community of merchants with ancient roots in India wanted above all to stay together, and sensed, correctly, that the moshav framework would best satisfy that need. Significantly, the entire *aliyah* of Cochin Jews, which numbered about 3,500, wanted to maintain their unique sense of community. With this goal in mind, they founded moshavim in the Jerusalem hills and the Upper Galilee, in addition to Nevatim.

The transition from Indian storekeepers to Israeli farmers in a rough new country with strange mores was a slow and painful one. Each family was allocated a standard three and a half room concrete bungalow (the average family then had eight or nine children) as well as plots of private land and communal holdings. Agricultural field instructors and community workers from the Jewish Agency taught them the principles of farming and the cooperative moshav life style.

"In the early years our parents grew vegetable crops — mostly onions, potatoes and tomatoes — but the profit margin was low and they had to supplement their farming with the Jewish National Fund welfare work program, planting trees in order to eke out a living," says Itzik.

But, unlike other immigrant groups who left the raw moshavim as soon as they could, the Cochins were tenacious and struck roots in the inhospitable land. "Only three of the original 26 families left Nevatim — and they left in order to join other moshavim," says Itzik.

"Our secret is our patience," Itzik adds knowingly. "We were also helped by volunteers, especially from Kfar Vitkin (an old-established moshav near Netanya). They showed our parents how to overcome the basic problem of our soil salinity."

Sons Bring New Ideas

It was the sons, however, who were to bring economic viability to Nevatim. Educated in agricultural boarding schools, followed by three years of army service, the boys returned home with new ideas and ambitions.

"We knew that we could become financially successful much more easily if we moved to other parts of the country — to the central region where the soil is good, or to the Arava (the southern Negev) where the hot climate stimulates early-ripening winter crops that fetch high prices. But we were attached to Nevatim. It was our home. And we didn't want to leave our parents behind."

Itzik had spent a five-year apprenticeship learning orchard cultivation at Kibbutz Sde Boker, Ben-Gurion's home in the Negev. Ben-Gurion became a special friend and patron to Itzik and to Nevatim. Returning to the moshav in 1966, Itzik was elected its Secretary (general manager) and, with the sup-

port of the other moshav sons, persuaded the members to develop peach, plum, apricot, almond and olive orchards, along with poultry farming for the off-season.

Itzik describes it best: "The younger generation, confident of its know-how, was ready to take risks and go into debt for the necessary equipment because of the higher profitability of these new crops. It took a lot of courage on the part of the older generation to go along with us, but they did." Nevatim hasn't looked back since.

At the same time, Itzik's experiment with his dunam of carnations in 1966 showed promising results. The following year he and Sara planted three dunams of flowers and proved to the agricultural experts that Nevatim could grow flowers on a commercial basis.

Soon other moshav members began to experiment, too. The flower industry proved more complex than other crops and meant even greater initial investment. It involved glasshouse construction specially adapted to the windy Negev plateau, fuel bills for nighttime heating (the nights are as cold in the Negev as in the Galilee) and the construction of refrigerated sorting and packing houses. It also required sophisticated agricultural training to learn how to achieve stringent daily timetables, careful quality control, correct packing and an awareness of European marketing conditions.

Several of the growers went abroad for training in flower cultivation, among them Avraham Yehoshua, 25, now coordinator of Nevatim's flower industry. He spent 1978 studying in the heartland of the Dutch flower-growing and marketing region. One of the innovations he brought back to the moshav was the statice flower, a long-lasting, hardy beauty with clusters of small-petaled flowerlets in purples, pinks, yellow and white.

"When I learned that this flower thrives in an arid climate — in fact, is harmed by rain — and doesn't mind cold nights, I knew it would be right for us," Avraham explains. "I also believed we could grow it out in the open as well, which of course is a saving." Avraham's hunch proved right, and today all of Nevatim's 65 growers cultivate the statice, with the moshav producing one-third of Israel's total export of this unusual flower.

Flowers, Negev Style



A young Itzik Eliahu greets his friend David Ben-Gurion at Kibbutz Sde Boker in 1963.



Itzik tends experimental seedlings using the drip irrigation method.

Future Plans

Still, nothing is ever certain for farmers. The last two years have seen a worrisome drop in flower profits for Israel's growers as a result of soaring fuel costs, particularly for air transport, as well as flooding of the European flower market by the developing countries.

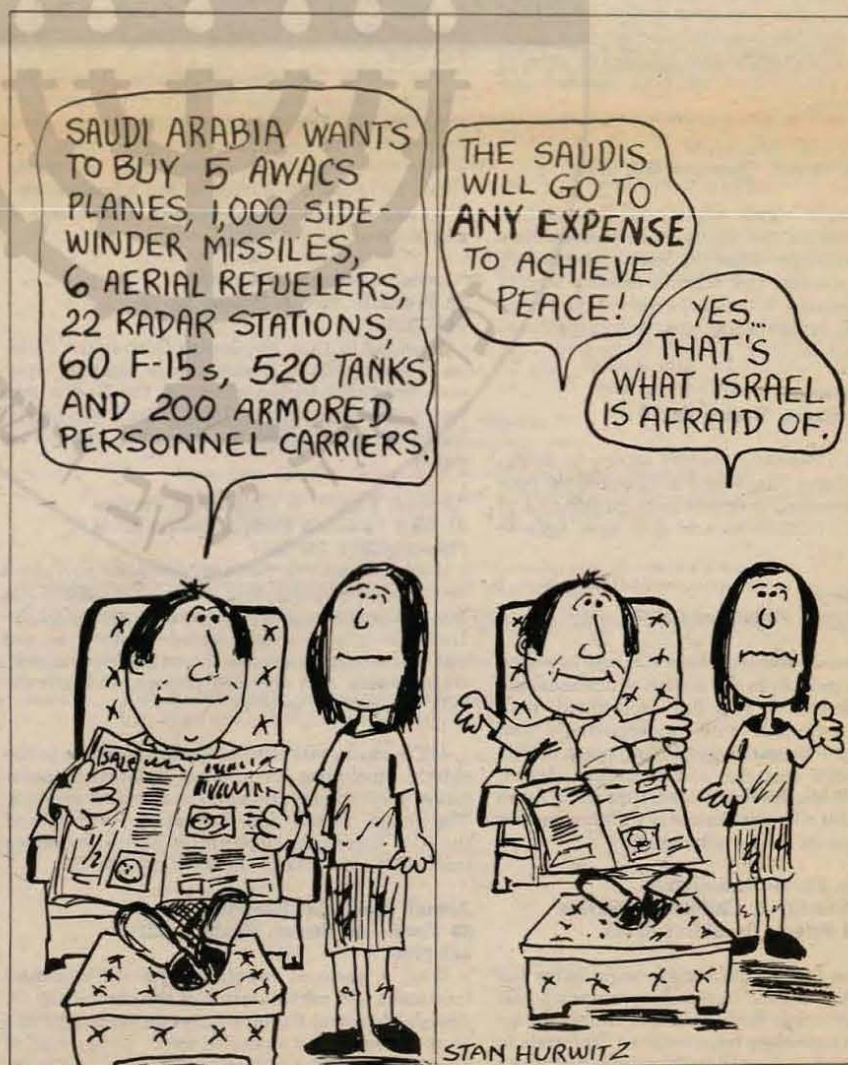
The solution? Israeli growers are eyeing the U.S. and possibly Japan as new markets, Avraham says. Another possibility in the experimental stage right now is sea transport to Marseilles ("our flowers are strong enough for it") and from there by truck to Holland — a shipping plan that would cut costs considerably.

Meanwhile, cultivation experiments continue all the time in Nevatim. Avraham has planted two small beds with a delicate Australian flower called *Nigostantis* which grows in a warm, dry climate similar to the northern Negev. Itzik has planted seedlings in a dunam of coastal sand and a dunam of volcanic soil brought down from the Golan in an effort to counteract the saline and chalk propensities of the indigenous Negev earth.

At first glance it would appear that these ambitious Israeli agriculturalists have left the old world of their Cochini parents far behind. But the social fabric of their community reveals another side of the coin. The largest and most impressive building in the moshav is the synagogue. Shabbat and holidays remain the highlights in the moshav's social life and are celebrated in the traditional manner.

Significantly, Nevatim members have resolutely resisted attractive offers by outsiders to buy up plots of land and build suburban villas in the moshav, which is an easy commuting distance to Beer Sheva. They want to maintain their social framework, and what is more, they want to guarantee living and farming space for the next generation.

We stand in Itzik's shady garden in front of his attractive two-story stucco home and he reminisces about the early years when the desert dust on the moshav was ankle-deep and there were always snakes. "Ben-Gurion was right. It is possible to make the Negev bloom. All you need is water, and the will."



CJP's Family of Agencies

Following are short descriptions of CJP's local constituent agencies as well as the United Jewish Appeal. Those marked by an asterisk are also beneficiary agencies of the United Way of Massachusetts Bay through its allocation to CJP. (Save this page for future reference.)

Combined Jewish Philanthropies of Greater Boston
72 Franklin Street, Boston 02110
542-8080

When it was founded in 1895, Combined Jewish Philanthropies became the first united philanthropic organization in America. Through its annual campaign, CJP raises funds that it allocates to some 75 local, national and overseas agencies. These provide a wide range of vital services in health, education, social welfare, community relations and group services.

Beth Israel Hospital
330 Brookline Avenue, Boston 02215
735-2000

Last year more than 160,000 people were the direct recipients of care and service from nearly 3,500 physicians, nurses, social workers, administrators, technicians and other personnel at Beth Israel Hospital. Since 1916, the hospital has become a major force in Boston through its four-pronged program of excellence in patient care, teaching, research and community service.

Bureau of Jewish Education
842 Boylston Street, Chestnut Hill 02167
277-3100

As the central Jewish educational organization in Greater Boston, the Bureau provides services and consultation for some 70 Jewish elementary schools, day schools, high schools, Sunday schools and nursery schools. It organizes regional and community-wide programs across denominational lines.

***Camp Kingswood**
72 Franklin Street, Boston 02110
542-8080

Located in a beautiful country setting in Bridgton, Maine, Camp Kingswood is an overnight resident camp providing an opportunity for growth and development for 220 boys and girls ages eight to fourteen.

Hebrew College
43 Hawes Street, Brookline 02146
232-8710

For the past 60 years, Hebrew College has been playing a central role in the Jewish educational life of Greater Boston. It is a fully accredited, non-theological institution with undergraduate and graduate degree programs in contemporary Jewish studies, Hebrew language and literature, Jewish history, the Bible, Rabbinic literature and Jewish thought. It also offers professional training leading to certification in Jewish education.

Hebrew Free Burial Association
c/o Jewish Family & Children's Service
233 Harvard Street, Brookline 02146
566-5716

The Hebrew Free Burial Society helps defray the expenses of funerals and burials for persons who die penniless and whose families either cannot be located or are themselves impoverished. Referrals to JF&CS are made by individuals, rabbis, chaplains and directors of hospitals and other institutions.

Hillel Council of Greater Boston
233 Bay State Road, Boston 02215
266-3882

Through the Hillel Council, allocations are made to support Hillel programs on 18 college campuses in Greater Boston. Six of these campuses have full-time B'nai B'rith Hillel Foundations — Boston University, Brandeis University, Harvard University, Massachusetts Institute of Technology, Northeastern University and Tufts University.

***Jewish Big Brother/Sister Association**
21 New Chardon Street, Boston 02114
367-5818

Since 1919, the Jewish Big Brother/Sister Association has been providing fatherless boys between the ages of 6 and 16 with the companionship of sensitive and well-rounded men for personal one-man/one-boy relationships.

In recent years, the agency has also been assigning selected women to act as companions to girls in homes where there is no mother or where the mother requests a Big Sister for her daughter.

***Jewish Community Center of Greater Boston (Main Office)**
72 Franklin Street, Boston 02110
542-1870

The Jewish Community Center of Greater Boston serves more than 25,000 people in Centers and programs located throughout the metropolitan area. Under the supervision of a professional staff, a wide array of cultural, educational and recreational activities are offered to pre-schoolers, children and teenagers, young adults, adults, and senior citizens.

***Jewish Community Council**
72 Franklin Street, Boston 02110
542-7525

Founded in 1944, the Jewish Community Council of Metropolitan Boston brings together representatives of Jewish agencies in the Boston area and is dedicated to building sound community relations and to preserving individual and human rights.

***Jewish Family & Children's Service**
31 New Chardon Street, Boston 02114
(Main office) 227-6641

Jewish Family & Children's Service provides a broad range of counseling services for individuals, families, couples, groups, and those in marital distress. Its other services include foster care and adoption, support groups for single parents, widow/widowers, and divorced persons, and information and referral services.

JFCS has an extensive program of services to the elderly, including counseling, relocation assistance, crisis intervention and homemaker services. The Jewish Family Life Education Program and the New Americans Department have also become important elements of the work of JF&CS.

Jewish Memorial Hospital
59 Townsend Street, Roxbury 02119
442-8760

With a national reputation for its long-term treatment and rehabilitation of the chronically ill, Jewish Memorial Hospital plays an important role on the Greater Boston health scene. With a staff of over 400, this 207-bed institution is also vitally involved in medical education through its affilia-

tions with the Boston University School of Medicine and Nursing, the Boston University Gerontology Center, and Northeastern University School of Physical Therapy.

***Jewish Vocational Service**
31 New Chardon Street, Boston 02114
723-2846

Whether for educational and career counseling, vocational testing or job placement, Jewish Vocational Service has become a central address for those concerned about their future. Seminars are regularly scheduled to help individuals and groups develop a realistic program to attain practical goals.

JVS also assists individuals in locating sources for financial aid for college or vocational training and provides, on a limited basis, financial aid and scholarships for needy students.

The Recuperative Center
1245 Centre Street, Roslindale 02131
325-5400

The Recuperative Center is a 50-bed short-term skilled nursing facility. It was founded in 1955 by the Jewish Women's Health Association.

United Jewish Appeal
1290 Avenue of the Americas
New York, New York 10019
212-757-1500

The United Jewish Appeal is the major Jewish fund-raising organization in the United States. Since its inception in 1939, the UJA, through its regular campaign and the Israel Emergency Fund, has raised more than \$2 billion for humanitarian aid to needy Jews overseas and for the transportation and settlement of Jewish immigrants to Israel and other free lands.

The United Jewish Appeal is the American Jewish community's major channel of funds for overseas humanitarian aid. It supports:

United Israel Appeal, Inc., which maintains extensive programs for resettlement and absorption of Jewish immigrants in Israel.

Joint Distribution Committee, which aids aged, chronically ill and handicapped Jews in thirty nations, including Israel.

United HIAS Service, which provides resettlement assistance for Jewish immigrants in lands other than Israel. (In Boston, its local representative is Jewish Family and Children's Service.)

New York Association for New Americans, which assists Jewish refugees arriving in the United States.

JEWISH PERSPECTIVE

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CJP/UJA Missions to Israel

"A Powerful Sense of Linkage"

Two members of CJP's Young Professionals division recently returned from a mission to Israel and agreed to share some of their experiences with Jewish Perspective.

The Jewish Connection

By ALAN BOYER

Their faces were unfamiliar to us but I felt I somehow knew them. Their dress seemed strange; their Sabbath prayers and rituals were different, too.

We were assembled in front of a huge retaining wall built during King Herod's reign which was constructed to support the foundation of the Temple Mount. The Wall wasn't a part of a synagogue or a house of worship. People weren't chanting the same prayers or following the direction of one rabbi or cantor. What made this wall so holy? What was so religious about it? Why do Jews feel so strongly about praying there together?

My feelings were ambivalent. I didn't know what prayer was appropriate or which group to join. I approached the Wall feeling very much alone in the world. I reached out to touch it and was immediately overwhelmed by a powerful sense of linkage with my 4,000-year-old Jewish heritage. My feelings of loneliness were transformed into strong emotional feelings of Jewish identification and pride. I recited my own special prayer and thus understood the meaning of the Wall.



Commitment to Israel

By JUDI GOLDSTONE

Last year I went on my first mission and saw Israel for the first time. I left emotionally tied to Israel and with a much deeper understanding of the social, political and military problems that exist there.

This year we had many more opportunities to meet with Israelis on a one-to-one basis, share our

feelings and ask a lot of questions. I returned with renewed enthusiasm to do my part to help Israel, our Jewish community here, as well as Jews all over the world.

I have also made the personal commitment to go back to Israel as often as possible and to bring as many other Jews as I can with me. Once you have been to Israel there is no question of your commitment, and a mission is the perfect vehicle to help develop and strengthen that commitment.

A CJP/UJA MISSION IS NO ORDINARY TRIP. IT'S AN EXPERIENCE YOU WILL NEVER FORGET!

MISSIONS TO ISRAEL 1981-82

October 25-
November 4

National Women's Division

Leaders and potential leaders of Boston's Women's Division will join their counterparts from across the country for this encounter with the people of Israel.

November 5-15

Couples Mission

For energetic couples in their 30's and 40's, an opportunity to delve into the enriching experience of the land and people of Israel.

David and Dianne Epstein, Chairmen

November 29-
December 9

National United Jewish Appeal Study Mission

The UJA offers individuals and couples an opportunity to meet Israel's people. Not a vacation, but a powerful encounter with the human realities in Israel today.

December 6-12

1982 Campaign Leadership Mission

A "new departure" for the 1982 CJP Campaign leadership. Joining with Ruth B. Fein, CJP President and William R. Sapers, 1982 General Campaign Chairman, Chairmen and key workers of Divisions, Teams and Communities will deepen their insight and re-dedicate themselves to work on Israel's behalf during this intensive, working mission.

December 23-
January 3, 1982

Family Mission

A truly enriching family experience as parents and children explore together the greatness of the Jewish people. This nationally sponsored Mission will also provide an opportunity to meet with families from throughout the United States.

January 3-13

Acharai

This mission is one element of CJP's Campaign Leadership Development Program designed for individuals who want to equip themselves to take on major campaign responsibilities. Their slogan is: Acharai — Follow Me!

Richard Rossman, Chairman

February 7-17

National United Jewish Appeal Study Mission

Similar to the November 29-December 9 mission.

March 7-17

"From Generation to Generation" — National Father & Sons Mission

A mission geared to the enhancement of Jewish continuity as fathers share the heritage of our people and the meaning of Israel with their sons.

As part of each Mission, commitments to the CJP Campaign will be solicited in Israel.

Mission participants may arrange to extend their trip in Israel. Extensions are also available to Egypt or to Europe.

For more information, fill out and mail the coupon today. Or call Helen Jeffrey at CJP, 542-8080.

MAIL TO: JOEL B. SHERMAN, MISSIONS CHAIRMAN
CJP, 72 FRANKLIN ST., BOSTON, MA. 02110

Yes, I am/we are interested in the Mission(s) checked below. Please send further details.

National Women's
Division
(Oct. 25-Nov. 4)

Couples Mission
(Nov. 5-15)

National United Jewish
Appeal Study Mission
(Nov. 29-Dec. 9)

1982 Campaign
Leadership Mission
(Dec. 6-13)

"From Generation to
Generation" — National
Father & Sons Mission
(March 7-17)

Family Mission
(Dec. 23-Jan. 3, 1982)

Acharai
(Jan. 3-13)

National United Jewish
Appeal Study Mission
(Feb. 7-17)

(Please Print Clearly)

Name _____

TELEPHONE _____

ADDRESS _____

Sapers Heads 1982 Campaign



Bill and Rhoda Sapers, pictured here in their Brookline home, are both deeply involved in Jewish community activities.

(Continued from page 1)

itions at CJP, including Executive Board member, Chairman of the Russian Resettlement Committee, former President of the Women's Division, a founder of the Young Women's Division, recipient of the Young Leadership Award and former member of the health and welfare subcommittee of the Social Planning and Allocations Committee. She

has been a vice-chairman of the Women's Division of the Council of Jewish Federations and on the board of CJP's Russian Resettlement committee, and on the executive committee of Jewish Community Housing for the Elderly.

When they're not raising consciousness or money for CJP, what do the Sapers' do to relax? Their favorite pastime *en famille* is undoubtedly skiing. They go to their house at Loon Mountain frequently in the winter, and Bill and Rhoda agree, "It's the best thing we've done over the years as a family." In the summer, they use their mountain home for another Sapers' pastime, fishing, in the Pemigawasset River.

Why do Bill and Rhoda give so much of themselves to CJP and the Jewish community? "I believe it is important that there be a strong, vibrant Jewish community. And I'd like to believe that the little we do helps make it this way," Bill explained.

When suggested that this year's chairman sounds like the right man for the job at the right time, Bill replied circumspectly: "I'll tell you a year from now."

Clearly the hope is that like the luscious red tomatoes nurtured from seeds planted months earlier, the 1982 campaign will respond to careful planning and labor and yield a substantial harvest when it is concluded next spring.

JEWISH PERSPECTIVE
72 Franklin Street
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