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Leadership briefing. 10 September 1956.

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The meeting to brief the leaders convened at the Perroquet Suite in the Waldorf-Astoria Hotel at 3:55 p.m. on Monday, September 10, 1956.

MR. ROSENWALD: Go ahead, Rabbi Friedman.

RABBI FRIEDMAN: I think we can wrap this up fairly quiddly, but it was felt -- and I think it is a good idea -- that before we all scattered and left it would be a good idea if we sat together even if only for half an hour to get a common line of thinking on what we want to try to achieve in the communities and how we want to try to present certain information.

First of all let me throw out a series of things which I think we ought to try to achieve -- how we achieve them is another story -- but if you have in mind what the objectives are of this trip, maybe we can accomplish all of the objectives or some of them. I have just listed them in topic sentence form and let me rattle them off fast and you will get the whole picture.

Number One is the purely socializing aspect of rebuilding contacts, finding old friends who may have drifted off, giving new friends a new shot in the arm, giving old loyal people the encouragement of a visit from

us. You can call it mending fences, you can call it good personnel relations, you can call it anything you want, but all too often we just treat people like puppets and pawns around the country and we move them around, and one important purpose here is to come in with warmth and personal contact and say a thank-you, and this is the way you get loyalty for the future, so that while it might seem trivial, it might seem unimportant, I don't think it is, because this organization depends upon the building of personal loyalty among a group of people who do this work. So that is Number One, the renewal of contacts between top level UJA leadership and top level community leadership.

Number Two, to try to explain what the major problems of the past year were and what the UJA did to meet these problems, what were the problems and what did we do to try to meet them, and what that means is that you disseminate facts and figures about the success of the campaign, success or partial success -- use any word you want. You will be surprised how few people around the country know what the national figures are, how much did you raise, how much did the Special Fund raise, how much more is left to go, what are the chances.

I would take these small groups of people with whom we are going meet and let them in on the inside, so to speak, of our national figures in the same way that we take our Cabinet members into our confidence. By doing that you give them an explanation of how we try to meet the major problems of security and immigration, by showing what we accomplished this year. What it amounts to, boiled down to practical terms, is a condensation of the kind of total consolidated report that we get here at a Cabinet meeting, how we try to meet those problems.

Three, sketch out what the problems of the future year look like to us now to be on the agenda, and as far as that one is concerned, I want to hold the details of it for a moment because there I think we need some guidance from Moe in regard to how much we can talk about the immigration figures and all of that, in terms of what future problems are, so I want to come back to the details of that Number Three.

Number Four, I think this just shouldn't be a matter of our talking to the people, whether we are speaking to five people or thirty people. I think we ought to give them a chance to ask questions. That you can't get at

a fund-raising meeting, that you can't get at a large mass meeting, but if you are sitting with 15 people at dinner in somebody's house, those 15 people will feel free to ask questions, and asking questions means that you don't know what is going to come up.

Fred Forman was in San Francisco two weeks ago and they asked him a question about what are the detailed expenditures of the JDC budget and of the UIA budget, how do they spend their money. I thought that he meant what is the UJA overhead expense. No, that isn't what they were interested in at all. They were interested in how does the JDC expend its X millions of dollars a year and they went into detail. They talked of the UIA, how much for seeds, how much for tractors, how much for fertilizer --

MR. FORMAN: I told them you were coming in a few days, Moe. (Laughter)

MR. LEAVITT: I can talk about JDC. I don't know anything about UIA.

RABBI FRIEDMAN: So the point of the thing is, we may find ourselves faced with questions that we really can't answer, but the idea is that if you say what Freddie said, "Look, I don't know but I will find out for you,"

we've got to follow up, we really have to find out for them. That will give them a chance to raise their questions, and the second part of that is, to air their gripes, because they may have gripes. You can't tell what things may be on the minds of leadership in the community, but one of the things that you hear -- we get it mostly from the field men -- is that there are local lay leaders who have things on their minds but they don't want to talk because they don't want to ruin a meeting by asking the question. Here they can think and they can ask any questions they want and they can get their complaints out, and our boys, you fellows who go in there, you are the sounding board for all of their gripes, and you can pat them on the shoulder and pacify them and answer their questions. I call that an important function of this tour. That is Number Four.

Number Five, I think while we are in the communities raising money we don't often have the chance to look around for new leadership, and here, not under the pressure of campaigning we can ask questions, we can poke around, we can find out if there is a guy who has raised his head above the crowd, if there is a promising young fellow, if

there is someone who ought to be cultivated, to bring back names and addresses and we will figure out ways and means of making contact with those people and getting them into the orbit, educating them, training them.

If, out of this whole visit to thirty cities, we came up with ten or 15 stars, young guys who could be turned into something in the future, I think that would be a very productive result of this thing, and people like yourselves are exactly the ones who know what to look for. Our field men or even executive directors in the communities, if we were to say to them, "Find us some brilliant young lights," might or might not know what to look for, how to evaluate a guy, or we might not even get names, but when we are out in the communities ourselves and keeping one weather eye open for this thing, I am sure we can find people.

Number Six, I was thinking of the fact that we could also look for people who would be candidated for not necessarily this mission but future missions. There is a difference between looking for the kind of young talent that might develop into national leadership or campaign material. There is a difference between that and finding

people who, one of these yours, could be persuaded to come along on one of these missions so that while that individual might not ever become a so-called national leader, that individual could be galvanized for better action at least in his own community. So that is what I mean by a candidate for a mission or a candidate for inclusion in some junket that we make.

Number Seven, I jotted down, again maybe in an awkward sense -- there might individuals in communities whose noses are out of joint for one reason or another, who might have been slighted, who might still have some of the old argumentation about UJA and Bonds, who might have any one of a number of reasons that caused them to chill off, who might have gotten cold because they thought that we tried to put something over on them on the Spedal Fund or who have a gripe, not that they want to get off their chest but that has caused them to quit working, so this is really a kind of a Salvation Army deal, the rescuing of the lost souls who may have strayed off for one reason or another.

Now, I am not sure that that is terribly important but I think we might stumble on it accidentally if we keep it in the backs of our minds as some one thing we want

to look out for.

Number Eight is this matter of establishing and reestablishing over again the fact that the UJA is a partner in this campaign in this community. I don't think we ought to get into the whole axle of pre-campaign budgeting on these visits. I don't think we ought to sit down with the people in City X and say, "Look, you haven't treated us very well over the course of the last eight years. Here's the graft, here's how you have slipped from seventy percent to forty percent," and sort of throw a bill of particulars at them and charge them or accuse them, but I do think subtly and carefully and interjected into the conversation can come the fact that the UJA is the strong, motivating force in the community campaign, that as the partner it should never be forgotten that we are concerned about the communities raising a lot of money. They ought to be concerned about our getting the fair share of that money, without getting into argumentation of that question, and without getting into argumentation of that question can be woven into conversation skilfully, I think -- it ought to be always simply as a stopper, reminding them we are the partner in the deal.

The ninth thing that I put down, and maybe we can think of nine more, is the fact that they are not always aware in the communities of the really multitude of services that we can render them. The executive director is aware, two or three people who work with them are aware, but if you are meeting with fifteen or twenty people they might not be aware of what the UJA can offer them to help make their community campaign better, to help interpret Israel to their people, to help interpret the JDC program, the services of speakers, of publicity, of personalities from Israel, of helping tie in visits that Israeli official people may be making to their community for other purposes. If Reuven Dafni is going somewhere to make a speech, not for us but for some reason of the Office of Information of the Government of Israel, still if they want to see him and they want to get another shot in the arm while he is in their town, we could help them with that.

If you started to list out the numbers of things we could do for them which they might not be aware of, then the fifteen or twenty community leaders might bring something up to their executive director, and if he senses the fact that they are aware of the services of the UJA which

are available, he might be more prone to use those services.

MR. ROSENWALD: Why don't you enumerate them?

RABBI FRIEDMAN: Well, we can send them all kinds of interpretive material for all of the people in their town who formulate public opinion. We can keep their rabbis supplied with information, we can send to their Jewish community centers program suggestions, program speakers, off-campaign season everything to keep the interpretation of Israel going on a year-round basis. The JDC has got one of the most enormous photograph files to be found anywhere. If we can supply photographic exhibits -- off the top of my head I can think of fifteen things that we could do in the life of the community which has an effect directly and indirectly on the next campaign that the community is going to run. So that maybe what we ought to do, Bill, is list a series of the things that we suggest and we can send it to you, tuck it in your pocket or in a folder.

There is a tenth thing that comes to my mind that I think we lose sight of. In the course of the last few campaigns with the enormous concentration on the Israel side of the story, I am not sure, and I put it in the form of a question, whether we have told effectively and kept alive

effectively the JDC side of the story. In community after community you will find great reservoirs of strength, of people who have an old loyalty and attachment to the JDC for a generation of service and I don't think we ought to ~~rough~~ throw that off. That is an asset that we've got, because you will tap hidden sources of loyalty by bringing up the record of the JDC in this international role of service to the Jewish people.

Sholom just handed me a note. I think one thing that we have found very valuable -- when important leaders in communities come to New York, if we can get at them we find that we can do a great deal of interpretation with them, so that the idea ought to be put abroad to these groups that we meet with that we would appreciate it if they would let us know when they come to New York. They could learn a lot. A fellow could come up and have lunch, we would try to have somebody have lunch with them and explain to him exactly where we stand at the moment on any given program or problem, try to get them in the frame of mind that when they come to New York maybe one lunch period or one half hour period they could give the UJA and call us and we would be glad to meet them and see them.

These aren't things that you walk into this town with and say, "Here are ten things I am going to try to accomplish when I am in San Diego or Dallas," but if you can look over this list of things and add anything to it that you want and keep it in the back of your mind, these broad objectives, I think we will get a lot out of it.

Now I would like to go back, and then I am all through, and turn the question back to what I said was Number Three; namely, explaining the prognosis of the future problems and how they look to us on the horizon, because all other things put aside, whether you look for young, new talent or whether you remind a guy to call us when he comes to New York or whether you remind him of the JDC, all this is part of the total framework of this campaign, but the tachlis, substances of it is that we want to bring out to the communities is what we envisage the future program to be, because next March or next February we are going to come to them and ask them for money for this program.

Here we get into the substantive matter of how much detail to get into. For instance, we got here today from Mr. Sharef very concrete and specific information. They have more than doubled the air force, they have doubled

the number of their tanks. Does Al Levin say this in Hartford to fifteen people, or doesn't he speak of the question? That is a problem for the future. That is the climate of the coming campaign: into how much detail do you get if a group goes to Cleveland and sits with Leonard Ratner who knows this, but with fifteen other people who don't know it? Do you sit down and talk about immigration from Poland, or don't you?

That is the substantive matter of this Item Three. In how great a detail do we lay out the bones and the skeleton of the problems as we see them on the agenda, and I would like to separate the two problems.

As far as immigration is concerned, because that is the one that primarily is our baby and primarily the one for which we are responsible, I would like Moe to give us the benefit of his comments and his thinking, item by item, as to how he thinks we ought to portray this emigration picture for next year, and then let's kick it around and see if we arrive at a common line so we are all saying the same thing. That is the important thing.

MR. LEAVITT: I don't know what to tell you because I have just come from Israel and they are not keen

about your talking loudly or too much about emigration, although they realize that it is going to be very difficult to raise money unless you do talk about emigration. They are counting on an emigration of about 50,000 next year as well and they see it coming to the extent of about 35,000 out of North Africa and 6,000 out of Poland, 6,000 out of Iran and the balance out of the rest of the world and Western Europe.

How can you talk? I am talking aloud to you and I don't know whether I want it on the record or not, because certainly when you talk of 35,000 from North Africa you are not talking, as far as we can see at the present time, of legal emigration. Emigration will continue this month out of North Africa by the emptying of the camps. There are about 6,500 people in the camps where emigration was started again. In the meantime, people have been moving out. Negotiations are going on with the Moroccan government about a continuation of some numbers, if possible. I don't know what is going to come out of those negotiations. I can only tell you that there is a very strong element in the Istaqlal movement that is opposed to any emigration of the Jews to Israel.

On the other hand, it is going to be very difficult for Morocco to close down the immigration of Jews, much as they can do to hamper it, but they will certainly not permit a type of immigration that existed up to the present time where there was a Jewish Agency office which stimulated and conducted a large scale mass immigration, but what will be permitted, as near as we can make out, will be passport immigration, where an individual will ask for a passport and get it presumably even though the Moroccan government will know that his passport, which will include a visa on a tourist basis to France, will ultimately result in his immigration to Israel.

That number cannot be large. We don't anticipate that it will be large, but if we have that kind of passport emigration, the feeling is that there can be other ways and means of Jews managing to get out on their own, and it is that aspect of it which becomes a very difficult one to talk about, because nothing seems to be that Jews like so much as to feel that they are in on something and that they have the inside track, and they start talking about illegal methods, this, that and the other, and it is a dangerous thing to talk about because the lives of people

are involved and the future of many, many Jews are involved in this situation, and it is hard to decide on balance, what is the thing that ought to be done.

There, it seems to me, that it depends upon the group that you are meeting with. I think that if you have a group of ten or fifteen people, each of them who is known to you as a leader, I think you can talk to them and tell them that there will be other ways and means and they are expensive ways, they are much more expensive than the normal ways of bringing people into Israel, but that the feeling is that the Jews are now trapped. I can talk to you about the situation in those countries but you know -- they are trapped in those countries and this is a matter of rescue.

In a country like Syria today Jews are afraid to go out of their homes. In the town of Comechle there are 1,000 Jews and there is really a pogrom atmosphere in that town. It is getting worse. The situation is bad in Libya today. No Jew can get an exit visa out of Libya unless he is prepared to leave everything that he owns behind him and he's either got to make up his mind to leave now with nothing but the shirt on his back, or else he won't get a visa in

the future.

Those are just straws in the wind of Arab countries in which the Jews are trapped and you've got 400,000 to 450,000 Jews in North Africa at the present time, so that it is a tremendous problem in itself. If there were no other question of security involved in the Israeli situation, the fate of these 400,000 Jews is something that ought to take every thought and every generous impulse that the Jews of America have.

That is the emigration picture. Emigration will continue. The pressures on the Jews in North Africa are such that you can't keep them in, that they will just simply have to go because there will be nothing else for them to do. We are anticipating in JDC a much larger problem of relief than we had up to the present time. Part of the problem is due to the fact that there has been selective emigration from North Africa by the Jewish Agency. About seventy percent of the people that have applied have been accepted. About thirty percent of the people have been rejected. They were too old, they were sick, they were not able to become employable or self-supporting and it was felt that under the present circumstances in Israel --

and nobody can blame Israel for it; those are the hard facts of the situation -- they had a right to choose these people. But the result is that there are for every hundred people, thirty people who become charity applicants and somebody's got to take care of them, and it means an increase in the relief budget of the JDC, something which we hadn't counted on.

While the able-bodied were in the same village they could take care of their people. Now that the able-bodied are being moved out the people who cannot take care of themselves have to move into the communities, and the communities are saying -- the larger communities, Marrakech and Rabat and Fez and Mekness -- are saying, "We can't take care of them. We have no place for them. We can't feed them. What is the Joint going to do about it?"

Actually, that has been one of the problems with the Moroccan government. They say too, "You are taking only the able-bodied and you are leaving us the sick and the unemployables" -- not that they give any damn about the Jews anyhow. They don't pay any attention to the Jews nor do they give them any relief. So that you have a tremendous problem in the North African situation. We see repeating

itself the same patterns that we saw in the Hitlerite period of 1933 to 1939. That is happening in North Africa today, so that there is, in essence, a rescue operation involved in the North African situation. As I said, when you have the question of rescue, then you don't count the dollars and you don't count the cost in any way.

At the same time, talking too much about it, giving publicity to it, having people talk so that it comes out, if it ever gets into the paper it may ruin the whole problem, and we can't boast about it, we can't talk about it too much. We should keep it quiet, but if you keep it quiet and don't tell anybody, how can you get money from the Jews? So you are on the horns of a dilemma and that is your problem, that is one of the reasons for telling this story to a small group of responsible leaders in Cincinnati or Cleveland or St. Louis, that if the leadership is convinced that this is the situation, then you don't have to tell it to the rank and file. The rank and file will follow the leadership in any community.

That is one aspect of the situation with respect to emigration. Now we will talk about something else, but I thought we might just as well stop here and ask if there

are any questions.

RABBI FRIEDMAN: I think that is a good line of guidance, Moe. I think what you have done is given facts, uttered a warning, and what it amounts to is leaving a lot of discretion to the men who are going, who must be terribly cautious and sober about the way they handle the information that they now have. We can't give the impression of ducking if anybody asks questions, but on the other hand, obviously you can't spill everything, so that is the dilemma Moe is talking about.

Now, do we have a feeling of confidence that we can handle that one all right, because that is a big bundle of what we want to try to sell on this trip. Are there any questions about it?

MR. LEVIN: Herb, it seems to me that is the one peg on which you are going to have to hang your hat. For too long, I think, the leadership across the country has not been taken into your confidence and has not been told the story. Now, how you are going to circumscribe what you are going to say in such a way that you are not going to say too much and yet say enough, is going to be a terribly difficult job, but these people have got to know, just

as Moe said, that you are in a trap. People are still remembering that we were told that there wasn't any such situation. How in God's name you are going to get them to understand that there is this crisis I don't know, but you are going to have to really tell them, and trust to God that they keep their mouths shut.

MR. LEAVITT: You have to do more than trust in God. I'll tell you what happened to one of our men who trusted in God. That is why I want to tell you this story. He came to speak in Toronto, one of our North African Country Directors, and he asked were there any reporters in the room and they told him no. At least they believed that there weren't any. He there trusted in God without saying that his speech was completely off the record. He made the speech and the next day it was repeated in every Arabian paper in North Africa, and we will have to pull that man out of that country. It was a terrible mistake. He is a first rate person but you don't know who is in your room, and you want to make sure that there are no reporters. You want to make sure that the man doesn't give the story to a reporter, so that if you are going to talk about this you must in effect swear everybody to secrecy,

because it may mean the lives of people, so I say do more than just hope that it isn't going to come out.

Then you've got to impress upon them the facts but you tell them exactly what you just said was off the record.

MR. ROSENWALD: It wasn't even in the secular press. It was in some house organ.

MR. LEAVITT: You tell them we felt we ought to give them the facts and we are telling it to the responsible leadership but we've got to impress upon them the dangers of that thing coming out.

MR. LEVIN: It seems to me every man in this room knows what to say to an audience, big or small -- "I've got something to say to you. I hope there are no reporters in this room and this is completely off the record." Then you've got your audience listening.

MR. LEAVITT: It is true, he just didn't say, "This is off the record." He was told there were no reporters.

There is one other program which is conducted and about which I have my doubts. I am going to tell it to this small group. We haven't talked about it. We are carrying on a program behind the Iron Curtain.

RABBI FRIEDMAN: This is the first time you are hearing this.

MR. LEAVITT: We have been working for a number of years in Hungary, in Roumania, in Poland, in Czechoslovakia, a little bit in Bulgaria and to a very small extent in Russia. Part of that program is underground, and I would like this to be off the record.

(Discussion off the record)

MR. FORMAN: In answer to your question, Moe, I told Herb this when I came back from San Francisco. In this very small group of fifteen or twenty people, one of the men asked after the meeting whether it was true as he had heard that people were coming out of Poland. He said he hoped it was true because it would give the San Francisco drive a tremendous impetus, a shot in the arm, that here some of the San Franciscans were now beginning to help some of our own rather than people in Africa whom we have no connection with other than the fact that they are brother Jews, and if that means anything, I think at least if what those people thought -- it was a tremendously important thing if that was going to take place.

RABBI FRIEDMANN: True, but, Fred, what you are

saying is that we must therefore make it public, and that is the problem.

MR. FORMAN: I don't know but I am saying that if there is a way of --

MR. LEAVITT: We can talk about emigration of Jews from Poland because it appears in the papers.

RABBI FRIEDMAN: That's the thing.

MR. LEAVITT: That is open. I would still, as Mr. Sharef has said, keep it out of the papers as much as possible, but I tell you this: that in the month of October the Jewish Agency has been asked to put down a boat at Gdynia to take off 500 emigrants to Israel in one month. Now, that is a terrific thing and I don't see how that is going to be kept out of the papers when it takes place. It isn't going to be our fault but some reporter will be aware of it and will tell the story. It will try to be kept as secret as we can because it is true that the moment there is talk of emigration from any country, one friendly to the Arabs, the Arabs get busy and try to stop that emigration, and those are the facts and those were the reasons why you must tell the people why we can't speak of these things, and yet somebody in the community, whether it is

San Francisco or Dallas or whatever the community ought to know these are the things that are going on and is going on with their money, and we've got to rely upon them and they've got to instill their own following to do the things because they know what the money is being used for.

MR. BERINSTEIN: I think this is a very important angle, that in most cases you are going to be meeting the important Jews of the town, the one who are going to come out of courtesy but who feel they know the message, they have heard the story so many times. If you are loaded down with three or four or five of these new things and you tell them off the record and you can accentuate it as much as you want, you have a reason for calling them together, you have a reason for your making the long trip, and I think it would be a horrible mistake if any of these things were not mentioned.

I think the men in this room surely by now ought to have the suaveness of how to do it, but I very strongly urge that they all be mentioned in the proper way, so that they will know there was a reason for your visiting the town.

MR. RATNER: I felt the same way as Mr. Berinstein

just said. It would be expected that at these meetings you would get very few new people. When you come into such a meeting you can tell them this is confidential. Say you expect fifty people. About thirty or forty will show up. Maybe five or ten will probably be people who very seldom come around. There should be a lot of questions you want from the floor. But how many people ask questions anyhow? There are a lot of questions that could be asked. Everybody thinks about questions that are never asked.

Let us be frank about it. We are not sincere enough about it. We don't feel these things. Some of these questions should be passed around to our executive directors from the floor. Some questions should be directed that we want to bring out, those that can be brought out easily. I don't think there is any danger in mentioning any of these things which Moe has said, because this thing has been going on, and if you think the people are not familiar with it, we are mistaken. They all know what is going on.

I think it is more important to bring these things out than to bring out that we are buying jets for three or four million dollars a piece, which it costs us for one jet, and we spent \$40,000,000 for forty jets. I think that is

the feeling which people think is very important, a lot more people being settled, to raise economic conditions, to get people working, see that they are employed, bringing in immigrants -- those are the important things we have to stress, because it is a country that's got to defend itself. But that the Government of Israel is taking care of, and once you have that viewpoint I don't think that we can fail if people are familiar enough with it, and every one of you can put this through if you only stick to this type of thing.

RABBI FRIEDMAN: You don't think it can do any harm?

MR. RATNER: I don't think so. You can say first, "This is off the record," not to invite any reporters to that meeting. Say when you come in that we don't want any reporters, to the executive director. We have had this kind of thing many times, in 1932 and 1933 and 1934, and I think it can be handled very easily.

MR. ROSENWALD: Leonard, I think one of the people who spoke before you mentioned that when we get a few of the top leaders together, that this kind of information in a small group where you know the people, can be done dis-

cretely -- this was brought out in the Cabinet meeting. I hope it will be for at least two meetings more in each town, a small one with a few top leaders and a larger one. I think what you say may apply to the smaller one. I do think that in the larger one you can't be sure there are no reporters. You don't know everybody and as a matter of fact the community can't exactly control it.

MR. RATNER: In the larger meetings I think specific items shouldn't be brought out because of what you mentioned in regard to this two and a half million dollars. I think otherwise there is always some little immigration trickling through to any of these countries, from countries like Hungary or Russia or any other country, and I don't think they know about it.

MR. LEAVITT: Leonard, Bill is right. What you can talk to the smaller group of leaders about as freely as I have to you is one thing, but when you've got a mass meeting you can't very well talk about it.

MR. SONTUP: There are no mass meetings scheduled. All of the meetings are comparatively small meetings, even if you have 25 or 30 people.

MR. DUBINSKY: Morris Berinstei's approach is a

proper approach. There is a certain lethargy that has taken place in the communities after years and years of pulling at their hearts a hundred different ways. Unless you can go in there in a very discreet way and tell the people the facts, this small leadership group, whoever they may be in the communities, and put it to them so that they can understand you, unless you are able to do that, then you are wasting your time.

I think you have to bring something to them that really has meat, and what you have said has meat and I think the leadership of the communities should know about it if you want any positive results next year.

MR. HOLTZMAN: I think a man going in to talk to these people by this time knows his way around and he can tell whether he can mention this thing or not, he can tell pretty fast. He doesn't open up on this subject. He leaves it toward the last and by then he can get the sense of whether he can belabor this point or that point.

RABBI FRIEDMAN: The thing about it is this: why Moe feels this dilemma and why those of us who don't know as much about it as he does also feel the dilemma is because you are cracking open a new story.

MR. DUBINSKY: That is exactly what you want to do.

RABBI FRIEDMAN: When you do that, and a story with which many feel an affinity because the roots of Jewry in America are close to the roots of Jews in Poland, Hungary, Roumania, you may excite them and put their imaginations to work and cause them to think of the UJA suddenly now in a new light, working in a new area of the world, which is all to the good, and the con is that you may be doing harm and danger to the program itself. That is why it is weighed this way. If you think that the pros outweigh the cons and if you think we can take enough precautions with the cons, then the sense of the group seems to be to go ahead with it.

MR. BERINSTEIN: By all means.

MR. RATNER: I said the JDC has done that all these years.

MR. LEAVITT: But we never talked about it.

MR. BERINSTEIN: That is not the only thing you don't talk about that you do.

MR. RATNER: I don't think there is anything new which we are talking about here.

MR. LEAVITT: Did you know about it, Leonard?

MR. RATNER: I knew to some extent. Certainly I knew what was going on.

MR. LEVIN: I just want to say this: I know how they impressed upon me in Morocco not to say a word about what I had seen. I know how you people in New York impressed upon me that fact when I came home. I don't think the fellows in this room quite understand the seriousness of what can happen if this leaks out. It soaked in to me finally and yet I know I studied it by the case system. I went down to Jacksonville on what was supposed to be a wild goose chase. I was able to talk turkey to those people. I told them what the score was right now and I moved them only by facts, only by telling them things they didn't quite know existed, and this is a southern town and I was talking about North African Jews. I suppose I should have felt there would be resentment toward colored Jews. There wasn't any feeling. They were people who were terribly moved and anxious to help, once they knew there was this sort of situation they were completely blank on.

MR. BERINSTEIN: We have to take our chances.

MR. WEINBERG: Would you take a chance on the fact that people from the Council of Judaism would be pre-

sent at these meetings, people who are definitely anti-Israel?

MR. HOLTZMAN: Do you think any of those people who come to an appeal meeting --

MR. LEVIN: They will want to help people, not Israel.

MR. BERINSTEIN: Let the man who goes there decide that, Bill.

MR. LEAVITT: I think that is a good question, and that is why you've got to be careful about writing things down or even talking to people who feel it is their duty to expose it to the press, because it is against --

MR. BERINSTEIN: I agree with you a hundred percent except that I think we know and I think you must have confidence in the man who is going into the town, to use his judgment.

MR. HOLTZMAN: Who is going to St. Louis?

MR. SONTUP: You.

MR. HOLTZMAN: So you can forget about St. Louis.

MR. BERINSTEIN: You've got seasoned campaigners here.

RABBI FRIEDMAN: The other half of the question is

not the immigration but the security.

Mr. Sharef, look, you are now sitting here inside the family. You see the kind of people you are dealing with. How far do you think these people can go without jeopardizing the security situation by talking about some of the things that you mentioned here today?

MR. SHAREF: I didn't give any figures.

MR. LEAVITT: We have doubled and tripled them.

I would like to ask one question myself. Are we going to get a workbook, a manual or something? I would like to know something about the Jewish Agency budget. I happen to know the JDC budget but I would like to have the Jewish Agency budget.

MR. BERINSTEIN: Are you willing to give the JDC budget if you can get the Jewish Agency budget?

MR. LEAVITT: Yes, I am willing.

Secondly, I think we ought to have the details of the communities into which we can go.

MR. SONTUP: That has been arranged for.

RABBI FRIEDMAN: That is a good phrase, Sholom, the workbook. We ought to get together a workbook for everybody who is going in.

MR. LEVIN: With pictures.

MR. BERINSTEIN: One thing you didn't include, I think one of the most important things that has to be included is the art of figures and the statistics of what the Israeli people themselves are doing, that was brought out. We talk to them so much about what we are doing and we don't talk to them and they don't understand in some cases what the taxation setup is in Israel, what every individual in Israel has to give toward defense, toward immigration, toward the same things that the UJA is doing, and those figures were mentioned very well today. I think it is very much a part of the manual or the workbook.

Those are the things that should be stressed to American Jews, that it is not just American Jews but it is a partnership even of that phase of it too, much more important than some of the other things we have talked about.

RABBI FRIEDMAN: We will get from the tax collector a one-page resume which we will put in the workbook which will include some of the things he said today and any other information necessary.

MR. BERINSTEIN: Those are things that the average Jew in our towns don't know about.

RABBI FRIEDMAN: And you can get them there and tell them that you got the information from the tax collector.

Any other questions anybody has?

MR. LEVIN: I should like to ask Moe, of what value would it be if we could show or tell the communities -- I specifically said show -- what JDC, for instance, is doing in North Africa in the communities there, separate and apart from immigration?

MR. LEAVITT: That I think is very easy to do. That we will be glad to give you, what we are doing.

MR. HOLTZMAN: Of what value will it be?

MR. LEAVITT: I don't know. You ought to answer that question yourself better than I can.

MR. LEVIN: I was terribly impressed with the job that Joint was doing right in North Africa separate and apart from immigration.

MR. LEAVITT: It is a big job. We are going to spend \$3,500,000 this year and we are dealing only with children in the North African situation.

MR. ROSENWALD: My campaign experience has been -- maybe I didn't present it very well -- in past campaigns,

not so much this year -- I tried to present it and I didn't feel I got much response.

MR. LEVIN: That is why I asked the question, Bill.

RABBI FRIEDMAN: In regard to the point I made before about not getting into the budgeting business with the communities but hinting at it, Ed wanted to make a point.

MR. VAJDA: I only wanted to throw out this word of caution -- that a great many of the communities that are going to be visited by you men are communities where we do not have pre-campaign budgeting agreements but where we have requests for post-campaign allocation meetings, and I would urge that you try to avoid prejudicing our request for the meeting. People will say to you, "Don't worry, we're going to do right and better and a meeting is not necessary." We hope they are going to do better but we think they will do even better than that if we have the meeting, so just try to avoid quit-claiming our claim for that meeting.

RABBI FRIEDMAN: The last thing that I have in mind is, what kind of a reporting procedure can we work out

so that we know, not in detail but roughly speaking, the results of these thirty visits?

MR. ROSENWALD: Herb, I would like to say something on your ten points of what we do before we get into the reporting. Herb outlined ten points we should watch. I would like to touch particularly on his evangelical one, the rescuing of lost souls.

I personally think that one of our most fruitful sources of strengthening the UJA is to find people who have been very interested in the past and who haven't got their noses out of joint. They have just kind of drifted away and taken it as a routine thing, maybe as a rather diminishing routine thing. They are people who will give, who are open to the story and with whom I think there is a better chance of reaching them because they have known in the past what it is all about. I think it is easier to reach them than it is people who are perhaps total strangers whom we are trying to find as brand new friends. I don't think we ought to approach them from the viewpoint that because they have let it go a little bit downhill, that their noses are necessarily out of joint or that there is something necessarily wrong with them.

I would like to add an eleventh point to this first series.

RABBI FRIEDMAN: The Eleventh Commandment.

MR. ROSENWALD: This first series of meetings.

I think we are in the position, a little, of General Wood in 1924 when he started the Sears retail stores. He used to say that they made every mistake that everybody else had made and some of their own, but the stores turned out to be pretty good anyhow. This being the first series, I am sure we are going to have a lot to learn, but how we can conduct even the second series more advantageously -- I think that should be one of the things that we watch out for, not that we make part of our presentation but that we do make part of our activity and our reporting procedure what we think necessary.

MR. BERINSTEIN: I understood you were going to be accompanied by staff.

MR. SONTUP: There are two things to the question that Morris Berinstein asked. We have arranged through the field that either the assistant field director or one of the top field men, and in some cases the field director himself, will be in the community with the delegation.

On the second point, I didn't hear anybody mention the fact that we have arranged in most of the communities for visits to individuals. That is what you talked about, the saving of lost souls. We have asked every executive director or the lay person who has arranged the meetings to see that in the afternoon when there is no meeting involved, that there be two or three visits to the very type of people you mentioned, and I think it is important for you to know that these visits will be arranged for you and we will have to see them in their offices or at their homes individually.

MR. LEAVITT: Let's be practical about it. Eddie and I are going into six cities in eight days. That means we will be making two speeches at two meetings in a day. How are you going to find time to go through ten objectives, I would like to know? I don't know how you do it. Each meeting is going to take three hours. That is six hours out of the day. Some time you need for yourself.

MR. SONTUP: Moe, you are in the San Francisco area three days and four nights and the meetings arranged for you certainly will not take up all of your time.

RABBI FRIEDMAN: As far as this reporting pro-

cedure is concerned, I don't think we can make it formal or technical, but somehow or other, maybe from the field man who will be accompanying each delegation, we will get kind of a consolidated report in which you must cooperate to give him the data that you uncover or your impressions or your opinions or your reactions. Give it to him and he will report it.

MR. LEAVITT: There will be a follow-up report from him that we can get. That will be the effect two weeks later.

MR. DUBINSKY: Another thing we haven't mentioned here. You have drawn up ten points that I don't think anybody would argue about. It's beautiful, it's wonderful, but I think that when you get to the communities, no matter what you have set the meetings out for, you are going to be confronted with post-campaign budgeting and pre-campaign budgeting whether you like it or not. That is the first thing that every community is going to start with you on and they are going to start asking you questions and telling you about their local needs and how many buildings are being built and what advice can you give them as to what you are doing in Detroit with the same problem, in St. Louis,

and what you are doing in Timbuctoo. That is going to be your major problem and I measure that against some of these ten points that are here and I wonder in my own mind. I am willing to go, but I am not a hundred percent convinced in my own mind at this point that the plus in the ten points is going to be offset by the minus of what I have just said. You are going to face a lot of fighting fellows around the country who are going to tell you about all these various things and problems they have and how much less you are going to get next year and how many more things they have to add to their allocations. I wonder sometimes.

MR. ROSENWALD: They tell us all those things when we go for pre-campaign budgeting anyhow.

RABBI FRIEDMAN: We just combat them with the information about why we need more, and don't turn it into a budgeting meeting.

MR. DUBINSKY: We are not going to control the destiny of the meeting completely. We can guide someone away and tell him that the budgeting will take place at a later date and then we want to talk on other scores, but no matter how hard you try, they will come back to it.

MR. ROSENWALD: I think it is a great advantage for them that people from UJA came and listened to their local problems and we are not unsympathetic. The mere fact they get it off their chests and nobody tries to knock them down, as we have to at every other meeting where they do it -- namely, pre-budgeting meetings -- if somebody came in who was sympathetic --

MR. DUBINSKY: They may be a little easier to handle at a pre-campaign budgeting meeting, that is right.

MR. BERINSTEIN: They will have to find money for all of it, very simply.

MR. LEAVITT: If they want it, they need more money.

MR. WEINBERG: On the reporting end I believe that three heads are better than one, especially if two are wooden. Wouldn't it be possible to have the members of the mission write a report from their point of view and the executive director write one from his point of view and the field man from his so-called objective point of view? Maybe we will get some kind of a view in one cocktail that we haven't had before.

RABBI FRIEDMAN: If the fellows who go on this

trip would be willing to write down an impression, a few paragraphs of their impressions in each case, I think it would be an invaluable aid to our files.

MR. BERINSTEIN: After each meeting they can spend a few minutes with the member of the staff who is covering it and say, "This is our impression." I think you just can't plan every step and when you are going to take it.

RABBI FRIEDMAN: The only thing I want to say is that this is an experiment, the first time it is done in this dimension and on this scale. If it works, maybe we've got an added weapon for the future. If it works now we will be all the more encouraged to try to knock off the second series in November, and in that sense let's all wish each other good luck.

MR. LEAVITT: One thing I think we've got to take up. I don't know why you're ducking it, Herb. You are going to be asked questions at these meetings, no doubt about it. You are going there to give them information but therefore they are going to feel free to say, "What about next year, what is the outlook for next year?" You are going to tell them that the needs are as great if not greater next year, that they know what the security situation is and they

know what has been happening, that they read the newspapers as well as we do. They are going to ask you pointblank, will there be a special fund next year or not? It is on their minds. That is the reason they are the leaders of the community.

I think you ought to give them the answer to that so that we all answer the same way and we don't have -- otherwise the story will get around the country, "He said so for the UJA and this fellow said something else for the UJA."

MR. ROSENWALD: That will happen anyhow.

MR. LEAVITT: It may happen but I think we ought not to let the meeting close without an answer to that. I think you ought to give them a line. Then we all follow that line, whatever it is.

MR. BERINSTEIN: May I make a suggestion? That without fighting it exactly, we have to come to the conclusion at the end of each meeting that we have to raise surely no less than last year, and if possible, more, and every means possible to raise that will have to be investigated. It may be at a special fund again, it may be some other method, but without tying ourselves down and saying

it must be at a special fund, because there may be another method, there may be some method evolved, Moe.

MR. LEAVITT: Don't argue with me. I want you to give the answer.

MR. BERINSTEIN: I don't know what we are going to finally wind up with.

MR. LEAVITT: I don't think we ought to say anything like that.

MR. BERINSTEIN: I am only saying that to you.

MR. LEAVITT: Let's not get into the substance. All I am saying is, there ought to be a reply and I would suggest, instead of your giving to me or me to you, it ought to be in the material in the workbook. Just dictate a couple of paragraphs upon the basis of which we can elaborate it, and it is what Morris says, the question of need, how do we go about doing it is something we may have to sit down and discuss with you after the mission has returned.

MR. BERINSTEIN: And all the facts and figures are in there, because that is their business as well as our business.

RABBI FRIEDMAN: He's right, it should be in-

cluded and as Moe says we ought to all be saying the same thing at this stage of the game.

Then we will try to put something down on paper that reflects the opinion and include it in this workbook.

(The meeting adjourned at 5:00 p.m.)