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UNITED JEWISH APPEAL NATIONAL COMMITTEE

STATEMENT OF PURPOSE

The single most outstanding factor in the effectiveness of the UJA and its ability to keep going year after year, is the dedicated and imaginative leadership of the men and women who have made this cause their primary concern and responsibility. While the UJA is a national organization, the greater part of its work is performed in local communities and cities. In the final analysis, the strength of the UJA depends on the success of the campaigns conducted in the non-federated and federated Jewish communities of America.

Despite significant progress in meeting overseas needs, a vast range of crucial problems still faces Israel and Jewish communities in many Moslem and European countries. The current UJA story thus continues to be a major focus of the local campaigns. One of the essential factors determining the amounts raised in community campaigns is the interest generated in the global programs of the UJA.

To accomplish this goal, the Executive Committee of the UJA has decided to establish the UJA National Committee. Members of existing UJA national leadership groups will be asked to join this new Committee. We are also inviting additional men and women who are concerned with the lifesaving work of the UJA to become members of the UJA National Committee.

The National Committee will engage in a year-round educational program in order to bring about a greater understanding of the historical significance of the UJA. Members of the local UJA National Committee unit will enjoy the benefit of hearing up-to-date reports from national leaders at home and from abroad. Such experiences will be of great value to Committee members who will gain a special insight into the tasks and responsibilities of the UJA.

By developing a cadre of speakers, the local National Committee unit will enlist the support of competent men and women who will be active in UJA affairs outside their own communities. The most effective speaker at a UJA meeting is the informed lay leader who inspires his colleagues by virtue of his exemplary giving and personal dedication to the cause of UJA.

The UJA is obviously aware of the role of the large contributor. However, there are many men and women who make significant contributions in terms of providing leadership for the campaign. The members of the local Committee unit will inform the National Office of such exceptional service rendered so that the UJA can make proper acknowledgment and, thereby, draw these individuals into the orbit of active local and national leadership.

The UJA National Committee will function on a community level or, where practicable, on the basis of a regional unit. The program and activities of each unit will be guided by a staff member from the National Office of the UJA. Through the creation of this instrumentality, the ranks of UJA leadership will be augmented and, as a result, all the organizations and institutions which participate in the proceeds of the local campaign will benefit from the stimulation of interest engendered by the activities of the UJA National Committee.

UNITED JEWISH APPEAL NATIONAL COMMITTEE

FACT SHEET NO. 3

THE DISTRIBUTION OF FUNDS RAISED IN THE LOCAL CAMPAIGN

I. INTRODUCTION

The members of the UJA National Committee, as community leaders, will participate in all phases of the local campaign. An integral aspect of the local campaign is the role of the Budget and Allocations Committee. This Committee is charged with the responsibility of dividing the funds raised among various local, national and overseas agencies. As contributors to the campaign, members of the local UJA National Committee unit should therefore be conversant with the patterns and procedures concerning the distribution of funds raised in the community.

II. SIGNIFICANCE OF PRE-CAMPAIGN BUDGETING TO THE UJA

A. Attached are three statistical tables for purposes of discussion and analysis of existing allocation standards.

TABLE NO. 1 -- Headquarters Cities where UJA receives over 50% of Net and/or Over 40% of Gross in 1963.

TABLE NO. 2 -- Spring Major Cities Where UJA Received Below 50% of Net and/or 40% of Gross in 1963 (or 1962)

TABLE NO. 3 -- Spring Major Cities Where UJA Received Below 45% of the Gross

B. Analysis of Attached Tables

C. A PCB arrangement is the most effective way of assuring that all beneficiaries of a partnership will share equitably in losses as well as gains.

D. To maintain its global operation the UJA is very often compelled to borrow money from various sources, based on anticipated income from forthcoming campaigns. Where a PCB arrangement exists the UJA can borrow and expend fixed sums on the basis of a firm and predictable allocation from specific community campaigns.

E. PCB is important even in a community where the UJA presently receives a "favorable" allocation. A negotiated arrangement, establishes a precedent on the local level and helps set a pattern for PCB on a nationwide basis. There are understandable hazards in relying solely upon a "gentleman's agreement" involving a few key community leaders.

III. VALUE OF PCB TO LOCAL COMMUNITY

A. A major focus of the local campaign is the current UJA story. An increased allocation to the UJA, based on PCB provides rationale for setting a higher campaign goal. This is justified in the eyes of the contributor since it is the only way that the community can meet its responsibility to overseas needs and budget adequately for all agencies and institutions which share in the proceeds of the campaign.

A higher campaign goal, quite naturally, serves as an inducement for more intensive campaigning and as a stimulus for the solicitation of increased gifts throughout the community. Thus, both the UJA and local agencies will benefit from a PCB arrangement.

IV. THE ROLE OF THE UJA NATIONAL COMMITTEE IN PCB

A. Members of the local UJA National Committee can be instrumental in improving the UJA allocation on the local level by:

- 1) seeking membership on the local Budget & Allocations Committee.

Such a request from an active community leader will be given

due consideration.

- 2) Acquiring a comprehensive knowledge of UJA budgetary requirements so as to be able to present a persuasive and effective "case for the UJA."
- 3) Familiarizing oneself with community allocations patterns and institutional needs with a view towards objective evaluation of the validity of existing allocations to specific agencies and organizations.
- 4) Influencing local leadership to engage in negotiations with National UJA, when such requests are made by the UJA so that all points of view can be weighed and analyzed.
- 5) By keeping National UJA informed of all community events and projected programs which may have a bearing upon PCB discussions in the future.
- 6) Accepting assignments from National UJA to visit other communities for the purpose of initiating PCB or improving an existing allocations arrangement in a particular campaign.
- 7) Persuading as many key contributors of the value of PCB to the UJA and how PCB assures an equitable apportionment of funds.

V. CONCLUSION

A. PCB NEGOTIATIONS

- 1) It is important to note that generalizations are not always helpful when presenting the case for PCB. Each community relates best to its own problems and to its past relationship with the UJA.
- 2) Comparative statistics should always be available to answer inquiries, but should be referred to only when they are obviously helpful, i.e.,

where the community, under discussion, is not on par with neighboring communities of similar size facing similar problems.

- 3) PCB, as a rule, benefits UJA and should generally be implemented. Nevertheless, all matters and proposals pertaining to an agreement in any specific community should first be discussed and cleared with the Allocations Department of the National UJA.

- 4) The purpose of this memorandum is to provide background on PCB at a meeting of a local UJA National Committee unit. It is intended to serve as an educational instrument for community leaders and workers who are interested in the manner and procedure of the distribution of funds raised in the local campaign.



NATIONAL COMMITTEE

The following were present at meeting in HAF office on June 15, 1964:

HAF
ERV
IB
HFB
EC

1. Decide units
2. Select names for membership
3. Assign an executive person (HQ man, or Reg. Dir., or FR) to each unit
4. Draw up series of memoranda on basic agenda with which we want the local unit to become familiar
 - a) overseas needs
 - b) mechanics of distributing funds
 - c) use of speakers
 - d) types of publicity
 - e) future leadership
5. Set schedule of meetings for year in advance
6. Letters of appointment to Committee members, with short memo of purpose, and names of officers.
7. Letter to Executive Directors - stating this Committee being formed and following people being invited to join
.....
.....
8. Time table for this whole operation
9. Specific proposals for training the executives assigned above in No. 3
10. Specific proposals for structure of this committee

DRAFT MEMORANDUM

FROM: UNITED JEWISH APPEAL
SUBJECT: THE ROLE OF THE SPEAKER

I. INTRODUCTION

In view of the fact that the most dramatic aspects of the 1965 UJA story cannot be publicized, the speaker at UJA meetings assumes a very important role in the fund raising process. He must not only explain the facts of overseas needs, but also create the climate and generate enthusiasm for increased giving in 1965. The UJA fund raising speech must, therefore, be all embracing in terms of content and extremely effective in terms of delivery.

II. MAJOR POINTS TO BE INCLUDED IN THE SPEECH

A. By definition the UJA speech is persuasive in nature. A common problem confronting the speaker is how to convey facts and figures of current needs and at the same time avoid a lecture type presentation. There is, of course, no single answer to this problem. One technique is to recount personal experiences of UJA's lifesaving operation witnessed by the speaker.

There is great melodrama in the vivid description of the scene in Haifa Harbor or at Lydda Airport, where Jews from countries of oppression arrive in Israel and step on the soil of the Holy Land for the first time. It may be a daily occurrence in Israel, but it is an exhilarating experience for the new arrival and those who enjoy the vicarious thrill in the fulfillment of a great dream.

Most of these new immigrants suffered great hardship while waiting months and sometimes years to depart for Israel. Many a gripping story, involving border guards, exit visas, delays and complications have been told by these emigrants. This helps to create a mood of crisis at a UJA meeting. Too many contributors entertain the notion that the entire process of immigration runs smoothly and are not at all aware of the tremendous sums of money involved.

A similar problem faces the speaker when he describes the 30,000 families in Israel who are still underemployed, underhoused and undereducated. A convincing argument must be presented to the audience as to why the responsibility of UJA towards the immigrants does not end at Lydda Airport and Haifa Harbor. To best evoke sympathy for and understanding of the dimensions of the absorption crisis in Israel, the speaker should describe scenes and incidents especially involving children and teen-agers which reflect social and economic conditions in development towns throughout Israel.

The same approach applies to the speaker's explanation of the Relief in Transit program conducted by the JDC in Eastern Europe. The problems confronting an individual Jewish family in Rumania, Hungary or the Soviet Union can serve as the background for the presentation of up-to-date figures and statistics.

B. The predominant question in the mind of the listener is, "why am I asked to contribute for overseas needs year in and year out? When will UJA campaigns come to an end?" In anticipation of these questions the speaker must provide a proper historical framework in the speech in order to impress the audience with the realization that the UJA is involved in a historical process. This does not mean that the speech assumes the character of a lesson in Jewish history, nor does it mean that the speaker must recount in detail the horrors of the Nazi holocaust. This theme is all too familiar to UJA audiences and even among the younger generation, this approach builds up resentment towards the speaker. At the same time reference should be made to the destruction of six million Jews in World War II (in connection with a current trial in Germany or elsewhere). Certainly the audience should be reminded of the climactic events which led to the struggle for Israel's independence in 1948 and the nature of American Jewry's commitment to serve as a "partner" in this great adventure.

C. In painting a picture of needs and when speaking of dire emergencies, it is most essential that we do not portray Israel solely in bleak and negative terms. To begin with, it is contrary to the truth. Our audiences are too sophisticated to accept distortions and exaggerations of the present political and economic problems facing Israel and Jews in European and Moslem lands.

Israel, the speaker should indicate, is a story of success, a clear indication that the vast sums of money contributed by American Jews have been a key factor in the growth of the new State and its ability to serve as a home for more than a million Jews from eighty different countries. The phrase commonly used when speaking of Israel's achievements is that we have now reached the end of the beginning. From this point of departure, the speaker can dwell on Israel's perennial security problems and its ongoing struggle for economic independence. The UJA is, therefore, the instrument and expression of the partnership that we accepted before "the bar of history".

D. The general outline of the current UJA story is applicable, by and large, to every Jewish community in the United States. Nevertheless, there are always certain local problems and situations which the speaker must be aware of. Therefore, it is important that he receive from the UJA field representative the appropriate information and guidelines to be presented in a particular community. If, for instance, members of the audience have recently visited Israel, this should be acknowledged during the course of the presentation so ~~ix~~ as to establish a greater sense of rapport.

E. The speaker should endeavor to avoid the following:

- 1) Experience has shown that twenty to twenty-five minutes is sufficient time for the creation of a proper climate conducive to the calling of cards and the asking of pledges. The orientation, or educational speech can be extended to thirty minutes. Beyond that the speaker runs the risk of losing the audience.

- 2) A UJA speech should not be read from a script, nor should it be memorized. In both instances the delivery becomes mechanical in tone and mood. An outline containing key points and phrases is very helpful.
- 3) The speech should not contain any mis-information concerning any phase of the UJA operation. The listener should not be able to infer that UJA funds are used for any purpose other than philanthropic programs.
- 4) The speaker should not get involved in questions and answers immediately at the conclusion of his address if it is a fund raising meeting. By the same token, the introduction of the speaker should be relatively brief.
- 5) The card caller should not make a lengthy presentation at the conclusion of the fund raising speech, but proceed immediately with the solicitation of pledges.

III. TYPES OF UJA MEETINGS

Depending on the size of the community, a UJA campaign will encompass various types of meetings and functions. Such meetings include the following:

A. Organizational and Stimulation Meetings. Such gatherings take place prior to the actual beginning of the campaign and consist of key leaders and workers in the local community. As a rule this meeting does not culminate in card calling or fund raising. In most instances the speaker's objective is to inform the audience of all the aspects of the forthcoming campaign. It is logical to have a question and answer period immediately following the conclusion of the presentation at such a meeting.

B. Pacesetters, or Initial Gifts, or Big Gifts Meeting. By definition, this gathering includes a small number of people who are the key contributors in a community. He will meet individuals who have most likely visited Israel and are conversant with the general aspects of the UJA operation. The speaker should emphasize the role of the Big Giver in the campaign and endeavor to establish a mood of informality during which he is sharing confidential information on the latest developments overseas.

C. Trade and Industry Meetings. Such gatherings are usually dinner affairs where the calling of cards invariably follows the conclusion of the speech. Since the members of the audience belong to the same trade or business, it is helpful if the speaker himself is involved in a similar line of business activity.

D. Women's Division. This meeting invariably takes place at a luncheon. The speech should focus on those aspects of the UJA program which would appeal to mothers namely, children rescued and rehabilitated in Europe and Israel.

E. UJA SABBATH. This speech would most likely be given from the pulpit and the speaker must be careful to respect in every way the dignity of the pulpit.

F. The Campaign Opening. This gathering is usually a dinner affair ~~in~~ in the presence of a relatively large audience. In some instances there is no card calling or fund raising at the meeting itself. By this stage of the campaign, most of the major gifts have been solicited. One of the purposes of the meeting is to distribute cards to workers who will try to cover those potential contributors who have to be contacted personally or on the telephone.

IV. CONCLUSION

A. While public speaking ability is always important, it is secondary to the genuine feeling generated by the speaker at a UJA meeting. The sincerity evinced and the interest that the UJA story evokes, are more crucial than eloquence and rhetoric. That is one reason why the voluntary lay leader is invaluable in the effort to raise funds for UJA.

B. It is common knowledge that rapport with the audience is the essential goal to be attained by a speaker, particularly at a UJA fund raising meeting. In this endeavor the voluntary lay leader, himself a contributor, and in many instances a person involved in the same line of business, can "sell himself" to the audience with greater effectiveness than any professional orator or popular personality. Furthermore, the audience appreciates the fact that the speaker has taken time out from a busy schedule to be present at this particular meeting which may be in the same community or in some instances, may have involved extensive travel.

C. All travel and hotel expenses incurred by the volunteer speaker will be refunded. The UJA Speakers Bureau will make all necessary hotel reservations and travel arrangements. The United Jewish Appeal is keenly interested in the development of an enlarged cadre of volunteer speakers who can play a significant role in the forthcoming campaign.

ZC/1s
(8/25/64)

Mr. Herbert A. Friedman

June 10, 1963

of the committee which now bears that name nor would it be descriptive of the functions of the reorganized committee. On the other hand, "UJA National Committee" would suggest the true functions of the reorganized committee -- to have its members look after the interests of the UJA in the communities in which they live -- and at the same time avoid the difficulties that the UJA would have if it sought to create an instrumentality whose name would suggest that the UJA is creating UJA cells in the communities.

2. Composition

In line with the basic thought that it would be to the advantage of the UJA to have leaders in the communities assume the responsibility for looking after the interest of the UJA in their respective communities, I believe that the guiding principle so far as the question of composition is concerned is that on the National Committee there should be at least one representative from every community in which a campaign is conducted in behalf of the UJA by someone other than the UJA staff itself.

Moreover, while it is deemed essential to have at least one representative in such communities, it should be recognized that the more representatives the UJA has in the communities, the greater will the chances be that the position of the UJA in the communities will be strengthened. Moreover, it would seem that ^{the} composition of the committees should take into consideration the strength provided by the present national leadership of the UJA.

In accordance with these general principles, it is recommended that the committee consist of the following:

- a. The members of the Campaign Cabinet
- b. The members of the Young Leadership Cabinet
- c. The members of the Board of Directors of the Women's Division
- d. The members of the present Campaign Committee, except those who, on review, are considered people who could not represent any strength in the communities in which they live
- e. The members of the National Cash Committee
- f. The Chairmen of the Community Activities Committee, subject to the same proviso as d. supra
- g. Anyone else who either represents strength to the UJA in the community in which he lives or has that potential

3. Functions

I believe that it is essential that the Committee be given well defined functions and that these functions relate exclusively to activities in which the members of the committee can engage in their respective communities. Subject to such modifications --

Mr. Herbert A. Friedman

June 10, 1963

including expansion of functions -- as experience will warrant, the functions of the Committee should be the following:

- a. The function of interpretation: to engage in a year-round program of interpretation with the communities of the needs of the UJA.
 - b. The function of supporting the campaign: to assist in the local campaign in those areas in which the UJA presently assists the communities (i.e. solicitation of pace-setting gifts, helping in cash collection, etc).
 - c. The function related to allocation: to make sure that the UJA receives an equitable share of the funds raised for the campaigns with the communities.
 - d. The function of supporting national events: to encourage participation of local people in national and regional functions of the UJA.
 - e. The function of development of speakers: to help in the development of a well-informed cadre of speakers within the communities who can interpret the UJA needs to the local people as well as in other areas throughout the country.
4. Convening of National Committee. It is recommended that the National Committee be convened once a year, as part of the Annual Conference, and that this meeting be used for two purposes: one, to lay down policy on functions to be performed by the Committee and two, to receive reports on attainments within the communities.

As I envision the actual functioning of the Committee, the implementation of the Committee's program will be the responsibility of the individual committee members within their respective communities. While, undoubtedly, basic suggestions will be made from time to time to the Committee members as to what they might do to further the interests of the UJA within their communities, the method of implementation should be left pretty much to the ingenuity and resourcefulness of the members themselves. Depending upon their strength and prestige, these members might take on themselves responsibility for achieving a fixed objective or invite others to join them in the effort in behalf of the UJA.

The usefulness of the Committee and of the individual members will be greatly advanced if they are called upon to render service for the UJA within their communities. Consequently, I would regard it as a sine qua non that in every important step regarding any community the UJA involve the local member or members of the National Committee.

5. Staffing of Committee.

I am not prepared to make recommendations on the question of staff. This question must be thoroughly analysed in order to determine whether present personnel could serve this committee or whether additional personnel is required.

6. Officership of Committee.

The only recommendation that I would make on this item is that a person of national stature be appointed Chairman of the Committee. In this connection it may be deemed advisable to give Mr. Adolph Kiesler honorary status on this Committee.

Obraun

MEMORANDUM

Date June 10, 1963

To Mr. Herbert A. Friedman

From Abraham S. Hyman

Subject Reorganization of the UJA Campaign Committee

This is in compliance with your request for a memorandum containing suggestions to implement the conclusions reached at the conference with William Rosenwald regarding the extension of the use of the Anniversary beyond the current year.

There seemed to be general agreement among all who participated in the conference that the UJA for various reasons could not establish separate committees within the communities whose function would be to engage in activities in behalf of the United Jewish Appeal. At the same time it was recognized that the UJA had the right to create a national ~~services~~ committee whose function would be to promote the best interests of the UJA within the communities. In this connection there was reference to (1) the UJA Campaign Committee and (2) the possibility of including in that committee chairmen of the Community Activities Committee who had been named during the Anniversary, and (3) the further possibility of activating the Committee in behalf of the UJA.

Having given the question further thought, I am of the opinion that the idea of building something around the Campaign Committee has merit but that to accomplish our objectives this committee would have to undergo a complete reorganization in terms of name, composition and functions.

The fact is that with the UJA Executive Committee and the UJA Campaign Cabinet making the basic policy decisions related to the campaign, there is no need for another top level committee to function on a national level. We know, and the members of the present Campaign Committee know, that membership on that committee has been purely honorary and that the committee has served merely as a device for getting on UJA stationery (albeit only on the back of it) the names of people who have closely identified themselves with the UJA but could not be named to the Cabinet. It has been said that the Campaign Committee is a device for preparing leaders for membership on the Cabinet but, it could hardly serve that purpose when it has never convened nor is it ever called upon to do anything.

Since the need for a committee which would function on a community level is recognized, and since the Campaign Committee is a non-functioning body, it seems only logical that the Campaign Committee be reorganized and converted into a committee that could operate in the communities through its members. With this as the central idea and bearing in mind the objectives that the UJA wants to achieve through such committee, I would make the following recommendations with respect to the reorganization of the Campaign Committee:

1. Name

The name of the Committee be changed from "Campaign Committee" to "UJA National Committee." The name "campaign committee" is not descriptive of the functions

UNITED JEWISH APPEAL, INC.

165 WEST 46th STREET
NEW YORK 36, N. Y.

MEMORANDUM

Date June 19, 1963

To Mr. Herbert A. Friedman

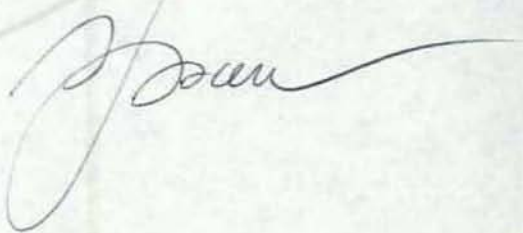
From Abraham S. Hyman

Subject Reorganization of the UJA Campaign Committee

This memorandum is to supplement the memorandum of June 10th on the above subject. I submitted a copy of the June 10th memo to Mr. Rosenwald and he made the following comments:

- ✓ 1. That the Campaign Committee should not be dissolved but rather should be retained for the purpose that it presently serves.
- ✓ 2. That it was essential to have a staff member assigned to the projected effort, whose major responsibility would be to implement the program that we developed for the projected National Committee.
3. THAT THE COMMUNITY ACTIVITIES NEWS which now serves as the organ for the Committee for Community Activities should be continued as the special publication of the projected National Committee.
4. That in paragraph 4 on page 3 of the memo dated June 10th the sentence commencing "While undoubtedly basic suggestions, etc." should be deleted. After conferring with you and reporting to you Mr. Rosenwald's comments on the memo of June 10th, agreement was reached on all the items except the one related to the retention of the Campaign Committee.

Presumably, the entire matter will be reviewed at the meeting scheduled to be held with Mr. Rosenwald on June 20th at 9.30 a.m.



ash:ss

Mr. Herbert A. Friedman

June 26, 1963

campaign for education would permit. It was decided that the decision on staffing would be reached before September.

It was recognized that the entire project would have to secure the approval of the next General Chairman of the UJA and Mr. Friedman stated that in his judgment the selection of the next General Chairman will have been made before the 1st September. Mr. Friedman stated that as soon as it is known who the next General Chairman will be he would discuss with him the establishment of the projected National Committee.

It was felt that for the purpose of discussion with the next General Chairman the memorandum of June 10th in its present form was adequate. It was understood that this memorandum would have to be revised substantially and made more palatable, for circulation among the members of the UJA Executive Committee and the members of the Cabinet, both of which bodies would have to pass upon the establishment of the projected National Committee. It appeared that the Executive Committee would meet sometime during the last week of August, and that the Cabinet might be convened early in September.

Mr. Hyman was asked to prepare a revised draft of the memorandum.

It was further agreed that the invitations to the members of the projected National Committee would be issued in time so that the committee could meet as part of the UJA 26th Annual Conference on December 5th - 8th, 1963.

It was agreed that as soon as possible a detailed program would be prepared by a member of the UJA staff which would outline specifically how the various objectives of the National Committee would be achieved in the communities throughout the country. In this context, Mr. Friedman stated that he had already assigned to Harry Biele the responsibility for preparing such program.

*Did anything
come of it?
2c*



ash:ss

MEMORANDUM

Date June 26, 1963

To Mr. Herbert A. Friedman

From Abraham S. Hyman

Subject Resume of Meeting convened to consider the establishment of a UJA National Committee

Present at this meeting were:

William Rosenwald
Herbert A. Friedman
Irving Bernstein
Edward R. Vajda
Abraham S. Hyman

The memorandum of June 10th and the supplementary memorandum of June 19th, pertaining to this subject, having been previously circulated among those who attended the meeting, Mr. Rosenwald stated that it would appear that the only open question was the matter relating to the retention of the UJA Campaign Committee. He added that in his judgment this did not involve a matter of principle and that he would not press for the perpetuation of the Campaign Committee. Mr. Friedman felt that the committee served no purpose and that, in accordance with the proposed formula on the composition of the projected National Committee, which called for the inclusion of those members of the Campaign Committee who represent strength in their communities, those members of the Campaign Committee who could make a contribution as leaders, should not be dropped. There was agreement that as part of the general plan to establish the National Committee, the Campaign Committee should, as such, be dissolved.

There was some discussion of the recommendations made by Mr. Rosenwald that the Community Activities News be retained as the publication of the projected National Committee. It was further decided that the retention of this publication or the creation of a new publication to serve the National Committee would depend upon the availability of material which is unique and that would not duplicate the material circulated through the RTM, Herbert Friedman's Personal Letters and other media of communication that the UJA uses.

The nature of discussion centered about the assignment of a member of the UJA staff whose major, if not exclusive, responsibility would be to see to the effective implementation of the plan regarding the establishment and functioning of the projected National Committee. It was finally decided that a member of sufficient executive stature should be assigned to this effort; that the attempt should be made to re-assign duties of a present member of the staff who could fill that position so as to enable him to devote his full time to the projected committee, and that this staff member would, if necessary, be given such assistance as he needs to accomplish the mission. It was understood that the assistant would be either a member of the present staff of the UJA or a new person would be engaged for this purpose. It was further understood that Mr. Hyman would be made available to assist in this total effort to the extent that his duties with the projected

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

TENTATIVE DRAFT

July 26, 1963

Subject: Establishment of UJA National Committee

From: Herbert A. Friedman

I. UJA is a community-based organization

While the UJA is a national organization, the greater part of its work is performed in the communities proper. In the non-federated communities it conducts its own campaigns or joins with other organizations in conducting combined campaigns. In the federated communities it participates actively in the campaigns; assisting in the solicitation of pace-setting gifts, aiding in the organization of every type of meeting related to the campaign, furnishing the principal speakers for the meetings, supplying the communities with publicity for the campaigns, helping cash collection efforts and making field representatives available for consultation on every phase of the campaign.

The measure of participation on the part of the UJA in the conduct of the local campaigns and the major stake that the UJA has in the outcome of the campaigns have given rise to the oft-repeated statement that the campaigns represent a partnership between the local Federations and Welfare Funds and the UJA. In this respect the UJA is unique among the organizations which share in the proceeds of the campaign.

II. Role of the UJA Campaign Cabinet

It would seem only logical that an organization which operates within the communities to the extent that the UJA does should have a large, wide-spread and representative lay body (in addition to its professional staff) which functions on a year-round basis. And yet, no such body has as yet been established. In the selection of the members of the Campaign Cabinet some consideration is given to the principle of geographical apportionment. However, a great number of communities are not represented in the Campaign Cabinet. In any event, the Cabinet deals with basic policy questions that relate to the over-all functioning of the UJA and to expand the membership of the Cabinet with the view of having it function on a community level as well would make it unwieldy as a deliberative body.

III. Need for a National Committee which would function at the community level

It is safe to assume that during the next decade and, perhaps, beyond that point, the UJA would remain the focus of the local campaigns and that as in the past, the amounts raised in these campaigns will be closely related to the degree of interest generated in the programs of the UJA. It follows that whatever strengthens the UJA in the communities will redound to the benefit

more...

Subject: Establishment of UJA National Committee
From: Herbert A. Friedman

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of the UJA as well as to all the other organizations which participate in the proceeds of the campaigns. In this context it is recommended that a UJA National Committee be established whose members shall have the responsibility for implementing in their respective communities and in nearby localities, programs of activities in support of the local campaigns and of the UJA.

IV. Composition of the UJA National Committee

In view of the objectives of the Committee it is believed that two criteria should govern the selection of members of the Committee: one, that all members of the Committee shall be men and women of known dedication to the UJA and whose leadership capabilities are recognized in the communities in which they live and, two, that there shall be at least one person on the Committee from every federated community in the country.

Accordingly, it is recommended that the following persons be invited to serve on the Committee:

1. The members of the Campaign Cabinet
2. The members of the Board of Directors of the Women's Division
3. The members of the UJA Young Leadership Cabinet
4. The members of the National Cash Committee
5. The members of the UJA Campaign Committee who, on review, are considered eligible under the first criterion
6. The Chairmen of the Community Activities Committees who were appointed during the 25th Anniversary year, provided they qualify under the first criterion.
7. Anyone else who, in the judgment of the officers of the UJA, could render effective service as a member of the Committee.

V. Functions of the UJA National Committee

It is recommended that the functions of the projected Committee be six-fold, as follows:

1. That of interpretation

It should be the responsibility of the local members of the Committee to engage in a year-round educational program on the philosophy and needs of the UJA. Presently the UJA story is told only during the period that the campaign is in progress. Moreover, the story is communicated to most people in the form of brief exposures to a single meeting or to a hurried explanation by the person soliciting their gifts. A well-rounded program of interpretation of the work of the UJA-supported agencies, carried out independently of the calendar period of the campaign, would help to bring about a greater understanding of the UJA and induce a deeper sense of commitment to its cause, and thus help the regular campaign.

In onnection with the planning and functioning of all local activities affecting the UJA and the campaign: the members of the Committee can help to interpret the needs of the UJA to individuals and groups within the community, and to communicate to UJA suggestions aimed at enhancing the results obtained.

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*How?
mechanics
Regional
one day
conferences?*

Subject: Establishment of UJA National Committee
From: Herbert A. Friedman

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It is envisioned that in the discharge of this function, the members of the Committee would, among other activities (a) sponsor informal discussion groups, (b) encourage reports by members of the community who return from trips to Israel and to other areas which relate to the work of the UJA-supported agencies, (c) request Rabbis to dedicate at least one Sabbath during the year to an exposition of the philosophy and program of the UJA, (d) see that the local press, both general and Anglo-Jewish, carries educational articles on the UJA, (e) induce local Jewish organizations to provide a forum for interpretative talks on the UJA, (f) conduct orientation programs among the youth, etc.

2. That of supporting the local campaigns

The local members of the Committee should assist the campaigns in their respective communities in those areas in which the UJA presently provides help.

One of the most important functions of the UJA is to assist in the solicitation of pace-setting gifts. However, in view of the great number of prospects within this category of contributors, the UJA National leaders must necessarily limit themselves to approaching the very top contributors. It should be the responsibility of the local members of the Committee to help in their respective communities in soliciting all those who are deemed to be capable of making pace-setting gifts, as judged by the standards of giving applicable to the respective communities.

The local members of the Committee could also render valuable service in the area of cash collections. The National Cash Committee of the UJA works intensively to mobilize cash collection efforts throughout the country and to see that the UJA promptly receives its aliquot share of the funds that are collected. The local members of the projected Committee could supplement this effort effectively by helping to translate pledges into cash in their respective communities. The very fact that in the aggregate several hundred additional people in the various communities would be engaged in special cash collection undertakings would greatly increase the prospects of an accelerated rate of conversion of pledges into cash.

One of the problems confronting the communities, and, by the same token, the UJA, is that in the more populous Jewish communities there are many, including persons of substantial means, who make no contribution to the local campaigns. This is attributed chiefly to the anonymity of life in the larger cities. And yet, in the very nature of things, many of those who do not contribute to the campaigns have contact with Jewish life at some point, through the synagogue, Sunday School, centers, clubs, or societies, etc. In those communities where the problem exists the local members of the Committee could help broaden the base of the campaigns by securing the membership lists of all the local Jewish groups, by checking these lists against the contributor lists and by assisting in the formulation of plans for the solicitation of the non-contributing element. It is, of course, assumed that this effort would be made in full coordination with the local central fund-raising agencies.

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From: Herbert A. Friedman

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3. That of supporting national events

Because of the informative and inspirational character of the UJA Conferences, Missions and other UJA-sponsored meetings, it is important from the standpoint of the communities that they be properly represented at these functions both in terms of numbers and in terms of the representative character of the participants. It should be the responsibility of the local members of the Committee to help in securing such representation from their respective communities at these national events. The communities stand to gain much from this activity.

4. That of developing a cadre of speakers

One of the most important functions of the UJA is to provide speakers for campaign meetings. The UJA conducts annual seminars for speakers and prepares special material for men and women who express an interest in addressing campaign meetings. However, the demand upon the UJA for speakers is constant and the UJA is fortunate that it has access to a corps of effective professional speakers to address meetings of every description. However, it is recognized that articulate lay leaders who volunteer their services as speakers are often more effective with groups than fee speakers. It is for that reason that the UJA is especially interested in the development of an extensive cadre of speakers from among the members of the communities.

The local members of the Committee are in the best position to judge the speaking ability of their fellow citizens and should have the responsibility for encouraging those of ability to volunteer as speakers for the UJA. Especially in the larger communities, where the number of local members on the Committee will necessarily be relatively sizeable, the group could constitute itself as a seminar for the training of men and women as speakers.

5. That of evaluating special efforts in the campaign

The 25th Anniversary of the UJA gave the UJA the opportunity to express its appreciation to the men and women throughout the country who had made significant contributions to the campaigns. The recipients of the thanks were most deserving of it and it can be safely assumed that the recognition which they received from the UJA helped to build up goodwill towards the UJA.

The UJA is, obviously, aware of the contributions made by the large contributors. However, throughout the country there are dedicated men and women who, though not necessarily substantial contributors, make significant contributions in terms of leadership in the campaign. It should be the function of the local members of the Committee to inform the UJA of any exceptional service rendered by the individuals in their respective communities so that the UJA may take whatever measures are deemed proper to express appreciation to them and/or to draw them into the orbit of active local and national leadership.

VI. Functioning of the UJA National Committee

In accordance with the underlying idea of the Committee, the Committee should function actively on a community level, and the functions assigned to the Committee should be discharged by the local members of the Committee in their respective and in near-by communities.

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It would seem advisable that each of the local members should, wherever practicable, be given the responsibility for either heading, or working especially in relation to, a specific function. This would insure that each function of the Committee would receive the benefit of maximum planning and direction. It is recommended that the projected Committee be convened once a year, as part of the Annual Conference of the UJA, and that the purpose of the meetings shall be two-fold: one, to receive reports on what had been achieved in communities during the preceding year as a direct result of the activities of the Committee and two, to provide a forum for the exchange of views on the best approach to achieve the objectives of the Committee. The objective of the first meeting of the Committee should be to bring the Committee formally into being and to adopt a program for the first year.

VII Staffing of the UJA National Committee

In view of the intensive program which is envisioned for the Committee and in view of the potential that this effort has in terms of gaining additional strength for the UJA, it is recommended that this activity be serviced by the UJA with its own staff member in the National Office, with additional help including that from the entire National UJA staff, as may be required by the needs of the Committee.

HAF:bss
7/11/63

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December 27, 1963

Mr. Herbert A. Friedman

Abraham S. Hyman

Projected Program in connection with observance of UJA 25th Anniversary

On March 5th I sent you a memorandum on the projected program for the local Community Activities Committees. Since that time, at Mr. Rosenwald's request, I have given a bit more thought to the problem and I would now like to indicate what I believe we ought to do by way of planning around, and implementing the, original idea we had about profiting in the years ahead from what we started in the Anniversary year.

1. Selection of members of the local Community Activities Committees

Obviously, the one sine qua non in the success of the projected idea is the appointment of local Community Activities Committees. We have found that it is relatively simple to secure Chairmen for the local Community Activities Committees. However, if we are to have the cadres of UJA groups in the communities on whom we can rely for special support of the UJA, we must bring together in the communities men and women who will constitute such cadres and who will understand what their special functions and responsibilities are.

We cannot rely upon the Chairmen of the local Community Activities Committees to take the initiative in this matter, first because they are busy people and second because as of now they have no concept of what committees will be expected to do. Moreover, I am not sure that we would want these Chairmen to take the initiative because I think we must make sure the men and women who are members of the committees are known to us as friends of the UJA or at least have leanings in our direction.

In line with the foregoing, I think the first step in the process is to have us analyse the cities in which we decide to make a special effort to have the committees appointed, and make a list of the people we want to have as members of the committees.

I believe that the second step will be for Mr. Rosenwald to convene his seven co-chairmen and make them privy to the entire idea. When Mr. Rosenwald meets with his co-chairmen -- and it should be no later than the very first party of May -- he should have our recommendations for the members of the local Community Activities Committees for all the communities in which we want to make the special effort. After outlining the program for the co-chairmen, and getting acceptance of the entire idea, Mr. Rosenwald should call upon the co-chairmen to write to each of the Chairmen of the local Community Activities Committees within their respective areas.

Mr. Herbert A. Friedman
Projected Program in connection with observance of UJA 25th Anniversary

and ask them to form committees, and at the same time recommend people who would qualify for such membership (obviously, the people we decide upon). In writing to the local Chairmen the co-chairmen should outline a program of activities along the line set forth below.

2. Functions of the Community Activities Committees

I believe that the basic principle that we should follow is that we should not ask the committees to assume any responsibility or duplicate any function that is now assumed and performed by the regular campaign structure within communities. During the current Anniversary year we should ask the local committees to exert an effort to give added strength to the UJA by working in those areas where the regular campaign apparatus has either not worked or in which it has not met with significant success.

a. Helping in the effort to secure support from recognized leadership in communities in favor of the UJA

As you know the Committee for National Organizations is making an effort through the major national Jewish organizations in the United States to have their affiliates make sure that their members of their Board of Directors or other governing bodies are contributors to the UJA. We are all agreed that if this could be achieved it would have tremendous symbolic value for the United Jewish Appeal. This is an Anniversary goal that is worthy of the most persistent effort and it should be the responsibility of the local committee to assume the burden of meeting with the recognized leadership of the various organizations in their communities to see that this goal is reached.

b. Broadening the base of the United Jewish Appeal

It is well known that particularly in the larger cities (Chicago, Philadelphia, Los Angeles, etc.) a very substantial fraction of the Jewish population makes no contribution whatsoever to the UJA campaigns. Many of these people are affiliated with Jewish organizations and some even play a prominent role in these organizations. The Committee for National Organizations is trying to have the major national organizations persuade their local affiliates to clear their membership list with the Federations with a double view of (1) determining which of their members do not contribute to the local campaign and (2) of undertaking to make an effort to induce these people to make contributions. If this effort should result in the enrollment of a substantial number of people throughout the country as contributors to the UJA, it could have a real impact upon the campaign both psychologically and in terms of monies raised. This, too, is an effort that should be made during the Anniversary year and is worthy of the time and energies of a local Community Activities Committee.

c. Honoring of Chairmen of Community Activities Committees

Anything we can do to "win over" the Chairmen of the local committees should add strength to the UJA. In line with this thought, I recommend that we plan on honoring all the local Chairmen at the 1963 Annual Conference, and single out for special honors those Chairmen and those committees who show the maximum results on the projects reflected

Mr. Herbert A. Friedman

Projected Program in connection with observance of UJA 25th Anniversary

in points (a) and (b) above.

Although the foregoing appears to be a limited program, I believe that there is enough in it to engage all the energies that any committee, composed of presumably busy men, could be expected to devote to this effort. Furthermore, I think that as a matter of fact it would not be prudent to have the local committees take on a more ambitious program this year because it would give away the idea behind the entire effort to have the committees start to act in matters that cannot be related to the Anniversary.

As I envision it, our Annual Conference this coming December would be the optimum occasion for Mr. Rosenwald and the co-chairman to meet with the local Chairmen and, in the spirit of "re-dedication" to the cause of the UJA, outline a program for the continuance of the committees and for the assumption of the responsibility on the part of these committees to promote the best interests of the UJA in the years ahead.

The program of activities that should be projected for these committees should, in my judgment, include the items that I listed in my memorandum of March 5th. These items are:

1. Assuming the responsibility for keeping themselves in depth on problems confronting the UJA.
2. Developing from among themselves a cadre of speakers who could speak in behalf of the UJA both in their own and in neighboring communities.
3. Helping to promote the formation of Young Leadership Groups and assisting in getting young men to participate in UJA's Young Leadership Missions and Young Leadership Conferences.
4. Sharing in the responsibility for seeing that the UJA receives a fair share of the funds raised by the local Federations.

I would not ask the committees to do anything in the promotion this year of the various types of activities centering about the Anniversary theme. Experience has indicated that it is best accomplished by Mr. Rosenwald, through his communications and personal appearances in a number of cities, by the field staff and by the energetic effort that has been and is being made in the national office by Executive Staff. In my judgment, this effort has thus far, on the whole, been pre-eminently successful. What we should call upon the local committees to do should be limited to those functions which are peculiarly within the capabilities of lay leadership and only of lay leadership.

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\$36,000,000 UJA SPECIAL FUND in addition to \$69,000,000 REGULAR CAMPAIGN

1290 AVENUE OF THE AMERICAS, N. Y., N. Y. 10019

PLAZA 7-1500

CABLE ADDRESS: UJAPPEAL, NEW YORK

October 7, 1964

UJA NATIONAL COMMITTEE INVITATION LETTER

AMERICAN JEWISH ARCHIVES

The Executive Committee of the United Jewish Appeal, in recognition of the importance of effective leadership on the local and regional level, is establishing a UJA National Committee. The accompanying statement describes the purpose and scope of this new body. I am cordially inviting you to serve as a member of the UJA National Committee to be organized in your community.

It will be most helpful if you complete and include in your letter of acceptance the enclosed biographical information form, together with a recent photograph for use in local and national publications.

The program of the National Committee provides an excellent opportunity to increase our understanding of the global problems and tasks of the UJA. I look forward to the opportunity of being associated with you as a member of the UJA National Committee.

Sincerely yours,

Joseph Meyerhoff
General Chairman

JM/is
Encl.

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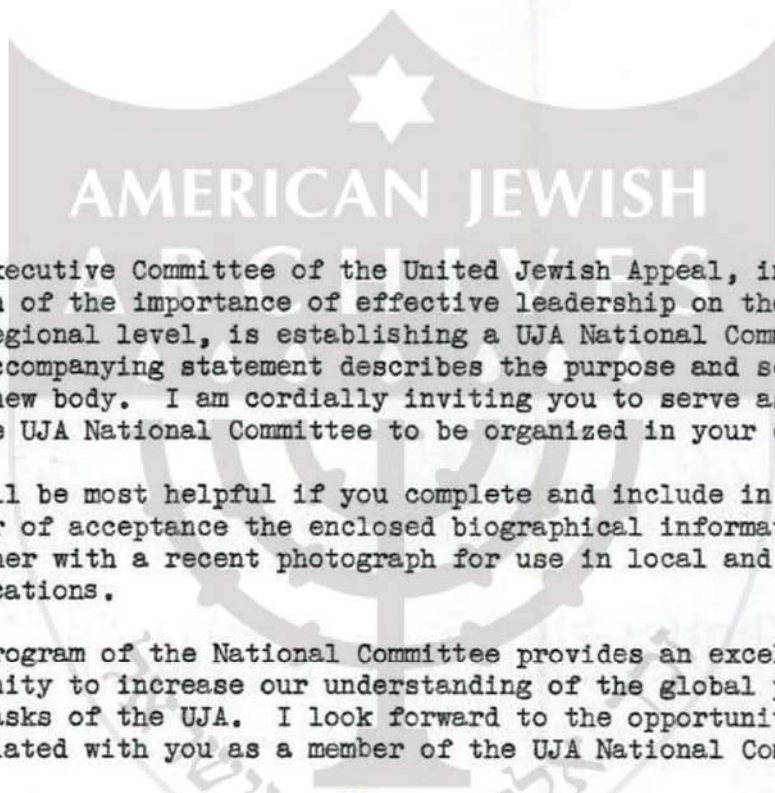
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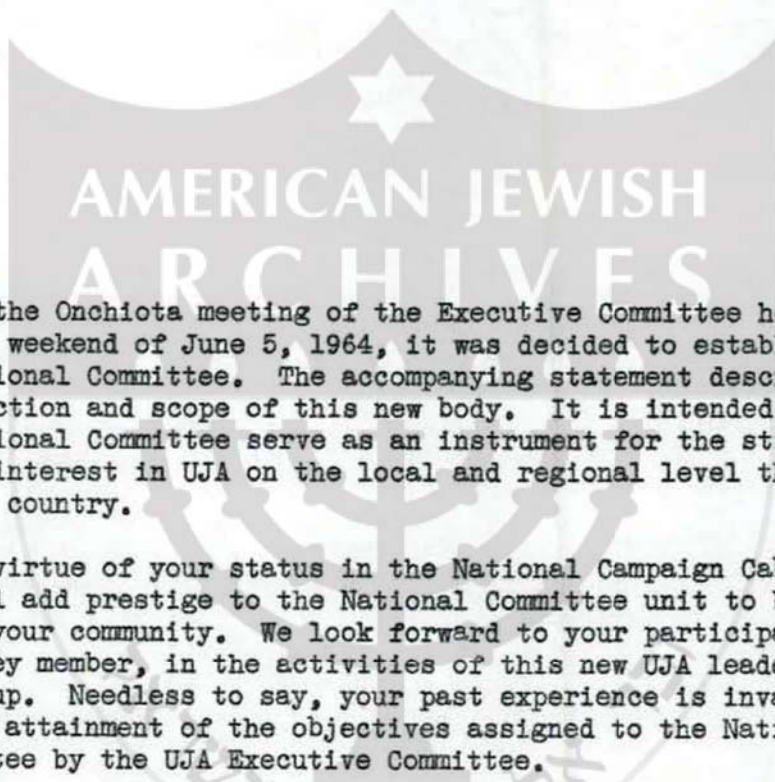
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*IRVING MILLER
*JOSEPH N. MITCHELL
*CARL T. MITNICK
*MARTIN NADELMAN
*NORMAN C. NOBIL
*IRVING S. NORRY
*ALEXANDER I. OPPENHEIMER
*MAX OROVITZ
*JOSEPH OTTENSTEIN
*JULIUS PARIS
*ALBERT PARKER
*JAMES L. PERMUTT
*SIDNEY R. RABB
*LEONARD RATNER
*SAMUEL ROTHBERG
*ALAN SAGNER
*MAURICE H. SALTZMAN
*SOL SATINSKY
*LAWRENCE SCHATZ
*HERBERT H. SCRIF
*JOSEPH J. SCHWARTZ
*M. PETER SCHWITZER
*MORRIS SENDEROWITZ, JR.
*JOSEPH D. SHANE
*GEORGE SHAPIRO
*DAVID SILBERT
*LOUIS P. SMITH
*ROGER P. SONNABEND
*RUDOLF G. SONNEBORN
*LOUIS D. STERN
*PHILLIP STOLLMAN
*JOSEPH TALAMO
*EARL J. TRANIN
*MARVIN L. WARNER
*MILTON WEINSTEIN
*AARON WEISS
*SAMUEL A. WEISS
*CHARLES H. YALEM
*SOL ZALLEA
*PAUL ZUCKERMAN
- *Member, Executive Committee

To: Campaign Cabinet



At the Onchiota meeting of the Executive Committee held during the weekend of June 5, 1964, it was decided to establish a UJA National Committee. The accompanying statement describes the function and scope of this new body. It is intended that the National Committee serve as an instrument for the stimulation of interest in UJA on the local and regional level throughout the country.

By virtue of your status in the National Campaign Cabinet, you will add prestige to the National Committee unit to be formed in your community. We look forward to your participating, as a key member, in the activities of this new UJA leadership group. Needless to say, your past experience is invaluable to the attainment of the objectives assigned to the National Committee by the UJA Executive Committee.

I welcome the opportunity of working with you and our colleagues as members of the UJA National Committee.

Sincerely yours,

Joseph Meyerhoff
General Chairman

JM/cis
Encl.

- Honorary Chairman**
*MORRIS W. BERINSTEIN
*WILLIAM ROSENWALD
*DEWEY D. STONE
*EDWARD M. M. WARBURG
- Honorary National Chairmen**
*SAMUEL H. DAROFF
*JOSEPH HOLTZMAN
*ADOLPH KIESLER
*ALBERT A. LEVIN
*SOL LUCKMAN
- Honorary Special Fund Chairmen**
*JOSEPH M. MAZER
*SAMUEL RUBIN
*ROBERT W. SCHIFF
- National Co-Treasurers**
*JOSEPH I. LUBIN
*JACOB SINCOFF
- Secretaries**
*GOTTILIEB HAMMER
*MOSES A. LEAVITT

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

TENTATIVE DRAFT

July 26, 1964

Subject: Establishment of UJA National Committee

From: Herbert A. Friedman

I. UJA is a community-based organization

While the UJA is a national organization, the greater part of its work is performed in the communities proper. In the non-federated communities it conducts its own campaigns or joins with other organizations in conducting combined campaigns. In the federated communities it participates actively in the campaigns; assisting in the solicitation of pace-setting gifts, aiding in the organization of every type of meeting related to the campaign, furnishing the principal speakers for the meetings, supplying the communities with publicity for the campaigns, helping cash collection efforts and making field representatives available for consultation on every phase of the campaign.

The measure of participation on the part of the UJA in the conduct of the local campaigns and the major stake that the UJA has in the outcome of the campaigns have given rise to the oft-repeated statement that the campaigns represent a partnership between the local Federations and Welfare Funds and the UJA. In this respect the UJA is unique among the organizations which share in the proceeds of the campaign.

II. Role of the UJA Campaign Cabinet

It would seem only logical that an organization which operates within the communities to the extent that the UJA does should have a large, wide-spread and representative lay body (in addition to its professional staff) which functions on a year-round basis. And yet, no such body has as yet been established. In the selection of the members of the Campaign Cabinet some consideration is given to the principle of geographical apportionment. However, a great number of communities are not represented in the Campaign Cabinet. In any event, the Cabinet deals with the basic policy questions that relate to the over-all functioning of the UJA and to expand the membership of the Cabinet with the view of having it function on a community level as well would make it unwieldy as a deliberative body.

III. Need for a National Committee which would function at the community level

It is safe to assume that during the next decade and, perhaps, beyond that point, the UJA would remain the focus of the local campaigns and that as in the past, the amounts raised in these campaigns will be closely related to the degree of interest generated in the programs of the UJA. It follows that whatever strengthens the UJA in the communities will redound to the benefit

Subject: Establishment of UJA National Committee
From: Herbert A. Friedman.

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of the UJA as well as to all the other organizations which participate in the proceeds of the campaigns. In this context it is recommended that a UJA National Committee be established whose members shall have the responsibility for implementing in their respective communities and in nearby localities, programs of activities in support of the local campaigns and of the UJA.

IV. Composition of the UJA National Committee

In view of the objectives of the Committee it is believed that two criteria should govern the selection of members of the Committee: one, that all members of the Committee shall be men and women of known dedication to the UJA and whose leadership capabilities are recognized in the communities in which they live and two, that there shall be at least one person on the Committee from every federated community in the country.

Accordingly, it is recommended that the following persons be invited to serve on the Committee:

1. The members of the Campaign Cabinet
2. The members of the Board of Directors of the Women's Division
3. The members of the UJA Young Leadership Cabinet
4. The members of the National Cash Committee
5. The members of the UJA Campaign Committee, who on review, are considered eligible under the first criterion.
6. The Chairmen of the Community Activities Committee who were appointed during the 25th Anniversary year, provided they qualify under the first criterion.
7. Anyone else who, in the judgment of the officers of the UJA, could render effective service as a member of the Committee

V. Functions of the UJA National Committee

It is recommended that the functions of the projected Committee be six-fold, as follows:

1. That of interpretation

It should be the responsibility of the local members of the Committee to engage in a year-round educational program on the philosophy and needs of the UJA. Presently the UJA story is told only during the period that the campaign is in progress. Moreover, the story is communicated to most people in the form of brief exposures to a single meeting or to a hurried explanation by the person soliciting their gifts. A well-rounded program of interpretation of the work of the UJA supported agencies, carried out independently of the calendar period of the campaign, would help to bring about a greater understanding of the UJA and induce a deeper sense of commitment to its cause, and thus help the regular campaign

In connection with the planning and functioning of all local activities affecting the UJA and the campaign: the members of the Committee can help to interpret the needs of the UJA to individuals and groups within the community, and to communicate to UJA suggestions aimed at enhancing the results obtained.

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Subject: Establishment of UJA National Committee
From: Herbert A. Friedman

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It is envisioned that in the discharge of this function, the members of the Committee would, among other activities (a) sponsor informal discussion groups, (b) encourage reports by members of the community who return from trips to Israel and to other areas which relate to the work of the UJA-supported agencies, (c) request Rabbis to dedicate at least one Sabbath during the year to an exposition of the philosophy and program of the UJA, (d) see that the local press, both general and Anglo-Jewish carries educational articles on the UJA, (e) induce local Jewish organizations to provide a forum for interpretative talks on the UJA, (f) conduct orientation programs among the youth, etc.

2. That of supporting the local campaigns

The local members of the Committee should assist the campaigns in their respective communities in those areas in which the UJA presently provides help.

One of the most important functions of the UJA is to assist in the solicitation of pace-setting gifts. However, in view of the great number of prospects within this category of contributors, the UJA National leaders must necessarily limit themselves to approaching the very top contributors. It should be the responsibility of the local members of the Committee to help in their respective communities in soliciting all those who are deemed to be capable of making pace-setting gifts, as judged by the standards of giving applicable to the respective communities.

The local members of the Committee could also render valuable service in the area of cash collections. The National Cash Committee of the UJA works intensively to mobilize cash collection efforts throughout the country and to see that the UJA promptly receives its aliquot share of the funds that are collected. The local members of the projected Committee could supplement this effort effectively by helping to translate pledges into cash in their respective communities. The very fact that in the aggregate several hundred additional people in the various communities would be engaged in special cash collection undertakings would greatly increase the prospects of an accelerated rate of conversion of pledges into cash.

One of the problems confronting the communities, and, by the same token, the UJA, is that in the more populous Jewish communities there are many, including persons of substantial means, who make no contribution to the local campaigns. This is attributed chiefly to the anonymity of life in the larger cities. And yet, in the very nature of things, many of those who do not contribute to the campaigns have contact with Jewish life at some point, through the synagogue, Sunday School, centers, clubs, or societies, etc. In those communities where the problem exists the local members of the Committee could help broaden the base of the campaigns by securing the membership lists of all the local Jewish groups, by checking these lists against the contributor lists and by assisting in the formulation of plans for the solicitation of the non-contributing element. It is, of course, assumed that this effort would be made in full coordination with the local central fund-raising agencies.

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3. That of supporting national events

Because of the informative and inspirational character of the UJA Conferences, Missions and other UJA-sponsored meetings, it is important from the standpoint of the communities that they be properly represented at these functions both in terms of numbers and in terms of the representative character of the participants. It should be the responsibility of the local members of the Committee to help in securing such representation from their respective communities at these national events. The communities stand to gain much from this activity.

4. That of developing a cadre of speakers

One of the most important functions of the UJA is to provide speakers for campaign meetings. The UJA conducts annual seminars for speakers and prepares special material for men and women who express an interest in addressing campaign meetings. However, the demand upon the UJA for speakers is constant and the UJA is fortunate that it has access to a corps of effective professional speakers to address meetings of every description. However, it is recognized that articulate lay leaders who volunteer their services as speakers are often more effective with groups than fee speakers. It is for that reason that the UJA is especially interested in the development of an extensive cadre of speakers from among the members of the communities.

The local members of the Committee are in the best position to judge the speaking ability of their fellow citizens and should have the responsibility for encouraging those of ability to volunteer as speakers for the UJA. Especially in the larger communities, where the number of local members on the Committee will necessarily be relatively sizeable, the group could constitute itself as a seminar for the training of men and women as speakers.

5. That of evaluating special efforts in the campaign

The 25th Anniversary of the UJA gave the UJA the opportunity to express its appreciation to the men and women throughout the country who had made significant contributions to the campaigns. The recipients of the thanks were most deserving of it and it can be safely assumed that the recognition which they received from the UJA helped to build up goodwill towards the UJA.

The UJA is, obviously, aware of the contributions made by the large contributors. However, throughout the country there are dedicated men and women who, though not necessarily substantial contributors, make significant contributions in terms of leadership in the campaign. It should be the function of the local members of the Committee to inform the UJA of any exceptional service rendered by the individuals in their respective communities so that the UJA may take whatever measures are deemed proper to express appreciation to them and/or to draw them into the orbit of active local and national leadership.

VI. Functioning of the UJA National Committee

In accordance with the underlying idea of the Committee, the Committee should function actively on a community level, and the functions assigned to the Committee should be discharged by the local members of the Committee in their respective and in near-by communities.

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It would seem advisable that each of the local members should, wherever practicable, be given the responsibility for either heading, or working especially in relation to, a specific function. This would insure that each function of the Committee would receive the benefit of maximum planning and direction. It is recommended that the projected Committee be convened once a year, as part of the Annual Conference of the UJA, and that the purpose of the meetings shall be two-fold: one, to receive reports on what had been achieved in communities during the preceding year as a direct result of the activities of the Committee and two, to provide a forum for the exchange of views on the best approach to achieve the objectives of the Committee. The objective of the first meeting of the Committee should be to bring the Committee formally into being and to adopt a program for the first year.

VII Staffing of the UJA National Committee

In view of the intensive program which is envisioned for the Committee and in view of the potential that this effort has in terms of gaining additional strength for the UJA, it is recommended that this activity be serviced by the UJA with its own staff member in the National Office, with additional help including that from the entire National UJA staff, as may be required by the needs of the Committee.

HAF:Bce
7/24/64

M E M O R A N D U M

July 7, 1964

TO Mr. Herbert A. Friedman
FROM Zelig Chinitz
SUBJECT UJA NATIONAL COMMITTEE

The purpose of this memorandum is to summarize the decisions made at the July 3, 1964 staff meeting concerning the National Committee.

1. In determining whether or not a city or region be designated as a separate unit, the controlling factor will be, not the number of National Committeemen available in a particular city or region, but rather, whether or not, the unit could be made to function in 1965.

It is expected that some cities with only three or four appointees will have to be added to the present tentative list of 62 units. On the other hand, some cities presently included in the unit list will have to be eliminated for 1965 because of the unavailability of adequate professional coverage. (Final determination of unit list and staff coverage will be made not later than September 1, 1964.)

2. Assignment of units is based on the principle that the staff member presently holding field responsibility for a city or region will direct the National Committee unit to be established in that specific city or region. Where this is not possible the alternative will be to assign a staff member who has past experience in that specific city or region. (Such as Sam Abramson in Newark).
3. The immediate goal of the project is to make the committee an organic part of the UJA and, therefore, it must function as an authentic National Committee in 1965.
4. The HQ communities presently assigned to MP, for field responsibility, are distributed for purposes of National Committee coverage as follows:

Baltimore	Irving Bernstein
Boston	Martin Peppercorn
Chicago	Edward R. Vajda
Cleveland	Zelig Chinitz
Detroit	Zelig Chinitz
Newark	Samuel H. Abramson
Philadelphia	Harry D. Biele
Pittsburgh	Martin Peppercorn
Washington	Harry D. Biele

5. The briefing sessions to be conducted by Zelig Chinitz with executive and field staff members involved in the National Committee will be held not later than October 1, 1964 at our office and where necessary in the field.

6. The letter of appointment will be sent our not later than September 15, 1964 over the signature of Joseph Meyerhoff.
7. The UJA Campaign Committee is no longer in existence.
8. The Tri-State area will be integrated into the National Committee under Louis H. Singer, following consultation with Edward R. Vajda, Martin Peppercorn and Louis H. Singer in August, 1964.



ZC/is

UNITED JEWISH APPEAL, INC.

M E M O R A N D U M

December 7, 1964

TO Rabbi Zelig Chinitz
FROM Ernest W. Michel
SUBJECT UJA NATIONAL COMMITTEE - SOUTHERN CALIFORNIA MTG. IN L.A. on 11/30/64

The first meeting of the Southern California cell of the UJA National Committee was held at 8:00 P.M. on Monday, November 30th. A total of 25 community leaders, representing 6 communities, attended the meeting. There would have been several more there had it not been for the fact that the meeting was changed on very short notice from Tuesday, lunch, to Monday evening. The meeting was chaired by Joe Shane. Speaker was Mr. Herbert A. Friedman.

Mr. Friedman, outlining plans for the National Committee, took his leaders into his confidence by sharing with them in detail the agenda of the last UJA Executive Committee meeting. The information was most revealing to all those in attendance, who had very little knowledge of this inside information. There were a considerable amount of questions. However, due to the length of the agenda, not enough discussion was possible. They appreciated the candor of HAF's information and felt that they were brought on the inside of the UJA operation. The reaction of practically all those in attendance was most favorable.

The meeting adjourned at about 10:15 P.M.

We are now following up on all those who attended with a Joe Shane letter, asking for suggestions and criticism.

Mr. Shane also suggested that the next meeting of the National Committee be held at the Del Coronado Conference, and that all members of the West Coast Committee be invited to attend.

EWM/is

UNITED JEWISH APPEAL, INC.

M E M O R A N D U M

March 1, 1965

TO Mr. Herbert A. Friedman
FROM Zelig Chinitz
SUBJECT UJA NATIONAL COMMITTEE MEETING OF NORTH CAROLINA
February 28, 1965 in Greensboro, N.C.

On February 28, 1965, the first meeting of the members of the UJA National Committee of North Carolina was held at the Holiday Inn - South in Greensboro, N.C.

According to our FR Murray Afrecan, those present constitute the key leadership of every important campaign in North Carolina.

The luncheon meeting, convened at 12:30 P.M. and adjourned at 3:15 P.M. Albert J. Jacobson of Greensboro served as Chairman.

Items on the agenda of the last Executive Committee meeting (which was distributed to those present) were discussed in detail. Each item was followed by a question and answer period, so that the gathering assumed the character of a business meeting.

The publicity restrictions imposed by the Jewish Agency had to be clarified; an analysis of the Jewish Agency debt was presented. (Someone present asked me why Israeli banks charge the Jewish Agency 8% to 10% as compared to the 5½ of American banks? The best answer I could give was that, in most instances, the Israeli banks had to borrow the money themselves and pay 7% to 8% in Europe and elsewhere).

There were also a few questions on the administrative expenses of the UJA National Office. I brandished the Loeb and Troper Report and the detailed administrative budget that IB gave me and both proved very effective in making the point that no philanthropic agency of our size and magnitude can match the low figure of 5% and the 3.2 million figure which has remained stable for more than a decade despite rising costs in every aspect of the operation.

The Chairman then asked for a review of activities of each community represented at the meeting. As a result, fund raising techniques were evaluated and the leadership of the entire state had an opportunity to get to know each other.

The group resolved to do the following:

- a) At least two meetings a year will be held. A suggestion was made that the next meeting combine a social event on a Saturday night, followed by a business meeting on Sunday morning to include the wives of National Committee members. This would help solidify the leadership group in North Carolina. Murray Afrecan will follow up on this proposal.

(more)

- b) That this group consider itself the UJA Council of North Carolina.
- c) Seymour Alper of Wilmington suggested that this group, together with other leaders of North Carolina, organize a trip to Israel, on the theory that such an experience is still the most effective way of recruiting leadership for UJA work.

At the close of the meeting Rabbi Rypins, (who sends his regards to you) stated that "this gathering was the most inspirational meeting he has ever attended in North Carolina.

EVALUATION OF MEETING

I was properly projected by our FR Murray Afrecan. My presence was appreciated and the concept of viewing the UJA National Committee as an extension of the Executive Committee proved very effective. The arrangements were handled by our Field Representative, hence I was free to mix and mingle with the lay leaders prior to and after the meeting. As a matter of fact I flew to Wilmington, N.C. Saturday night at the invitation of George Alper who put me up in his home. I met him and his brother Seymour in Atlanta at the Regional Conference. We got acquainted and discussed the Israel Education Fund. Gene Pollock informed me that they might be prospects for the IEF. I did not deem it advisable to actually solicit them at this particular time. I thought that I might do it the following morning in the car on the way to Greensboro. To my surprise we were joined by Mr. & Mrs. Joseph Schwartz of Wilmington, who were travelling to Greensboro for the UJANC meeting. Joe Schwartz is the Chairman of the 1965 Wilmington campaign and Mrs. Schwartz is the daughter of Mrs. Hal Horne of New York City.

UNITED JEWISH APPEAL, INC.

MEMORANDUM

March 30, 1965

TO Mr. Herbert A. Friedman
FROM Zelig Chinitz
SUBJECT UJA NATIONAL COMMITTEE OF CENTRAL MICHIGAN
BRUNCH MEETING, SUNDAY, MARCH 28, 1965 - 1:00 P.M.

A meeting of the UJA National Committee of Central Michigan was held at the home of Mr. Louis Kasle, 1121 Woodlawn Park Drive, Flint, Michigan.

Items on the agenda of the last Executive Committee meeting served as a basis for a thorough and lengthy discussion of the purpose of UJANC, the status of the Jewish Agency debt, the present political situation in the Middle East (I conveyed the substance of Pincus' remarks made at the Executive Committee meeting in Detroit on March 15, 1965), and a thorough explanation for the directive concerning the Third Development Bond Issue.

This meeting was highly successful in that key leaders of six communities were present and, to a man, expressed a desire for a similar meeting at the end of the 1965 campaign, for the purpose of evaluation and discussion of mutual problems.

The meeting was properly publicized, and the host, Mr. Kasle, was impressed with the personal greetings that I brought from you and Mr. Max Fisher.

The meeting was adjourned at 4:00 P.M.

ZC/is

MEMORANDUM

May 13, 1965

TO Mr. Herbert A. Friedman

FROM Zelig Chinitz

SUBJECT UJA NATIONAL COMMITTEE MEETING IN ROCHESTER, N.Y. - MAY 6, 1965

The meeting convened at the Hotel Sheraton at 8:00 P.M. Elmer Louis, Executive Director, who scheduled the meeting, neglected to duplicate and distribute the agenda as requested. However, I brandished the agenda to indicate that members of the UJA National Committee should view the new instrument as an extension of the UJA Executive Committee.

Prior to the meeting, Elmer Louis and Emanuel Goldberg, who chaired the meeting, were skeptical about the usefulness of the new group. However, when the meeting was over they were both convinced of its value, especially as a means of stimulating interest in the forthcoming Fall campaign. I summarized the contents of Pincus' talk at the March 15th Executive Committee meeting in Detroit and Harman's comments at the April 15th Executive Committee meeting.

Irving Norry asked about the change in the estimates of the Jewish population in Rumania and the forecast for future emigration. A review of the campaign and cash status led to a discussion on the Third Development Bond Issue. The policy adopted by UJA and the Bond people was fully appreciated. After I explained the financial aspects of the 50 million dollar loan, its "public relations" aspect was stressed by Leon Sturman and everyone patted themselves on the back for helping establish the "credit line" of UJA. Harry Shapiro asked if anyone opposed the loan which in some communities was used as a 'collection instrument'. His query did not evoke any negative comment.

The National Council of Congregations concept was well received, though it does not have direct relevance to Rochester.

I gave them a few highlights on the December Conference plans. The consensus was that combining the Inaugural with the Annual Conference was a good idea. Chairman Goldberg made a brief reference to increasing the number of \$10,000 and over givers from Rochester.

I called upon Elmer Louis for his general comments. By this time he was compelled to state that such a gathering was of great value to him and to the Rochester campaign since the leadership of a community "must view its obligation as an ongoing one and could not afford to wait until the campaign is actually begun."

Joe Kaplan made the point that this type of meeting serves to establish a sense of closeness between the national leadership and UJANC members, who will, as a result, be in a better position to convey the facts of the present situation, which is very important in view of the publicity restrictions.

Leon Sturman, realizing that the Senior Mission attracts the top talent of UJA, nevertheless, made a plea for top level speakers for the Rochester Fall campaign. Leon Germanow explained in detail why the Senior Mission

May 13, 1965

must be held in the Fall because of availability of hotels and weather. This led Elmer Louis to comment that perhaps "Rochester should consider its own community Mission in the Spring". This suggestion was favorably received. I interjected the fact that the members of the UJA National Committee of North Carolina are considering such a statewide Mission.

Albert Goldberg in commenting on the positive impact of the film "LET MY PEOPLE GO", asked if UJA was considering something along that line for 1966? I indicated to the group that the Executive Committee was looking into the matter and that at a forthcoming meeting, I would bring them more definitive information. Leon Germanow expressed one reservation about the Xerox film. He thought that the film should have concluded on a more positive note. He felt that death and destruction were passe. He asked me to convey his opinion, and suggested that any UJA film, to be used throughout the country, should focus on the theme of construction and progress, especially in Israel.

The meeting was adjourned at 10:00 P.M. and a number of individuals remained for collation.

EVALUATION:

This was an excellent meeting in many ways. The attendance was good, important people were present. There was unanimity as to the value of such a gathering especially before the annual campaign. Those present were made to feel that they are part of the inner UJA family. (This was the phrase I kept repeating in my answers to their queries). Perhaps the only improvement on the Rochester meeting, is to hold such a gathering at the home of the host, because it is more conducive to conviviality. However, once the responsibility was accepted by Elmer Louis, he and Goldberg saw to it that the meeting was well attended. Despite his initial skepticism, Elmer Louis concluded that the UJA National Committee is of mutual benefit to us and to the local community.

ZC/is

P.S. On the plane home, HLS suggested that at future meetings I discuss an item with the members of a local UJA National Committee that has not already been resolved by the UJA Executive Committee. In this manner I can fulfill one of the objectives outlined in my opening remarks, namely, that the UJANC establish a two way relationship with the Executive Committee. In other words, Harry is suggesting and rightfully so, that the members of UJANC begin to feel that, as a result of the meeting, their viewpoint on a particular subject will be conveyed to the Executive Committee and given serious consideration. I see merit in this proposal and in the future I will ask you to select such an issue for discussion at a UJA National Committee meeting.

M E M O R A N D U M

18 January, 1966

To: Executive and Field Staffs

From: Herbert A. Friedman

Subject: UJA NATIONAL COMMITTEE

AMERICAN JEWISH

The purpose of this memorandum is to remind you that the UJA National Committee continues to be a vital instrument of leadership training and education on the local and regional level.

Meetings of members of the UJA National Committee in your area of responsibility should be called wherever and whenever you feel that such gatherings will be helpful in the campaign. In the past, UJANC meetings were scheduled by members of the Executive and Field Staffs with a follow-through on attendance. The agenda and related matters, such as publicity and records, are the responsibility of Zelig Chinitz. The same arrangement is to be continued.

To illustrate the potential value of the UJA National Committee as a tool in leadership recruitment, I am attaching copies of memoranda which describe typical meetings of National Committee groups held during the past year.

H.A.F.

HAF:VSH
Enc.