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**MS-763: Rabbi Herbert A. Friedman Collection, 1930-2004.**

Series H: United Jewish Appeal, 1945-1995.

Subseries 4: Administrative Files, 1945-1994.

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Sachar, Howard. Interview with Herbert A. Friedman. August  
1973.

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Q. How many years was he in the job?

A. Schwartz was in the job, 51, 52, 53, and 54. Four years. Joe Schwartz was a legend. He was a hero. He could do ~~now~~ <sup>no</sup> wrong. He came out of that legendary period of fighting the Nazis, living in Lisbon, and then after the liberation he went <sup>back</sup> and opened the JDC office in Paris in 1944.

Q. Was he the director of the Whole JDC or just the European director?

A. No, the European director, the whole Director was the director in the New York office, who I think was Levitt.

So that Schwartz the hero came back from the great overseas experience, and well beloved by the Palestinians because he had taken and diverted JDC money to help with the Pricha.....

HS Which was all the better.....

HAF Which was all to the good, but it was unexpected to the Palestinians to the Israelis, because they didn't think of the JDC as being at all interested in Israel's problems, but he was so friendly, and helpful and sympathetic that raised him in their esteem and so, as far as the UJA was concerned, the American leadership adored him and the Israeli leadership loved him, for his pro-Palestine sympathies, therefore when they looked for someone to put into the UJA, when Montor left it, he was a natural. It turned out that he wasn't any good in the job, in my judgement.

HS Was that because he couldn't raise money?

HAF No, it was because he was too kind and too nice, and too soft and too gentle...

HS And he couldn't raise money.....that's the result of what you are saying.....

HAF He never was a hard sell guy, he didn't push leadership, he didn't believe much in leadership, he didn't try to develop any lay leadership, and that was proven in all the later years ...

HS I'm not going to stress this but how much did he raise in this office?

HAF I don't know.. Tabatchnik can give you the figures....

HS I can get it from the American Jewish Committee.....

HAF Exactly...with Schwartz....



HS Went down did it?

HAF Oh yes, went down steadily.....

HS Why did they take him to the Bonds?

HAF Because they were living with the legend that they liked him and they loved him...

HS He wasn't forced out of the UJA...?

HAF No...on the contrary...that power play, that took place at the beginning of '55.

HS He was not forced out, he left on his own and went over to Bonds.

HAF That's right, they entreated him, they pleaded with him to go to Bonds. <sup>the Israelis did</sup> Schwartz didn't want to. He didn't want to remain in the UJA that long. Schwartz came into the UJA in the beginning of 1951. <sup>already</sup> In 1952, one year later, Warburg and Rosenwald came to see me, together with Schwartz to ask me to take over the UJA. <sup>he wanted</sup>

*out* That fast.

HS He didn't necessarily want to go Bonds?

HAF No.. he just said this fundraising is not for me, let me out, leave me out of it...and so they came to me in '52, and I said no. They came back to me in '54, and Schwartz pleaded with me, and Warburg pleaded with me-

HS Had you been in the UJA in any subordinate capacity.

HAF *No,* I had been in a lay volunteer capacity for seven years, I had worked for them as a volunteer speaker, didn't take a dime, refused money when Montor tried to give it to me, and I was the best speaker they had in their volunteer stable of speakers. I was <sup>the rabbi</sup> in Denver, subsequently in Milwaukee, and three, four days a week I was on the road for them, and the congregations were angry, I didn't care, I felt that my primary responsibility was to work for the Jews in Israel and in Europe, and I gave my congregation the short end of the stick. They accepted it. So when Schwartz said he wanted out in '52, and they were looking around for somebody, they came to me. I refused, I said I didn't have the experience or the stature. They came again in '54. <sup>I accepted</sup> I said if you fellows haven't found anybody else and Schwartz really wants out, I'll take it. And I made an arrangement with them to enter into the job in June of 1955, when I finished the congregational year, and Schwartz was going to



remain on with me, from June of '55 to December of '55, to train me and break me in for half a year.

HS Is that what happened?

HAF That's not what happened at all. Once they had me sewed up in the bullpen, and the Israelis had me, then they let the Montor fight explode and come to its natural conclusion. Montor got into a fight in the city. *of Detroit.*

HS What was Montor doing at that time?

HAF Montor was running the Bonds.

HS Schwartz didn't leave under the conception that he was going over to Bonds?

HAF No...He left on the assumption that he wanted to get out.

HS To retire if possible....

HAF Or go back into the JDC, or go back into Jewish *studies*, he fancied himself a scholar. *No*

What happened was in early '55 Montor got into a fight. The issue was timing as between the UJA and Bonds, the city was Detroit. The immediate cause was a pamphlet which he wrote called "The Nonsense of Timing".

HS ?????

HAF That's right and its nonsense to try to work out any kind of coordinated timing between the *UJA* and the Bonds. We should work all year and let the UJA work all year, I don't care. He, the great former creator of the UJA, *of America* and then the communities *rose* in an uproar, it was a vicious thing, protested forcibly to the Israelis, demanded the Israeli leadership to make a choice, there was a climactic meeting in the Waldorf Astoria Hotel, chaired by Eshkol himself, and at 3 o'clock in the morning they voted to give in to the community position and ask Montor to resign. The Israelis

*(HS) you can't function without the Israelis*  
MSX asked Montor to resign. *^* It was a shocking conclusion for them to have to come to, but they came to it.

HS What happened to Montor after all this?

HAF He evaporated. He went into a stock venture and he brought a lot of the guys with him into a company called *Kent and Company*. And he lost a lot of money, and then he left the United States and he went to Rome, and he lives there now, *and he runs a bank there,* and he's out of things completely.

HS You took over then...

HAF What happened then was that in the early spring of '55, they accepted Montor's resignation, that was the gentle way in which it was put,



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they said to Schwartz, now you move in and take the Bonds, Schwartz said "Oy Vey", I have been trying to get out of the UJA now you want to force me into the Bonds, they said "You have to do it", and they said "Now we've got Friedman waiting to take over the UJA, so he'll take it over sooner". And I walked into the UJA in the spring of 1955, cut short the congregational year, in Milwaukee, they were very decent about it, and I didn't have Schwartz to break me in, walked into an empty office, I didn't even know how to push the buttons on the (damn) telephone and that was the introduction that I got to the work.

Montor then is out, Schwartz is over taking the Bonds, and I'm taking the UJA. So that's the end of the Schwartz episode and the end of the Montor episode.

HS And what did you do, what innovations did you make?

HAF The first thing I did, was because I was scared stiff, and I didn't know how to run this damn thing, and nobody was showing me, I left, I want away, I went to Morocco. My instinct told me that this was the first most immediate problem that had to be solved. There was the beginning of the Aliyah to Israel, there was a complete lack of understanding on the part of American Jews about who these Sephardic Jews were, .....

HS Who were these Sephardic Jews

HAF The Berbers and whatever they were....

HS Oriental

HAF That phrase I don't use...So I went to Morocco, and it was the right time <sup>when</sup> to go and my instincts were right, they guided me right, this was the <sup>the</sup> French left, the King came back, Moroccan nationalism was reintroduced Jewish life went into fast jeopardy,

HS This was '55 ?

HAF Right, and the summer of '55 already there were the first pogroms in Morocco, and I came back, and together with the help of Ed Warburg, who really was so helpful to me in those early chaotic months, I organised a conference in September of '55 for a special fund to be created for the campaign year '56, on behalf of the Moroccan Jews, which we would call the Special Fund.

HS You Inaugurated it....

HAF Yeah....It was the first thing I did in office, it had a double edge



problem of 5

HAF aspect to it, one aspect was that it emphasised the Forgotten Million. This was the phrase that was coined, I forget who coined it. The Forgotten Million referred to the number of Jews living in ~~XXXXXXXX~~ Moslem Countries. And I remember the heartbreaking discussions in which I was screaming and yelling that the Jews of America can be made to understand that its their responsibility to support these people. They were totally unfamiliar with their background and history and don't feel any solidarity. There's no "lunzmanschaft (?)" relationship, and they don't talk and look the same, but you have to admit they are Jews, and you Jews of America have got to learn that they are your responsibility. Everybody of the leadership laughed and hooted and hawed and said you'lll never get it across and I said let's go for 25 million dollars on their behalf. The <sup>Secord</sup> basic principle of that special fund was that it was to be all for the UJA and that purpose and not to be shared with the community, and there I threw the second gauntlet down. Because one of the things that had happened during the Schwartz period was a constant attrition and erosion of whatever the UJA was getting out of what was being raised. Schwartz didn't fight, he didn't want to fight, it was congenitally unpleasant for him. What was the ratio that worked out over the years.

HS  
HAF Because the ratio that was working out <sup>over</sup> of the years was going down down down , to the detriment of the UJA.

~~HS~~  
HS What do you mean, the ratio or the total income?

HAF The ratio...whatever the total income was, if a hundred million dollars was being raised and the UJA was once getting sixty, then 55, then 45, 40 out of the same hundred, then it meant that the ratio that ~~was~~ the UJA was getting, the share that the UJA was getting, was going down, down, down. This happened in the early 1950's.

HS Incomprehensible.... ~~combat~~

HAF Well to use the word comeback I think is a bit combative, there was a huge combat, there was terrible fighting going on, but I prefer notto use the word ~~combat~~ <sup>comeback</sup>. They <sup>kept</sup> kept, they took, they retained for their own use, this is the most <sup>gentle</sup> congenial way to put it. The communities retained for their own use an increasing amount of the total raised.



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HS In ratio

HAF Yeah

HAS Previously the UJA was getting the slight majority..

HAF Let's say 60%. I don't know, you'll check the figures....

HS I'll check, but then it cut back,

HAF That's correct..the UJA was only getting fifty, forty five, forty, and then even less than that.\* That whole problem was something that aggravated me immensely, and I decided to make the Moroccan thing serve a double purpose, number one, it would alert and activate the Jews of America toward that problem. Number two, as a device we would introduce the fact that Jewish needs overseas would have to be met by 100 cent dollars.

\* Tape No 1 ends

HS Herb excuse me for a minute, while introducing the Special Emergency Fund, which is still an integral part of the UJA, did the communities continue allocating themselves large parts of the money?

HAF No....once I tried to reverse the process by grabbing money for overseas needs, by getting 100 cent dollars in the special fund, all of which went, at the same time that gave me increased thrust to heighten the UJA share of the regular money that was being raised.

HS Approximately by how much was that, roughly....

HAF Well again, I don't have the figures...but the tendency reversed itself. I entered into an enormous number of fights in an enormous number of communities and I was very unpopular in almost every community in the first two or three years because I fought with almost every community to get an increased share for the UJA of the regular campaign.

HS And you succeeded in that by and large...

HAF Yes....not by and large..in the total sum....

HS I understand but there can be no generally established principle... for example if you came to an arrangement with...

HAF It doesn't mean anything.. you must work out your arrangement in every community., I introduced a department in the UJA which had never existed before called the PCB, pre Campaign budgeting..... and I insisted in having meetings in every single one of the major fifty or sixty communities.

HS Well, that's not every one.

HAF That's all you need if you go to the top sixty.....between a negotiating team of the UJA and a negotiating team of the local federation and to sit down and argue out, in advance of the next year's campaign...



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HS Obviously you had to do this by tremendous persuasive powers with the local leadership....

HAF Not once and not twice but three and four times,

HS How long did this have to go on?

HAF Always, always, always, the months of September, October, November were devoted to this pre campaign budgeting process.

HS How long did it take you in finally establishing the principle, one or two years?

HAF Five years...five years of hard fighting.

HS What would the proportion have been by say 1960, of UJA's share of the campaign.

HAF It got back up to about 55%.

HS Now how did you establish the ratio in the emergency fund, that isn't a ratio that's whatever you get.

HAF A special fund is something which, once the communities agreed to it, and I used to call a conference to get them to approve it...

HS You had to do this every year where there was a special fund involved...

HAF No, and didn't last every year. The first special fund was 1955, for the calendar year, 1956, on behalf of the Moroccan Jews. It was accomplished by calling a large national conference in October, of 1955. There were four or five hundred people present. I got Senator ~~Loaman~~ <sup>Behman</sup> to be the chairman of the meeting. The proposition was put to these community delegates.

"Gentlemen, here is the condition of the Jews of Morocco, we need to raise special money for them, we need extra dough next year, in which nobody else shares, this is a holy purpose, its gotta be given to them, do you agree?"

Warburg and I put the thing across by simple sheer power of persuasion, with a lot of lobbying in advance and it was a very interesting switch.

Warburg stood up in the meeting and said, and this was by pre-arrangement between him and me, "Why do we have to spend so much money on Moroccan Jews, Israel needs more money." And this coming from Warburg shocked the audience and then I stood up and took the opposite role, and I said, "Listen Warburg, I'm the Zionist and your not, but I'm telling you that we're not going to spend all this money on Israel we're going to send it to Morocco because the Jews there need milk."



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HAF and Warburg said "I'M the JDC man, and I'm the guy that should be more worried about Morocco, and I'm more worried about Israel, " and I say to him "You're wrong", and this dialogue and this debate that we had in front of that whole crowd was absolutely masterful.

HS And prearranged...

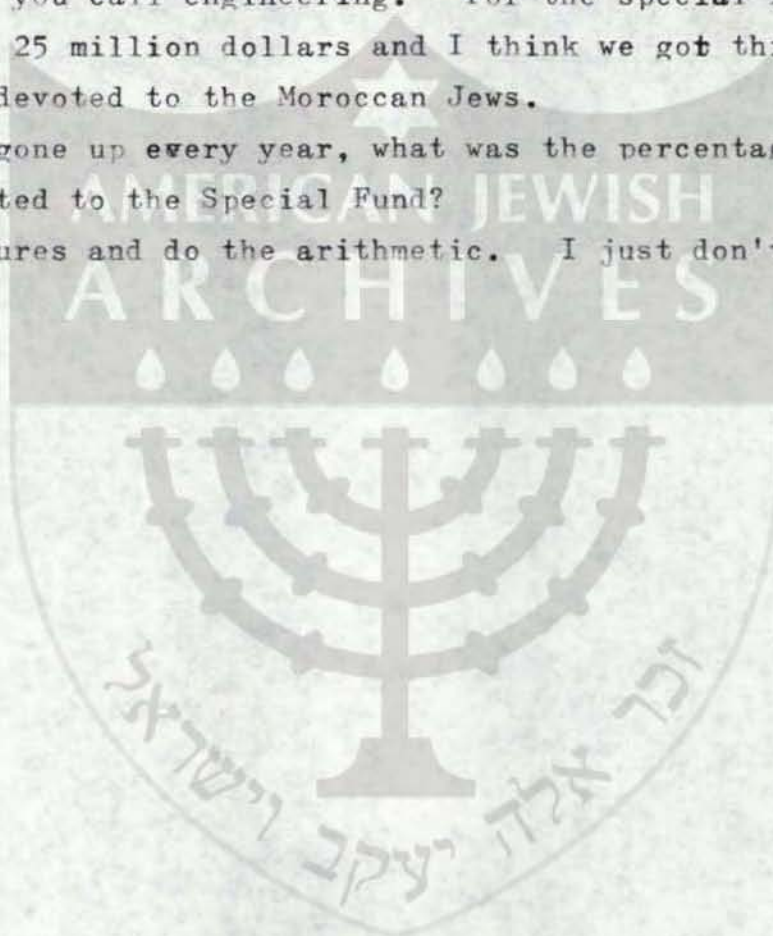
HAF And prearranged...

HS Oh I see, I'm sorry..I thought it was for real....

HAF Now you can't tell that story that way, but that's a footnote of history, that's what you call engineering. For the special fund of 1956 we had a target of 25 million dollars and I think we got thirteen or fourteen. It was all devoted to the Moroccan Jews.

HS How has it gone up every year, what was the percentage of the total income is now devoted to the Special Fund?

HAF Get the figures and do the arithmetic. I just don't remember.





*[Handwritten initials]*

HAF I think if my memory serves me we 13 or 14, it was all given to the Moroccan Jews.

HS How has it gone up every year, what's the sum, the total income.....

HAF Get the figures and do the arithmetic... I just don't remember. The Emergency Fund at the beginning of 1967.....

HS

HAF No, on the contrary, fundraising in general <sup>goes up</sup> when there is any strong emphasis for any part of it to go up. Its a principle

HS That can be true, but I have seen myself, when something goes wrong then people stop giving....

HAF That's a personal life, that's individual case....When you are dealing with a large cross-section... you are dealing with millions of dollars, and hundreds of thousands of contributors it evens out. What happens is a very simple thing.. As the UJA went up with ~~w~~ either the regular or the special fund and there wasn't a special fund every year, well, ~~lets generalize~~ we can never generalise this thing is uniquely calibrated year by year. <sup>We've</sup> Talking about a movement that is going to one hundred years, old, but inside the century there are 100 variations each year on how it works/ The UJA taught the Jews of America how to give money. If some Jews gave it to the Special Fund and some Jews gave it to the Regular Fund, the sum total.....

HS

HAF Its a fact, its true.....The UJA taught the Jews of America how to give money.. and every single..every single institution benefitted bar none. Not just - Israel and overseas.

HS You mean by just <sup>training</sup> obtaining people to give....

HAF With all due respect...to your father who was a ..just a great human being..he was wonderful, and I really liked him,... he was <sup>able</sup> ~~able~~ to work against a backdrop which had been created, he didn't have to go and ask for hundred dollar bills, he could go and ask for hundred thousand dollar bills.



HAF because already new standards existed in people's minds, and people weren't shocked, If Sacher came along and said give me a thousand dollars a year, and make believe you are an <sup>alumni</sup> ~~alumn~~ of our college, <sup>it didn't shock anybody</sup> whereas maybe even only five years earlier if you talked to a guy about \$1000, this was considered to be a huge gift, so the UJA taught everybody how to give, hospitals benefitted, schools, community centers were receiving benefits, temples were built, everything happened. As the standards of what constitutes Jewish philanthropy <sup>were</sup> constantly raised, according to UJA demands, as the standards were raised everybody benefitted from the increased standards. Everything and anything you could think of benefitted,.... so that the specific answer to your question...even though there were special funds year after year, where the money always went to the overseas cause, how did the local community do and how did the regular campaign fare, in its share <sup>each year</sup> from the money, the local community got more and more as the money was raised. Local communities today in the mid-1970's in the United States, are enjoying the use of funds which ~~they~~ <sup>they</sup> would never have dreamed possible to obtain had there not been the impetus for this increased giving provided by the UJA, and its Israel oriented program.

HS As you accomplish all of this, <sup>very ingenious special fund</sup> did all the <sup>marvel</sup> ~~the over~~ <sup>emphasis</sup> money go to the overseas, and as you are proving to me now, the ~~over~~ program benefitted, <sup>there</sup> must undoubtedly have been other innovations on the <sup>social</sup> sociological side of things.

HAF Oh, certainly there were very many.



HAF Alright lets just finish with the special fund thing, there's just one small point, that I would like to get clear, it is not a continuously mandated process, it has to be renewed based on need. The first <sup>special</sup> ~~special~~ fund <sup>was in 1956</sup> ~~was in 1956~~, remember but by October 1956, the Sinai campaign ~~along~~ came along. The Hungarian revolution came along, the Egyptian expulsion of Jews took place after the Sinai campaign, the month of November and December 1956, were horrendous in their pressures.

HS Were you raising the standards all the time, it was never going down ?

HAF Yes, yes, yes, every year, year after year, never went down. The <sup>year of</sup> ~~year of~~ 1957 we didn't call it special fund we called it Rescue Fund, because there we put the emphasis on the needs of <sup>rescuing</sup> ~~rescuing~~ Hungarian Jews, <sup>after that revolution</sup>

HS Question

HAF Its a question of who helps....but then I will come to one of the generalisations for you, that I'll <sup>make allowances</sup> So the special fund, the <sup>rescue</sup> ~~rescue~~ fund, the survival fund we called it by many names, and from 56 thro 61. By 61 we disbanded it. as a special <sup>segregated</sup> ~~segregated~~ book keeping <sup>method</sup> ~~item~~. But what happened was that the amount of money that people were giving to us, became built in and they came to consider the larger amount to be their contribution to the <sup>annual</sup> ~~regular~~ campaign. Now you asked me about what other things I had done. <sup>innovations</sup> 1960 was a milestone year, that was the year that I conceived the whole Young Leadership idea. My conception of the UJA was that it should be an educational instrument. That if you can raise peoples insights and knowledge and sense of commitment, you'll get more money. Money flowed as a result of <sup>commitment</sup> ~~commitment~~. Money will not flow in a steadily increasing stream as a result of sporadic, spasmodic, hypodermic injection. In order to turn the UJA into a big educational instrument for the leadership, stress that because I never had any <sup>pretensions</sup> ~~illusions~~ that the UJA was a mass instrument, to me it was always an elitest instrument a leadership instrument, I knew that I had to try to educate a certain number of leaders.



HAF otherwise the word education is just going to remain an abstraction. Which lead me to the second conclusion which is the way you raise money is to raise people. So I began to carry around a little notebook in my pocket for about year marking down the names of men whom I saw standing out above the crowd, in all the communities that I visited.

HAS 40 and below

HAF I was looking 30 and below. Everytime I would go to a meeting and see a 30 year old guy standing up and speaking or taking part in the meeting or making a good gift or obviously with some kind of charisma, a potential leader in ~~how~~ his own community, I would put his name down in the book. <sup>he didn't know it.</sup> After I had accumulated 300 or ~~400~~ <sup>400</sup> names like that, and that went on over a years time, I called a conference of those people, and about ~~2x~~ <sup>to</sup> 200 of them came. In the Fall of 1960. And I gave them a speech that went on for four or five hours, on the subject 100 years of Jewish life, 1880 ~~to~~ <sup>to</sup> 1980. And the speech was given in 1960 so it was 80 years ~~of~~ <sup>of</sup> reviewing what happened and twenty years of ~~xxx~~ predicting what would happen. And I picked 1880 <sup>because</sup> ~~because~~ that was the watershed year, that's <sup>Pobiedonostzev</sup> ~~Domiceff~~ and the <sup>May laws</sup> ~~May laws~~ 1881, and the beginning of the emigration to America, and the Biluim thing and the whole bit and that to me was a good year to pick, 1880.

HS

HAF Exactly that's the year, and it hit with them because it was natural and correct. and they understood it, and I described the ghetto and I described the shtetl, and I took hours and hours, and I described Hitler and I described the beginning of Zionism, and then I looked at the next twenty yeras, and I said Look you fellows if you want to be in this <sup>for</sup> life, enlist, if you want to be in it for kicks, forget it.



HAF Work for the Red Cross or the Boy Scouts or something. And it was a very hard demanding kind of recruiting procedure. And to cut a long story short that Young Leadership Movement, its not a Cabinet, its a Movement by now, is the guarantor of the leadership in scores and scores of <sup>American</sup> communities in the United States.

HS *How does it work, you don't have separate campaigns*

HAF Separate entities, no, no, they worked inside the framework.

HS Do they solicit among their age group and after try the older people ?

HAF No they solicit first among themselves. And they are the hardest solicitors in the world.

HS Among themselves

HAF But they make their gift to the community

HS Obviously - but the point is they are a separate group within the campaign. You don't break it down by trade or industry.

HAF No, the esprit de corps feeling comes from the feeling that they are doing something unique.

HS Would you say that this is increasingly the <sup>core group</sup> courtroom of the campaign ?

HAF I wouldn't say increasingly, I would say it is the <sup>core group</sup> courtroom of the campaign. The Young Leadership <sup>Cabinet</sup> membership and graduates, we are talking now over a 12 year period, you have a few thousand men who have gone through that process by now. A few thousand, trained, brainwashed, read ten books a year/ I sent them a book a month, attend two or three weekend retreats a year, been on missions abroad, one, two a year. These men are trained.

HS Just a minute. Institutes

HAF We have day long institutes, we have weekend long retreats. They come for three days.

HS Reading List.

HAF We have a book of the month reading list. Everyone of those boys has by now 100 Jewish books on his shelf which we have sent him, and which he has read and reported on.

HS Are my books there ?

HAF Your books are on it, every single one of those kids has read all of your books. In hard cover and paper back.



HS And trips to Israel two or three times a year.  
 HAF Not only Israel, Europe and Israel. The typical Young Leadership Mission goes to one site in Europe, either Bucharest or Matthausen, or Dachau in Germany.

HS I assume that if they go on the Young Leadership and gather from <sup>other</sup> ~~other~~ sources, then they can prove later that have genuinely worked actively in the subsequent year, *this can be deducted*

HAF Sure  
 HS They have to work and justify that they are actually young leaders

HAF That's right !!!! And they submit a report of their activity.

HS And have you ever sat down with the people from the IRS and prove how much actually they *have to prove*

HAF No.

HS The trips are deductible!!

HAF That's not ~~was~~ what attracts them to go (HS I know, I know) that's not even a factor. B ecause a lot of the deductible trips have been cancelled. The IRS is tightening up very strongly on it.

HS *How many of these guys opt out*

HAF About 5%. We have some per cent of failure. When you build a leadership movement you invest time and energy in 100 people. So that today after a dozen years of work at this thing, hard work, really terribly hard work, I meet them once a year at a retreat and each year I give them a talk that lasts eight, ten, ~~twelve~~ <sup>we pick a subject.</sup> hours. I gave them a talk on the history of Jews from 1492 to 1948. Stopped at the creation of the state. It took eleven hours, <sup>3 yrs ago</sup> Last year 48-72, 25 years, it took eight hours. We got em in mimeographed form, the kids read them over and over and over. Now, that Movement has produced two or three thousand men already, aged now from up to 45 years of age who are, they did a statistical survey, don't go by me check the figures in the office, 57 of them I think were already chairman of the campaign in their community. Hundreds of them serving on the Boards of their communities. 70 or 80 of them serving as Big Gifts Chairmen. I mean they now have infiltrated the structure of the Campaign up to the very top. A couple of dozen of them.....

HS  
 HAF No way

HS Where did you get your first bunch of people back in 48

HAF I took a year and I found 400 names. Of the 400, 200 came, so sure there are always a couple of hundred people when you are talking about a leadership of six or eight or ten thousand.



HAF Sure, but I don't believe that leadership happens by itself, I believe that it has to be stimulated, and guided and channeled and trained. The key word is trained, because the definition of leadership is either amateur or professional, sure a lot of them would have become amateur leaders. There are thousands of leaders working in the American communities today who were not trained.

] And they are working in an amateurish way  
 HS So that's the second important innovation. Are there any ~~others~~ <sup>others</sup>...

HAF Yeah, I think the creation of the Israel Education Fund was a .....

HS I see... What is that exactly.....

HAF I call that the Cadillac Division of the UJA..... That came into being in October 1964. After a year's preparation....

HS  
 HAF No, not that there weren't dramatic emergencies/// I always tried to pace myself by keeping an eye on the main things. By 1960 I had gotten the Young Leadership started, 1961, 62, I was working hard on it, it was rolling. The years in immigration were going on.. we had gotten past the bad slumps in immigration, it was moving up again. I went to Rumania in the beginning of 57 or 58, I forget which year, had trouble with the police, that's a whole episode by itself, but we got the whole Rumanian immigration started. And I was waiting for the time when I could divert some of the attention to the problem of secondary education in Israel which had been bothering me for years. But as with everything else, its a matter of timing. By the early 1960's I had gone through enough conversations with Ben Gurion and with Aran, who was then Minister of Education, great man, yep!!!

HS Better than the one who followed him.

HAF Who followed him, I forget

HS Eban

HAF Oh, Eban, listen that was a bad period for Eban; a bad period for the country. Here they had a guy with talent, didn't know what to do with him, put him in the wrong k job. But Aran was good, and at that point I said to myself, let's see if we can't gamble now and introduce a new load. Put a new burden on.

HS A special fund or campaign....

HAF What was the Israel Education Fund? It was a competitive campaign that I set up to ourselves.....

HS A completely competitive campaign....



HAF Completely...but run by ourselves which is why I call it the Cadillac Division in other words, its not competition from the outside, its competition from the inside. I made the rules. We wouldn't accept anything less than \$100,000. We would not accept anything from anybody who cut his regular.... We would always clear names first with the Communities..... and make sure that we could solicit this one and that one and the other one ....

HS So it was a big project ...schools...teachers seminars...

HAF It was very specifically engineered... it was secondary school education, the government was obligated by law to take care of primary education.

HS Ah wait a minute.....

HAF The government was obligated by law for primary education up to the eighth grade or to age 14...and I said fine, now we can step in in a philanthropic way and close the gap.. from 14 - 18. And then there was another educational principle that I felt had to be incorporated here and that was the experience that I had learned from reading in the United States that high school drop outs at the age of 16 are influenced by ~~the fact~~ whether or not they learn to read properly at the age of three or four. In other words, the whole Operation Headstart thing, so the IEF encompassed....So prekindergarten three year old four year old, high school, thats number two, number three...

Charles Silverman who wrote that book said to me that I invented the term but that's his judgment not mine. So it was prekindergarten, it was high school, it was libraries, and it was community centers.

HS Did you go to the IRS before you started any of this ?

HAF Oh yeah, we submitted a whole prospectus to the IRS, and they told us how they would be satisfied if we did it...where they wanted the control to lie.. ownership....the Israel Education Fund of the United Jewish Appeal, Israel Education Fund ... IEF...had its own Board of Directors. The Fund owns the facilities which it builds, it even owns high schools in this country. It is obligated to own them.. thats the best definition of control if you own something....if a Municipality wants to pay the budget for the teachers of that school, that's fine, so thats it. How did it go? Fantastic....Let's say we got it started in the Fall of 64 at a Conference... I want to pay tribute to two guys, I don't know whether you are going to put names in or not, but there were <sup>two</sup> guys who really made it go, a man by the name of Joe Meyerhoff, and Charlie Bensley. These two <sup>guy</sup> were the first two President and Chairman respectively...and both of them were heroic....the present chairman is going to



HAF be equally good, his name is Philip Zinman. There are only three lay leaders who took this thing on...65 through 1972, that's how many years, seven years, the Israel Education Fund has probably raised somewhere between forty and fifty million dollars. It had one effect on the campaign, it increased the giving for the regular campaign. Proof positive. The first decent gift we got for the IEF was from a man in Washington by the name of Morris Rodman, you know him. OK. He was giving 20,000 dollars to the regular campaign. and he gave us \$200,000 to build a high school in Kiryat Yam outside of Haifa. The following year Morris Rodman gave to the regular campaign in Washington 50 not 20. And by now Morris Rodman has given another couple of hundred thousand for another high school and his annual giving is up to a hundred. From twenty he is up a hundred.

HS This depends on ability...  
 HAF] We are not talking about abilities again, we are talking about unlocking motivation.. I could give you dozens of examples where we got gifts through our Cadillac Division from people who were giving a zero to the regular campaign and we produced gifts to the regular ~~gift~~ campaign for the first time. It's such a simple rule but so true/.....you get a guy to give to something to unlock him, and then he'll give to something else, and something else, assuming the financial capacity. The Israel Education Fund was really a brilliant thing and it has really changed the face of this country. It stimulated this country to put more money into secondary education.. it's been a pilot project... if you ask Sapir what he thinks about it he will tell you that he is dissatisfied with the results, but that the concept was brilliant because what it did was it initiated, it provoked, it focused attention, and by our pouring 40 or 50 million dollars in it probably has provoked the Israel government to pour five times that much in... Secondary education by now has become a stated public objective of this country....

HS Its the infrastructure....

HAF The following is an amazing statement but if ...but it's true and I <sup>do</sup> never knew it.. how many countries in the world require secondary education from the age of 14 to 18 to be compulsory and universal and free,

HS None

HAF No...there is not a single country on the face of this earth, not England, not Russia, not the United States there is none that I know of that it is up to eighteen... you look into it. When we reach the point in this country where it's going to be compulsory, universal, and free, we may very well ~~next~~ turn out to be the first country in the world to achieve it. It will be something.



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HAF

And I know it, I know it, because I went into this with Aran so deeply and with Yigal Allon so deeply... he wanted me to add field schools to the list, he had broad imagination, he wanted me to take on community colleges. Listen, he said, we got enough institutions of higher education, give us community colleges, build them under your Israel Education Fund....that IEF can go and go and go and it can do nothing but help the regular UJA.

Hs

It was a good creation

HAF

It was a good, good solid creation. So that's three things we have talked about now, the special fund, the segregated fund we made for overseas giving, the IEF and then I would say let's take just one more... We got the Israel Education Fund started in 1965 which was great because I didn't know that the Six Day War was going to come in 67 but it did, and that's why I am so happy I got that IEF thing started when I did, by 67 we were in the war, and I would say another decision making point where I really determined policy in September 1967, I made a speech to the Council of Federations in Cleveland, in which I said that we would be at war again before the summer of 68, and insisted that we maintained the War Emergency Fund for the calendar Year 1968.

see the thing

HS

After the ~~SIX DAY~~ Six Day War

HAF

Yeah, the Six Day War was in June, I said this in September. I was accused of being a Warmonger, I was accused of being a sensationalist, I was accused of being a vulgar fundraiser, say anything however untruthful, in order to raise an extra buck, and I said "I don't care what you people say, we are at war again before the summer". And of course, we were, depending upon how you define war. And there again there was a case where I was ~~right~~ proven to be right and they said to me, you know it was one of the things for which I received the highest internal compliments, inside the organisation, ~~which~~ that I could receive, which was people willing to give more money. Now that's the greatest compliment that they can pay you, when they say "Alright, you are right!!!" There is a control balance by which to measure this. A <sup>similar</sup> discussion was taking place in Jerusalem in the Fall of 67, and the Keren Hayesod for the campaigns for the rest of the world, cancelled out its Emergency Fund. The war is over. There is no emergency. So in the world in 1968 there was no Emergency Fund and the income of the Keren Hayesod dropped precipitously. In the United States in 1968 there was an Emergency Fund, based upon war needs.



HS Where is the money allocated in this period...

HAF Well, what you do is, you have to find places money where you can spend it. Higher education, higher education is a bottomless pit in this country. Thats amenable. Housing

HS What do you mean housing...for people who are already here.

HAF New immigrants,

HS There weren't that many in these years...

HAF It doesn't matter...30,40,50,000....immigrants who qualify for public housing

HS No matter what their economic status...

HAF It doesn't matter....supposing that you are building in a given year for 50,000 people you are building 12,000 housing units. To house your immigrants to house the immigrants of a given year. How many dollars is a housing unit, 20,000? OK 20,000 times 12,000 thats 240 million dollars.

HS Not all from the United States .....what is the official legal cut off to be allocated to an immigrant under IRS standards?

HAF There's no such thing...there is no legal rule at all....

HS

HAF You always say you need 10,000 housing units thats 200 million dollars We never raised that kind of money, you never fail to have a place to put the money that you could raise, even in just those two categories, <sup>housing</sup>housing and higher education.

HS And were there any more Emergency Campigns

HAF Well no, that's all, and what happened there was by what I call that historic decision for the campaign of 1968, I think what I ~~did~~ did was find the method by which to keep the UJA raising more and more money so that by 1972 its raising more than it did in 1967.

HS You have to get results. *You were helped by the war.*

HAF All these things are historic ebents which you have to exploit.

HS *No doubt about it. Housing would you say the main thing*

HAF I would say the largest amount of money was always put into housing. The second largest ....



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HS This was the official government allocation  
HAF If you say official government then already you are introducing contradiction because ...

HS Jewish Agency-Governemnt

HAF That's right

HS Even if a guy is put<sup>in</sup> a temporary house for a year or two or three then he can be put in a better place and it can still be considered housing

HAF Sure

*That is the burning problem of this country*

HAF That was the largest amount of any years allocations went into housing. I would say the second largest amount went into higher education.

HS For example

HAF All the universities...who pays all the bills of all the universities. You know that the universities live on approximately 75% of their budget coming from ...

HS UJA mony is supporting the University of Bar Ilan, the University of Tel Aviv, in <sup>Hafai</sup> ~~Hafai~~, a large proportion of their budget comes from UJA.

HAF 75% not a large...75%.....

HS So the Universities get 75% of their funds from UJA

HAF That's right

HS not Keren Hayesod *, just UJA*

HAH No, I would have to say...hold it...hold it...let me try to give you a figure , what did I see last year on the 72 list, 85 million dollars. ~~350 million~~ pounds went to the universities, of which 60 million came ~~for~~ from the UJA and 25 million came form the Keren Hayesod, I think that was the proportion that I saw. But that's not important, the total treasury whether the American Jews put it in or the English Jews, doesn't matter.

HS What about other education besides higher education, is that ~~covered~~ covered exclusively by your ~~education~~ education fund.

HAF <sup>yes,</sup> ~~the~~ the regular UJA income, part of it is diverted <sup>to</sup> to secondary and pre-school education. But I was giving you the largest categories of money. the First largest category of money is spent on housing. The second largest is spent on higher education. The third largest category of money is spent on immigration and absorption. That's everything from point of exit to point of entrance. Plus the Absorption Center for the first six months. Immigration and absorption. You know in the Absorption <sup>Centers</sup> ~~Centers~~ of Israel, Mercazei Klita, there are something like 15,000 beds. So that's a big chunk of money, that's many tens of millions.



HS Does he eventually pay it, back, an immigrant gets it as a loan....

HAF The key word is eventually....

HS Thats not even the key, I have seen that the money is due back and they are held responsible for the money, suppose the money is withdrawn

HAF It isn't...

HS ~~XXXXXXX~~ But suppose it is ... who do they pay it back to?

HAF To the Jewish Agency...

HS Do they keep books on that so....

HAF Sure...look on the income side of the Jewish Agency, every year you will find, seven million pounds, ten million pounds, twenty million pounds gets paid back. Every once in a while there is a great book balancing act....we are about due for another one. The Jewish Agency opens up its folder of notes due from immigrants..

HS Do they have to sign anything to make it all official

HAF Sure, sure, The Jewish Agency has a folder full of 500 million dollars worth of signed notes, mortgages for immigrant houses, the immigrant signs for everything The Jewish Agency has an asset here. 500 million dollars worth. A few years accumulation. What happens... is it expected the immigrant is going to pay it back? Not really. So <sup>what</sup> ~~what~~ does the JA do with this asset? It takes, turns to the other hand and says to the Government we owe you three hundred million dollars, because the Jewish Agency is always borrowing money. It never gets enough money from the campaigns. Borrows from the government..

HS That's legal

HAF Sure its legal...It borrows from the Government, the Banks the insurance companies, it can borrrw from anybody it wants. So it borrows money from the Government and periodically what it does it turns over to the government in payment for it debts a whole potfolio full of immigrants notes and says "hey listen, these immigrants they are now your citizens. Let them owe you the money instead of us"

HS And what happens

HAF Nothing...it wipes it off ultimately... some repayments come back in...yes... but its a miniscule amount. If you look in the budget of the Jewish Agency...I can show it to you inside, it is listed the repayments of immigrants, they don't send the sheriff around. Some guys pay, most guys don't/

HS They try to collect if they leave the country.

HAF Oh yeah, if you are gonna leave the country come on settle your account mister., <sup>into a different story</sup>

HS That's really a handle to keep people here. <sup>HAF</sup> Not its not a handle to keep people here because it doesn't keep anybody here. <sup>Pragmatically, it doesn't work</sup>

HS If a person wants to go back to Russia

HAF Go back to Russia, why pick the Yotse D'ofen, 95 people.....

HS Alright back to the States, there were for example hundreds...



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HAF Not bad, 25 years what do you think the Yerida has been? What is it . . . . .  
Its around 250,000 people. (10%) its more thab that, but you see its still not crucial  
enough to cause any major social upheavals. Or to cause any major governmental  
action.

HS That's not my point.. these people owe debts...can you stop them at the plane at the  
airport and say you can't leave, you owe money...

HAF I suppose so

HS Does that make a difference

HAF Not really, because if a guy wants to leave, he will pay his debt off.

HS If he had enough money to pay his debt off, he must be doing well enough to stay.

HAF Not necessarily, he may be leaving for other reasons <sup>son</sup> having nothing to do with finances-

HS I understand.

HAF A guy can live here and make his money and be thoroughly disgusted psychologically or  
culturally or emotionally, and he wants to leave. You want to leave, pay up.

HS Alright, what else.

HAF Then the last thing I would say to count as a creative factor is something that I started  
just at the very end...

HS Wait anything else for the money besides what you have said...

HAF Those are the three main things, housing absorption and education, those are  
the three main things. After that....

HS You will never have enough money for that no matter what war emergency does ~~max~~

HAF Never...never...never

HS You can always justify what you take in a lean year, in a non-dramatic year.

HAF] Exactly..you will always have two and three times as many expenses as you will have  
income. You see you originally asked this question...you said...you raise money on  
the basis of war needs, but you can't spend the money for military purposes, so what  
do you spend the money on? That was your question. The way this country is  
expanding in terms of housing needs, its higher education needs and its immigrant  
absorption needs, those needs will continue to rise and rise and rise in total dollar  
volume and you will have to keep raising more and more money to meet fifty per cent  
of those needs, forty per cent of those needs, whether you have a war emergency or  
whether you don't have a war emergency. And now this leads us it seems to me to  
some of these sociological conclusions. \* I would say the ratio of the UJA to the  
Keren Hayesod has got to be two and a half to one. Let's do it this way. let's  
say \$250 million for them the UJA, and <sup>from</sup> 100 million from the KH is 350 million. <sup>2 1/2 : 1</sup>  
These figures are close to accurate of 1972, so the KH raises a third of the total  
and the UJA raises two thirds of the total. <sup>250 mill out of 300 mill.</sup>

\* HS  
The KH  
what  
2000 it  
raise 20%  
of the yrs

HS However these funds are controlled from KH



HAF: Oh yes, the effect in Israel, O.K.  
Number 1, the actual transfer of the money, that affected Israel. (All to the good.)  
There was nothing bad about it, it didn't corrupt, there was no evil in it-  
It didn't even remove from the Israelis the necessity of paying increased taxes, it  
didn't do any harm, it was just a pure plus. Alright, now the second thing that  
the UJA did in its effect on Israel was.....

MS (Difficult to hear)

HAF Well, I know what the amount was, <sup>before the separation</sup> it was so small again as to be miniscule, the amount  
of money that was to be divided among all the so-called constructive funds, in  
quotation marks, that was a technical word that Nahum Goldman invented, I call it  
party slushfunds, the total amount that went to all of them in the aggregate, was  
under two million dollars, per year. So that's nothing. Really nothing.

MS (Impossible to understand that question)

HAF But that's not money, Howard, its political influence, and that's what this country  
does even when it calculates the amount of potatoes that it'll give to a local  
sarchania. This country is living with a nineteenth century political separation  
compartmentalisation in every aspect of its life. Not money. <sup>So number one is</sup>  
the arrival of the money in this country and the way it affected this country.  
Number two, the sociological affect of the UJA was this ...it forced a certain  
layer of leadership of this country to come to understand American Jewry, and I  
consider that to be a tremendous gain. They learned what World Jewry was, more  
specifically we are talking the UJA, what American Jewry was, because I think...  
HS There was a dramatic emphasis on world Jewry....

HAF No, no, no, constantly over the years....Golda Meir learned what American Jewry was  
not because she lived for a few years in Milwaukee, but because she started to come  
to the United States, starting in 1948, year after year after year, campaign after  
campaign after <sup>she got</sup> acmpaign, first UJA, then Bonds, to learn the sociology of American  
Jewish life, communal life, as it developed decade after decade, and she became  
familiar with.....

HS Was this good ?

HAF Oh, I think that if the leadership of Israel did not understand, let's put in the other  
way, to the extent that the leadership of this country does not understand the  
sociology and communal make up and psycology of American Jews, to that extent....

HS You think they are wasting their time battling away for aliya

HAF I think its inconceivable that the leadership of this country should be ignorant  
of the <sup>she got</sup> psycology and sociology and facts of life of American Jewry, which is the  
biggest in the world.

HS (Cannot understand)



HAF And who taught them? The UJA happened incidentally to provide them with a vehicle which was a learning experience for everyone of them. How did Giora Josephthal understand so well, a man born in Germany, lived most of his life here, how did he understand so well, and why was he such a bridge between, the American Jews in the early days and the Israeli leadership in the early days? Josephthal came to those campaigns when he was the Treasurer of the Jewish Agency, when I first met him. Year after year. He was one of the people who tried to persuade me to take the job over there, because he said you'll be a bridge builder between American Jews and Israel. There are so few of us. Why does a man like Shimon Peres understand American Jewry so well? Because he comes so often, Almogi, all of them. So that I think that that's a tremendous incidental by-product benefit. In terms of the sociological development of Israel leadership. You don't hear those Israeli leaders talking about American Jews, the way you hear the man on the street, who talks.....

HS Plenty of money, rich...., 3 @ willacs

HAF Yeah, right

HS ~~What~~ about BG?

HAF] BG? BG didn't understand the Jews of America at all. BG came in 1951 to open the Bond organization in a motorcade on the streets of Chicago, spoke once from behind the platform and left. I mean, you know, what are we talking about, he's a perfect example of who doesn't understand. So I think that's sociologically an important benefit. I think there is another important benefit, to the sociology of Israel, not on a leadership level, on a mass level, which the UJA performed, and that's this: through the mission program, which I built very heavily from one mission a year which I found the UJA having when I came. The UJA started missions to Israel in 1954. That was the first one. In 1955 I brought already the second one, when I was already in the job, and it was one mission a year in October and there were twenty people or forty people. Today the UJA sends thousands of people. Thousands. That's already not a small matter. There is in effect an interchanging between second echelon American leadership and second echelon Israeli leadership. In the impact that is created when hundreds of Israel are asked to meet with and talk with and rub shoulders with thousands of these Americans on that second echelon. It permeates very deeply in the leadership echelon. Kibbutz leaders, business leaders, army leaders. I mean the dozens of colonels in the army who are not invited to come to the United States to speak. We meet them here. (HS) very good So that I think that's an effect, a sociological effect, it's an understanding bridge, so I would leave it at that, I think let's turn on now to these last conclusions. Let me read them to you, it seems to me that I would put them this way,

1. Number one. The UJA became the major educational factor for the leadership of the United States Jewry, regarding Israel.



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HAF In other words the point I made there is the community leadership in America, I don't care what figure you want to put it at, if you want to put it at five thousand people or ten thousand people, its certainly not more than that, for the whole United States. No, leadership encompasses the very rich and some very poor.

HS Does this include increasing numbers of professionals ?

HAF Yes, yes, doctors, lawyers, architects, free professionals are now heavy in that middle echelon five thousand dollar bracket and trades and professions of organisations.

The leadership of the American Jewish community has received its education about Israel from the UJA. Not from the Zionist organisation, not from Bnai Brith, not from the Anti-Defamation League or anything else, whatever it knows, it may not be much, but whatever it knows, the leadership layer knows because of what the UJA exposed it to. That's a major sociological role that the UJA plays. Hadassah

much less, I'm not talking about its own constituency, I am talking about the leadership of the communities. Hadassah in a community can have a thousand women as members of its chapter, but the ten leading women in that community learn more about Israel from their UJA exposure than from their Hadassah exposure or both.

2. Second fact. I think the UJA has given American Jewry its Zionist ideology, without calling it that, and without the community leadership even realising that its receiving a Zionist ideology. What do I mean by a Zionist ideology ?

Three things what did the UJA teach and emphasise all through the years.

Number 1. The centrality of Israel. Number two. The unity of the Jewish people. Number three, The responsibility of one Jew for all the rest of the people, and those are the three central ideas of the Zionist program. They are also the three central ideas of the UJA program. We are not calling it a Zionist program, and by the way it seems to me that this is the single most important thing that we did. What we did, we oriented the Jewish people of America to Israel.

3. Number Three. The UJA built community strength in the United States.

HS How?

HAF By making Federations stronger and by making the council of Federations stronger. There was a period when I was fighting with the Federations over the share of the money. But once we got that licked and I felt that UJA got its fair share from that time on I wasn't interested in weakening the communities, I was interested in strengthening them also. Because the stronger they became, the more they could raise, the more they would get, the more the UJA would get. The stronger they become the more amenable they would be to listening to the things that I was trying to tell them, that had nothing to do with Israel, such as put ~~more~~ <sup>less</sup> emphasis on your hospitals and put more emphasis on your Jewish education. I tried to mix in to those internal community problems, I had no right to, I had no mechanism to, I had no methodology by which to influence them, except by personal example and by the way I taught my young leaders.



HAF and they mixed in to these community making decisions, <sup>because</sup> teaching them values. 22  
Now a strong community isn't afraid. A weak community which is fighting over money, and is weak and doesn't feel that it can do everything, is not going to concentrate on the educational side of its work, its gonna to concentrate on its defense against anti-semitism, and its publicity gaining projects like a hospital. A non publicity gaining project like a day school, if it doesn't have enough money its going to find an easy excuse to disregard the problem. So I was interested that the community should have enough money, so that they should be strong so that they would be come survivalist oriented, positively oriented, not be weak and therefore fearful and negative. And everything that the UJA did after that initial period, was designed to make them stronger and we succeeded in doing it. There is no longer now fighting between the communities and the UJA, there's happiness. <sup>we had problems in a few cities.</sup> Chicago is bad, there is still a subterranean problem, Los Angeles is bad, there is still an unfair division of the money. So the point about the UJA helped to build community strength.

4. Number 4. The UJA built a leadership through a specific training program  
HS The Young Leaders ?

HAF And older. Once the young thing got to be so successful, we <sup>began</sup> to run leadership training seminars for older people too. In other words nobody else in America made this contribution to the sociology of the community, namely <sup>to believe</sup> that leadership had to be trained, it just didn't grow by accident.


5. Number 5. The UJA always gave long goals, long term historic goals to the American Jews. <sup>as the most dominant</sup> I'll give an example of that. Our leaders were taught and told to start talking about Russian liberation years and years and years <sup>before</sup> ~~after~~ the first Russian Aliyah began. It was a question of keeping a hope alive, keeping an idea alive.

<sup>Because</sup> It would strengthen Israel. A warning to the Jews of America that someday, someday those doors will open, and you'll have to be responsible. I used to talk before the Six Day War. I used to say, OK look, we're getting cleaned up on the immigration from the Moslem countries, we're getting cleaned up on the immigration on the European countries, I want you you always to remember, someday Russia is going to open, how do I know, I don't know, do I believe it, yes, I believe it. Is there anybody working on it, yes, there's an underground organisation keeps working on it. There will have to be a mass organisation <sup>starting</sup> ~~starting~~ soon.

HS Was there ?

HAF Oh, there was. If you want to know the details about it I'll tell you./  
Mostly its a question of faith. That Jewish community is not dead. It isn't dead, the Russian revolution didn't kill it. <sup>Its</sup> The Jewish initiative is alive, its instinct for survival is alive. The chance will come for that to express itself, you people get ready. You think I am asking for a lot of money now. Wait til comes 1975 or 1985 or any year that those Russians start coming out, I'm going to come to you and ask you for ten times tha-t amount.





HAF so what I am asking you today is cheap. Interesting campaign device for the moment, but always placing the long look ahead of them. If I were talking today in the United States, now that the Russian aliyah has begun, I would be talking today in the mid-nineteen seventies, I would talk to the Jews about evacuating South America by the 1980's, and I would talk about the atomic energy needed in this country by the 1990's for water and electricity. I would always throw a ten or twenty year look ahead at them. I would talk .... and how they are going to be asked to give for the next twenty years. And what's going to be the educational problems when we have 5 million people here, and are seven universities going to be enough. Let's have ten. So I always threw up on that screen the long look. And that was a contributing factor to..... we are talking sociology....to the maturity of the American Jewish community. Not to live year by year from crisis to crisis....because I never believed in that and I never talked that way. There is a difference between utilising the crisis of a particular year, which some people say is cynical but I say isn't. If you have a Hungarian Exodus or you have a Rumanian Exodus, you utilise the crisis of that year, the war of that year to explain why you want so much that year. But the important thing that you do is stress the historical trends in order to drive the point home that you are not conducting a crisis campaign from one year to the next, that this is a permanent matter.

HS (Question but impossible to understand)

HAF Sure, it had nothing to do with the campaign. So the UJA always gave a long look and provided long range goals, and got off the crisis thing and taught that philanthropy is self taxation. That whole point is a terribly important point. That it's a taxation not giving hand-outs.

HS Wouldn't you say that philanthropy is a moral taxation not a financial taxation ?

6. HAF Correct. ~~RMXX~~ Point number six is the influence that the UJA had on the education in Israel. By pushing education in Israel by providing the money for secondary schools through a separate fund, and by providing so much of the higher education money through the regular fund. Tremendous amounts of money poured into education in Israel. It the feed back affect on the Jewish community in America that education was the key to the ~~xxxxxxx~~ future of Jewish survival in the United States. The UJA played a very strong role in swinging the opinion of organised Jewish communities in America to the conclusion that day school education is the only real Jewish solution. To the extent that even the Council of Federation comes out and adopts that as an official position.



HS Another incomprehensible question

HAF Don't talk about the pioneers, talk about <sup>finally</sup> moving the establishment from an anti-  
position to a pro-position. How do you do that? The establishment of American  
Jewish community life was anti-day-school.

HS Question *It made American Jewish Community education-oriented*

HAF More than that by preaching that education is one of the two tools for the  
survival of the Jewish people, the other one, by the way, being immigration,  
by teaching that fact all the time and by applying it to Israel, that fact began  
to sink in <sup>to the</sup> the United States, as well. The logic of it was inevitable, the

leadership couldn't miss it- If you are hammering away that the survival  
of Judaism depends on education, <sup>in Israel</sup> why isn't that same fact applicable in the  
united States <sup>when you are so worried</sup> } You read about assimilation. Then you had a leadership  
<sup>principle</sup> that worked so hard in applying that to Israel, began to apply it to itself.

*and when the Phil how a*  
~~XX~~ <sup>the</sup> pioneer types were justified.

The real clue to me was when Max Fisher, the <sup>Reform</sup> Jew, the President of the  
Jewish Council of Federations comes around and says the key is Jewish  
Day school education, then the revolution has really occurred. And he symbolises  
hundreds like him. OK. The other role that the UJA played, aside from  
raising money, was in this whole enlargement of the Jewish Agency. Couldn't  
have been done in the United States without the UJA leadership. It required  
that combination ... Pincus had to have somebody to talk to, and he utilised  
the whole lay leadership <sup>(question)</sup> ... If the Jewish Agency here learns how to make utilisation  
of this instrument and doesn't allow it to die. *By -----*

*Those are all the things I wanted to point out*



I a. ✓ SCHWARTZ wanted out <sup>of USA</sup> after 1 year (he came in 51 - when MONTOR took over Bonds). Warburg + Schwartz came to me, in 52. I had just come to Milwaukee + refused. They came again in 54. I accepted.

HOWARD SACHAR INTERVIEW - Aug. 73

I 1. ✓ MONTOR fight with Detroit - "Nonsense of Timing"

2. ✓ MONTOR out - Spring 55. SCHWARTZ moved over to Bonds - I moved in to USA

II 3. I went to Morocco - Summer 55

FORGOTTEN MILLION

SPECIAL FUND 56 (hidden agenda was to reverse the

RESCUE FUND 57 <sup>perennial allocation problem</sup>)

SURVIVAL FUND - 67

III 4. 1960 - Young Leadership first Conference.

IV 5. 1964 - Israel Education Fund - our own Cadillac division - hence competition with the Chevrolet division - Bensley v Meyerhoff. IEF unlocked <sup>better</sup> giving to regular campaign

V 6. 1968 - maintained the previous year's WAR EMERGENCY FUND by predicting war would continue - and it did. Keren Hayesod didn't do it (or couldn't).

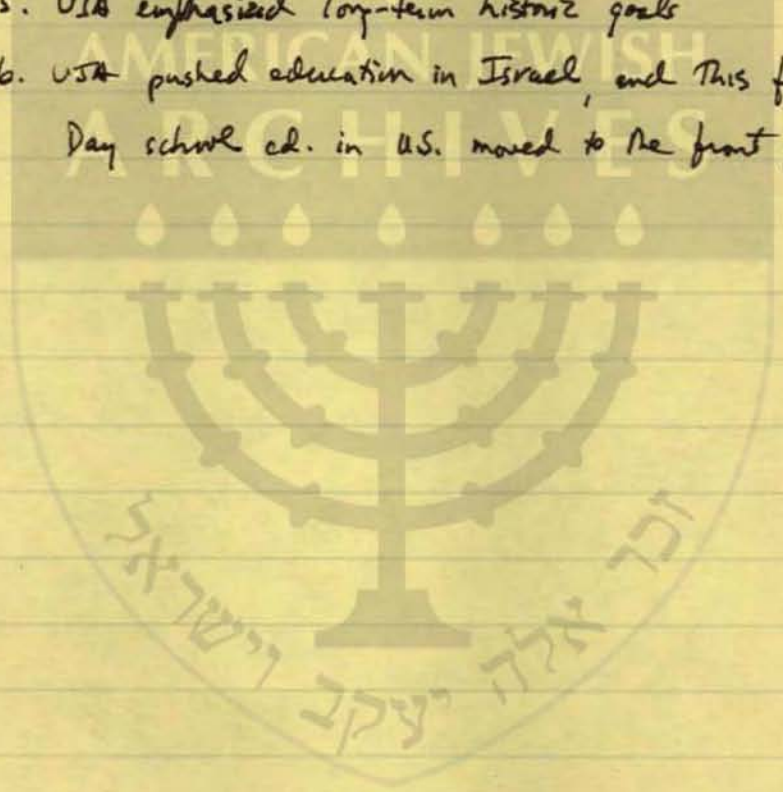
VI 7. 1955 - Mission to Israel (first one was in 54 - I took the second in 55 Oct. and this developed into a major instrument.



### Conclusions re: value of UJA

1. main educational factor for leadership of US Jewry re Israel - not ZOA, BB, Hadassah - but UJA. UJA gave to leadership its Zionist ideology, centrality of Israel; unity of Jewish people; responsibility of each Jew for all others.
2. UJA built community strength throughout U.S.
3. UJA built leadership <sup>skills</sup> through a specific training program
4. UJA emphasized long-term historic goals
5. UJA pushed education in Israel, and this fed back to the U.S. Day school ed. in U.S. moved to the front of the agenda.

\* See third page from end in Sachar notes





- Oct 56 - Sinai campaign  
 Nov 56 - Hungarian revolution  
 Dec 56 - Egyptian expulsion  
 1957 - big jump in campaign - again Special Fund  
 1958 - principle preserved - This was another way of  
 1959 - <sup>went to</sup> ~~Rumania~~ winning the battle of paratage share  
 1960 - founded Y.L. movement <sup>was told this was not task</sup>  
<sup>BUT KNEW EDUCATION WAS SECRET</sup> <sup>of USA</sup> <sup>idea of Zionist movement.</sup> <sup>of ~~LABORERS~~</sup>  
 1964 - founded Israel Education Fund - role played  
 by Sharet, Kottok, Bensley  
 1965  
 1966  
 1967 - Emergency Campaign  
 1968 - maintained it - was called warning - K.H. diffed it  
 1969  
 1970 - Year of attention <sup>student program</sup>  
 1971 - finished

### Sociology What were the goals of the USA?

1. USA became major educational factor in Israel for leadership - even a little below
2. USA gave Zionist ideology - of united people, responsibility for all, and centrality of Israel
3. USA built community strength - by making federations stronger + CSTFUF stronger
4. USA built leadership by specific training program
5. USA gave long goals - <sup>ie.</sup> Russian liberation
6. USA took lead in enlarging Jewish Agency
7. USA pushed education in Israel

Concentrated on development trends and social problems



notes for Howard Sacher  
9.8 and 25.8.73

Nov 1938

Dec - NRS, VPA, JDC

Jan 1939 - first united campaign

Think there were breaks - and reunions

Dec 1945 - Montro brought DP's to Atlantic City - ~~the~~  
American leaders faced with summons - they voted

1946 - 100 million goal for 1946 - raised \$102 m.

1947 - <sup>more</sup> I entered campaign picture.

1948 - <sup>more</sup> \$148 m. That was height  
role of Morgenthau - Montro

- I don't know Montro-Silver fight
- USA - community fighting over share

Sept 1950 - already Montro was predicting demise of USA  
and urging (agreeing?) to new approach - Bonds

I was at family conference in Jerusalem

1951 - Schwartz took over USA

1952 - Werburg-Schwartz, already approached me in Milwaukee  
I refused

Dec 1954 - They approached again - I said yes for June 1955

early 1955 - first broke out between Montro + communities - over  
Detroit - Nonsense of timing - Israelis dumped Montro -  
put in Schwartz - moved me in early

Summer 1955 - I went to Morocco

Oct 55 - called for special fund on behalf Mor. Jews

1956 - First Special Fund - all for Israel