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Student Coordinating Committee for the Israel Emergency Fund.
1971.

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HAF
74F
OPERATION ISRAEL 1972

October 27, 1971

M E M O R A N D U M

TO: MEMBERS OF THE CAMPAIGN DEPARTMENT
FROM: DAVID MARK
SUBJECT: OPERATION ISRAEL 1972 SLIDE FILM - NARRATION

Enclosed are all basic elements of the Operation Israel 1972 slide presentation, for use in parlor meetings - or, when considered appropriate - individual recruitment. Time is about five minutes.

1. A set of 36 slides, marked serially.
2. A cassette tape of the accompanying narration with beeper signals for changing slides.
3. A photocopy of the narration, in script form.

Any slide projector with feeder will accommodate a minimum of 36 slides. If one is not readily available, rent a projector and have the bill or your request for reimbursement sent to this office.

Operating instructions. Start cassette first. At first beeper signal, put on first slide. Change slides at every beeper signal thereafter. Most changes allow ample time between slides; in some cases there are staccato sections requiring quick responses. The signal between slides 7 and 8 comes without a pause in the narration. You are strongly urged to have one or two "dry runs" before each screening. to familiarize yourself with the material and particularly with the timing.

DM:MS
enc.

cc: LSG GSC HAF IB DHK MHB RG K/BA LG BR

OPERATION ISRAEL 1972 SLIDE FILM - NARRATION

Slide 1.

Operation Israel 1972. Your first night in Tel Aviv. A wasted marshland within living memory. Today: the brightest, most pulsating city in the Middle East. Out of this newest of Jewish cities, you will move throughout Israel - and throughout Jewish history - the UJA way.

Slide 2.

Among many other places, you will visit settlements, old and new, in valleys whose names you first met in the Bible: Jezreel, perhaps, or Sharon ...

Slide 3.

And kibbutzim - Israel's landmark experiments in selflessness, which have confounded the cynics ...

Slide 4.

... because they work.

Slide 5.

Among many Israelis from all walks of life, you will meet her citizen-soldiers, whose vigilance is a prayer for peace to come ...

Slide 6.

.... who have three times left their loved ones sheltering in the soil while they defended

Slide 7.

... and sometimes died for the Jewish homeland ...

Op-Is '72 Slide Film - 2

Slide 8.

.... and its heritage. Tracking that heritage on Operation Israel, you will move back and forth through the centuries. Among many ancient and modern historic sights, you will experience the Western Wall ...

Slide 9.

... and which sometimes - unexpectedly for some - touches deeply hidden wellsprings of Jewish faith and identity.

Slide 10.

You will feel the power of the past ...

Slide 11.

... in such hallowed places as Rachel's Tomb ...

Slide 12.

... and on the Mount of Olives.

Slide 13.

You will see such impressive institutions of the present as the Hebrew University on rejuvenated Mount Scopus ...

Slide 14.

... and the Israel Museum.

Slide 15.

Your heart and - if they can - your legs will rise to the glory of Massada ...



Slide 16.

The ruin which was prelude to rebuilding

Slide 17.

The defeat which was the greatest of triumphs ...

Slide 18.

The tragic and heroic yesterday which fashioned all our tomorrows.

Slide 19.

Beyond yesterday, before tomorrow - Operation Israel will show you Israel's eternal today: the hand, stretched across space and time, to the hand of a brother ...

Slide 20.

... the immigrant - who comes in his hundreds and thousands and tens of thousands each year

Slide 21.

... and is never denied. They come, like this man, out of a lifetime of oppression; or, like others, rebelling against the suppression of their identity in Russia ... or fleeing the hangman's noose in Iraq.

Slide 22.

They come through the open gates and begin the long, hard, uphill struggle to build new lives.

Slide 21.

Some - old and young - denied learning in their Moslem lands of origin ...

Slide 24.

... never catch up. They fall back into pockets of poverty

Slide 25.

.... from which crowded classrooms cannot prepare them to escape.

Slide 26.

You will discover face to face on your Operation Israel mission that the people of Israel spend almost all their substance on defense. To meet immigrant needs and the problems of poverty while maintaining their security, they give of their spirit and of themselves.

Slide 27.

The funds - one hundred percent of the funds - must come from us: to build the high schools

Slide 28.

To maintain the universities

Slide 29.

To provide vocational training needed by the youngsters who don't go on to the universities

Slide 30.

... but who must create the manpower base for Israel's growing industry

Slide 31.

To give the aged and the aging the freedom

Op-Is '72 Slide Film - 5

Slide 32.

... and the dignity of useful later lives

Slide 33.

To heal and help the handicapped, the disabled, the retarded ...

Slide 34.

And to build our own monument, through humanitarian programs, to Jewish victims of terror: young and old, yesterday and today. -- While we assume that responsibility

Slide 35.

... the valleys of the land - under constant attack and threat of attack a few years ago - lie growingly green and safe

Slide 36.

... under the watchful eyes of the real heroes and the true glory of your Operation Israel visit: the people of Israel themselves.

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UJA 1972 CAMPAIGN SHEET

- FACT: This year, free world Jewry is facing its greatest challenge... it must now meet in full its traditional responsibility for the complete range of UJA-supported programs in Israel. To achieve this goal, and help answer the overwhelming humanitarian need that exists, the American Jewish community must raise \$450,000,000 through the 1972 United Jewish Appeal Campaign.
- FACT: Israelis are the most heavily-taxed people in the world. They still devote almost all of their resources to defense. The need to maintain security continues to devour 80% of the country's tax revenue.
- FACT: At least 70,000 new immigrants are expected in Israel this year, among them many Jews from the Soviet Union. Like all newcomers to Israel, they will require housing, language training and vocational training, education for their children, health services for the sick, welfare for those in need, and comfort for the aged.
- FACT: The cost of immigration and initial absorption for an average family of new arrivals -- many of whom are destitute -- is \$35,000. Our share of this cost is \$24,000.
- FACT: Housing is the most critical human problem in Israel. More than 200,000 families -- 30% of the population -- live two or more to a room. 56,000 live three or more per room: eight, ten, twelve, and more people living in two or three rooms.
- FACT: This year, with the anticipated arrival of 70,000 immigrants, an estimated bare minimum of 15,000 new immigrant housing units must be built. Providing funds for this is the total responsibility of free world Jewry.
- FACT: In 1972 UJA must provide the funds for 38,000 underprivileged children of immigrant families to enable them to attend pre-kindergarten classes. We must also support 100,000 secondary school children with partial or full scholarships.

THE CAMPUS CAMPAIGN
A GUIDE FOR
JEWISH STUDENT LEADERS

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THE CAMPUS MANUAL
A GUIDE FOR JEWISH STUDENT LEADERS

FOREWARD

Many Jewish college students today have a deep sense of commitment to the Jewish people and the state of Israel. Some may even approach "understanding" what Israel is all about. But to actually realize what it takes to assure the survival of the Jewish people requires something more. It requires facts, information and authoritative, documented evidence of the conditions under which Jews live in Israel, the Soviet Union, in Arab countries, and here in the United States.

Once these conditions are realized, the need for effective organized activity on behalf of our people becomes apparent. This manual is intended to introduce Jewish student leaders to some of the basic steps involved in setting up a fund raising drive among college students. It has been prepared by a group of students who have themselves participated in campus fund raising. It is intended as a guide for student leaders for the organization of campus campaigns and is based on past experience. The manual contains the basic formulas for setting up a campaign structure and carrying the campaign through the various steps to a successful conclusion.

It is not intended as a rigid set of rules which permits no deviation. Conditions may vary from campus to campus and there may be local problems and special situations which require special solutions. These will, of course, be handled by the local campaign leadership but the

basic structure for a campaign does not vary greatly. Every campus must be organized. Leadership must be chosen, dates must be set, the nature of educational and promotional programs must be decided, solicitation procedures must be well organized, and finally, methods of recordkeeping, collections and remittance of funds must be set up.

While this may seem complicated, it really isn't. Once the initial organizing procedures have been completed and the campaign charted, one activity will flow into another. With responsibility for the various steps of the campaign divided among the top campaign leadership, there should be no problem of keeping the campaign moving from one step to another until successful termination.

This manual points the way through the various steps to be taken. Other ingredients may come into play, depending on local conditions. New ideas should be welcomed and put into practice--innovation and experimentation are the life-blood of successful campaigning. The basics, however, are invariable. Good campaign leadership, a well planned calendar, face-to-face solicitation wherever possible, and tight controls to make sure that all moves smoothly, are essential components. Beyond these there is room for imagination and ideas. Any new and effective procedure developed on one campus should be shared with others, using the SCCIEF as a "clearing house." With this manual as a starting point, there should be a minimum of problems in getting your campaign organized and under way.

As briefly as possible, it outlines 1) facts about the Student Coordinating Committee for the Israel Emergency Fund, 2) the importance of a student fund raising campaign, 3) the steps needed to organize a new student group, 4) education, activity, and group unity, 5) the campaign itself, and 6) assuring the continuity of the organization.

In the summer of 1970 a group of six students, who had participated in several UJA University Student Missions, arrived at a decision which was to have a strong impact on many of their fellow students in the year ahead. Coming from different parts of the country, they represented a cross-section of the American Jewish student body which numbers close to 400,000.

Deeply moved by their experiences in Europe and Israel with the University Student Missions, they were concerned by the apparent inactivity and lack of interest they encountered on their own and other campuses. While they knew that a comparatively small group of students were concerned with the future of Israel and the plight of Jews in many lands abroad, they also knew that a large proportion of Jewish students, while not hostile, simply did not feel any sense of involvement. Many of them were struggling with the question of Jewish identity - am I an American or a Jew first? - am I part of a people? - how can I support the Israelis without seeming chauvinistic? - why can't I be just a human being concerned for all who suffer? They saw these as valid questions to which there were answers. How to resolve the doubts which existed in the minds of many students and how to get them involved in the saving of Jewish lives and in helping to contribute to the future of the people of Israel was the problem which seemed of paramount importance.

With this goal in mind, these six students organized the Student Coordinating Committee for the Israel Emergency Fund. Three of them took one year off from school to work full time on the program. The others gave to the work a large proportion of their time. The task they had taken was not an easy one. They knew that there were a number of organized Jewish groups on campus (of which Hillel was the largest and most important)

which were also concerned with the problems that moved them so deeply.

It was not their purpose to set up a new organization on campus. Rather, as a committee of concerned students, they hoped to bring together all groups to work for a common goal and to involve the overwhelming majority of students who were unconcerned and uncommitted. This latter objective was to be achieved by drawing upon the several thousand students who had participated in Operation Joshua in Israel and in the UJA University Students Missions. With these as cadre they felt it would be possible to mount a national student campaign on behalf of the humanitarian needs of the people of Israel and Jews abroad. At the same time they felt that this would also achieve the long range objective of training future leaders for the American Jewish community.

The whole process of stimulating meaningful campus activity called for many steps. The countering of anti-Semitic propaganda, the encouragement of Hebrew and Judaic study courses, the setting up of study groups and seminars were all part of the process. The Student Coordinating Committee undertook to make available appropriate materials such as films, posters, position papers, speakers, buttons, posters and pamphlets. Committee members visited campuses to meet with interested students, to involve others into the operation, and to feed these human resources into the overall campus campaign.

If the development of Jewish leadership was the ultimate objective - why was the campus campaign so important an element of the whole program? The process of conducting campaigns not only raises funds but enables large groups of students to work together. Educational work must be carried on--in the process of solicitation the story must be told--and a student campaign means that all elements of the Jewish community are involved. This is extremely vital in the development of strong support

for the people of Israel. Above all, the Committee felt a personal financial commitment to be of extreme importance since this means personal involvement above mere lip service.

Fund raising on campus was not new but it now has been carried out only on a more limited basis. The first year was experimental and difficult in many ways. With the infusion of new forces, the employment of new techniques and vigorous and dedicated leadership, the 1971 campaign took on a new aspect. The feeling that money was a dirty word was, to a large extent, dispelled. An understanding was generated that in addition to educational programs, it was important for students to become an integral part of the process through which Jewish lives could be saved and Jewish suffering alleviated. In the world of today this requires money - enormous sums of money. The rescue of Jews - whether from Russia or Syria or any other part of the world requires money. Their settlement in Israel or other parts of the world requires money. The people of Israel will look after their own security needs. But they cannot, at the same time, help us meet social welfare needs as well. This then, is the concern of Jews throughout the world. It is our concern that the newcomers' needs in housing, education, health care, settlement, care for the aged and deep-lying social welfare problems, be met from resources supplied by the Jewish community of our country and the free countries of the world.

The 1971 campus campaign, which began in February, proved that the Jewish student community is responsive to the need. Campaigns conducted on some 85 campuses raised \$215,000 as compared to about \$55,000 raised the prior year. Existing campaigns achieved better results and many campuses instituted campaigns for the first time. Aside from the money raised - which was substantial, the 1971 campaign intensely involved

Jewish students in Jewish activity for the first time.

For 1972 it is the aim of the Student Coordinating Committee, which is being enlarged substantially, to extend its program in size and depth. The 1971 campaign proved that varying elements of the Jewish student body of this country--affiliated and unaffiliated--can work together in harmony for a common cause. In 1972 our goal is to raise \$500,000.

The goal of "Every Student an Activist" may seem a long way off but the beginnings have been made and the horizons have been extended. In the long run, Jewish activism on campus will make for a stronger and healthier and more secure Jewish community in the U.S.

Finally, the Student Coordinating Committee believes that informed and motivated leadership is the essential ingredient in a successful campus campaign. The constant expansion of the leadership cadre on campus is a primary objective. The transmission of a feeling of urgency, that time is important and action must be taken now, is an immediate target. The long-range objectives of developing leadership for the Jewish community can be achieved only by a constant process of education, organization and action. This is the role of campus leadership - to lead and inspire others to take a leadership role. The Student Coordinating Committee feels that this can be achieved by students working together for a common objective. We are happy that you have undertaken the responsibility to give leadership to your fellow students in this important undertaking - which is so meaningful to the welfare and survival of Israelis and to Jews in need in critical areas of the world. As concerned Jewish students we can do no less. We welcome your participation.

The lessons of history have taught us the supreme value of existence. That existence requires sacrifice. The fight for Jewish existence has been carried out for centuries on many levels. And it continues today, embodied by the people of Israel.

As the threats to their survival continue, the people of Israel must remain prepared to defend themselves...their homes...their very lives. They do this, but not without great sacrifice. Already the most heavily taxed people in the world, they have gone deeply into debt, mortgaging future generations.

Because of their staggering defense expenditures they can no longer afford to help us pay for the vital humanitarian programs so important to the hundreds of thousands who came to Israel to start a new life in freedom. There are increasing numbers of new immigrants to retrain and resettle...aged and infirm to care for...children to educate...homes to build.

To meet these demands, free-world Jewry must now fulfill its traditional obligation to support such programs in Israel. And it is our responsibility too -- as Jews and as concerned human beings.

After the most bitter days of the Holocaust someone asked Golda Meir what revenge can there be...Her answer is our answer: "We will build in this country something of such human decency and dignity that all the people who throughout the ages hated us and persecuted us will come to our doors to learn from us what human decency and human dignity really means."

It is this building, this moral ideal, to which we are committed. And now, more than ever before, our help is needed to achieve these goals.

And our generation cannot afford to cease the struggle. We understand...
and we will continue.



III. SUGGESTED STEPS FOR ORGANIZING A NEW STUDENT GROUP

A. Legitimizing the Group

1. Name - What's in a name? Plenty, when it comes to a new student group on campus. The competition between various student organizations for the attention of students is enormous. This is especially true when academic and social pressures combine with traditional student apathy, skepticism, and cynicism toward organizations in general.
Whether you decide to use the name of your already existing group--Hillel, the United Jewish Appeal--or whatever original name you invent, it should be based on the particular character of your organization and student group history of your own campus. Some of the names that have been used by student fund raising groups in the past include: United Jewish Student Appeal, Combined Jewish Student Philanthropies, Indiana University Student Coordinating Committee for the Israel Emergency Fund, Michigan State University Jewish Liberation Project, Hatikva (The Hope). Remember that students, faculty, and administrators will immediately associate the direction, emphasis, political inclination, philosophy, and even the degree of radicalism or militancy of your group just from the name you choose. Therefore, you should obviously give this matter careful consideration.

2. Registering the Group -

Most universities require a newly established student organization to register with either Office of the Dean,

the Student Union, or the Student Body Government. This is usually a fairly simple procedure and there are some very definite advantages to be gained from having a registered organization. Among these are:

- a. the right to obtain the school's (computerized) religious preference mailing list, compiled from the optional religious preference cards students fill out at registration. This list is a must for any fund raising activity, especially in cases where a Hillel list is unobtainable.
- b. the ability to reserve meeting rooms, lecture halls, auditoriums, and other school facilities to suit the size and nature of any gathering you may wish to have.
- c. the ability to request the use of the school's audio visual equipment (projectors, projectionists, slide equipment, etc.)
- d. the ability to use the school's or student government's printing services.
- e. the option of opening an account for your funds with the university.
- f. the right to attend and vote in certain school administration or student government meetings. In some cases you may even submit a request for an operating budget.

3. Office Space -

Very often the scope and intensity of a student campaign becomes such that the room of the chairman can no longer

serve as the headquarters of the campus campaign. It may also be very physically and psychologically demanding to use the same room for studying, working on the campaign, and sleeping. Therefore, you should request office space, telephones, office supplies, etc.--as early as possible in the academic year--from whomever is in charge of these allocations.

4. Publicity -

Effective publicity is the most important aspect of initiating and running a campaign. While this may seem obvious, it is all too often neglected because students may not know how to utilize the available media to their fullest advantage. Besides the posters, buttons, pamphlets, films, and speakers available through the National U.J.A. office, you should be familiar with the nature of the local student or community newspaper, radio and television.

Usually, the most effective and economical of these is the student newspaper. The campaign leadership should meet and get to know as many of those involved with the newspaper as possible. Editors, reporters, and advertising salesmen are all tremendously important in getting the word out about what your group is doing. Do not hesitate to approach them to ask for coverage of an important meeting or film screening you are about to have. Remember that what you are doing is a newsworthy item, and that student newspapers are always looking for an interesting and unique

story related to the campus community. You should certainly arrange for an interview with a student newspaper reporter--tell him about your group's formation; why you are having a fund raising drive; what you hope to accomplish; and how you plan to accomplish it.

Other free publicity may be gained through an editorial about the campaign, letters to the editor, point-of-view columns, and the list of campus events.

B. Membership Recruitment

One of the most crucial, and probably the hardest part of any campaign is recruiting good workers. The importance of this cannot be overstated -- a campaign is literally only as good as the people who work on it. The difficulty is something you'll probably find out about for yourself. While there are no guaranteed ways to find workers, there are certain channels you can explore which will probably be of some help. This part of a campaign can be the most discouraging -- the only good part is that there is a snowball effect in recruiting. If you can find five good people, and each of them can find five good people, and so on, an effective organization can be put together.

1. Initially, the most obvious source of a corps of dedicated members in a fund raising drive are people with whom the campaign leadership is familiar. You will know which people have the most commitment, the best background, and the greatest dependability. Your friends' friends may be best for establishing an organization. Try especially hard to recruit freshmen and sophomores for all jobs, since it is important to build a viable organization for future years.

2. The Student Coordinating Committee can also help in your membership recruitment. We have lists of people on your campus who have recently participated in the U.J.A. University Student Missions to Europe and Israel, our Operation Joshua in Israel, and in last year's campaign. Experience has shown that we can count on a significant portion of these people to help in the campaign.
3. You may wish to set up a film followed by a speech or discussion by an SCCIEF representative before the campaign actually gets underway in order to bring new people into your activities and introduce them to the importance of what you are doing.
4. Hebrew and Judaic Studies courses are, of course, always a good place to look for potential members. Professors teaching these courses will usually permit you to speak to their students before or after class. Another likely source of membership is Hillel, A Z Y F, Soviet Jewry groups and Jewish fraternities and sororities. Resourceful campaign leaders may set up an information desk or booth during registration or in the student union and sign people up there.
5. Posters placed in dorms and on campus bulletin boards spread the word that a campaign is going on, and ask for volunteers. This can help with climate creation, and is a good idea. Posters are available from the Student Coordinating Committee; in some instances,

they are also available from local Federations.

6. Place newspaper announcements or buy advertisements in campus press. Again, these are good ideas in general to let students know there is a campaign going on. Newspaper ad formats are also available from the Student Coordinating Committee.
7. Contact your local Federation. They may keep a name file on students who have contacted them, and are often in close contact with existing student groups.



EDUCATION, ACTIVITY, AND GROUP UNITY

A. The December Student Leadership Study Mission in Israel

No one can be expected to be an effective educator-solicitor without certain basic knowledge of the conditions in Israel and world Jewry. While we would like everyone to have direct, personal experience with Israel, this is not always feasible. We can, however, give as many of the potential campus campaign leaders as possible the fundamental knowledge necessary to undertake the education of their peers.

Thus, the December Study Mission in Israel was established to expose the top Jewish student leaders from across the country to: 1) the land and people of Israel; 2) the humanitarian and social welfare needs of the people; 3) the work being done by various Jewish agencies to meet these needs; and 4) how the American Jewish community supports these agencies. It is a very intense, eight-day, fact-finding study of what life in Israel is all about.

Those who participate in this Mission are expected to come back to their schools and help lead the campus campaign. Since they have direct, personal knowledge of what is currently being done in Israel to help alleviate Jewish suffering, they can effectively lead in the training of solicitors, answering questions on Israel, and serve as a reference on the work of Jewish welfare organizations.

B. S.C.C.I.E.F. Supportive Services

The speakers, films, pamphlets, fact sheets, posters, and buttons that you can obtain from the Student Coordinating Committee for the

Israel Emergency Fund are all available to you from our national office. Some samples of the materials we have are in the appendix to this manual. Others will be explained to you by your SCCIEF field representative.

C. Pre-Campaign Projects

Since most campus campaigns do not actually get underway until the winter or spring, it is important to program relevant activities for the organization in the fall. Otherwise, without any activity of any kind, even your most committed members may become bored or involved in something else. It is, therefore, essential to begin the education of each individual member at the outset and, at the same time, to assess their ability to handle whatever situations the campaign will later require.

Exactly what you should begin to work on will depend on the needs of your school, and on the size and character of your membership. Some of the projects that groups initially set up for fund raising have worked on include the addition of Judaic Studies and Hebrew courses, academic credit for study in Israel, discussion sessions on the Middle East conflict, etc.

The first thing to do is to evaluate exactly what you want to accomplish, and the most effective way in which to reach your goals.

Normally the long-range goal is to raise funds, however, this cannot be done without first bringing the facts to the campus.

It is a mistake to assume that most people have a real grasp of the current situation in Israel and Europe; on most campuses, the level of information about these things is phenomenally low. Most students don't even know anything about Israel, and don't think very much about it, let alone the humanitarian programs which are vital to the lives of her people.

It is therefore important to inform as many students as possible as intensively as possible and get people to at least think about the Middle East, and why it is important to everyone.

A substantial part of this informational process, and probably the difficult part to get across, is explaining exactly what philanthropy is all about. Years of ten cent gifts to Keren Ami, Trees for Israel, and similar things build up a sort of "small change mentality" among most students when it comes to any sort of charity; most students simply and honestly don't realize that a .50¢ or \$1.00 gift to anything is trivial. One of the toughest parts of a campaign is conquering this widespread dime-quarter syndrome. A pocket change donation actually has no relation to charity; it is simply conscience money. The goal of a campaign is to make people think, not make them feel better. It is especially important to get this across because students who learn how to give now will be much easier to reach for all charitable purposes in the future.

Funds raised are a rough yardstick of how effective the information is; the amount a student gives provides a rough estimate of what he understands. Nearly all college students can, if they want to, come up with \$15 or \$20 for something they believe in: most can give more. (If this sounds like a lot of money, think what most students spend for records, clothes, or drugs in the course of a semester). If someone offers a dollar, he has no idea what you're talking about.

Your goal then, should be to inform as many students as possible of the situation of world Jewry, and to get substantial intellectual and monetary commitments from as many students as you can reach.

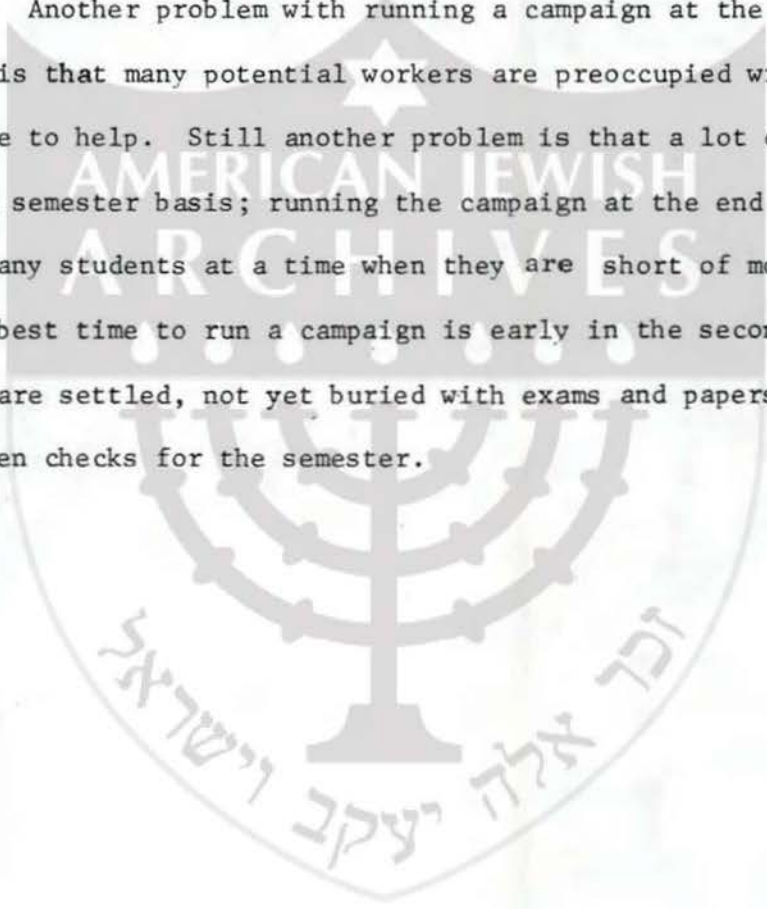


UNIVERSITY STRUCTURE AND THE CAMPAIGN

To run an effective campaign even on a limited basis, takes a minimum of a week of preplanning (more if there are past records to analyze), two weeks or more of intensive worker recruiting and training, and three to four weeks to run the actual campaign.

It is important to start a drive early enough in a semester so that you can execute it properly and finish it without time being a key variable. Another problem with running a campaign at the end of a semester is that many potential workers are preoccupied with exams and are unable to help. Still another problem is that a lot of students are paid on a semester basis; running the campaign at the end of the year catches many students at a time when they are short of money.

The best time to run a campaign is early in the second semester when students are settled, not yet buried with exams and papers, and many have just gotten checks for the semester.



CAMPAIGN STRUCTURE

To see that the campaign is as efficiently managed as possible, break down the management structure into a system of several small responsibility centers, each with specific tasks to accomplish. That way if something is not being done, it can be easily traced.

Divide the campaign into three separate sub-campaigns to cover dormitories, off campus students, and organizations (such as Hillel, fraternities, and so on). Then put a group chairman in charge of each division. The group chairmen have a good deal of individual responsibility and autonomy in deciding how to run their subcampaigns; it presents an excellent opportunity to study comparative techniques.

It is helpful to appoint large numbers of chairmen with different areas of responsibility for another reason: giving someone a title will make him feel more directly involved with the campaign, and may well result in his doing a better job.

The dorm campaign is by far the easiest to organize and run. For each dorm, appoint one or two overall chairmen, whose job it is to find one or two people on each floor who are willing to work. Each dorm should be placed through the information and training program as a unit. The dorm chairman has individual responsibility for seeing that workers are recruited, and floors are canvassed on time. They also are responsible for making sure workers are doing a good job, that funds raised are being turned in promptly, and that there are no significant complaints from any of the dorm residents. Chairmen should also help out on difficult solicitations and arrange meetings with top leadership.

Training and information is the major task of campaign leadership.

The success or failure of worker training sessions will literally make or break the entire campaign.

Remember that most volunteers will know far less about needs in Israel and in other countries than will leadership; the group chairman cannot assume that volunteers, even those who have been to Israel, know enough to do an effective job. If someone asks a worker a question he is unable to answer, it will kill the entire solicitation and make the campaign itself seem poorly organized. In addition, the worker will get discouraged, and his effectiveness will be impaired.

For the Organizations Division, try a series of bigger meetings as it is difficult to get workers to handle the division on a direct solicitation basis. These meetings can be run by top campaign leadership.

The Off Campus Division is by far the biggest problem. Although the great majority of students live off campus, they are difficult to reach. Most of the solicitation for this division is done by mail or phone (See "How To Conduct a Telephone Campaign").

Insist that all workers attend training sessions. It has been proven that workers who have attended training sessions raise more money and get higher average gifts by about 18% than those who do not attend training sessions. These sessions provide everyone with at least a basic level of information, and some knowledge of what is expected of all volunteers.

This can, however, be overdone. If you start making excessive demands on workers' time, they will lose interest in the entire process. All workers can spare at least a couple of hours to come to one meeting; if they cannot, they probably don't have enough time to do an effective job as a worker.

The best way to train workers is to have the top campaign leadership meet with small groups of volunteers. These meetings evolve into fairly structured high intensity sessions. Make as much use as possible of modern educational theory, including structured discussion, group dynamics, and role playing.

At these meetings, the Chairman speaks for twenty to thirty minutes, briefly explaining the function and goals, and intensively describing the situation in Israel and elsewhere overseas. Pack as many facts as possible into these sessions, and hand out mimeographed fact sheets which sum up the talk. Background material and Public Relations Staff assistance are available from the SCIEF or UJA National office -- do not hesitate to use these resources for planning and information. They are important to your overall campaign success.

Stress anti-Semitism in Eastern Europe and the Moslem countries, the refugee flow system into Israel, and the crucial fact that without active participation and support from the world community, there would be almost total curtailment of all humanitarian services in Israel. Also stress that no funds raised are used for the defense effort, and speak at some length about the Arab refugee problem; misunderstandings of these situations are a major source of anti-Israel feeling on campus and are used as excuses by those who do not want to give.

The function of these talks is to inform and hopefully to make volunteers feel as proud of what has been accomplished in Israel as you do. Do not playdown the many social problems to be faced in Israel, but make sure that workers understand that solutions are being sought. Try to make the workers feel committed and responsible, to feel that without their active help there would simply be that many fewer humanitarian services in

Israel. Stress that this responsibility is as much one's responsibility as a human being as it is a function of one's duty as a Jew.

Following this talk, answer questions for ten or fifteen minutes.

Then organize the meeting into a crude T-group situation. At the start, campaign leadership should ask questions that he thinks workers will be asked in solicitation (how to answer things like "my parents give enough" and "what about the way Israel treats it's Arab citizens," and other things frequently asked). Then encourage workers to criticize each others' answers, and to ask questions of their own. The point of this is to get all questions or uncertainties he might have worked out, without embarrassing himself. People tend to be much freer in a group situation than in a lecture structure.

From there, maintaining the T-group structure, move into solicitation. Place a lot of emphasis on this phase; set a high level of giving among the workers, as it will raise the giving level of the whole campaign. More tangibly, if you can't get out ideas about philanthropy across to volunteers, they certainly won't get them across to anyone else.

Ask for a minimum gift of \$20.00 per worker. Though this causes considerable screaming from some volunteers, it is chiefly from those who planned to give less. Almost everyone can afford a minimum gift of that amount.

It is very important that this phase of the campaign be handled properly. Remember that for many workers this will be the first time they have asked anyone for a substantial amount of money. Nearly everyone is needlessly embarrassed to ask for money -- to many there is something vaguely unclean about mixing idealism and money. By making people go through a couple of solicitations in a group format and criticizing what

they see, they begin to understand that others share their hesitancy. It seems to help many get over it; in addition, the idea interchange seems to provide many ideas for workers to think about.

After this phase, hand out worker kits to everyone. The worker kits should include a summary of the Chairman's opening remarks, a worker instruction sheet with some basic hints about soliciting, reiteration of the goals of the campaign, along with facts, and informative booklets. In addition, the kits should each have 25 or so pledge cards. Ask workers to keep pledge cards for all gifts; this is the only way a worker's effectiveness can be measured, it provides information about who is interested, and is an efficient method of internal control. Although these kits are time consuming to put together, they are very useful.

Close these sessions by having workers sign their own pledge cards; try not to let workers solicit unless they have turned in their own gifts, as it is difficult to ask someone else to contribute to something when one hasn't done so himself. Stress the importance of workers making a good contribution as it will be an essential point when students ask "what have you given?" If the answer is "\$5.00" a potential giver will use that as his standard for giving.

Do not ask workers to announce their gifts, as is often done at adult meetings. Having students announce their gifts might scare a \$50 giver from announcing rather than pull up a \$5 giver who could give more; it is not a good idea to try to embarrass someone publicly into giving more.

The training phase of the campaign requires an incredible amount of time and energy from the campaign leadership. Everything that must be covered in a meeting like this cannot be done in much less than two hours

per session; some take longer. But there is no effective substitute for this; if the training is done well, the campaign will succeed.



HOW TO CONDUCT A MEETING

Meetings should be used primarily to (1) recruit workers and (2) to reach people who would otherwise be difficult if not impossible to contact. By "reach," we mean reaching emotionally as well as physically. If an inspiring or moving film or speech is made at the meeting, some people may make a commitment that under other circumstances they would hesitate to make. One should realize, however, that a large meeting -- or for that matter, any meeting with a group of individuals -- will not usually be as effective either educationally or financially as one-to-one encounters. Typically, in a large meeting situation, there are several people who are really turned on, but there are also several who remain untouched. By comparison, in a face-to-face, one-to-one situation, the level of education is higher intellectually but lower emotionally and as a consequence, more people may give money, but not in the large amounts that one tends to receive at large meetings. Most important, one must keep in mind that there can be no campaign without workers, that campaigns depend on time limits, and if one cannot individually recruit workers, rather than sending out letters or using telephones, a meeting is the best bet. This maxim also holds true for reaching off-campus people.

SETTING UP THE MEETING

Initially, there are a couple of things to keep in mind. The first is that it's extremely difficult to get students to attend anything at all because of general apathy and the vast majority of extra-curricular activities you're competing with -- other meetings, films, lectures, etc. Secondly, because of the first point, the last thing you want to do is advertise (and you must advertise--in campus newspapers and radio stations which should give you free time for the asking, by posters, by hand fliers) the meeting as something that has to do with raising or more importantly with giving money. If people think that there's a chance they might have to make a commitment of time or money, no matter how good the cause, they will simply stay away from the meeting. Remember that prior to this meeting, theoretically (and usually in reality), they are quite likely to be either apathetic or hostile to such notions. The reason you're running a campaign is to turn them around, and the reason you're holding this meeting is that you were unable to contact them individually in the first place.

Then too, you must use something catchy as a come-on in your advertisements. Don't use something as banal and as bland as "Come learn about Israel and the Middle East." Most students may not be intensely interested in that topic. It may have a lower priority of interest for them than the War in Vietnam, or oppression of minorities in this country. Don't forget that as of yet, many may not identify strongly with Israel and things Jewish. In fact, some may be trying to forget who they are, or are embarrassed about it, if only subconsciously. Seize that point and utilize it. Speak directly to them by advertising something like "Ghetto Jew, you'd better do some fast thinking. People are getting hurt

around the world--people who would prefer to be known as just plain folks, simply as human-beings. (Sound familiar?) But the rest of the world doesn't buy their act. The rest of the world sees them as Jews. You see, that's their crime against it. You can save their lives (and perhaps even your own). There'll be a meeting at _____.

You can come to it. Or like other Toms (Jewish ones are called Jakes), you can just keep eating watermelon." Okay, so the ad is antagonistic. So it dares people. It's meant to. It's meant to confront them about who they are and what the problem is and to make them either angry enough or curious enough to show up at the meeting either. The important thing is that they show up. Once they're there, at least you can talk to them.

To run the meeting well, try to have at least five other people besides yourself to make sure that things run smoothly. In order to facilitate the recruiting of workers, make sure that you have worker sign-up sheets to distribute at the meeting. Make sure that you have enough pledge cards to hand out during the meeting so that you can counter the excuse that someone would like to give but they don't have cash or a checkbook with them.

Be at the room at least 45 minutes before the time of the meeting in order to (1) make sure it's not locked; (2) to make sure the projector and speaker system are in working order; and (3) to be able to get on the phone if it appears that people who said that they'd show up aren't there so that you can make one more attempt to get them there.

CONDUCTING THE MEETING ITSELF

In making an introduction of a speaker or a film, make it short. Announce the title of the presentation, and ask people to stay around afterwards for a discussion. Say nothing about money. Run the flick. When the credits start to come on at the end hit the house lights, turn off the projector, get up and rap and make the pitch for workers and bread. Make it hard and to the point. Tell them that you just don't want them there to see another movie or to hear another speech or just be interested and then go away. Tell them, you want them to act and commit themselves--now. That means that you have your pre-picked five people go out and distribute pledge cards and worker sign up sheets. Tell those five people prior to the meeting exactly what you want them to cover--which aisle, which rows, which exits. You also want them to collect completed cards at that same meeting. So stress it during the speech, that you want cards filled out and returned right then. Don't let people go home with those cards on the pretext that they'll return them later. Most of them won't. Remember, the thing that a meeting has going for it is the emotional aspect, the fact that you can catch people in "the heat of inspiration and dedication." USE IT TO YOUR ADVANTAGE.

Now, there's probably someone out there saying that such tactics aren't fair and according to Roberts' Rules of Order. So what? While you're being "fair" Jews are dying because there isn't money to save their lives. You're trying to save human lives. Under these circumstances, being "fair" in this instance seems ludicrous and even rather immoral. Have the cards (and the sign up sheets) collected right there. You usually need one person for each 20 to be covered plus 1 or 2 people to cover each exit (collecting cards on the way out, and saying to people, "Did you turn

in your card?). Finally, announce when and where the first workers' meeting will take place. Tell people who have signed up that you'll be contacting them later.



WRAP-UP

Since you're trying to get people to do more by holding a meeting rather than by contacting them on an individual basis, you should ask for a greater commitment in both time and money. In the pitch ask for more money than you would normally ask for with a student that you'd contact in his room. If you usually ask for \$10 apiece, ask everyone in the audience for at least \$25 or more. Again, a number of people won't give anything, or give less than they should, so you have to try to counterbalance this by big gifts. Also, remember that some of these people will be your workers--as such, they have to make worker and leadership gifts.

Try to keep the flow of the meeting running your way. More importantly try not to break up the emotional fervor that's working in your favor. Therefore, show the film, make the speech and solicit and recruit right away. After you've done that, after the cards and sign-up sheets have been collected, you can then go into long-winded discussions. If someone asks a particularly sophistic or nonsensical question (particularly an Arab or Arab-sympathizer) "attack" the person personally by saying something like you're trying to save lives and he's engaged in intellectual masturbation. Either that, or just answer very briefly and let the question (if it's not too damaging) ride. Use your judgement. But in any case, remember that this is your meeting and you must accomplish certain things with it. One bad meeting may ruin the whole campaign.

SOLICITATION: THE DORM CAMPAIGN

The best form of dorm solicitation is to use co-ed teams made up of someone from the floor being covered plus a member of the opposite sex. The psychology behind this is that the familiar face will get the team into the room, and the stranger, due to boy-girl chemistry, will prevent the team from being summarily thrown out.

There are unfortunately many logistical problems involved in doing this. Making up teams that work well together, and can go around at the same time, and getting people together for follow-up visits is a complicated procedure.

The approach we suggest volunteers use is to open with something like: "we'd like to spend a few minutes talking with you about Israel," and gradually work around to fund raising. In this way you can first appeal to a student's intellectual curiosity. If you ask for money right away, you risk turning him right off. Workers should distribute fact sheets from the worker kits to everyone they talk to, no matter how hostile or well-informed they may be.

Since it is difficult to find out who in a dorm (or anywhere else) is Jewish, approach everyone in the dorms; as you are emphasizing the humanitarian aspects. It is easy to do this without offending anyone -- remember that most of the people who gave money to Biafra were not Black.

The dorms are by far the easiest structure to work in. They must be covered well, as they are the most obvious source of funds. This again underlines the need for careful screening of workers and potential dorm chairmen (without which you will not get good workers), and careful supervision and encouragement from top leadership.

Require workers to turn in their results every few days so you can see which ones were doing the best jobs, and which ones have to be retrained.

Since dorm solicitation takes at least 15 minutes per room, it is important to minimize the number of rooms assigned to each team. When workers have too much to do, they will start knocking on doors and perfunctorily asking for "a small gift for the people of Israel". When that happens, it defeats the point of the entire campaign.



ANSWERS TO TYPICAL RESPONSES TO SOLICITATIONS

Listed below are some of the typical questions which usually come up during a solicitation. We have tried to provide some very brief and cogent answers which have a good chance of helping the solicitation succeed.

1. "Why do I have to give? My parents already give."

Stress that we're not interested in what his parents give; we're concerned about his own personal commitment. We want to know if he is personally concerned and personally understands the situation, and if so, what he intends as an individual to do about it.

2. "I understand the problem, but raising money to help solve it is a cop-out..."

Ask him if he thinks that raising money in general to help deal with any problem is a cop-out. If he says "yes", then ask him if he thinks that the Panthers are copping out when they raise money for their legal defense fund. Go on to ask him if he knows that in many countries, Jews actually have to be bought out, that a bribe has to be paid of \$1000 or more, and that after the Jew is taken out of the oppressor country, the cost of absorbing him in Israel, that is, the cost of transportation, housing, vocational training, health and social welfare services, etc., comes close to \$5400 and that 100 immigrants a day are arriving in Israel. In light of these facts, ask him if he knows of any better way for a Jew living in America to help the rest of World Jewry.

3. "I'm not Jewish--my parents are, but I'm not."

There are basically two approaches to take. The first is more abstruse and takes longer to argue. Ask him, if he's not Jewish, what is he? If he says, "An American," or "A human being," tell him there were Jews in Germany, Russia, Spain, and other countries who considered themselves Germans, Russians,

Spaniards, or just human beings, who still ended up being persecuted, victimized, and butchered because the rest of the world saw them only as Jews, no matter what they themselves might have chosen to be. And when they were tormented, in most cases, the whole world looked on and did nothing -- the whole world that is with the exception of other Jews who came to their aid. Tell the student that the situation is much the same today, that Jews are still being persecuted simply because they are Jews and that the people who can and should help these innocent victims are other Jews. Finally, tell him that if he doesn't help, the historical reality of the situation is that nobody else will, and consequently, innocent people will suffer.

The second approach stresses the humanitarian needs instead of the Jewish needs. Tell the student that certain human beings who happen to be Jews are being oppressed in Iron Curtain and Arab countries, and that in those countries, the activities of JDC, HIAS, and ORT are helping to make life more bearable as well as trying to get the oppressed out of the countries altogether. IEF money supports social welfare programs which benefit hundreds of thousands of people in urgent need. Stress in both cases that if this person doesn't make a personal commitment to help another person in trouble, he is guilty of an immoral, callous act.

4. "Why are the people in Israel so important?"

Put Israel in the perspective of a 4000 year old struggle for Jewish survival, with particular emphasis on the past thirty years and the holocaust. Tell the student that in World War II, many Jews had no place to run to in order to escape Hitler, that if the state of Israel had existed then, at least 2,000,000 out of the 6,000,000 who died might have lived (and of the six million, two million were children). Stress that the situation has not changed much, that for many Jews living in anguish in Iraq or the Soviet Union or other countries, the only place of refuge for them is the State of Israel. Ask

the student if he really thinks that the United States or any other countries with stiff quota restrictions would let in 50,000 Jewish refugees every year.

5. "I won't give money to support the war in the Middle East" or "I won't give money to buy arms."

These funds are not spent on arms or any military equipment. IEF is a campaign of UJA which is granted tax-exempt status under the Internal Revenue Code as a charitable organization devoted to humanitarian needs, i.e., "rescue, relief, and rehabilitation." Therefore, in Israel UJA or IEF funds go to the Jewish Agency and the JDC which handle only social welfare needs, e.g. immigration and absorption centers, immigrant housing, vocational training, etc. Israel would have to spend the amount of money she spends on defense whether UJA funds were raised or not; she has no choice. If that money is not raised, innocent people -- deprived of vital social welfare programs -- will suffer.

If the person still won't give, emphasize that UJA funds go to places other than Israel, places like Iron Curtain and Arab countries (under the auspices of JDC) to provide food and clothing to Jews in those countries... HIAS relocates Jews from those countries to other countries outside of Israel... and ORT runs vocational training schools.

6. "Here's a dollar. Now leave me alone."

This gift is unacceptable from most students. You should not accept it. It is merely "conscience" money, and an attempt to buy you off. It shows no real understanding of the problem at hand. We don't want or need money like that. A one dollar gift is not going to make or break the campaign, and more important, we're not begging from anybody. Call it militant fund-raising. Do not take the dollar. Tell him to keep it. You'll probably get some response because you've caught him off guard. He's been used to being cajoled, flattered,

and begged into being Jewish and/or giving money. He's never had this approach before. You may, therefore, get something favorable from him; at any rate, you can't do much worse.

7. "How much should I give?"

Many students will ask this question in all honest ignorance. They've grown up within the framework of a nickle-dime Keren Ami syndrome and really don't know what's expected of them. It's up to you to let them know, and you have to put numbers into people's heads. Tell them that you want a minimum gift of \$20 that's hardly anything compared to the amount of money they probably spend on dates, clothes, etc. At the same time, keep in mind that there are a few students who may not be able to give that much. Be sensitive to them. The main thing that we're aiming for is a meaningful gift from each individual -- "from each according to his ability; to each according to his need" you might say.

Other questions will also come up, but it is impossible to go into them all. However, you should now have the basic approach. Be straightforward, creative, and above all, confident. Never go on the defensive. Turn the questions back on people. Make them think -- and see. This is, after all, an informational process.

HOW TO CONDUCT A TELEPHONE CAMPAIGN

One of the most effective techniques during the campaign is to reach students by phone. This is especially useful on commuter campuses or at large campuses.

I. ORGANIZATION

A few months before the campaign is to begin, workers should make phone cards. These cards should include the Name, Address and Phone Number of the students you hope to reach. Names of students can be obtained from Religious Preference cards or from the student directory.

II. PHONING

1. Try to use the telephone facilities of the local Jewish Federation or Jewish Community Center or Hillel.
2. After all the cards are filled out, give the boys the girl cards and the girls the boy cards. The responses are usually better when one sex calls the other.
3. Have information sheets -- with all vital information -- in front of the caller. Since your worker should be knowledgeable, it may be necessary to hold several training sessions before you begin. During these sessions you can educate workers and have simulated telephone sessions to see how your workers would react under different conditions.

III. WHAT TO SAY ON THE PHONE

1. Be positive. Assume that your prospect will be a contributor.
2. Remember to be courteous and friendly. Don't antagonize a person if he is not interested. But don't be afraid to tell the person he doesn't understand the problems.
3. If a person says he is not interested before you begin your pitch, tell him you don't care if he gives or not, but that you just want to tell him what is happening.

4. Information is just as important, if not more important, than money. We are trying to familiarize students with the problems Jews face. Even if the student doesn't give now, he may give someday in the future.

5. The following is a form that can be used for calling students:

Hello Bob? My name is _____ and I'm from name of college. I would like to talk to you about Israel and world Jewry. These are the problems Jews are being faced with today. (Then give him the information you have on these problems).

Emphasize individual responsibility. Avoid letting "my parents give" be an excuse. Then ask the person, Would you like to help?

If YES.....explain that he can pledge money for either or both the Israel Emergency Fund, which totally goes for use in Israel, and the Regular Fund which also is used in Israel as well as helping Jews around the world.

If NO.....ask why.

IV. COLLECTION

Different schools have different ways of collecting money. Sometimes a local Federation will bill student contributors. If not, you can bill the student through the mail, or personally. Remember that the only real success of a campaign is the help it brings the people of Israel. And this help comes only from hard cash -- not unpaid pledges. Always convert all pledges to cash as soon as possible.

V. HOW TO ORGANIZE YOUR CARDS

Upon calling you will run into different types of situations.

1. If you call someone and he is not home or no one answers, write C.B. (call back) and the date on a corner of the card so that a caller at a later date will know that you tried to reach that person.

If you find out (from a parent or roommate) what is a good day or

time to reach the person - write that down.

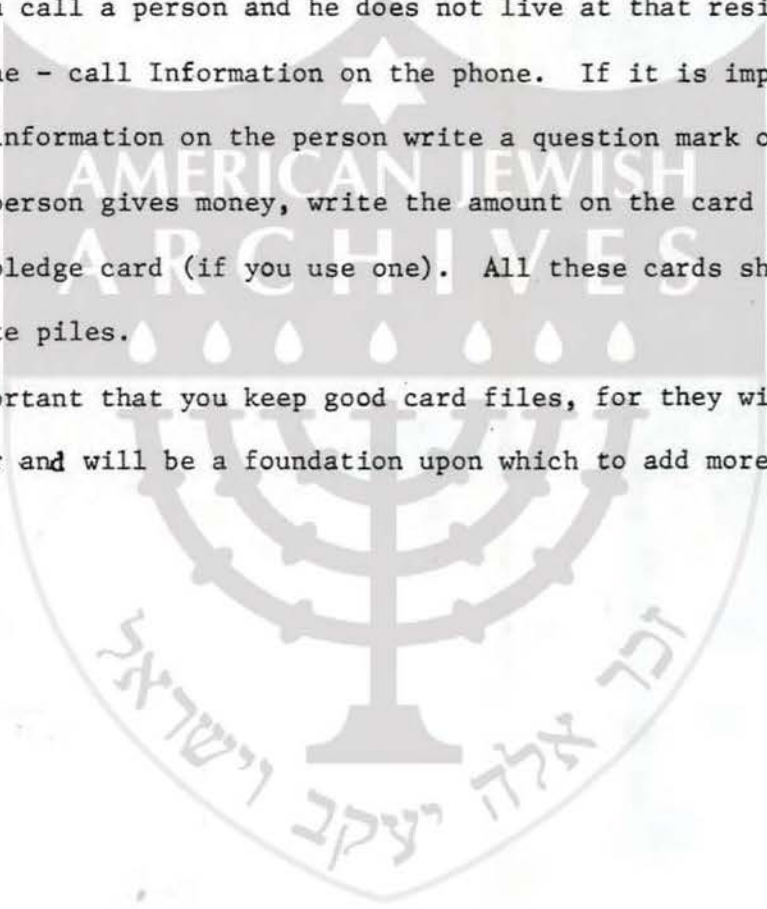
If the student is not home and you are asked, "who are you?", just give your name and school.

2. If a person does not give money, write REFUSAL and reason why on the card, i.e. financial, not interested, etc. It may help in next year's campaign.

3. If you call a person and he does not live at that residence or has a new phone - call Information on the phone. If it is impossible to find any information on the person write a question mark on the card.

4. If a person gives money, write the amount on the card and couple it with the pledge card (if you use one). All these cards should be kept in separate piles.

It is important that you keep good card files, for they will come in handy next year and will be a foundation upon which to add more cards.



MAILINGS: THE OFF CAMPUS CAMPAIGN

Mail is by far the worst way to reach people, although it is the easiest. It is very easy to ignore mail, you can't say very much in it, but it is relatively expensive.

For a sample letter used in a mass mailing (see Addenda) try to state what you are doing, why, and what is needed. Name an artificially high average gift size, as you want to give people a high idea of what is expected per gift.

The mailing should be sent out with a pledge card and an unstamped, return envelope.



RECORDS, BOOKKEEPING & CASH

Try to avoid being overwhelmed with data. Keep pledge cards for all gifts with names, addresses, class, and solicitor recorded. It wouldn't be a bad idea to have each dorm captain rate the effectiveness of his workers and to keep this information on file.

When the next campaign comes around you will need these records to recruit new workers and leaders.

Status meetings should be held frequently and regularly during the course of the campaign. At these meetings all money collected should be turned in and recorded. It is of the utmost importance that a careful record be kept of money collected, and that it be deposited promptly in your bank account. (An account should be opened with at least two signatures).

Money should be remitted either through your local Welfare Fund or directly to the United Jewish Appeal.

Every effort should be made to get all or as much cash as possible when a pledge is made. Arrange for collections on outstanding pledges as frequently as possible. All pledges should be paid by the end of the academic year. Collections should be assigned to the students who obtained the gifts.

All you need for keeping accurate records are 4x6 cards with the following information;

NAME _____	
ADDRESS (Local) _____	ADDRESS (Home) _____
PHONE (Local) _____	PHONE (Home) _____
MAJOR FIELD _____	SEX _____
Class 1971 _____ 1972 _____ 1973 _____	
Pledge _____	
Amt. paid _____	
Balance _____	

Another method used that will also help you to keep accurate records is the daily ledger:

For each gift, you can keep a running daily account:

NAME	PLEDGE	CASH
TOTAL	\$	\$

PLEDGE CARDS

Pledge Cards are self-explanatory.

Be sure to get the person being solicited to put his home address on the reverse side.

Pledge cards are available, in bulk, from the SCIEF national office.



ASSURING THE CONTINUITY OF THE ORGANIZATION

The task we have assumed, that of assuring the survival and well-being of our people, has, is, and will continue to be an unending responsibility. We must, therefore, make certain that competent, committed leadership will be available to take over where we will leave off. Campus campaigns must continue to reach and teach college students the meaning of survival; the meaning of sacrifice; the meaning of giving to the Jewish people. Campus campaign leadership has the responsibility of guaranteeing this vital function. The chairman or co-chairmen must get together to decide how to select the future leadership and corps of members for following campaigns. Exactly how this is done will depend upon the working relationships that have been formed during the course of your campaign; who will still be in school the following year; the academic load individuals must carry; etc. The point is that there must be a group of people who can be counted on to get the organization rolling again for the coming year. These people should be the ones most familiar with the campaign, its structure and the university's structure, and the SCIEF (to whom they should be referred).

It might also prove beneficial to compile a list of names, addresses, and phone numbers of workers, helpful professors and administrators, and the people who have made donations. These people will be the key to the organization for the coming year.

One more thing to leave with the incoming campaign leadership is a brief critique of your campaign. This should include all the things that went right and wrong. It should suggest ideas for improvement, and things to remember about the particular characteristics of each living unit, types of meetings, best sources of good publicity, etc.

Just one more thing. We hope that you will go to visit Israel and see the product of our people's work and dreams -- something of which now you are truly an integral part.



UJA at a Glance

United Jewish Appeal

Receives its funds through

222

Federations and
Welfare Funds

678

Independent and
Combined Campaigns

Supports

United Israel Appeal (UIA)

The United Israel Appeal is the major beneficiary of funds raised by the United Jewish Appeal and the Israel Emergency Fund. As such, it evaluates projects and programs carried out by the Jewish Agency, its agent in Israel, and determines the appropriate use of UJA funds for the support of the agency's work with immigrants, their integration into Israel's life, their health, housing, education and job training. In addition, funds are provided for scholarships, higher education, agricultural settlements and youth services.

American Joint Distribution Committee (JDC)

Including ORT and MALBEN
Provides a wide range of health, welfare, rehabilitation, education and cultural services for needy Jews in 30 countries around the world, including Israel.

United Hias Service

Aids Jewish immigrants settling in
countries other than Israel.

New York Association for New Americans (NYANA)

Aids Jewish immigrants settling in
the Greater New York area.

SOCIAL WELFARE

When the State of Israel was established in 1948, her Jewish population totaled 650,000. Today, it has quadrupled to 2,600,000.

The immigration that brought about this change was not only proportionately vast in numbers; its scope was diverse and represented every shade of ethnic, social, cultural, educational and economic background.

The first waves of immigration from Europe brought the survivors of the Hitler Holocaust. Later waves brought half a million Jewish refugees from the Arab countries, many of them culturally deprived and in poor health after generations of poverty.

As each group of newcomers arrived, great efforts were made on their behalf. To house the new arrivals as quickly as possible, dwellings were hastily constructed. To provide the wherewithal to become productive citizens, vocational training and educational programs were rapidly instituted.

The size and diversity of the immigration contained the seeds of serious social problems. The origins of these problems often go back centuries, but the net effect is being felt today, in Israel.

Within each group of immigrants were some who could never become productive and self-sufficient. These include the aged and disabled, all of whom could freely enter Israel under the Law of Return. Included also were the unemployable, and those of limited employability, because they lacked the education and skills to enter the modern economy of Israel. All these -- the aged, the handicapped, the uneducated and unskilled --

make up the poor, those who need welfare aid.

Poverty: A survey made in 1968 uses a poverty line of IL 4,000 per year (IL 333 per month) gross income for a family of four.

But in 1968, the income of 13.8% of Israel's urban Jewish families fell below the poverty line. And since there were generally more than four members in these families, the figure represents some 20% of the urban population.

Since these figures reflect the situation before the increased taxes and new loans of 1970, it may be assumed that current data would put many more than 20% below the poverty line.

Overcrowding and Slum Conditions: From the beginning, intensive efforts were made to provide housing for all newcomers. (See paper on Immigrant Housing.) Because of pressure of time and inadequate funds, construction was too often of low standard and limited durability - dwellings now slums, for the most part.

Into these slums are crowded the generally larger, Middle Eastern families, compounding the problems of unemployment and poverty with all the social ills that thrive in the slum environment.

The result of these interrelated problems is most sharply apparent in many development towns and big city slums.

In their earliest days, these areas were plagued by an inordinately high percentage of population mobility. Although much of this problem

has been resolved, the development towns and the city slums are left with a significant residue of unskilled and under-educated inhabitants.

The Aged and the Handicapped: The Law of Return admits all Jews who elect to immigrate to Israel, without restriction as to age or physical condition.

Accordingly, many immigrants were elderly and/or, as victims of war, poverty, or oppression in their native countries, often seriously handicapped, physically or emotionally. This situation applies also to present immigration, although to a lesser degree.

A variety of social aids--ranging from employment opportunities to health services to institutional care--are required on behalf of these immigrants.

Jewish Agency Concerns

The Social Welfare budget of the Jewish Agency is intended to help provide assistance in various forms to Israel's needy.

Direct Aid: The Jewish Agency provides direct aid, through relief grants, to some 20,000 needy families.

Assistance to the Aged: Approximately 30,000 elderly persons who arrived in Israel too late in life to be able to become eligible for National Insurance (social security) benefits receive Jewish Agency subsistence grants.

Sheltered Workshops: Between 7,000 and 8,000 elderly and handicapped persons are employed in sheltered workshops operated by "Hameshakem". Because the output of these workers is generally low, the Jewish Agency--through "Hameshakem"--supplements their income. This is in keeping with

the Agency philosophy of providing employment rather than outright "welfare" aid, wherever possible.

Note: JDC-MALBEN, the Israel arm of The American Joint Distribution Committee, plays a major role in aid to the aged and handicapped, operating and/or supporting a wide variety of programs and institutions in this field.

Other Social Services: The Jewish Agency also provides funds to assist persons in homes for the aged, to make available vocational rehabilitation grants and special social programs for blind and other handicapped persons.

Long-term Aspects: Cultural and social deprivation and poverty and other social ills constitute a vicious circle which must be broken if these ills are not to perpetuate themselves. Understood in this sense, the problems of the poor must be seen in their longterm context. This generation's slums breed tomorrow's social problems, and the privation that is rooted in centuries of poverty and persecution cannot be eliminated in a few years.

These problems are compounded by the problems of immigrants arriving now and yet to come. Nor has there been time yet to develop the cadres of trained workers and the facilities and services required to deal adequately with these problems.

The Jewish Agency and other agencies are working constantly to break this vicious circle of poverty. Massive resources are required-- and time. Meeting immediate social welfare needs in the meanwhile is a major financial responsibility of the Jewish Agency.

HEALTH SERVICES

Israel's dynamic growth, unprecedented immigration, and all the resultant problems are reflected in the present state of health services in Israel. Great progress has been made, but tremendous problems remain to be solved.

Worldwide Escalation of Medical Care Costs: To some extent, these problems reflect the result of great strides in the last quarter century of world medical history. In a relatively short time, Israel has achieved a prominent place in health care and medical science. As medical science prolongs life, it develops new drugs and techniques, more and more sophisticated technology. These, in turn, raise the cost of medical care.

The introduction of the kidney machine, for example, or of organ transplants has helped increase the average man's life expectancy; but these breakthroughs are expensive in terms of equipment and personnel costs.

Medical Economics: To a great extent, medical economics in Israel reflect other pressures special to Israel's existence. The most serious and difficult problems were brought to the country by survivors of the Hitler period and the huge numbers who emigrated from the Arab states.

In the former group were tens of thousands physically and emotionally crippled by the Holocaust. From the Middle Eastern lands came large numbers of Jews with serious handicaps, rooted in generations of deprivation and want.

The continuing heavy demands placed on the Israeli economy have prevented construction of sufficient medical facilities to meet current needs. Staff shortages of medical and para-medical personnel plague the existing institutions.

Obviously, there are no speedy solutions to the health care dilemma. Rather, there is need for long term, concentrated planning and effort.

Jewish Agency Concerns

The Jewish Agency has provided for the medical care of new immigrants, many of them suffering from physical and emotional problems.

In addition to services for new immigrants, the Jewish Agency has, since 1967, met a large share of financial responsibility for health services to the needy of previous immigrations.

Agency aid helps pay for care in private, government and Kupat Holim facilities, treating mental and physical disorders. To meet the need for additional medical facilities, the budget includes allocations for construction of hospitals and research facilities.

Shortages of Medical Personnel: Israel has no doctor shortage, in terms of statistics--the ratio of doctors to population. However, one quarter of Israel's physicians are aged 60 or older. Further, physicians in Israel represent as many standards of training as the countries from which many of them emigrated. And in many specialties, there are serious shortages: in radiology, psychiatry, anesthesiology and ophthalmology, to name a few.

Geographically, physicians are not distributed according to need for their services. In development areas, for example, where acute needs usually exist, there are frequently critical doctor shortages.

Nurses, too, are in short supply. Similar shortages exist in dentistry, pharmacy and the ancillary health professions.

Shortages of Medical Facilities: The most urgent need is hospital beds. The voluntary organizations, notably Hadassah, play significant

roles in making available hospital facilities. However, the major responsibility is carried by the government and Kupat Holim.

The former is financially limited by the demands for defense spending; the latter by the pressures of over-utilization of sick fund facilities. Accordingly, building of new hospital facilities has been virtually frozen.

Obsolete facilities cannot be replaced. Furthermore, there is no provision for the increased demands of a growing population. In mental hospitals, occupancy often runs as high as 117% of capacity. In general hospitals, it reached 135%. In Israel, crowded wards and filled corridors are the rule, rather than the exception.

At first glance, the number of beds available to Israel's population does not seem grossly inadequate, in comparison to similar facilities in other countries. The gross proportion, one bed for each 130 of population, is misleading.

The 22,856 beds include many in private long-term care institutions of low standard. Still others are in obsolete hospitals that pre-date the State of Israel.

The additional minimum health service requirements call for building 1,200 hospital beds each year. The annual price tag totals IL 85 million; maintaining these beds adds IL 20 million annually.

Problems of the Sick Funds: Almost all Israeli citizens are insured under one of the nation's Kupat Holim sick funds. Largest of these, serving the highest percentage of the population, is the Histadrut's fund.

Cost of operating the funds is mainly paid by member contributions, with each member contributing an amount based on his income. An additional operating budget is provided to the funds via small government contributions,

but the total of member and government financing is inadequate to pay the cost of medical care.

The principal reason for this deficit can be found in the greater proportional use of medical facilities by low income groups, generally larger families who require more medical services. Understandably, these same medical service consumers contribute the lowest share to the cost of operating the funds.

The Jewish Agency helps fill this gap.

Medical Services for New Immigrants: Many new immigrants, particularly from lands of distress, enter Israel in need of medical attention. Problems of adjusting to life in a new culture often contribute additional stresses ultimately expressed in physical or emotional illness.

The Jewish Agency helps ease these problems by providing full coverage in Kupat Holim during the immigrant's first six months in the country.

Cost of Hospital Care: The Jewish Agency subsidizes care in a general or mental hospital to the extent of IL 35/patient per day in a general hospital, IL 15-20 in a mental hospital.

A similar subsidy is provided, where needed, in Kupat Holim clinics. In addition, in development towns--where higher costs and higher utilization require additional assistance--the Jewish Agency subsidizes needy families by paying up to 90% of their Kupat Holim contributions. This co-payment principle is consistent with the Agency policy of making the recipient a partner, if only a minor partner at first, in the cost of providing needed services for his family. As the family's income increases, he pays an increased share of such costs--in a gradual development towards economic self-sufficiency.

Research: Adequate planning for the future must include additional research to find better solutions to the nation's health problems. Provision for research facilities is included in the current Agency budget for health services.

Future Needs: The future demand for health services will increase along with the population increase due to natural growth. The present population is expected to expand by another million within the next decade, with births estimated to rise to nearly 100,000 per year.

The consequent increase in the infant and early childhood age groups will require substantial additions to existing maternal and child health services.

The aged--those 65 and over--will increase to nearly 300,000 emphasizing the need to expand geriatric services and facilities for the long-term and chronically ill.

Continued immigration will provide additional demands on health services in Israel.

YOUTH CARE AND TRAINING

In any society, the problems confronting youth mirror the concerns which face that society as a whole. That this is true in Israel indicates the depth and variety of assistance needed by Israeli youth, if they are to develop into productive citizens.

Youth Aliyah continues to be a major area of concern, with all of the facets involved in total absorption of young people into their new land.

But youth immigration is just one of the problems to be resolved. The pressures arising out of the tremendous immigrations--and the situations of distress which led to much of the immigration--have, in turn, visited a great variety of problems on a large segment of the youth population.

This segment included children of immigrant families and second generations of needy families still not completely absorbed into Israel life.

Many of these children are forced, by economic pressures or social problems, to drop out of school at an early age. Efforts must be made--particularly in the development towns and in the major cities, where this problem is particularly acute--to attract such youngsters into academic-vocational training settings, where they can continue education and learn job skills.

Physically and emotionally handicapped children of needy families require specialized training.

In many cases, pre-schooling is needed to compensate for culturally disadvantaged home environments.

Still other problems must be solved, on behalf of young people who should be removed from the family setting and placed in agricultural settlements or in a foster family situation; on behalf of orphaned children, or children from broken homes; on behalf of children of working mothers unable to afford suitable daytime care.

And to cultivate a priceless natural resource, development of special talents requires training in the arts, music, sciences, etc., for children whose families are unable to provide it.

Jewish Agency Concerns

In 1933, the Jewish Agency began its Youth Aliyah program. The object was to save as many children as possible from the growing threat of Nazi Germany and bring them to Israel.

With establishment and growth of the State of Israel, the scope of youth problems handled by the Agency has broadened considerably. Today, the immigration of youth is just one portion of the Agency's concerns; the overall program falls into four general classifications:

1. Youth brought to Israel without their families;
2. Children of new immigrants;
3. Children of families still in the process of absorption; and
4. Children in Youth Day Center programs.

By and large, the youth program deals with children between aged 12 and 17½.

Coming from a wide variety of national and social backgrounds, these young people represent a range of aptitudes and needs. The Department deals with a total of more than 10,000 young people in its various programs.

The historic record of the Youth Aliyah Department is outstanding. In all, more than 130,000 children--5% of the current Jewish population of Israel--have received its benefits, 100,000 of them since 1948.

During the large immigration that followed establishment of the State, fewer children arrived in Israel alone. At this point, the Department's activities expanded to deal with children of new immigrants--from Moslem countries and Rumania, from Turkey and South America.

Great attention has been paid to developing talents of children under Youth Aliyah care. Some of Israel's outstanding artists and scientists started their career training under these auspices.

Of the 10,395 children under Youth Aliyah care during 1969/1970, the category breakdown was:

Immigrant children without their families	1,801
Children of new immigrant families	4,177
Children of immigrant families still in absorption process	2,166
Trainees in Youth Centers	2,251
TOTAL-----	10,395

Each of these four major facets deals with an important problem facing a segment of the population. Utilizing insights gained with each wave of immigration, the overall program provides aid toward social integration and education.

Children Without Their Families: For these youngsters, the Youth Aliyah Department provides education, training, food and maintenance, plus other necessities such as Bar-Mitzvah celebrations, supplementary lessons, pocket-money, etc.

For children whose talents merit additional training, special care is given to providing education in the arts, music, etc.

The Jewish Agency pays costs of educating youth in some 80 institutions belonging to a number of organization. Jewish Agency contributions range from IL 100 to IL 155/month per child. In addition, the Agency provides footwear and clothing.

Where foster family arrangements are made, the Agency pays subsidies up to IL 250 monthly.

Children of New Immigrant Families: Intensive training programs are available to children of new immigrant families, to help develop their talents to the utmost.

Special training is available to physically and emotionally handicapped children of immigrant families.

Children of Families Still in Absorption Process: For these youngsters, a number of problems must be solved by Youth Aliyah. Included in this group are children from broken homes, children who should be removed from the family situation to agricultural settlements or foster families.

In cases where financial need exists, the Agency pays for educating a retarded child in a specialized facility. The amount of such Agency subsidies, IL 100/month, is available only when need can be demonstrated. Since the cost of training often runs as high as IL 400, the deficit is made up by local authorities.

The Youth Day Center Program: These programs were established in 14 development towns to provide special education and training for young school drop-outs, which would enable them to continue their education.

A concentrated educational program enables these youngsters to complete at least eight grade studies within two years, while simultaneously providing vocational training.

Additional youth centers must be built in various areas throughout the country, at a unit cost of IL 1 million.



IMMIGRANT HOUSING

The overall problems of housing are among the most pressing in Israel today. Some of the technological advances that permit more economic home construction, such as steel structures and prefabricated units, are still not widely available. High construction costs, the relatively high cost of land, and continuing shortages have pushed the price of a home or apartment beyond the reach of many in middle-income groups.

The High Cost of Housing: On the average, it is estimated that a home or apartment costs six to eight times the annual income of the average Israeli family. This may be contrasted with conditions in the United States, where homes generally cost two to three times annual earnings.

The rental situation is even more acute, with rentals often as much as 50% of the average monthly salary.

A large number of housing units are of substandard quality. Many units built hastily in the early days of statehood have deteriorated rapidly and should now be razed and replaced. It is estimated that some 70,000 families, approximately 10% of the total population, inhabit such housing.

In terms of density, over 200,000 families--30% of the national total--live in conditions of two or more persons per room. Of these, some 56,000 families live three or more per room.

There is currently a list of 6,500 young couples waiting for public housing and this figure is increasing at the rate of 200 to 300 per month.

Jewish Agency Concerns

Immigrant housing has always been a critical problem. To house hundreds of thousands of newcomers during the past 23 years, a variety of expedient solutions has to be found.

These included the tents which sheltered the first new arrivals to the State of Israel. Later, temporary shacks of canvas, tin and wood were constructed.

Concurrently, more permanent housing construction was begun, but limitations upon size and quality were great, and only few of the early units were sufficiently durable to remain in good condition to the present day.

In the beginning, immigrant housing units were small--approximately 32 square meters in area. By the mid-50's, the size was increased to a minimum of 55 square meters. Current construction ranges from a minimum size of 60 square meters for small families to 100 or 120 square meters for large families.

In addition to increased size, new apartments incorporate more durable construction and more amenities. These improvements will gradually reduce the slum problems of the future.

This year, with the anticipated arrival of 60-70,000 new immigrants, an estimated 15,000 housing solutions must be found. In addition, the backlog from previous years will create a further drain on home building facilities--not including those waiting.

The general mortgage market is a tight one, even for Israelis financially established in the country. Conventional mortgages rarely exceed 35 to 40% of the full purchase price, and provide only a short (12-year) amortization period, at very high interest rates. In view of

continuing price increases, almost all mortgages are cost-of-living of dollar-linked.

Prohibitive as these conditions are to many Israelis, they are out of the question for most immigrant home buyers. Accordingly the Jewish Agency assists immigrants in finding mortgages at more favorable interest rates than are available on the general market.

While such assistance eases the situation for many new immigrants, it tends to intensify some of the social stresses in the veteran Israeli population.

For new immigrants who choose rental housing, subsidies are available during the first year in the country, to help defray rental costs.

To provide low-cost rental housing, a number of imaginative solutions have been attempted. One is the encouragement of overseas investment in immigrant housing. The Agency subsidizes the difference between the low rent which the investors should realize on their properties.

In a number of development areas and in Eilat, Beersheba, Ashkelon, Dimona and Jerusalem, homes belonging to "Amidar" are rented to immigrants for the yearly sum of IL 360. The Jewish Agency absorbs the difference between this amount and the actual rental cost of IL 1,360 on behalf of some 50,000 immigrant families.

The Agency provides solutions for housing shortages on agricultural settlements by financing the building of new units. Such units are built in new settlements as well as in older settlements which house new immigrants. In addition, the Agency finances the addition of extra rooms in settlement homes for growing families who require more space.

IMMIGRATION AND ABSORPTION

The process of immigration and absorption is a continuous one, (starting considerably before the newcomer leaves his native country and continuing well after his arrival in Israel, until he is fully integrated into the economic and social life of the country). Efforts on behalf of veteran immigrants, however, are discussed in the other papers; the scope of this paper includes the immediate needs of the newcomer.

More than 1.4 million newcomers have immigrated to Israel since the establishment of the State in 1948. Each wave of immigrants has differed widely from the others--in terms of country of origin, size of the group, and backgrounds and ideologies of the newcomers themselves.

Dependent on a variety of factors, the number of newcomers can never be predicted accurately; but no matter how large the influx in a given year, there must always be sufficient facilities to accommodate it.

For a large proportion of immigrants there is a greater need for individualized care. This, combined with general price rises and the very unpredictability of the entire immigration operation, from year to year, tends to keep costs high.

Nearly every wave of immigration has changed the demographic balance in Israel and created its own variety of social and economic problems. For example, in the early years of mass immigration, the largest proportion of immigrants came from the Moslem countries of North Africa and Asia.

Since the Six-Day War, the proportion of Europeans and Americans has been running higher than that of those emigrating from Asia and Africa. However, there are more than 150,000 Jews remaining in Asia and North Africa; the largest concentrations are in:

Iran	70,000
Morocco	40,000
Turkey	30,000
India	7,000
Tunisia	10,000

To this number must be added about half of France's 550,000 Jews who emigrated from Algeria and other North African countries.

Much larger numbers remain in the western communities:

Soviet Union	2,500,000+
Western Europe	1,500,000
Latin America	800,000
South Africa, Australia and New Zealand	190,000
U.S. & Canada	6,000,000

Obviously, not nearly all of these are candidates for immigration. But a number of factors prevent accurate estimates of probable immigration, even for next year, as the recent change in the number of immigrants from the Soviet Union will indicate.

The first of these is that changing government policies will make it easier for Jews to come to Israel from countries which formerly prevented their departure.

The second is especially pertinent to Jews living in countries in which they are less than totally welcome. For these, the wave of enthusiasm and identification that followed the Six-Day War is particularly compelling. Combined with the increase in full employment and security in Israel, it may provide a compelling, if unpredictable, motivation for immigration.

Jewish Agency Concerns

Immigration has always been an exclusive responsibility of the Jewish Agency and the World Zionist Organization. The WZO deals with newcomers from the free world; the Jewish Agency, with immigrants from situations of distress. This concern has always taken financial and operational precedence over all other Agency operations.

Accordingly, a large percentage of Jewish Agency funds goes toward paying the tremendous costs of immigration and absorption for hundreds of thousands of Jews, from situations of distress all over the world. The cost is tremendous, the problems are complex, and the Jewish Agency is involved in nearly every step of the entire process.

Increasing numbers leaving many countries require additional hostels and transient camp facilities. The cost of transporting the immigrant and his possessions must be defrayed. Jewish Agency offices are maintained in many countries to provide the administrative and counseling services required by prospective immigrants.

Ulpanim, Absorption Centers, Hostels: For new arrivals in Israel, an obvious problem is the need to develop proficiency in Hebrew. The ulpanim, treated in greater detail under the Education section, provide a variety of programs for single immigrants, for married couples, and for families. A variety of settings--residential and non-residential--are available in cities and on kibbutzim.

A variety of temporary housing arrangements is available to the new immigrant during the initial period. Absorption centers provide for about 5,000 persons at a time. Another 3,000 are accommodated in Agency hostels--and special hostels care for another 1,000 students. Additional housing

facilities of both kinds--absorption centers and hostels--are needed.

Integrated with these arrangements is a complete program of Jewish Agency services, designed to help the immigrant through his crucial first months in Israel. Trained Agency staff members help him find solutions to job problems and aid him in securing permanent housing accommodations. The Agency also arranges for vocational training programs, where necessary.

Other Aids: Frequently, arriving immigrants lack sufficient money to pay for immediate material needs. In such cases, on-the-spot assistance grants of IL 30/person are made by the Jewish Agency. Where more needs are revealed, further grants of up to IL 400 are available.

Other help to new immigrants is available in the form of aid for constructive purposes. Such aid may be given an immigrant who wishes to establish a small independent business. These loans may be repaid on easy terms over a long period of time.

As the living standard in Israel has improved, additional benefits for new arrivals have been introduced. The extent of such extra help has been determined by the overall standard of living, which serves as a guide; by the number of immigrants in a given period; and by the availability of financial means to aid these immigrants. Increased benefits were required to help new immigrants secure adequate housing in Israel, with its relatively high cost of housing, and to find employment in an increasingly technological and skilled job market.

AGRICULTURAL SETTLEMENTS

Land settlement is one of the miraculous achievements in Israel, an achievement without precedent in the history of man's efforts to conquer a hostile environment and make it produce to meet man's needs. In the 70 years preceding Statehood, 291 settlements were established in what was then Palestine--in itself no mean achievement.

Since the State was established in May, 1948, 500 more settlements have been founded by the Jewish Agency's Land Settlement Department. Their population is 150,000, most of them new immigrants, and the area they cultivate represents 40% of all the land under cultivation in Israel. To provide a food supply, to provide employment and a new way of life, and to fill the empty spaces of the land--these were the goals of the settlement program.

To the Settlement Department belongs the responsibility for establishing formal and informal supportive techniques to strengthen the new, still relatively weak, settlements. The Department does not view the settlements merely as economic units, but recognizes that their ultimate maturity depends as well on solution of social, cultural and personal problems. To achieve such overall solutions, the Department provides a wide range of counsel, services and facilities, including:

economic and social assistance and job training for new immigrants--most newcomers have no prior agricultural experience;

technological and economic assistance and guidance to developing settlements; and

equipment, utilities and facilities to help settlements toward optimum agricultural productivity--and/or in the direction of in-

dustrialization, when it is indicated.

In the 1960's, it was decided that settlements which reached economic and social maturity would deal directly with the government. In 1967 began the process of 'consolidating' some of the stronger settlements towards that end. This table provides a statistical overview of the scope and progress of Israel's settlements.

AGRICULTURAL SETTLEMENTS:

Kibbutzim and moshavim under care of Jewish Agency Settlement Department from 1948.

A.	Independent of Department	182
B.	In various consolidation stages	235
C.	Under full Department care	232
	TOTAL	649

NOTE: All settlements located within pre-1967 boundaries of Israel

The Settlers: Within the 467 settlements under Department care live 140,000 people, mostly new immigrants. A large part of the settlers in the 131 kibbutzim and virtually all in the 336 moshavim are new immigrants.

Border Settlements: A number of 467 settlements under Department care are located on the borders of Israel: in the Negev, the north, Galilee, and the Jerusalem hills. These settlements require special priorities.

Jewish Agency Concerns

Obviously, all young settlements are faced with a variety of economic and social problems. These include the absorption of a high percentage of immigrant population, shortages of natural resources, con-

tinuous adjustment to the rapid pace of economic and technological development in Israel, and industrialization where needed to supplement agricultural production.

Living Standards: In addition, there is the problem--prevalent in rural areas throughout the world--of raising income levels to the higher levels of urban area income.

In 1960, a farmer earned 88% of what a city worker earned. By 1967, he was earning only 83% and by 1968, just 79%. This partially accounts for the diminishing agricultural work force in Israel. The proportion of manpower gainfully employed in agriculture dropped from 17.8% in 1956 to 12.4% in 1967. By 1973, it is expected to decline to 8.6%.

The Settlement Department's basic responsibility is to raise the settlers' production so that they may achieve living standards comparable to those of the rest of the country--while resolving, at the same time, the personal, educational, and social problems of the settlement population.

Specific problems in other areas of concern vary with location and reflect changing economic and social currents.

Geographic Problems: The mountain settlements illustrate a specific geographic problem. These are primarily within the Galilee and the Jerusalem hills, in areas short of adequate water and arable land. These areas, settled after the more fertile valley and plain regions, lack the double advantage of the longer-established and more productive lowlands settlements. Yet they are vital to the nation for a variety of reasons.

Concentrated effort must be made to increase the production of these mountain settlements. Within this group, special priority must be given

to the 23 settlements near the Lebanese border, relative newcomers which have been targets of enemy attacks since the Six-Day War.

Different problems beset the 12 settlements in the Beit Shean Valley and in the Arava. The Beit Shean group was, for the most part, well on its way to independence before 1967. Since then, these settlements have continuously suffered at the hands of terrorists across the border. Serious setbacks have resulted from bombing, mining the fields and direct attacks on the settlements themselves.

The Arava settlements are relatively young and also troubled by their proximity to Jordan.

Export of Off-Season Produce: In the early days of statehood, the most important demand on agricultural settlements was to increase production, to provide an adequate food supply for the growing nation. Today, farm yields exceed demand for internal consumption in almost all foodstuffs. This has redirected agricultural development towards products that can be exported, stressing off-season products like tomatoes, green peppers, eggplants, cucumbers, gladioli, roses, melons, peaches, tropic and sub-tropic fruits.

Industrialization of Border Settlements: Shortages of natural resources constitute a very real limitation to agricultural productivity in Israel. This is particularly true in the mountainous border areas, where the land itself, with its insufficient water and frequently infertile soil, has required inhabitants to turn to supplementary industrialization. Where conventional agricultural answers are not sufficient to support the hill settlements, the Department offers aid toward industrialization and other commercial ventures, to help these settlements solve their economic problems.

In summary: The Settlement Department is faced with several basic problems:

The economic problems of settlements which have not yet reached maturity; the pressures created by shortages of resources, and the technological problems created by developing industry in the border settlements; and

The social problems of tens of thousands of settlers; many of whom must be trained for productive contributions to the settlements.



EDUCATION

The population of Israel represents the widest range and contrast of cultural backgrounds and educational needs. In today's Israel live Oxford-educated philosophers, M.I.T.-trained physicist--and North African newcomers never exposed to modern technology or western culture, and with little or no formal education.

As in any society where great contrasts exist, education must do more than impart knowledge and skills. It must be an instrument for social and cultural integration.

Closing the Culture Gap: A primary aim of education in Israel is to help break the poverty cycle--to equip the newcomers and the needy to lead the most rewarding possible lives.

And this can only be achieved when education is utilized equally by all segments of the population. That this is not now the case is readily evident. In 1968, for example, children of Asian and African origin comprised 63.2% of all children in the first grade:

47.6% of all children in the 9th grade; and only
26.9% of all children in the 12th grade; at the university level, the differences were of Asian and African origin comprising only
13.8% of those registered in B.A. programs, and a mere
8.5% of those undertaking graduate work.

Scope of the Educational System: To bridge the culture gap, the educational system in Israel endeavors to serve all segments of the population. It includes pre-school training, elementary and secondary education, vocational instruction, and a higher education system growing at a rapid pace, as well as ulpanim--Hebrew language--for new immigrants.

For the trained professional emigrating to Israel, the concentrated Hebrew language training of the ulpan provides the needed educational "bridge" to social and cultural absorption.

For the newcomer from an Asian or African country with little or no prior education, the problem is considerably more complicated.

The children of such newcomers require special assistance. For them, preschool education is needed to provide for the lack of cultural opportunities within the home. High school scholarships must be provided to children whose families cannot afford tuition costs.

Agricultural and technical training must be made available to provide technological know-how.

And higher education is vital to those whose skills can ultimately be brought to productive use. If family resources are inadequate to pay the cost of university training, appropriate financial assistance must be made available.

Jewish Agency Concerns

Since a large part of the educational effort in Israel is required for the children of immigrant families, education is a major item in the budget of the Jewish Agency. Assistance is provided at various levels of education.

Pre-kindergartens: Pre-kindergartens have long been part of the educational system. Today, 56,000 children participate in such pre-school programs; of these, 38,000 are underprivileged and totally exempt from payment of fees, and Jewish Agency aid enables these programs to continue. It is estimated that an additional 12,000 children could benefit from such training if funds were available to expand this program.

Elementary, Secondary and Vocational Education: Compulsory free education extends through the eighth grade in Israel today. Ninth grade education, now also free, will become compulsory within two years. Beyond this point, there is need for scholarship assistance to permit children from families of limited means to continue academic or vocational high school training. Such assistance is provided by the Jewish Agency.

Tuition fees paid to vocational and agricultural schools cover classroom costs at most; cost of operating laboratory and other facilities often puts these schools in the red.

For many children from underprivileged families, proper nutrition is unknown. A hot lunch program is vital, from the standpoints of both health and education, to provide at least one hot meal during the day.

Additional construction of comprehensive high schools is needed, particularly in development areas. There are still other needs at the secondary school level, including extra classes, supervised homework in community centers, special preparatory courses for high school graduates not yet ready for university.

Higher Education: Israel's traditional reverence for learning is reflected in the number and quality of institutions of higher learning. The seven major institutions and their enrollments for 1970/71 are:

The Hebrew University	16,000
The Haifa Technion	6,500
Tel Aviv University	9,700
Bar-Ilan University	5,200
Haifa College	3,700
The Negev University	2,500
Weizmann Institute of Science	500
TOTAL	44,100

Recently several new post-secondary school programs have been initiated, including some community and junior colleges.

The proportion of Israel's population in institutions of higher learning compares favorably with that of other developed nations, as the following table shows:

Higher Education, Number of Students per
100,00 population (UN Yearbook)

United States	2,840
Soviet Union	1,674
ISRAEL	1,400
France	1,042
Sweden	923
Italy	583
Switzerland	554
Great Britain	480

The growth of enrollment has been astonishing. Between 1956 and 1970, enrollments increased seven and a half times--from 5,800 to 44,100!

Yet despite this tremendous growth, and to an important degree because of it, many serious problems are faced in the field of higher education.

Among the most critical of these problems is the disproportionately small number of university students from families of Asian and North African origin, as indicated by the figures given at the beginning of this paper.

The economic factor is an all-important one. Although some scholarship aid is available, there is not enough. Furthermore, even though a

member of an Oriental Jewish family receives a scholarship, he cannot accept it because the family cannot do without his earnings as a breadwinner.

An equally important factor in the relatively small number of students from Afro-Asian families is the cultural lag. As the figures indicate, too few are able to make it through high school. Even among those who are admitted to university, many cannot keep up with the stringent demands of university-level education because they have not enjoyed in their young years the "edge" of the cultural advantages enjoyed by their fellow students of Western origin.

Economic pressures contribute to a high drop-out rate, estimated to be as high as 50%, among all students, whether of Oriental or Western origin. Since Israelis normally begin their college studies after three years of military service, they are frequently faced with the financial demands of marriage and family before they can complete their college training.

Next year, as the total number of students is expected to increase by another 18%, the pressures for financial help will be even greater than in the past.

Another financial pressure upon the universities is their inability to provide physical facilities and facility adequate for present enrollments, let alone anticipated increases. This factor is unquestionably a major reason for turning down several thousand applicants each year.

Immigrant and Other Students from Abroad Studying in Israel's universities today are more than 6,000 new immigrants, potential immigrants and students here for one or two years. Special ulpanim are required for these students. Furthermore, programs of courses have been developed--

presently in Spanish and English--to facilitate absorption of students whose Hebrew is not adequate to the demands of the regular courses. As for the one and two year students, even if they return to their countries of origin, they retain life-long ties and commitment to Israel. Indeed, many of them return a few years later as new immigrants.

Ulpanim: The Ulpan, by its very nature, is a primary step in the absorption process. Ulpanim are attached to every absorption center. Furthermore, there are many non-resident ulpanim throughout the country, a total of 88, and more are planned. The present ulpanim have an enrollment of nearly 11,000 at any given time, and serve an average of approximately twice this number each year.

Community Centers: A major lack in community resources, especially in terms of absorption, is community centers. Not only are these sorely needed to facilitate social integration of immigrants, but they play a special role for the children in elementary and high schools. These centers provide extra-curricular activities which extend the cultural horizons of the children, as well as opportunities for supervised homework.

Through the assistance of the Israel Education Fund it is planned to build new centers or to expand existing facilities in 47 development areas.

VIII. SAMPLE LETTER SENT TO B.U. OFF CAMPUS JEWISH STUDENTS

Dear Fellow Student:

You may not spend much time thinking about the current situation in Israel. It is much easier not to. For the next few minutes, please do think about it.

Israel is today a country in critical trouble. Approaching its 24th birthday, Israel faces its 24th year of unending war; a war for survival against nations that have sworn -- not merely to defeat Israel -- genocide for all Israelis. Israel's survival demands a massive commitment to defense. Israelis accept this task as their own, asking for no help.

And at the same time social services in Israel are in a state of crisis. 30% of the population lives in overcrowded housing. Without massive assistance from world Jewry, there will be no money for even the most basic of human needs.

For the first time, students at B.U. have organized an intensive informational and fund raising campaign to serve the pressing human needs in Israel and Eastern Europe. The Boston University Jewish Appeal is an autonomous organization independent of any other campus organization. BUJA through the IEF helps finance many vital programs of the following organizations:

*The Jewish Agency, which directs humanitarian programs in aid of new immigrants, their resettlement, and absorption into Israeli life.

70,000 immigrants will arrive this year alone -- among them, Jews from the Soviet Union.

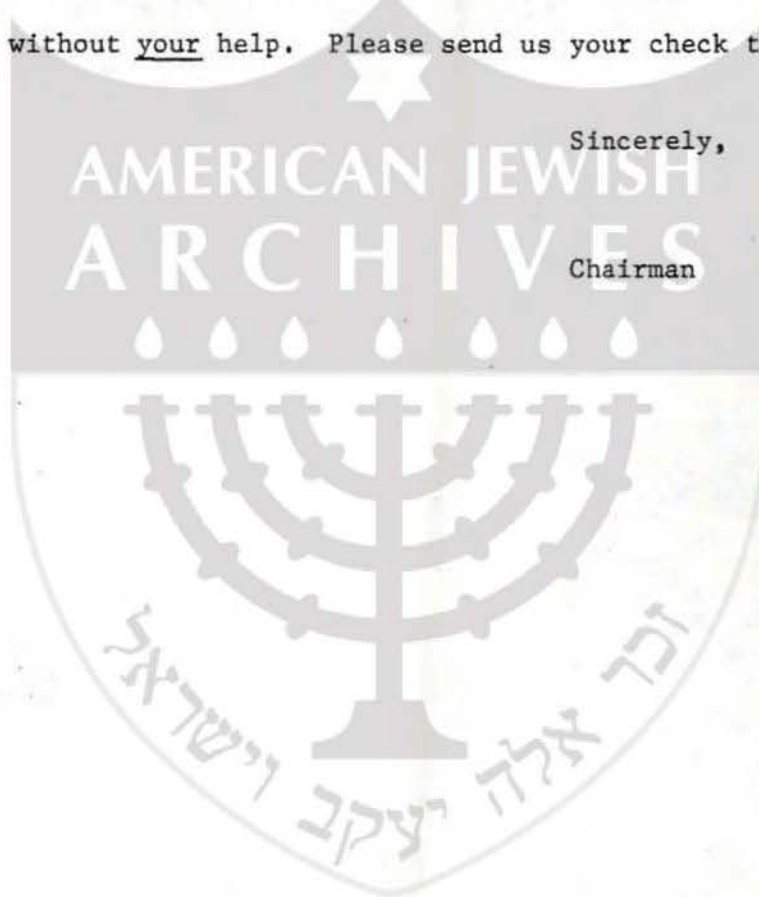
*The Joint Distribution Committee, which provides relief and rehabilitation to needy Jews throughout Europe. In Rumania, other Eastern bloc countries, and the Moslem states, JDC is the only thing between several thousand people and starvation.

*No funds whatsoever are spent on Israel's defense effort; all funds are used for strictly humanitarian purposes.

We need your help for this year's campaign. BUJA is trying to raise at least \$7,000, and we are already well on our way. Our average gift has been close to \$18.00. The needs are greater than they have ever been before.

It is not enough to say "my parents give". Everyone's parents give. Caring for our fellow Jews in need, feeding hungry children, and seeing that new immigrants to Israel get the chance to achieve the quality of life they deserve is our responsibility too.

If you believe that the people of Israel must live, you must believe they cannot survive without your help. Please send us your check today. Thank you.



SAMPLE MAIL SOLICITATION

Shalom:

Again this year, students of Adelphi University are conducting a United Jewish Appeal Campaign.

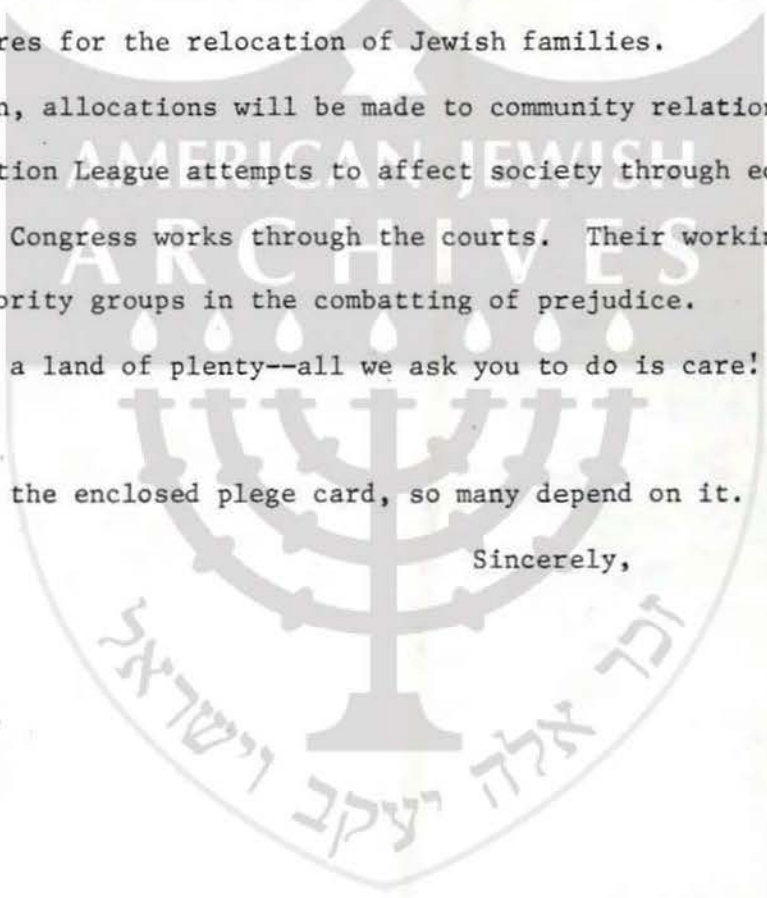
The purpose of this campaign is to collect money for the UJA programs of aid and humanitarian service in Israel, the United States and overseas to many European countries for the relocation of Jewish families.

In addition, allocations will be made to community relations organizations. The Anti-Defamation League attempts to affect society through education and the American Jewish Congress works through the courts. Their workings are of benefit to all minority groups in the combatting of prejudice.

We live in a land of plenty--all we ask you to do is care! Survival means sacrifice!

Please use the enclosed pledge card, so many depend on it.

Sincerely,



I. FILMIC ESSAYS

All are 16MM color films.

1. A Time To Build - 12 minutes

This film is an in-depth study of the critical housing and absorption needs in Israel - what is being done to help ease the strain and what still remains to be done to "keep the promise".

2. A Time To Rejoice - 14 minutes

This is a look at the day-to-day problems in Israel in absorbing new immigrants from the Soviet Union. It deals in a personal way with what life is like for these Jews who are now free to live their lives fully as Jews, now that they have come home to Israel.

3. A Dream Demands Struggle - 12 minutes

This is a study in contrast -- two development towns in Israel -- Netivot, a town which is struggling hard to succeed, and Migdal Ha'Emek, a town which has "made it". The film deals with how the programs supported by free world Jewry can make the difference.

4. Heritage Of Love - 10½ minutes

This is a capsulized look at the crucial life-giving work carried out by the Joint Distribution Committee through its varied programs around the world. Countries highlighted are Israel, Iran, France, and Yugoslavia.

II. SLIDE PRESENTATIONS

1. Rachel's Daughters

There is LIMITED AVAILABILITY on this show, so SPECIFIC DATES AND ALTERNATES MUST BE GIVEN. This is a 16 minute color presentation with synchronized cassette sound track. It combines the faces and voices of six

Israeli women who tell the story of their lives with charm and candor. It is especially meaningful for Women's Division meetings when followed by a speaker who deals forcefully with the story of campaign needs. It can be shown simply with a carousel slide projector. The cassette player is included with the shipment. (NOTE: Entire package can also be purchased.)

2. Claire Dacidson, M.D.

A four minute color show with synchronized cassette sound track featuring JDC/Malben's pioneering Health, Counseling, and Guidance Center for the Aged in the Katamon District of Jerusalem.

3. David - (also in 1972 Multi-Media Module).

This is a four minute color presentation with synchronized cassette sound track emphasizing Israel's needs as personified by the life of one typical Israeli soldier.

4. This is MICHA - (also in 1972 Multi-Media Module).

A four minute color slide show with synchronized sound track, narrated by Arlene Francis, showing, in a most moving fashion, the work of MICHA, the JDC-supported Israel Society for Pre-school Deaf Children.



United Jewish Appeal

ON BEHALF OF UNITED ISRAEL APPEAL, JOINT DISTRIBUTION COMMITTEE, NEW YORK ASSOCIATION FOR NEW AMERICANS.
1290 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10019
PLAZA 7-1500, CABLE ADDRESS: UJAPPEAL, NEW YORK

December 29, 1971

Dear Friend:

Enclosed herewith are sample copies of new material prepared for use during the 1972 national campaign.

1. The first item is a coordinated series of five pieces, designed for direct mail use. These handy items measure approximately 9" X 19" flat, and are folded 4 times down to 9" X 4", to permit enclosure in a standard #10 envelope. Each flyer deals with a major facet of Israel's needs, such as health services, education, immigration and housing, and each is printed on a different color paper stock. As you will note, all are built around a central theme, for maximum impact on the recipient in the period leading up to his solicitation. This series should be widely used for local mailings, at regular intervals, to bring home forcefully the current situation in Israel to your contributors. In a secondary capacity, these pieces may be used for display on walls of community centers, Sunday schools, campaign headquarters, etc.

2. The second item is a reprint of an address by Mr. Paul Zuckerman, newly elected General Chairman of UJA, entitled "COMMUNITY CAMPAIGNS". Measuring approximately 4" X 8½", this twelve-page booklet discusses, in a statesman-like manner, the various aspects of campaigning on the highest levels and the different directions which such activity might take. It points up new patterns of fund raising and stresses the most productive approaches for solicitors to pursue. The booklet should prove a valuable guide for your campaign leadership and as general information. You are urged to distribute it widely to workers and leaders as a valuable aid towards a successful local campaign.

3. Additional Posters - two new pieces supplementing our previously issued display items. Measuring 18" X 24" (see small facsimile) on card stock and 24" X 37" (see large facsimile) on paper coated stock, these 4-color posters may be utilized for exhibition in strategic areas in your community to enhance your local drive. Space is provided across the bottom of each poster for the addition of a locally added imprint, if so desired. These posters are being printed in limited quantities and you are urged to consider seriously the best possible use of these impressive items before placing your order. Black and white reduced facsimiles are enclosed.

A return order form is enclosed for your convenience in ordering the above items.

With best wishes for a good New Year personally and campaignwise, I am,

Cordially yours,

George Silverman
Public Relations Dept.

GS:rf
encls.

Honorary General Chairman
MORRIS W. BERINSTEIN
*MAX M. FISHER
*JOSEPH MEYERHOFF
*WILLIAM ROSENWALD
*EDWARD M. M. WARBUR
Honorary National Chairman
*ISRAEL D. FINK
*MERRILL L. HASSENFELD
JOSEPH HOLTZMAN
*LAWRENCE SCHACHT
*JOSEPH D. SHANE
*DEWEY D. STONE
BENJAMIN H. SWIG
Honorary Special Fund Chair
*JOSEPH M. MAZER
SAMUEL RUBIN
Treasurers
JOSEPH I. LUBIN
LOUIS D. STERN
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*SAMUEL L. HABER
*GOTTLIEB HAMMER
*Member, Executive Committee

General Chairman
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SAMUEL H. MILLER*
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BEN FIXMAN
LARRY M. FRANK
HERBERT J. GARON
CHARLES GINSBERG, JR.
MITCHELL GOLD
BRAM GOLDSMITH
SHELDON B. CUREN
LeROY E. HOFFBERGER
MAX H. KARL
JAC J. LEHRMAN
NATHAN I. LIPSON
ERNEST W. MICHEL
JAMES H. NOBIL
RAYMOND G. PERELMAN
BERT RABINOWITZ
MESHULAM RIKLIS
DONALD M. ROBINSON
MORRIS RODMAN
SAM ROTHBERG
ROBERT RUSSELL
ALAN SAGNER
EDWARD SANDERS
PHILIP S. SELTZER
ARANT H. SHERMAN
JOSEPH H. STRELITZ
MELVIN M. SWIG
LAURENCE A. TISCH
GORDON ZACKS

UJA at a Glance

United Jewish Appeal

Receives its funds through

222

Federations and
Welfare Funds

678

Independent and
Combined Campaigns

Supports

United Israel Appeal (UIA)

The United Israel Appeal is the major beneficiary of funds raised by the United Jewish Appeal and the Israel Emergency Fund. As such, it evaluates projects and programs carried out by the Jewish Agency, its agent in Israel, and determines the appropriate use of UJA funds for the support of the agency's work with immigrants, their integration into Israel's life, their health, housing, education and job training. In addition, funds are provided for scholarships, higher education, agricultural settlements and youth services.

American Joint Distribution Committee (JDC)

Including ORT and MALBEN

Provides a wide range of health, welfare, rehabilitation, education and cultural services for needy Jews in 30 countries around the world, including Israel.

United Hias Service

Aids Jewish immigrants settling in countries other than Israel.

New York Association for New Americans (NYANA)

Aids Jewish immigrants settling in the Greater New York area.

THERE IS NO CEASE FIRE ON IMMIGRATION



keep the promise

They come from the Soviet Union where it takes courage to ask for a visa. And it takes courage to begin a new life.

They are among the 50,000 immigrants expected in Israel this year. And most of them will be distressed immigrants. The special responsibility of the UJA.

The people of Israel are doing all they can. They pay the highest taxes in the world to carry a defense burden which consumes 80% of their tax revenues; they stand guard on the borders and still give their lives to defend the land.

The people of Israel do all this, and more, to protect the Promise of a new life for every immigrant. But there is simply not enough money to help us care for them once they arrive.

The sacrifice of the Israelis must be matched by our determination to keep the Promise. In 1972:

—We must build 15,000 new housing units for new immigrants.

—We must speed the absorption of the newcomers

by providing language instruction, vocational training and retraining, by maintaining absorption centers and hostels.

—We must provide places in universities for 6,000 immigrant students.

—We must assure secondary education for their young, health care for the sick, welfare for those in need, comfort for the aged.

There is so much to do for the immigrants already there. And there are so many more waiting to come to Israel, waiting to come home.

**GIVE TO THE
ISRAEL EMERGENCY FUND
OF THE UNITED JEWISH APPEAL**

The new
dimensions
of
**community
campaigns**

AN ADDRESS BY
PAUL ZUCKERMAN
General Chairman UJA



*At "The 1972 Campaign —
Large Cities" session of the
Council of Jewish Federations and
Welfare Funds General Assembly,
November 12, 1971*

In recent years the partnership between the CJFWF, our communities and UJA has been strengthened and vitalized by mutual understanding and assistance, by frank and open dialogue.

This session is an example of that cooperation and I am very grateful that you have invited me to participate.

I am here to speak about campaigning, and I am aware that many of you are at least as well qualified to discuss this subject as I am. In fact, I feel like I'm giving a talk on flood control to Noah.

It's not my intention today to recommend or suggest a specific plan or program for your campaign. There are no magic formulas or set patterns that can be universally applied.

We all know that what works in one city does not necessarily have to work in another: What works one year may not be effective the next.

What I would like to do is look at some of the basic principles of any successful campaign and point out the opportunities for their creative application that exist today.

Let me begin by reporting to you briefly on where we stand nationally, at this point in the campaign.

In 1971 we had a total of 13 gifts of \$1 million or more. To date we have recorded 11 gifts in that category and of these 6 are new. The National Study Conference, the Prime Minister's Mission and our new program of Resident Israeli Solicitors have been most gratifying.

As a result we are able to report, as of November 1st, 219 gifts totaling 26 million dollars, compared with 20 million last year, card for card. That's an increase of 26%.

So on the whole, I feel that we're off to a good start.

But perhaps even more important than the numbers themselves, is what the numbers represent:

They represent a profound change in the American Jewish community. If the money raised each year is some kind of a yardstick—and I think it is—then it will be useful to remember that only ten years ago we raised a total of \$125 million... That's a third of what we did last year... We have tripled our volume in ten years.

I was Chairman of the Detroit campaign ten years ago, so I remember it very clearly. We had set a goal of \$4 million and we raised \$4.6 million. We were very proud of ourselves.

But last year, Detroit raised more than \$13 million.

The same thing is true in other communities. Los Angeles in '61 did less than \$6 million. Last year they raised more than \$26 million... or Miami: \$1½ million in '61 and almost \$7 million last year.

Many communities can be proud of similar achievements... and that kind of increase cannot be attributed solely to greater affluence in the community. Something truly significant has happened and it's important that we have a good understanding of what it is—of why our communities are responding at this level. There are two sets of reasons—psychological and technical.

Let's look at the psychological reasons first. To begin with, although the problems confronting our people today are not new, the dimensions of the problems are unprecedented. I think that we are beginning to realize this in a much more profound way than ever before. We are talking about the hard facts of Jewish life in our own communities and around the world, and people are listening. They understand what's at stake.

And they have even gone beyond understanding—American Jews have empathized with Jewish need to a remarkable degree. They have, so to speak, personalized the problems our campaigns must help to solve. There is a growing recognition that "the unity of the Jewish people" is not a cliché, but a fact. No longer is it us and them, it is Anachnu, We—We are one people.

Our task, as fund raisers, is to translate this deep concern, this growing sense of solidarity, into new dimensions of giving... giving that is equal to the new dimensions of the needs.

This is what I meant when I referred to the “technical” reasons behind the solid increases reported so far. You know, there’s nothing mysterious or esoteric about conducting a campaign. Somewhere inside of us we know intuitively what is right and what is effective.

The challenge is not to invent new tools, new techniques: It is to fully utilize the resources that are available to us now.

The reason we’re off to such a good start this year is that we did the things we have always known how to do—but we did them with a new level of creativity, courage, and cooperation—and more hard work and energy.

And that is what we will have to bring to all our campaigns this year if we are going to keep our promise to the millions of people who depend on us.

And in that respect I really envy those of you who are heading your community’s campaign for the first time this year. The whole pattern of fund raising has changed so dramatically that you can pull out all the stops. You can throw away tradition. You can use all of your abilities and talents. You can—and you must—dare to be experimental, to broaden your vision and reach for higher goals. Creativity, courage, cooperation... these are the keys to a successful campaign today.

And I really think that our communities expect this of us. They will not respond to “business-as-usual” techniques—or leaders.

Let me give a few examples. I’ll focus on big gifts, because at this stage in the campaign that’s where we should be concentrating our effort.

I can remember the time—as I’m sure many of you can—when the Big Gifts Meeting was where the big pledges were raised. That is no longer true today. Today the meeting is really a target date, a deadline, as well as an opportunity for reporting and publicity. It is no longer the fund raising vehicle. Rather, the number of gifts solicited before the meeting determines how successful the meeting will be. Logic alone tells us that if all gifts have been pre-solicited, they can only go higher at the meeting.

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munities who have consistently been our major contributors, our most involved leaders... the 'power structure'. In every city there are men who have always been the pacesetters in terms of giving and working but—and it's a big but—they are not giving as much as they can. We must take a look at what they are really worth and have the courage to ask for that amount. If we honor a man, give him a position of leadership, then I sincerely believe he has a responsibility to live up to it.

And while we're on this subject of ratings, allow me to draw your attention to UJA's "Operation Breakthrough" project which is now under the direction of Dr. Aryeh Neshet.

There are men in every major city who have made a considerable amount of money through stock vehicles but have never been a part of the Jewish community. One of the reasons for this is that their wealth is not truly visible.

Dr. Neshet's team finds them by thorough research in public records. They find them and they go after them but they need your help.

They need your help in getting basic information about the man... in setting up meetings with him or trips to Israel... in finding out his interests and friends.

This project does not only raise money—it literally makes Jews out of men whom we weren't reaching before. There are already instances of men going from \$200 to \$75,000... from \$5,000 to \$150,000 and upwards. Quite clearly we are talking about more than money when we talk of increases like that—we're talking about changing the essence of the man... making him a valuable community asset.

I also want to stress the effort that Leonard Bell and Jimmy Nobil are making with Operation Upgrade.

In this program dedicated men—mostly in their 40's—who have demonstrated their commitment as givers and as workers, concentrate on upgrading people who are now giving between \$1,000 and \$10,000. There are now 40 men involved in this project. All of them have agreed to give a considerable amount of their time over the next

It is in this all important pre-solicitation that co-operation and courage are so essential.

For example, it's an accepted principle that one man should never go alone to solicit a major gift. It's just too easy to say no to one man, especially if he's a friend or neighbor. When two or more men go, it is no longer one Jew asking another for a gift—it is the entire community.

And this is especially true when one or more of the solicitors is from another city. Why do we isolate our communities, close them in, confine them? Why don't we share experiences, help each other, to a much greater degree? Don't overlook the use of leadership from other cities. It works.

And so does the use of overseas solicitors... Israelis, Russian and Iraqi Jews. When a national leader, an Israeli and a respected local leader call on a man, then quite literally world Jewry is calling on him and the giving will be responsive. This is not theory: It is a proven fact.

Let me tell you how it worked in Denver, just a few weeks ago. This community raised \$2.5 million in 1971. In a cooperative effort, Ed Sanders, a former Los Angeles Chairman, Michael Amon, from Israel, and a local leader went to call on key prospects. They raised more than \$3 million and as a result Denver is now projecting a \$6 million goal...included in that result is one gift that was increased from \$1,500 to \$1 million.

Gifts like that, by the way, prove that the integrity of the rating is crucial if a community is to get maximum value from the tool of outside solicitors.

It is simply ridiculous to ask a man to give a million dollars when his maximum potential is really half that. It is equally as ridiculous to ask a man for less than he is capable of giving.

Included in the figures that I reported to you earlier are numerous gifts that have come in far above the ratings. To me this indicates that we have not been as accurate in our research as we must be.

And perhaps we have also not been as courageous as we should be. I'm thinking specifically now about the ratings we give to the men in our com-

six months to go into any community that invites them, and talk to men who have not given all they are capable of giving, usually because no one has really concentrated on that level.

It's not a hard sell at all. They say, "Look fellows, you're my age, you're as successful as I am, as Jewish as I am, but I'm giving \$50,000 a year and an awful lot of my time while you're giving \$5,000. Let me tell you why I'm doing this."

And it works. And it's going to work even better as it grows. It can make an enormous difference in our campaigns—not only in terms of money raised, but in terms of people involved. The amazing thing is that of the 20 largest cities, only five have sent a prospect list and agreed to utilize this program. I urge you to consider integrating it into your plans.

At this point in the campaign I must assume that a substantial number of your pacesetter gifts have already been solicited. It is not too late to stop and take a good hard look at those gifts. Ask yourselves these questions: Are you really convinced that top gifts have been solicited to the maximum? Have you taken advantage of the resources available to you? Is an intensive effort being made to identify the men that were not reached in the past?

Leaving the subject of advance gifts, let us look at some of the other key elements in a campaign. I must assume that in all major communities key leadership has been selected and recruited and campaign plans have been formulated. It might be helpful to look at these two factors, not in the abstract, but in terms of the next ninety days.

I emphasize the time factor because one of the things that has changed so dramatically in the last few years is the nature of the campaign calendar. Campaigns now last twelve months a year. There is not a single period of time when some activity should not be going on—education, orientation, solicitation and the crucial elements of cash collection.

And let me emphasize the importance of a continuous cash collection effort. We can no longer confine our cash drive to just a few months. It must go on twelve months a year.

We all know how much more difficult it is to solicit a man who owes large sums in back pledges ...and we must also remember the urgent need for improving the flow of cash to the agencies we support. It's really vital.

Coming back to the changing calendar...I mentioned that on the one hand our efforts go on for 12 months. But on the other hand, it is a clearly established fact that your overall success will be determined by what you do in these critical months of November, December and January. It is absolutely essential that you be certain that you are on the right track at this stage.

In the whole area of leadership, for example, here are some of the questions you might be asking yourselves: Are all of your key leaders committed to the task ahead? Are they prepared and able to become involved in every phase and detail of the campaign? When I say, are they able, I mean is there a campaign structure that demands the involvement of leaders? Do they meet periodically to review, evaluate and plan? To exchange ideas and advice? And perhaps equally important, have all of your key leaders been to Israel recently or are they scheduled to go within the next few weeks?

Campaign leadership has never been more important. Ten years ago the success of our campaigns depended on a few people doing a great deal. Two or three key gifts would make or break a campaign, and only a handful of people were really involved.

Today this is no longer true. Today we have many, many people assuming the dual role of contributor and solicitor...of giver and worker. This trend must be nurtured and encouraged because it is the promise of the future as well as today's strength. There are many programs to help you in these areas.

What's the whole purpose of Operation Israel, for example, if it's not to make people more aware of, and more responsive to, the great needs? Beyond any doubt every key leader in our campaigns should be urged to participate on one of these flights...just as they should be encouraged to attend the National Conference in December, this General Assembly and other UJA and Council

programs. These resources, these fund raising tools, should be built into the plans for your campaign.

Now let's talk about planning for a moment—and again all I want to do is raise some of the questions we should all be asking ourselves. Have you set a goal that raises the sights of your community? This principle of establishing a dimension for giving is valid not only for your major gifts but should be applied at all giving levels. Have you set clear objectives, and specific target dates by which you hope to have achieved those objectives? Have you thoroughly analyzed past campaigns to understand what happened and why? Have you built-in check points so that you can constructively evaluate where you're heading and change direction if you have to? And, in your planning, have you considered all of the possibilities for utilizing the impressive array of resources that are available from Council and from UJA?

Let me repeat what I said earlier: I am not suggesting or recommending any specific set of plans or programs to be used everywhere. But I am saying that the opportunities for creative and effective planning have never been greater... and by looking outside of ourselves we can accomplish much more than if we fall back into parochial patterns of behavior.

In these next few months we must get across to every single person in our communities that what we are doing is far bigger than any individual or any agency. We are literally rededicating ourselves to the survival of world Jewry—survival as a community in America, survival as a nation in the Middle East, and to the physical survival of Jews behind the Iron Curtain and all over the world.

I am very confident that we will do our job this year. I am greatly impressed by the quality of the lay and professional leadership in this room and in other communities throughout the country. I ask only that we be creative in formulating our campaign plans, courageous in executing them, and cooperative with other communities, with UJA and the CJFWF in every phase of our activity. In that way I am sure we will succeed.

Thank you.



For additional copies, write to:

UNITED JEWISH APPEAL

1290 Avenue of the Americas

New York, N.Y. 10019

70,000
PROMISES

70,000 PROMISES

1972 was supposed to be a "normal" year. 50,000 Jews from dozens of countries including the Soviet Union were expected to immigrate to Israel. A budget of needs was drafted by the Jewish Agency. Housing and social services were planned. Expansion of educational and health facilities was proposed. All based on 50,000 arrivals.

But Jews do not have the luxury of advance planning.

Unexpectedly, a large number of Jews began streaming into Israel. The expected 50,000 became an estimated 70,000. And many of the "unexpected" immigrants are arriving virtually penniless.

New budgets are being drafted; new plans for housing and other needs are being revised—upward. The enormous costs involved in this new exodus must be borne by us, as they have always been.

**keep
the promise**
GIVE TO THE ISRAEL EMERGENCY FUND
OF THE UNITED JEWISH APPEAL

Keep
the
Promise



introduction

The people of Israel are locked in a continuous struggle for survival. They live under the constant threat of destruction. It is a way of life which leaves them with few resources to attain the *quality* of life to which every Israeli aspires — and to which he or she is entitled. It is a life of high taxes, needed to maintain a secure defense posture . . . a life of time spent away from loved ones serving in the reserves . . . and for many a life filled with the threat of daily terrorism. This is a burden which the Israelis themselves shoulder proudly and tenaciously. A 4,000 year old promise is worth fighting for.

But it is our promise too. And we too have our burdens. We have made a promise to thousands of Jews who come to Israel seeking a new life and full opportunity. Fulfilling our promise means that we will help these new immigrants to become integrated into their new home by giving them decent housing, by teaching them Hebrew, and by providing them with jobs. It also means schooling for their children, health services for the sick and a dignified level of assistance for the aged and infirm.



KEEP
THE
PROMISE

Keeping the Promise means we will do all this for the 70,000 immigrants who will come to Israel in 1972. And that we will not forget the tens of thousands of immigrants of former years who still need our help so desperately.

But Keeping the Promise does not end there. We have an ongoing responsibility to Keep the Promise to our fellow Jews wherever they live. As they have for centuries, our brethren all over the world are striving to preserve their communities and their Jewish way of life. Their needs include food, shelter and education. It is we who must provide them with the life-giving help they deserve.

To the people of Israel and to all the Jews of the world we have an obligation, a responsibility which requires us to help them attain their share of the future.





KEEP
THE
PROMISE

Russian Jews are coming home.

We have a promise to the 70,000 Jews who will come to Israel this year. Many are coming from conditions of oppression in Eastern Europe and Moslem lands. And, for the first time, thousands are coming from the Soviet Union; thousands who have risked their jobs, their personal freedom, and often their physical safety to come to their land. To live as Jews among Jews.

This struggle to be free is enacted every day. It is one of the great dramas of our time: a story of heroism, tenacity and inspiration.

These Jews symbolize our responsibility to keep the promise. And our responsibilities are great. They include providing immigrants with the means to begin a new life in dignity, and with full opportunity. Immigrants who must learn a new language, new customs, and frequently a new occupation. Provision must be made for their health and educational needs.

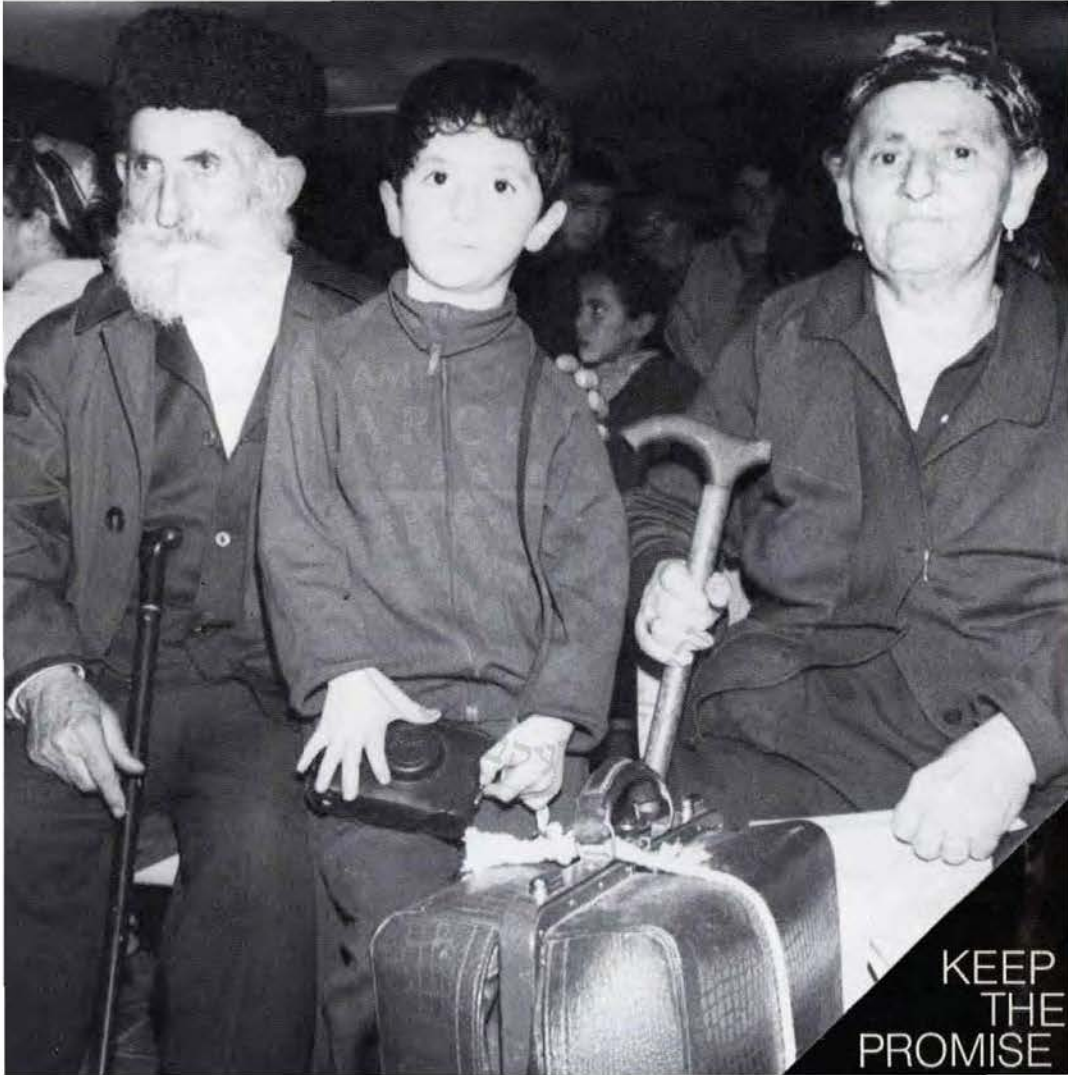
The process of absorption into a new society is costly and sometimes painful. It is our task to insure that each immigrant can reach the fulfillment of his promise to himself and his children.

immigration and absorption

\$500 — provides transportation for a Russian immigrant to Israel.

\$500 — provides furnishings for a Russian immigrant's first home in Israel.

\$1000 — provides for a Russian immigrant's initial needs and absorption into Israeli society.



overcrowding: a continuing crisis

Housing is the most critical human problem facing the people of Israel.

Because of the large influx of immigration during the past 23 years, a variety of expedient solutions had to be found for the country's housing needs. This poor quality housing has deteriorated rapidly, leaving 70,000 Israeli families living in substandard housing. In terms of density, over 200,000 families — 30% of the national total — live in overcrowded conditions. Of these, 56,000 families live three or more to a room.

For many thousands of young couples who cannot afford to purchase an apartment, crowding in with parents is often the only answer.

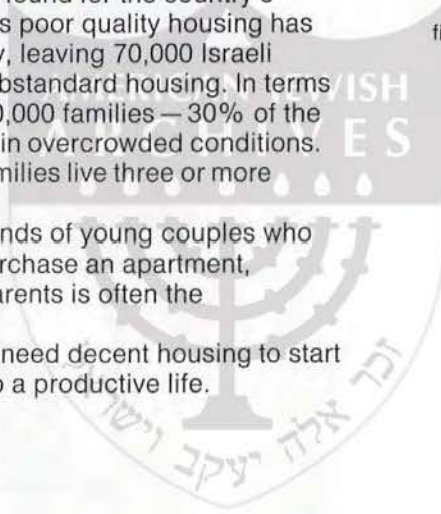
All these people need decent housing to start them on the road to a productive life.

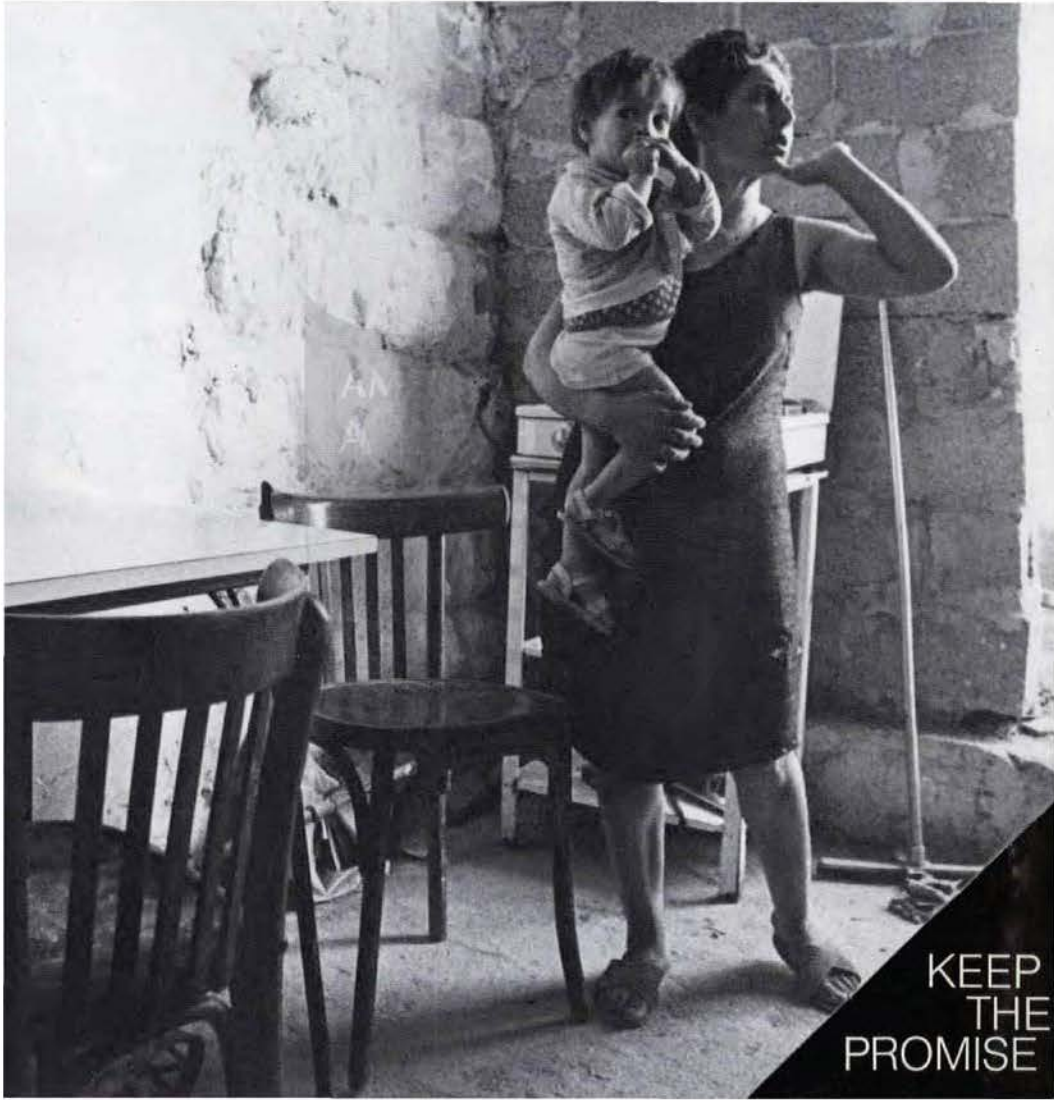
housing

\$2,000 — adds one desperately needed room to an overcrowded immigrant home.

\$500 — covers the barest essential furnishings and fixtures for the new apartment of an immigrant family.

\$285 — pays one year's rent subsidy for a development town family.





KEEP
THE
PROMISE



KEEP
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the key to a decent life

Developing the minds and skills of the people of Israel is one of the priorities in their struggle for survival. Education is the tool which can break the bonds of poverty for many Israelis, both young and old.

Education is the means by which they can take full advantage of the opportunities of a vibrant new society. UJA must provide the funds for 38,000 underprivileged children of immigrant families to enable them to attend pre-kindergarten classes. We must support 100,000 secondary school children with partial or full scholarships. And we must bear a major responsibility for maintaining Israel's seven institutions of higher learning. Vocational and Hebrew language training is needed for most of the newcomers to the country.

education

\$1500 — will save a school dropout, bring him up to his grade level and teach him a trade in a Youth Aliyah Institute.

\$250 — provides one year's tuition for a high school student.

\$100 — maintains a needy student for a year in a comprehensive high school in a development town.





towns without hospitals . . .

Hospitals without beds . . . there are border towns in Israel like Kiryat Shmoneh where there are no hospitals. Sometimes Kiryat Shmoneh is shelled by terrorists on the other side of the Lebanese border. The nearest hospital is in Tiberias or Safed; each town is many kilometers away. It is too long a journey for a severely injured parent or child. And when the journey is done, there is no guarantee of an available bed.

There is also a critical shortage of qualified medical personnel in Israel's outlying areas. All over the country there is a severe shortage of hospital beds: occupancy in general hospitals is running as high as 135% — and 117% in mental hospitals.

All too many immigrants need immediate medical care. And for the large number of Israel's poverty-afflicted, a sound mind and body must come before dreams of a better future.

health services

- \$2000 — provides one year of full-service care for an institutionalized retarded child.
- \$250 — provides one month of hospitalization for a needy immigrant.
- \$125 — provides 6 months of health insurance coverage for an elderly Israeli.



the poor, the elderly, the handicapped

The people of Israel are a long way from self-sufficiency: 20% of the population earns only 5% of the total national income. These are the hard core of needy individuals and families who are destined to dependency unless we help. They are our responsibility.

There are many who cannot wait for long-range programs to catch up with them. Their problems are too immediate and too desperate. There are programs for the aged and special vocational projects for the handicapped which must be initiated: subsidies for 20,000 families living beneath the poverty line — \$80 dollars a month for a family of four; pensions for 30,000 elderly persons; supplementary income for 7,000 elderly and handicapped. And there are innovations in child development and special education which need expansion.

social welfare

\$1500 — will support a destitute development town family of three for one year.

\$500 — provides an elderly person with a subsistence grant for one year.

\$50 — will serve hot lunches for one year to a child in a daycare center.



our many other promises to keep

UJA has promises to keep . . . around the world. These responsibilities are met through the inspired and effective services performed by the American Jewish Joint Distribution Committee (JDC), and the United HIAS Service. In 1971 alone, these organizations rescued, trained and offered relief and aid to more than 300,000 Jews.

Relief Kitchens in Morocco, Mother and Child Centers in Tunisia, Pre-Kindergarten programs for the children of fragmented Jewish communities in Iran, a new start in France, and way station of hope in Vienna for Jews fleeing oppression in Eastern Europe . . . these promises are being kept.

But 17,000 elderly Jews in Rumania are in need of our aid, and there is an urgent need for the expansion of educational facilities for North African Jews in France.

In Eastern Europe and in the Moslem countries, the flow of food, fuel, clothing, small cash grants and medical supplies must not be allowed to cease. All of these programs, and more, hold our international community together, and insure that we will continue to Keep the Promise.

other countries

\$500 — will send four impoverished children in Iran to a JDC Kindergarten with hot meals, medical and dental care for one year.

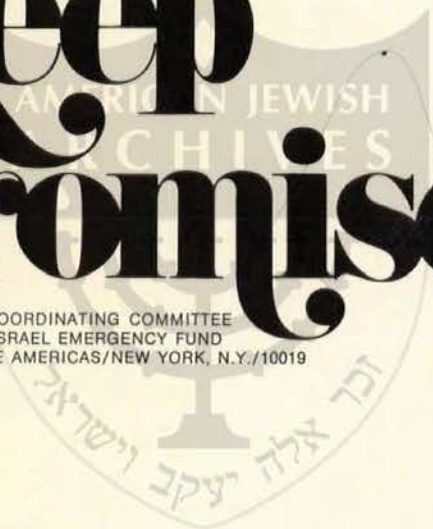
\$125 — supports a newly-arrived North African immigrant in France for his first month.

\$50 — maintains an elderly person for a month in an old age home in Morocco.



Keep the Promise

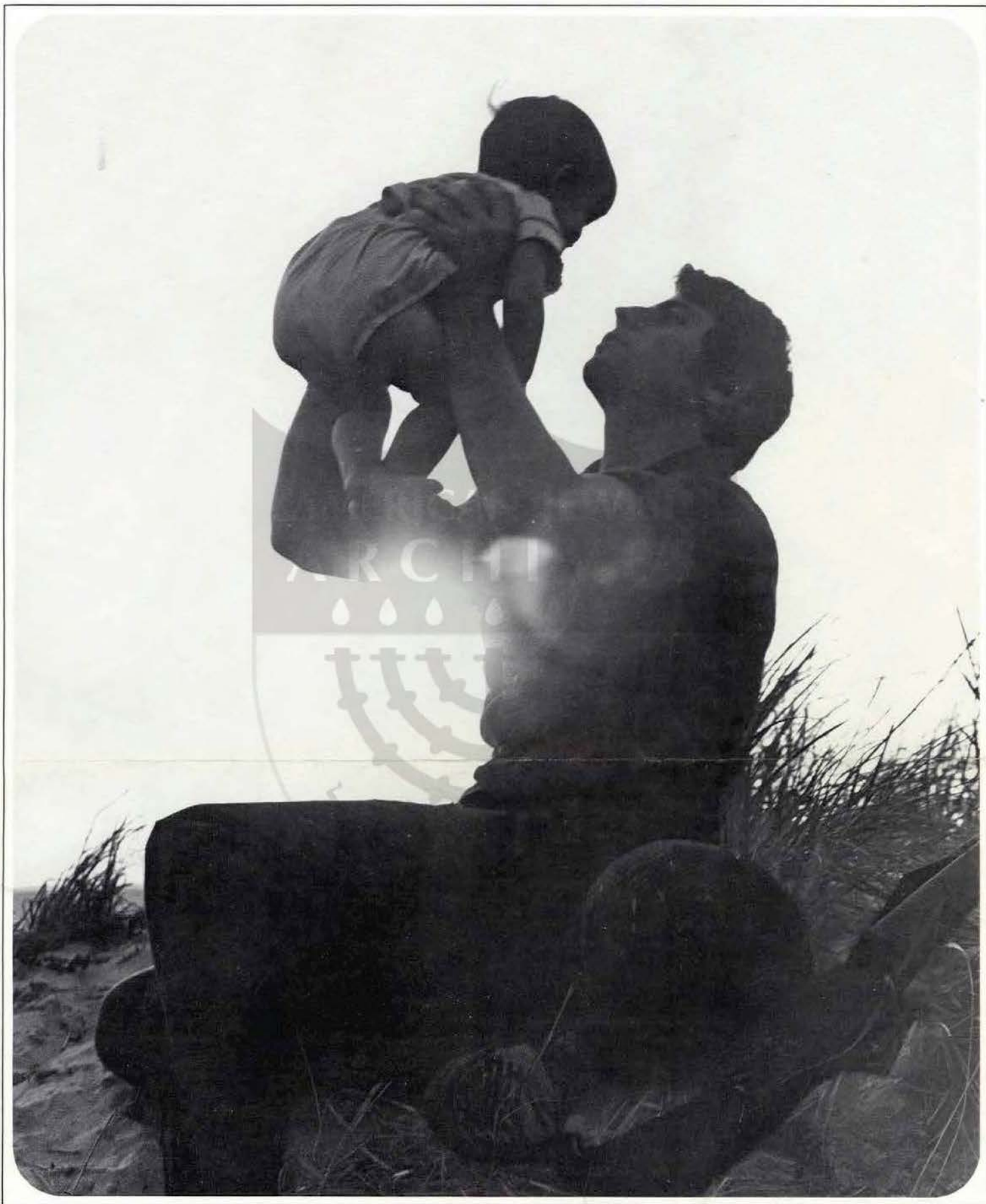
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