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United Jewish Appeal

National Mission Itinerary

Israel... A Personal Encounter

**AMERICAN JEWISH
ARCHIVES**



A UJA Mission is more than a trip to Israel. It is a unique adventure into the heart of our spiritual homeland, into the basic fibre of our Jewish roots.

The itinerary of a UJA Mission to Israel takes you beyond the basic tourist map and into the soul of a people.

Your UJA Mission itinerary, outlined inside this folder, will

take you across the length and breadth of Israel. You will share in the triumph and the tragedy, the problems and the promise of Israel.

You will encounter the people who have given of themselves in the creation of today's Israel. In their settlements, in their kibbutzim, in their homes, you will encoun-

ter a unique people who are creating history.

And you will come away from this Mission with the knowledge that you are a part of that history.

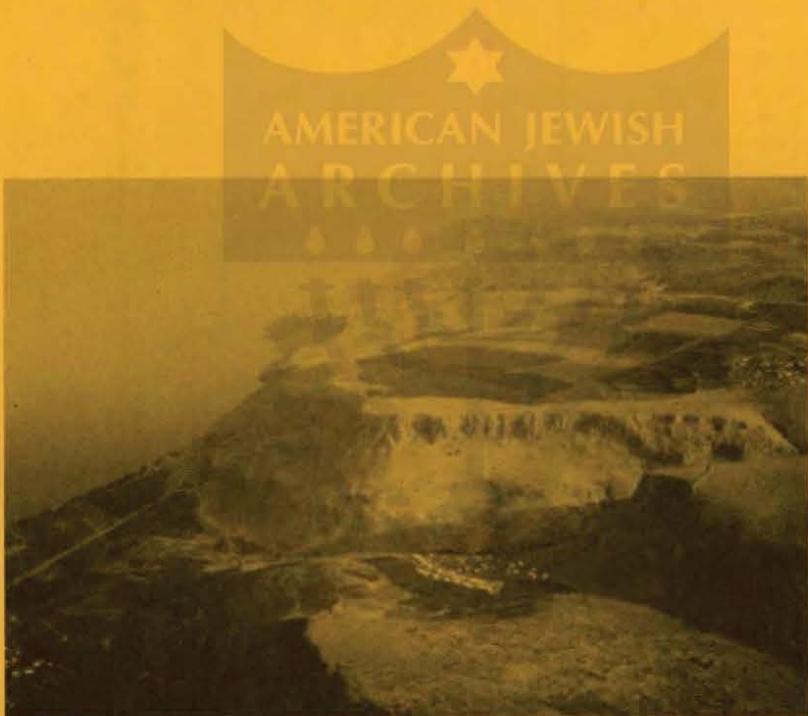
Whether you have travelled to Israel before or you are a first time visitor, this total immersion into Israel will enrich your Jewish life.

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues
Breakfast		Briefing: "Israel Today"	At hotel	Briefing: Day's Program	At hotel	At hotel	At hotel	At hotel	Briefing: Jerusalem
Morning		Field Study: UJA-funded programs	Israel's Defense Posture — including visit to IDF base	To the Galilee via Haifa, Acre Safed	Good Fence, Golan Heights	Free (optional study or tour programs available)	Jerusalem	Free	Full day tour of Israel's capital, at your level of experience
Lunch		On location	On location	In settlements	En route		Briefing: "Zachor"	Briefing: "Massada"	In Jerusalem
Afternoon	Arrival in Israel	Project Renewal: the neighborhoods, the people	Resettlement from the Sinai: the human cost of peace	Populating the Galilee	Ascend to Jerusalem, via the Lower Jordan Valley and Jericho		Mt. Herzl, Military Cemetery, Yad Va Shem Yizkor Service	To Massada via Ein Geddi and Qumran	Jerusalem (cont.)
	Rest			Arrive at Kibbutzim	Kabbalat Shabbat at Wall			Torchlight Ceremony	
Dinner	Buffet	Free	At hotel	With Kibbutz members	Shabbat Dinner	Free	At hotel	In Arad	Closing Banquet and Program
Evening	Gala Welcoming Presentation	Free time to explore Tel Aviv	Beth Hatefutsoth: Museum of the Jewish Diaspora	Home Hospitality on Kibbutz	Oneg Shabbat Program	Free	Major Address by Israeli Dignitary	Home Hospitality with the people of Arad	
Overnight	Tel Aviv	Tel Aviv	Tel Aviv	North	Jerusalem	Jerusalem	Jerusalem	Jerusalem	Jerusalem

Note: This tentative itinerary is subject to change.

United Jewish Appeal
National Mission Itinerary

**Special Interest
Program:
The Galilee**



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Your UJA Mission itinerary, outlined inside this folder, includes specific blocks of time for an intensive, in-depth study of the Galilee and the reasons

for the need to increase the Jewish presence in this area near Israel's critical Northern border.

In addition to your participation on the entire UJA Israel itinerary, you will take an insider's look at the history, the archaeology, the security and settlement problems of the Galilee. You will visit the homes of veteran Galilee residents, and you will survey the industrial and agricultural

potential of the region.

You will come away from this Mission with a special understanding of the immediacy of the problems that must be overcome in the Galilee.

Whether you have travelled to Israel before or you are a first-time visitor, this concentrated look at the Galilee's past, present and promise for tomorrow will enrich your UJA Mission experience.

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues
Breakfast		Briefing by Jewish Agency	At hotel	Briefing: Day's Program	At hotel	At hotel	At hotel	At hotel	Briefing: Jerusalem
Morning		Field Study: UJA-funded programs	Israel's Security, including visit to base	Field Study of the Galilee: history, archaeology, security and settlement	The Galilee (cont.)	Free (optional study or tour programs available)	Jerusalem	Free	Full day tour of Israel's capital, at your level of experience
Lunch		On location	On location	On location	En route		Briefing: "Zachor"	Briefing: "Massada"	In Jerusalem
Afternoon	Arrival in Israel Rest	Project Renewal or Relocation from the Sinai	Populating the Galilee or Project Renewal	Field Study (cont.) Home Hospitality and	Proceed to Jerusalem through the Lower Jordan Valley Kabbalat Shabbat at Wall		Mt. Herzl, Military Cemetery, Yad Va Shem Yizkor Service	To Massada via Qumran, Ein Geddi and the Dead Sea Torchlight Ceremony	Jerusalem (cont.)
Dinner	At hotel	Free	Group	Dinner with veteran residents of the Galilee	Shabbat Dinner	Free	At hotel	In Arad	Festive Closing Banquet
Evening	Gala Welcoming Presentation	Free time to explore Tel Aviv	Orientation: The Galilee		Oneg Shabbat Program	Free	Major Address by Israeli Dignitary	Home Hospitality with the people of Arad	and Program
Overnight	Tel Aviv	Tel Aviv	Safed	Kiryat Shemonah	Jerusalem	Jerusalem	Jerusalem	Jerusalem	Jerusalem

Note: This tentative itinerary is subject to change.

United Jewish Appeal
National Mission Itinerary

**Special Interest
Program:
Jewish/Arab
Relations
in the
Holy Land**



A UJA Mission is more than a trip to Israel. It is a unique adventure into the heart of our spiritual homeland, into the basic fibre of our Jewish roots.

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Your UJA Mission itinerary, outlined inside this folder, includes specific blocks of time for an intensive, in-depth study

of the history and current condition of Jewish/Arab relations in the Holy Land.

In addition to your participation on the entire UJA Israel itinerary, you will take an insider's look at Jewish/Arab relations in the West Bank and in the Galilee, and you will visit the homes of residents of a Druse village.

You will come away from this Mission with a special understanding of the pride of

accomplishment that is shared by the Jewish and the Arab people of the Holy Land . . . and of the immediacy of the problems that must be overcome.

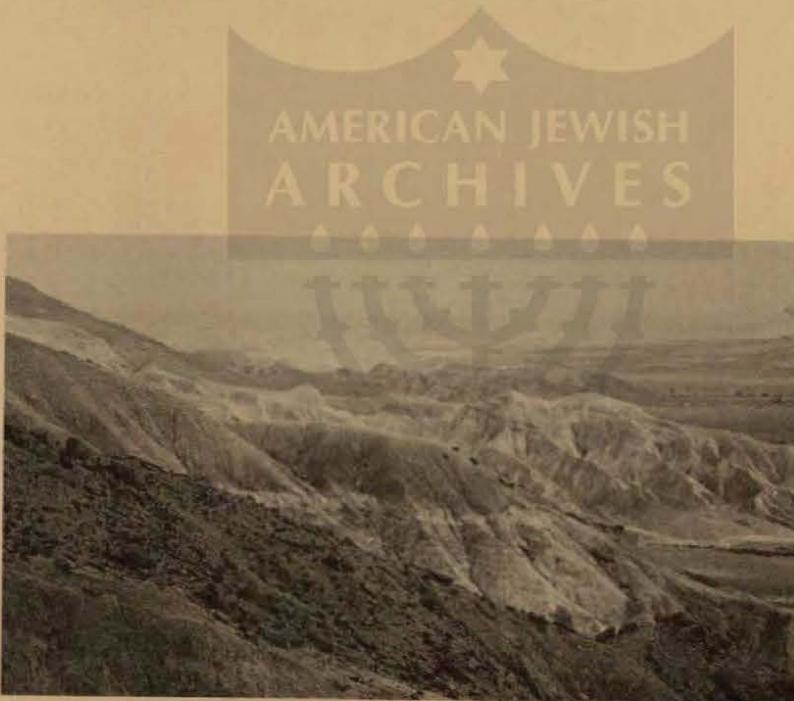
Whether you have travelled to Israel before or you are a first-time visitor, this new understanding of the pride and the problems of the populations of the Holy Land will enrich your UJA Mission experience.

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues
Breakfast		Briefing: "Israel Today"	At hotel	Briefing: Day's Program	At hotel	At hotel	At hotel	At hotel	Briefing: Jerusalem
Morning		Field Study: UJA-funded programs	Israel's Defense Posture — including visit to IDF base	Full day to explore Jewish-Arab relations in the West Bank and in the Galilee	Continue study of Jewish/Arab relations	Free (optional study or tour programs available)	Jerusalem	Free	Full day tour of Israel's capital, at your level of experience
Lunch		On location	On location		En route		Briefing: "Zachor"	Briefing: "Massada"	In Jerusalem
Afternoon	Arrival in Israel	Project Renewal: the neighborhoods, the people	Resettlement from the Sinai: the human cost of peace	West Bank and Galilee (cont.)	Ascend to Jerusalem via the lower Jordan Valley		Mt. Herzl, Military Cemetery, Yad Va Shem Yizkor Service	To Massada via Ein Geddi and Qumran	Jerusalem (cont.)
	Rest		The Gaza Strip	Home hospitality and dinner in a Druse Village	Kabbalat Shabbat at Wall			Torchlight Ceremony	
Dinner	Buffet	Free	Shiloach Institute		Shabbat Dinner	Free	At hotel	In Arad	Closing Banquet and
Evening	Gala Welcoming Presentation	Free time to explore Tel Aviv	Orientation: Jewish/Arab Relations in the Holy Land	Village	Oneg Shabbat Program	Free	Major Address by Israeli Dignitary	Home Hospitality with the people of Arad	Program
Overnight	Tel Aviv	Tel Aviv	Tel Aviv	Haifa	Jerusalem	Jerusalem	Jerusalem	Jerusalem	Jerusalem

Note: This tentative itinerary is subject to change.

United Jewish Appeal National Mission Itinerary

Special Interest Program: The Negev



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The itinerary of a UJA Mission to Israel takes you beyond the basic tourist map and into the soul of a people.

Your UJA Mission itinerary, outlined inside this folder, includes specific blocks of time for an intensive, in-depth study of the Negev in southern Israel, soon to be the new border

with Egypt.

In addition to your participation on the entire UJA Israel itinerary, you will take an insider's look at the history, the archaeology, the security and settlement problems of the Negev. You will meet with the people of the Negev . . . and you will learn of the problems to be faced by the hundreds of families who must leave their homes in the Sinai, under the terms of Israel's peace treaty with Egypt.

You will come away from this Mission with a special understanding of the needs of the special breed of pioneers who are prepared, for the second time in a generation, to conquer another wilderness and to build a Jewish life in an empty desert.

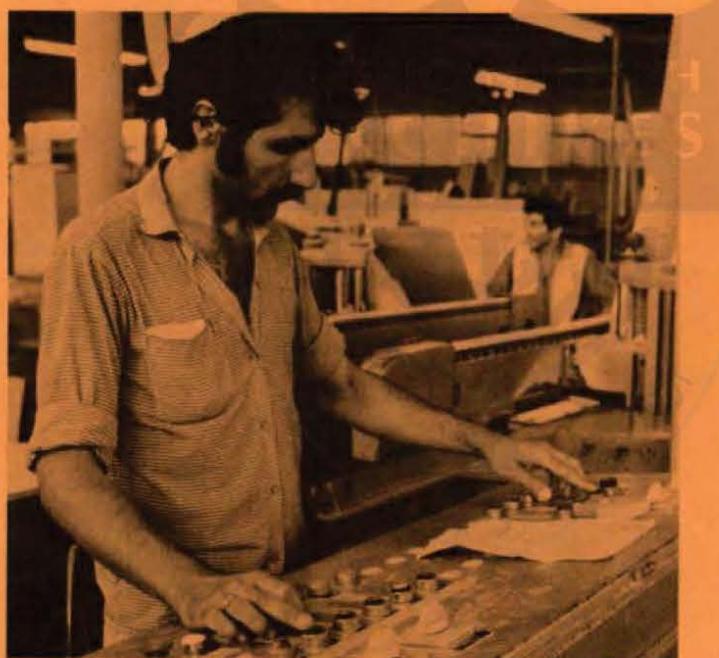
Whether you have travelled to Israel before or you are a first-time visitor, this concentrated Negev program will enrich your UJA Mission experience.

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues
Breakfast		Briefing: "Israel Today"	At hotel	Briefing: Day's Program	With Mayor of Eilat	At hotel	At hotel	At hotel	Briefing: Jerusalem
Morning		Field Study: UJA-fund programs	Israel's Defense Posture — including visit to IDF base	In-depth Study of the Negev: history, archaeology, security and settlement	Continue Program in Eilat and environs	Free (optional study or tour programs available)	Jerusalem	Free	Full day tour of Israel's capital, at your level of experience
Lunch		On location	On location	On location	En route		Briefing: "Zachor"	Briefing: "Massada"	In Jerusalem
Afternoon	Arrival in Israel	Project Renewal: the neighborhoods, the people	Resettlement from the Sinai: the human cost of peace	The Negev (cont.)	Fly to Jerusalem		Mt. Herzl, Military Cemetery, Yad Va Shem Yizkor Service	To Massada via Ein Geddi and Qumran	Jerusalem (cont.)
	Rest		Visit Tel Sheva and Bedouin camp	Arrive at Kibbutzim in Arava	Kabbalat Shabbat at Wall			Torchlight Ceremony	
Dinner	Buffet	Free	Group	With Kibbutz members	Shabbat Dinner	Free	At hotel	In Arad	Closing Banquet and Program
Evening	Gala Welcoming Presentation	Free time to explore Tel Aviv	Introduction: The Challenge of the Negev	Home Hospitality on Kibbutz	Oneg Shabbat Program	Free	Major Address by Israeli Dignitary	Home Hospitality with the people of Arad	
Overnight	Tel Aviv	Tel Aviv	Arad	Eilat	Jerusalem	Jerusalem	Jerusalem	Jerusalem	Jerusalem

Note: This tentative itinerary is subject to change.

United Jewish Appeal National Mission Itinerary

Special Interest Program: Business, Commerce and Industry in Israel



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Your UJA Mission itinerary, outlined inside this folder, includes specific blocks of time for an intensive, in-depth study

of the progress and the promise of business, commerce and industry in Israel.

In addition to your participation on the entire UJA Israel itinerary, you will take an insider's look at Israel's sophisticated industries and at industrial development in the Galilee, and you will visit with prominent Israeli businessmen.

You will come away from this Mission with a special

understanding of the great growth in Israel's business, commerce and industry and of the business community's potential positive effect on Israel's economy.

Whether you have travelled to Israel before or you are a first-time visitor, this personal encounter with Israel's business, commerce and industry will enrich your UJA Mission experience.

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues
Breakfast		Briefing: "Israel Today"	At hotel	Briefing: Day's Program	At hotel	At hotel	At hotel	At hotel	Briefing: Jerusalem
Morning		Field Study: UJA-funded programs	Israel's Defense Posture — including visit to IDF base	Visit sophisticated industries and the people behind them	Field study: Business, Commerce and Industry (cont.)	Free (optional study or tour programs available)	Jerusalem	Free	Full day tour of Israel's capital, at your level of experience
Lunch		On location	On location	With management	En route		Briefing: "Zachor"	Briefing: "Massada"	In Jerusalem
Afternoon	Arrival in Israel	Project Renewal: the neighborhoods, the people	Re-settlement from the Sinai: the human cost of peace	Industrial Development in the Galilee	To Jerusalem via the Lower Jordan Valley		Mt. Herzl, Military Cemetery, Yad Va Shem Yizkor Service	To Massada via Ein Geddi and Qumran	Jerusalem (cont.)
	Rest			Arrive at Kibbutzim	Kabbalat Shabbat at Wall			Torchlight Ceremony	
Dinner	Buffet	Free	Home Hospitality with	With Kibbutz members	Shabbat Dinner	Free	At hotel	In Arad	Closing Banquet and
Evening	Gala Welcoming Presentation	Free time to explore Tel Aviv	Israeli businessmen	Home Hospitality on Kibbutz	Oneg Shabbat Program	Free	Major Address by Israeli Dignitary	Home Hospitality with the people of Arad	Program
Overnight	Tel Aviv	Tel Aviv	Tel Aviv	North	Jerusalem	Jerusalem	Jerusalem	Jerusalem	Jerusalem

Note: This tentative itinerary is subject to change.

United Jewish Appeal

Date: June 11, 1981

To: Federation Presidents, Campaign Chairmen and Executive & Campaign Directors

From: Melvyn H. Bloom

Subject: President's Mission Sub-Missions

Here are two fact sheets with the basic information on the Sub-Missions to Poland and Rumania prior to the September President's Mission.

These sub-missions have always proved to be a meaningful experience which concretely adds to the fundraising process.

Because of space restrictions, it is important for us to know, as soon as possible, how many participants you anticipate on each of these programs.

Detailed itineraries and background material on both of these countries will be available for distribution within the next few weeks.

JSF:scs

Encl.

FACT SHEET

PRESIDENT'S SUB-MISSION TO BUCHAREST

AND BABI YAR

SEPTEMBER 15 - 20, 1981

COST: \$650.00

FLIGHTS:

Sept. 15	New York to Zurich	Swissair #101
	Depart 9:40 P.M.	
Sept. 16	Arrive 11:05 A.M.	
Sept. 16	Zurich to Bucharest	Swissair #463
	Depart 12:45 P.M.	
	Arrive 4:00 P.M.	
Sept. 21	Bucharest to Rome	Tarom #235
	Depart 11:15 A.M.	
	Arrive 12:20 P.M.	
Sept. 21	Rome to Tel Aviv	Alitalia #734
	Depart 1:30 P.M.	
	Arrive 4:35 P.M.	

HOTEL: Athenee Palace - Bucharest

PROGRAM:

This special program is scheduled to include a one-day trip to Kiev in the Soviet Union and to Babi Yar, where we will commemorate the 40th anniversary of the Massacre.

In Bucharest, we will study the programs of the Joint Distribution Committee, meet with Grand Rabbi Moses Rosen and leaders of the community.

FACT SHEET

PRESIDENT'S SUB-MISSION TO POLAND

SEPTEMBER 15 - 20, 1981

COST: \$650.00

FLIGHTS: Sept. 15 New York to Warsaw LOT #007

Departs 7:00 P.M.

Sept. 16 Arrives 9:40 A.M.

Sept. 20 Warsaw to Zurich LOT #291

Departs 9:50 A.M.

Arrives 11:35 A.M.

Sept. 20 Zurich to Tel Aviv Swissair #332

Departs 1:55 P.M.

Arrives 5:40 P.M.

HOTELS:

In Warsaw the mission will stay at the Victoria Hotel and in Cracow at the Holiday Inn. Rooms have been reserved at the Tel Aviv Hilton for the night of September 20th and the group will be invited to welcome the President's Mission flight at Ben Gurion Airport when it arrives the next day.

PROGRAM:

The program will include visits to the Jewish Historical Institute, the site of the Warsaw Ghetto, the Gensia Street Cemetery, the Twarda Street Synagogue and other sites in Warsaw and in Cracow. We will visit the former Jewish quarter and meet with leaders of the community. We will spend a full day at Auschwitz-Birkenau.

The group will be accompanied by a scholar-in-residence.

HEADQUARTER COMMUNITIES

NEW YORK CITY

ATLANTA

BALTIMORE

BOSTON

CHICAGO

CINCINNATI

CLEVELAND

DALLAS

DENVER

DETROIT

HARTFORD

HOUSTON

KANSAS CITY

LOS ANGELES

METROPOLITAN NJ

MIAMI

MILWAUKEE

MINNEAPOLIS

PHILADELPHIA

PITTSBURGH

ST. LOUIS

SAN FRANCISCO

SOUTH BROWARD

WASHINGTON, DC



UJA MISSION REPORTS

81-390-28

UJA Overseas Programs Department

Chairman

H. Paul Rosenberg

Kansas City, Mo.

Director

Howard Stone

Assistant Director

Iris Rosen

June 13, 1981

TO: CAMPAIGN CHAIRMEN AND FEDERATION PRESIDENTS
FROM: H. PAUL ROSENBERG

This is the first in a series of reports to campaign leaders on UJA's Overseas Programs. In the months ahead I hope, through this vehicle, to keep you posted on how other communities are using this incomparable campaign tool, as well as to bring you up-to-date on our plans.

FALL MISSION ITINERARIES

Communities participating in UJA Study Missions this Fall will be given the opportunity to select from one of five "special interest" programs, in addition to joining other communities on the mission in some unique major events.

I have enclosed outlines of the five itineraries (copies of which are available for recruitment or planning purposes) and I trust you will agree that this innovative approach to mission planning will assist you in attracting both first-time and repeat mission participants.

In order to prepare adequately for these complex programs, community leadership must determine which program they prefer by no later than August 1. To assist you in that process, staff members from our Israel and New York offices will be available throughout the month of July to come into your city for planning and recruitment meetings. To schedule such a visit, please contact your UJA regional office.

SUB-MISSIONS THIS FALL

So that mission participants can experience at first-hand Jewish life in other lands and explore how UJA funds - through the JDC - are being used outside of Israel, we will, once again, offer sub-mission study programs as an adjunct to each of our national study missions. These groups all are accompanied by a resource person with expertise in the country being visited. They add a valuable dimension to the total mission experience.

Already scheduled, and with room still available, are...

October 5 - 11 --- Poland Linking up in Israel with National Study Mission #1 (October 11 - 21), this group will have the rare experience of observing Yom Kippur with the remnant of the Jewish community of Warsaw, as well as visiting Auschwitz and Cracow.

October 21 - 25 --- Hungary or Poland These groups will join National Study Mission #2 (October 25 - November 4) in Israel. The opportunity to meet with the Jewish community of Hungary is relatively new, since the JDC has been invited back into that country only in the past year.

November 1 - 5 --- Poland This group will link up in Israel with National Study Mission #3 (November 5 - 15).

In addition to these trips, already planned, the opportunity to plan sub-missions of outstanding quality and significant impact exists in the following locales: Romania, Morocco, Vienna, France and Rome.

For additional information on any of these programs, contact Howard Stone in the National Office (Ext. #381).

RECRUITMENT TOOLS

To assist you in recruiting participants for your mission, we now have an eight-minute slide presentation, with automated sound track, available for immediate distribution. This presentation has been prepared in a manner that allows you to remove some of our slides and insert your own, showing members of your community on a past mission. It can be ordered from the UJA Public Relations Department.

Also available for immediate distribution is a full color brochure "shell", with pages left blank to allow you to print the specifics of your trip. This, too, can be ordered from the P.R. Department.

Members of the National Committee on Overseas Programs, all of whom are multi-mission veterans, are prepared to address recruitment meetings in your community. If you need a speaker who knows his stuff, contact the Department of Overseas Programs (Ext. #381).

WINTER PROGRAMS

Seven national programs have already been scheduled for January - March 1982 and I urge you to incorporate them into your community calendar.

January 3 - 11 - CHAZON, a leadership training mission.

(The CHAZON program, which is a special mission for training solicitors and campaign leaders, preceded by a study course in your community and followed by fundraising assignments there, has proven to be a singularly successful concept. Case histories showing how it has been used successfully by communities are available from the Department of Overseas Programs.

January 20 - 28 - WOMEN'S DIVISION CHAZON

January 31 - February 5 - PRESIDENT'S MISSION II (Minimum Gift: \$10,000)

February 7 - 17 - NATIONAL STUDY MISSION #5

February 21 - March 2 - TRADES AND PROFESSIONS

(Current plans are to conduct simultaneous missions on these dates with specialized programming for different trades and professions. We already have had requests from several communities to conduct a program for attorneys and a program for physicians on these dates. Please let us know what other specialized groups would be useful to you at this time.)

March 7 - 17 - FROM GENERATION TO GENERATION -- A special mission for fathers and sons/mothers and daughters.

(The goal of this program is to bring to Israel two generations of a family, where one is less committed and involved than the other. In every community I have visited, I have met people making significant gifts, and deeply involved in community life, who are afraid that their adult sons and daughters may not follow in their footsteps. Conversely, there are, in every community, young leaders who far outdistance their parents in giving and involvement. This mission should strengthen the bonds between parent and adult child and assure the continuity of leadership 'from generation to generation'. If you want your community to be a part of it, contact Joel Friedman in the National Office (Extension #296).)

March 21 - 29 - CHAZON II

HATIKVAH - THE NATIONAL SINGLES MISSION

Our national singles mission will leave New York on August 2nd with some 400 young men and women. This is an outstanding opportunity for communities to involve young adults in the campaign and in the community. Space is still available (but very little). For details, contact Lynne Diamond - Extension #387.

HPR:scs

Enclosures

CC: Executive Directors
Campaign Directors
UJA Officers

FYI to Campaign and Executive Staff

United Jewish Appeal

Date: June 14, 1981

To: Federation Presidents, Campaign Chairmen, Executive and Campaign Directors
From: Melvyn H. Bloom
Subject: PRESIDENT'S MISSION

The President's Mission under the chairmanship of Neil J. Norry of Rochester, NY will depart from New York on Sunday, September 20 and return on Friday, September 25, 1981. This year the mission will be limited to a maximum of 350 people to insure better management and more effective solicitation. Hotel accommodations are limited and the mission is expected to fill quickly.

Therefore, please complete the application forms as quickly as possible. You will receive the application forms within the next several days. Do not hold forms until your entire delegation registers; rather, send them on to us as they are completed. Each will be numbered in the order in which it is received. Past experience has shown that this process is critical, especially as a waiting list is developed and vacancies are filled from that list. No individual can be registered unless all information on the form is completed.

What are the Objectives of the President's Mission?

To recruit participants with the potential for new contributions of \$10,000 and more; to provide an opportunity for major increases on the part of those now contributing \$10,000+; to recruit participants who will have a maximum impact on the 1982 campaigns in their communities.

Who is Eligible to Participate?

1982 Campaign Chairmen of headquarter communities (list attached) are eligible regardless of giving level. The EXECUTIVE DIRECTOR is eligible if accompanied by a delegation of at least 10 qualified participants.

1982 CAMPAIGN CHAIRMEN of non-headquarter communities, raising \$1 million or more in 1981, are eligible regardless of giving level. The EXECUTIVE DIRECTOR is eligible if accompanied by a delegation of at least five qualified participants.

PARTICIPANTS FROM COMMUNITIES should be recruited on the basis of potential for significant movement in their giving. Only one person will be accepted representing a family or company gift. Spouses are not eligible to participate. The participant must be prepared and willing to make his or her 1982 commitment to the Regular Campaign and Project Renewal in Israel during the mission and to realize that he or she will be solicited at that time. The minimum 1982 gift to the regular campaign is \$10,000.

What are the Costs?

We expect the total cost of the mission to be \$2,000. UJA will underwrite one-half of the mission cost and communities are expected to underwrite the other half.

What about Sub-Missions to other Countries?

Sub-missions are currently being planned to Poland and Rumania, departing September 15. Estimated cost is \$650. More information will be provided as it becomes available. In the interim, please contact Howard Stone, UJA Director of Overseas Programs for further information.

For sub-mission participants, the UJA subsidy will remain at 50 percent of the Israel only portion of the mission; additional costs for sub-missions are the responsibility of the participants.

INVITATIONS

Invitations are presently available. Please let us know how many you need so we can send you your estimated quantity.

HOTELS -- We have secured a total of 350 rooms at the Tel Aviv Hilton Hotel. REGISTRATION -- Application forms are included with the executives' copy of this memorandum. Please make copies as they are needed.

Please complete each registration form carefully, including rating and business background and send to the attention of Howard Stone, UJA Department of Overseas Programs, 1290 Avenue of the Americas, New York, NY 10104. Participants cannot be registered until all information is provided. Completed applications will be numbered and accepted in the order in which they are received. As applications are approved, confirmations will be sent directly to participants with copies to the executive directors and to the lay leader of the community delegation. If you have any questions on eligibility requirements or campaign data, please call Judy Kaufman at the National office (212) 757-1500.

TRAVEL ARRANGEMENTS

The President's Mission will depart from Kennedy Airport on Sunday, September 20, El Al Flight 004 at 8:15 p.m. and will return to Kennedy Airport on Friday, September 25, El Al Flight 039 at 9:30 a.m. In addition, extensions to Israel and Europe can be arranged. Please indicate this information on the application form.

All travel arrangements and reservations must be verified in writing and sent to Howard Stone, Director of Overseas Programs.

We will be sending you additional information on costs, guidelines, extensions and program as it is developed.

If you have any questions about any aspects of these guidelines, please contact Judy Kaufman at the UJA National office (212) 757-1500.

Because of the overwhelming response to last year's President's Mission, UJA is planning a second \$10,000 minimum gift mission from January 31-February 5, 1982 patterned after the September President's Mission. This mission will be geared primarily for those communities whose campaigns begin in January or February. Information on this program will be sent to you as it becomes available.

MHB:ker
Enclosure

81-240-28



UJA MISSION REPORTS

UJA Overseas Programs Department

Chairman
H. Paul Rosenberg
Kansas City, Mo.

MEMORANDUM

July 30, 1981

Director
Howard Stone

Assistant Director TO: Federation Presidents
Iris Rosen Campaign Chairmen
National Campaign Policy Board

FROM: H. Paul Rosenberg, National Chairman, Overseas Programs

INTERNATIONAL AIR FARES INCREASED

EI Al, and almost all major airlines, have announced a price increase which will become effective on August 1. This increase will affect the cost of our missions this fall and winter. I have attached a revised cost sheet.

Although at first glance the cost of a UJA mission may seem high, I have compared our program with that of every other major organization and with the "bargain tours" offered by many travel agencies. I can assure you that on a service-for-service basis, a UJA mission is still the best travel bargain available to people from your community, and there is no better way to tell the UJA story. Objective comparisions by our accounting department have shown us repeatedly to be anywhere from \$10 to \$20 a day lower than other programs. If this is a problem in your community, send a copy of the "competitive tour" to Howard Stone and he will provide you with a detailed comparison and analysis.

SUB-MISSION ITINERARIES

The number of communities and individuals participating on sub-missions this fall continues to grow. In the main, the countries that will be visited the most are Poland, Hungary and Rumania (although we are also conducting programs in France, Austria and Morocco).

I have just returned from a visit to Hungary and Rumania -- and I was in Poland a few years ago. I came back not only profoundly impressed by the work of the JDC in these countries, but totally convinced that these sub-missions can only add an important dimension to your mission.

I have attached a sample itinerary for each of these countries for your information. Although the specifics may vary from group to group, all the basic elements will be included in every sub-mission.

SINGLES MISSION TOPS 400

On August 2, more than 400 young men and women from around the country will board a special flight to Israel for the second national singles mission -- Hatikvah. Under the chairmanship of Carl Kaplan of Washington, D.C., an outstanding program has been planned including numerous opportunities for meetings with their counterparts in Israel.

This mission was highly structured along regional lines and Carl was very successful in recruiting an outstanding group of leaders in each of the UJA's regions. He recently sent a memo to all of his co-leaders on this mission laying out some basic guidelines. I've attached that document for your information. I think you will agree with me that it contains materials that would be useful to any mission leader. Please feel free to reproduce and share it with mission leaders from your community.



81-390-42

cc: Executive Directors

REVISED MISSION COSTS*

FALL - 1981

NATIONAL STUDY MISSION I
OCTOBER 11 - 21, 1981 \$1,781.00

NATIONAL STUDY MISSION II
OCTOBER 25 - NOVEMBER 4, 1981 \$1,781.00

NATIONAL WOMEN'S DIVISION MISSION
OCTOBER 25 - NOVEMBER 4, 1981 \$1,792.00

NATIONAL STUDY MISSION III
NOVEMBER 5 - 15, 1981 \$1,676.00

NATIONAL YOUNG LEADERSHIP MISSION
NOVEMBER 5 - 15, 1981 \$1,676.00

CHAZON I
NOVEMBER 15 - 23, 1981 \$1,466.00

NATIONAL STUDY MISSION IV
NOVEMBER 29 - DECEMBER 9, 1981 \$1,676.00

*Based on SUPER APEX fare, per person, double occupancy.

SUGGESTED ITINERARY - FALL 1981

SUB-MISSION TO HUNGARY

WEDNESDAY: Depart New York on evening flight for Budapest

THURSDAY: Arrive Budapest - Transfer to hotel

Tour Jewish Museum, Martyr's Cemetery and
Dohany Synagogue

Dinner with leaders of Jewish community

**AMERICAN JEWISH
ARCHIVES**
Overnight: Budapest

FRIDAY: Briefing on JDC program

Visit Jewish Hospital and Old Age Home

Lunch in Kosher Kitchen

Evening: (5:00 P.M.) Visit with students of Rabbinical Seminary,
Services, Kiddush and Dinner at the Seminary

Overnight: Budapest

SATURDAY:

Morning: Synagogue Services at Dohaney Synagogue

Afternoon: Free

Evening: Free

Overnight: Budapest

SUNDAY: Visit Jewish kindergarten class

Visit Martyr's Memorial

Summation meeting in Federation offices

Lunch in Kosher restaurant

Sunday night closing dinner, hosted by Jewish community

MONDAY: Departure for Tel Aviv

SUGGESTED ITINERARY - FALL 1981

SUB-MISSION TO RUMANIA

WEDNESDAY: Depart New York for Bucharest on the evening flight

THURSDAY: Arrival and transfer to hotel
Luncheon and briefing by JDC staff at kosher restaurant

Afternoon: Visit Jewish Museum - briefing by Grand Rabbi Rosen

Evening: Dinner with Jewish community leaders
Overnight: Bucharest

FRIDAY: Visit Socio-Medical Center and Day-Care Center

Afternoon: Free
Shabbat services at Choral Synagogue and dinner with Grand Rabbi Rosen
Overnight: Bucharest

SATURDAY: Free day
Overnight: Bucharest

SUNDAY: Visit "MEALS ON WHEELS" program, Struma Memorial Rosen Nursing Home.
Summation session with community leaders and closing dinner
Overnight: Bucharest

MONDAY: Departure for Tel Aviv

SUGGESTED ITINERARY - FALL 1981

SUB-MISSION TO POLAND

WEDNESDAY: Depart New York on evening flight

THURSDAY: Arrive Warsaw, transfer to hotel

Visit Jewish Cemetery

Group dinner and briefing

Overnight: Warsaw

FRIDAY: Visit Jewish Historical Institute, Twarda Street
Synagogue and former Ghetto area

Fly to Cracow

Shabbat dinner with Jewish community

Overnight: Cracow

SATURDAY: Shabbat services

Walking tour of Jewish Quarter

Afternoon free

Evening: Group dinner and briefing

Overnight: Cracow

SUNDAY: Visit Auschwitz-Birkenau

Return to Warsaw

Overnight: Warsaw

MONDAY: Depart for Tel Aviv

MISSION LEADERSHIP GUIDELINES
NATIONAL HATIKVAH MISSION
AUGUST 1981

INTRODUCTION

The opportunity to participate as a member of the leadership team on a national mission to Israel is an exciting and challenging responsibility. Leadership and leading are complex subjects; although much has been written, in the final analysis successful leadership depends upon preparation, patience, diligence, cooperation and dedication to the mission goal.

There is of course no magic formula which guarantees successful leadership; people are different and those being led are never homogeneous. Therefore, a successful leader must be sufficiently flexible to adjust to changing circumstances. Equally important is the ability of leadership to delegate responsibility. While it is possible to make all mission decisions, solicit every person on your bus and manage the other responsibilities of leadership; it is NOT possible to do the task successfully. It is therefore critical for leadership to delegate portions of responsibility.

Finally, successful mission leadership requires the ability to confer the "kudos" of leadership to others; your position as regional/bus leader automatically conveys recognition. How you manage that recognition will be the key to success or failure; distributing the "honors" to future leadership and foot soldiers will be the true measure of your efforts.

These guidelines are intended to assist you in maximizing your leadership role. They will not solve every problem nor will they serve as a substitute for perseverance. They will provide you with the basics of ensuing a successful experience.

MISSION GOALS

The goal of every mission to Israel is to provide a positive Jewish experience for every participant. This includes the opportunity for a personal experience with one's Jewish identity, sharing the experience with a group of Jews and creating a lifetime connection with the State of Israel. Hand in hand with this experience is the commitment to Jewish responsibility -- involvement and financial support of Israel and the Jewish community.

The goals of Hatikvah are therefore to:

- a. Provide a positive Israel experience for every participant;
- b. Solicit a financial commitment from each participant to UJA commensurate with their ability to give; and
- c. Encourage active, sustained participation in Jewish communal affairs.

How we accomplish these goals depends upon the quality of mission leadership.

PRE-MISSION RESPONSIBILITIES

The success of a mission is substantially determined by the recruitment process. The odds heavily indicate that once the participant boards the plane to Israel you have achieved the major ingredient of success. Regardless of the itinerary, the weather, the guide or the hotel room, Israel sells itself. We have successfully recruited almost 400 people to join us on this mission. Between now and August 2, 1981, you should undertake the following as Regional Chairpersons to enhance your success as Regional Chairpersons to enhance your success as a mission leader:

1. Development of Leadership Team - Each bus will have a leadership team. As bus leader, you must organize the team into a cohesive unit prior to departure. The team includes the leaders from the local communities in your region and staff from those communities joining the mission. You will be advised of any additions or changes to your bus in the near future. You must establish a personal relationship with your team and convey the sincere commitment that you will be delegating responsibility to them and relying on them for overall success. It is equally important that they understand the mission goals and that their community groups are part of the regional and a national structure.
2. Campaign Preparation - Each regional chairperson has the responsibility to obtain full and complete background ratings and other pertinent information on each participant. Your staff person and leadership team will assist you, but you cannot fully delegate the responsibility. We are committed to obtaining credible gifts from every participant. A proper solicitation cannot happen without maximum information. The senior staff person in the National Office will coordinate the effort and should be called immediately if you are encountering difficulties. Remember, everyone must know in advance that they will be solicited on the mission.
3. Communication with Participants - Each regional chairperson should make personal contact with everyone from the region several weeks prior to departure. The benefits need not be explained. While a personal phone call is preferred (you may have met or spoken to many people during the recruitment process), a personal letter is minimally required. The personal contact will firmly establish your leadership role and assure everyone that we are about them.
4. Preparation for Leadership - Prior to departure you should study the names, background, ratings and other personal information of everyone on your bus. You will be provided with a flat list at least 10 days prior to departure but do not wait to begin your preparation. This is extremely important for it will enable you to place names with faces,

make everyone feel comfortable and begin to bring people together. It is highly improbable that you can succeed as a bus leader without preparing in advance.

5. Orientation Programs - The essence of the pre-mission orientation program is (1) to familiarize each participant with basic background information and (2) create a sense of cohesion among the participants prior to departure. It is important that these sessions are conducted in an orderly manner. You should be present for those in your own community and attempt to attend one in as many other communities as feasible. It is a convenient way to meet with your local leadership, solidify relationships and personally relate to the participants. Suggest that each group adopt a theme song, find a guitar player, etc., to develop the ruach while on the mission.
6. Leadership Orientation - The leadership team will meet in New York on Saturday evening, August 1, and Sunday, August 2, prior to departure. You will be advised shortly of specific details. These meetings will give us the opportunity to carefully review the entire mission and our responsibilities including: bus assignments and pairings; mission itinerary; campaign strategy and implementation; departure and briefing procedures; group dynamics programs; arrival in Israel; bus leadership responsibilities, etc. These sessions will permit the attention to detail in a relaxed atmosphere that will not otherwise be available once we get to Israel. You will have many questions -- prepare them in advance so that we can efficiently complete everything that must be accomplished.

DEPARTURE

The mission will be leaving en masse from New York's Kennedy Airport. The combination of the excitement, the large group, and the mechanics of departure will always create a degree of confusion and anxiety among many participants. The National office will provide all participants with specific details on departure procedures, briefing time and location. You will be advised of special procedures for dealing with any problems.

A mass briefing will be held approximately two-and-one-half hours prior to departure. At that time we will set the tone for the mission, introduce leadership and provide more specifics to the mission participants. From this moment until we arrive in Israel you have the opportunity and responsibility to personally touch base with each participant from your region and meet as many others as possible. Circulate and build the enthusiasm for the mission. Make certain that your leadership team is functioning in a similar manner.

ARRIVAL

Because of the size of the mission, special arrival ceremonies and arrangements will occur. Nevertheless, expect the normal mass confusion

-- luggage on the wrong carousels, special problems, etc. will occur. Your role is to expedite the movement of everyone through customs and onto the buses. Have someone else help you get your luggage.

It will be highly unlikely that we will be able to get everyone on the correct bus with their assigned guide at the airport. Do not attempt to do this unless otherwise advised. The key is to get everyone on a bus, count the numbers and introduce your guide to everyone. Bus organization will fall into place once we get to the hotel in Tel Aviv.

THE MISSION

Leadership is the key to a successful mission. Because of the size of the group, you will be delegated major responsibilities for the 10 days in Israel. You will be expected to exercise best judgement in some instances when either the mission leader or national staff is not available. The most important factor to remember is the overall mission goal and the mantle of leadership that you automatically wear.

As with any endeavor involving people, your success will be measured by the relationships you develop with the various people involved in the mission. A brief look at who they are is essential:

1. Mission Leader: The mission leader has overall responsibility for the mechanics of the mission program and campaign. We will carefully review our respective responsibilities prior to departure and will meet on a regular basis to review problems, progress and the remainder of the 10 days. The mission leader will rotate to a different bus each day to assist with solicitations, etc. It is important to remember that the mission leader will not be able to address every problem, concern, or complaint at the time you feel it most important. If it is major, it will be solved. Otherwise, you should be prepared to resolve the problem on your own.
2. Senior Staff: The role of the senior staff person is to work directly with the mission leader in coordinating the overall mission and supervise the staff team which will be composed of four other National UJA staff and the community staff participating in the mission. It is important to keep in mind that staff is not the personal valet, travel agent, etc. of the leadership. Problems with any staff in terms of assistance, personality difficulties, etc., should be reported to the senior staff person. If the problems remain unresolved, then it is appropriate to apprise the mission leader. Community staff are expected to contribute to the mission effort and are not lay participants. Utilize them primarily for fundraising insights. They will be briefed and organized by the senior staff person.
3. Guides: Each of you will probably want a certain guide for your bus. It will not be possible. You will have an experienced UJA guide who will be a major key to the success of the

mission. The relationship you develop and maintain throughout the 10 days is critical to your success. It is important to remember several items in working with the guides.

You are the leader of the group and have the ultimate responsibility for decision-making. Your diplomacy and willingness to exercise control is critical. The best guides will seek your advice and approval and you should assert your role in this process at an early time. The guide will handle the majority of briefing and arrangements. Be sure that your bus is always briefed as to what to bring, i.e., bathing suit, sweater, hat, long sleeves, walking shoes, etc. Problems, if any, with your guide should be communicated directly to the mission leader and you will be expected to assess the response of your bus and leadership team to the guide on a regular basis.

4. Israel Staff: Additional staff from the Israel-UJA office will be present throughout the mission. They will primarily be working with the senior staff. Travel agency staff will be available at the Hospitality Desk to make specific arrangements for extensions, and to deal with individual travel-related problems. We will review these details at the leadership briefing prior to departure.

BUS LEADERSHIP

As we have discussed at length, your relationship with your leadership team and the mission participants is the key to your success as bus leaders. You will automatically be recognized as the leaders. Successful bus leadership is dependent upon creating a delicate balance between exercising your control over the group and creating the appearance that you are not controlling every minute of the 10-day mission.

In practical terms this means that you only use the microphone when it is important to do so. The bus leader that monopolizes the front of the bus does not gain the respect and response necessary for successful leadership. This means you must delegate the responsibility of leadership to other members of your leadership team. It means you must constantly circulate through the bus and develop a personal relationship with everyone. The bus leader does not have a reserved seat. It means that you are on time — every time — it is what you expect of everyone else. It means encouraging others to take the microphone and share their experiences with everyone. It means exercising your skills to see that you develop a sense of group on the bus — that people rotate around and avoid the development of cliques — and that a few do not control the wishes of the majority. It means establishing a system which assures that you know how many people are on your bus and where they are each time we depart — a system which encourages others to be responsible for themselves. It means encouraging Ruach and pride and competition with the other buses — yet sharing your responsibility with the other community and bus leader(s) you will be traveling with. In sum, how you relate to your team and the bus will determine your success. You are one of them — seeing and learning as they are — and living the Jewish experience with them.

At many times during the mission you will be asked to distribute honors -- speaker, introductions, Rituals (Hamotzi, Birkhat, candle lighting), readings at Yad Vashem, etc. Bear in mind that these are meaningful experiences for participants and distribution should be thought-out and carefully planned.

Finally, you are responsible for seeing that every solicitation of your participants is completed as scheduled in the most positive manner possible. More about campaign a bit later.

SECURITY, EMERGENCIES AND CHANGE

Although we expect everything to run smoothly, we must be prepared for change and emergencies that will occur. The reason for counting heads each time we are on the bus and encouraging the group to stay together is for security reasons. We are responsible for everyone's welfare. You will each have one or two people who will need special attention and it is important to be aware of them at all times.

Emergencies will happen. This usually occurs when someone is taken ill, has difficulty maintaining the pace, or has a family emergency. As bus leader it is important at all times to encourage people to drink fluids, wear hats and watch for sunburn, etc. Anyone not feeling well should be encouraged to come to you immediately. Be particularly aware of dehydration and stomach problems -- as viruses can be serious and spread rapidly throughout your bus. Most importantly, you must always be specially aware of yourself -- if you do not physically take care of yourself, you cannot be an effective leader. It is extremely important to get enough sleep so you can function effectively. If you are not well, immediately advise the mission leader or staff person.

Changes in the itinerary will occur for a variety of reasons including security, mechanical problems, overscheduling, etc. Be prepared to handle the occurrence with a cool head. If you do not appear concerned or make an issue of the change, then those traveling with you will not know. Minimize what we will miss and maximize the positive of what is next on the agenda. We all know it is impossible to see everyone and everything. Do not attempt to force your guide to stop every place you have been or discuss everything with the bus. It is impossible to accomplish. As long as you focus on the overall mission goals and concentrate on the development of personal relationships with the people on your bus, you will be successful.

INTEGRATION OF PARTICIPANTS

Your bus will be a distinct entity but must not become an island unto itself. Initially you will have distinct community groups with you. It is extremely important to integrate communities and create the bus as the group unit. Be especially aware of small groups and single people not part of a large contingent. Help them with what may be a hesitancy to integrate with the others. You will be traveling with another bus throughout the ten days. Encourage the two buses to integrate and expand your group. Work with the other bus leader to achieve

this goal. Finally, encourage your bus to integrate with other buses at meals and at gatherings when we will be together as a group. Our goal is to encourage a single group -- the entire mission -- the entire Jewish community.

PERSONAL PROBLEMS

Out of necessity, two rules are firm and without exception. We will neither encourage nor permit the switching of roommates or bus transfers. The reasons are obvious; for balance, campaign, luggage, etc. If there is a major problem, first discuss it with the mission leader or senior staff. Do not make promises that you cannot deliver. It will undermine your credibility as a leader. While you will be traveling and working closely with another bus, do not encourage bus switching. It creates enormous problems, undermines the credibility of your guide (the other one is always better), and adversely affects the solicitation process.

If you have a problem with someone on your bus, and have exhausted every possible solution without success, come to the mission leader. There will always be a few people who will be a destructive influence, constantly complain; want to set their own agenda, etc. Your leadership is there to solve the problem and there are solutions. Be certain that you have tried before we must become involved. At the same time, do not let the problem get out of hand and fester too long. It will then be too late.

Good luck! And remember above else, never lose sight of your sense of humor and the proper perspective.

Leadership Guidelines: Campaign
Hatikvah Mission 1981

The major goal of the mission is to successfully solicit every participant. Experience has demonstrated that when and where the solicitation occurs is often more important than the actual approach. The large size of this mission requires establishing a firm solicitation plan, schedule and several ground rules for completing the process.

Pre-Mission

As detailed previously, you must oversee the development of campaign information and a valid rating for everyone from your region. It is vital that you know everyone in advance and help identify those persons who have the potential to give a significant gift. At the leadership briefing, please be prepared to review background information on each participant and identify those candidates for special solicitation assignments. This is very important. While we all feel capable of covering every card ourselves, regardless of giving potential, we must remember that help from our friends is usually the best approach.

Each of you will receive the campaign materials for your bus at the leadership briefing. There will be 3 sets of duplicate cards produced for the mission and the mechanics of closing, reporting and returning completed solicitation information will be carefully reviewed. Understanding and following the mechanical procedures are important ingredients of the process.

Without overemphasizing, the more you know about your bus, the easier the process on the mission and the greater the success in terms of campaign dollars raised.

Solicitation Schedule

The schedule for conducting and completing all solicitations is as follows:

- 8/3 All regional chairpersons and national staff solicitations completed.
- 8/4 All community leadership and community staff solicitations completed.
- 8/5-8/10 All participant solicitations completed by Monday evening.
- 8/11 Each bus will caucus in the Jerusalem Forest.
- 8/12 Announcement of final campaign results by region and in total at the closing party.

Please understand and orient yourself to the schedule, your timetable for completing all solicitations, and the need to delegate assignments to your leadership team to complete the process.

Solicitation Organization

You, your community leadership and staff form the nucleus for soliciting your bus. You will be solicited by the end of the first day. You, with the assistance of other regional leaders, will solicit community leadership and staff by the end of the second day. You and your team will then begin to solicit your bus, two-on-one, starting with second-timers and the strongest potential solicitors in your group. They should then assist you and your community leaders in completing the remainder of the bus. It is not necessary for you to be involved in every solicitation. Staff can assist in a few solicitations, if necessary. Do one or two with your leaders to test their competence and commitment. If you feel you need assistance with additional leadership or staff, advise the mission leader. Assistance will be provided. All potential larger gifts will be targeted prior to departure and will be specially assigned. We will review these at the leadership weekend.

Closing the Gift

It is not necessary to close every gift with the initial solicitation. The prospect may need more time to consider the requested amount while experiencing the mission. Do not immediately leave the rating in order to close the gift. There will be plenty of time later and the second solicitation will not take nearly as much time.

It is best to solicit some prospects later in the mission. You must make a decision on the best time to solicit each prospect. The mission leader and staff can provide some guidance, but in the final analysis the decision is yours.

You should meet with your team once a day for a few minutes to review progress and problems, as well as to brief them on schedules, itinerary changes, etc.

All solicitations must be completed and reported by Monday evening.

Psychology of Mission Solicitations

Every process has certain psychological components. How we approach them is critical to the success of the overall objective. You can complete the process 10 different ways, but the path which creates positive attitudes and good feelings is always the most successful. A few ingredients to be followed are as follows:

A. Apprehension

Although every participant knows they will be solicited, most will be very apprehensive about the process. Every effort must be made to encourage them to relax. The solicitation in Israel is a positive and open experience, one which is conducive to true feelings about Jewish identity, responsibility, and tzedakah. Take every opportunity early in the mission to help people relax. A group which is consumed by anxiety and solicitation will not permit themselves to be in touch with the emotional release of being in Israel and will be resistant.

B. Where to Solicit

The most successful solicitations are conducted anywhere but on the bus. Once solicitations begin on the bus, everyone watches, overhears, and anticipates their turn. In many ways it can be the most counterproductive element of any mission. Please make every effort to avoid this wherever possible. Evenings, at functions, in bars, in hotel rooms, in the Old City, anywhere it is convenient to take the person aside for a while to conduct the solicitation in private is the best approach. If you organize things properly, you will have enough time. Invariably, a few must be concluded on the bus -- but be as discreet as possible.

C. Privacy

It is extremely important to keep the amount of each person's commitment private until they have the opportunity to step forward at the caucus to announce their gift and hopefully increase it. There is nothing more destructive than saying within the earshot of others that so-and-so gave a "lousy" gift, etc., or conversely that you managed to close a big one. Remember, a small gift may be a quality one -- talking about it will invite feelings of inadequacy and hostility to the mission. If the gift is inadequate, do not hesitate to discuss with the mission leader and resolicit.

D. Managing the Process

You will be working with others and delegating assignments for solicitation. Be very careful not to announce the process to the entire world. Moreover, do not walk around with cards flailing, sticking out of your pocket and passing them around in open view. All your hard work can be easily defeated by what ordinarily seems to be a small, irrelevant gesture.

E. How You Solicit

Your commitment and that of your leadership team -- how you convey that to your prospect is the most effective solicitation approach. The more you disclose about yourself, the reasons for your gift, the amount, etc., the more open the prospect will be. It is extremely important to stress and remind every solicittee that the quality, not the raw quantity of the gift is what real commitment is all about. Most people on the mission will be making a significant increase in their gifts for the first time. It is important to move away from the prior giving level starting point in most cases. It is usually a milestone which hinders a good solicitation — stick to the rating unless you uncover some extraordinary circumstance prior to or during the solicitation. Finally, it is important to keep in mind that we want every solicitation to be a positive experience. Clearly a one- or two-thousand dollar potential giver who refuses to pledge more than 1 or 2 hundred should be pressured and resolicited. However, the vast majority of participants will not be in this situation. It is more important to accept one or two hundred dollars less than the predetermined

rating and make the person feel positive, rather than squeezing for every possible dollar and risking a reluctant, negatively given pledge. Moreover, your requested amount will stay in the person's mind and they will have the opportunity to reach that level at the caucus. We will carefully review various solicitation techniques at our leadership meetings prior to departure. If you feel that a refresher course would be helpful, review the enclosed tape of face-to-face solicitation techniques.

Caucus

Each bus will caucus separately in the Young Leadership Forest on Tuesday afternoon. Procedures and techniques will be reviewed at the leadership weekend in New York.

Conclusion

If you organize the solicitation of your bus, know the strength of your team and properly delegate part of the responsibility, the process will work smoothly and without major complication. Problems will always occur -- and we will mutually find solutions.

Keep cool, relax and do not become so obsessed with the solicitations that you lose sight of your leadership role. Good luck.



United Jewish Appeal

Date: August 5, 1981

To: Executive Directors, Campaign Directors, Campaign Chairmen
From: Joel S. Friedman
Subject: Presidents Mission

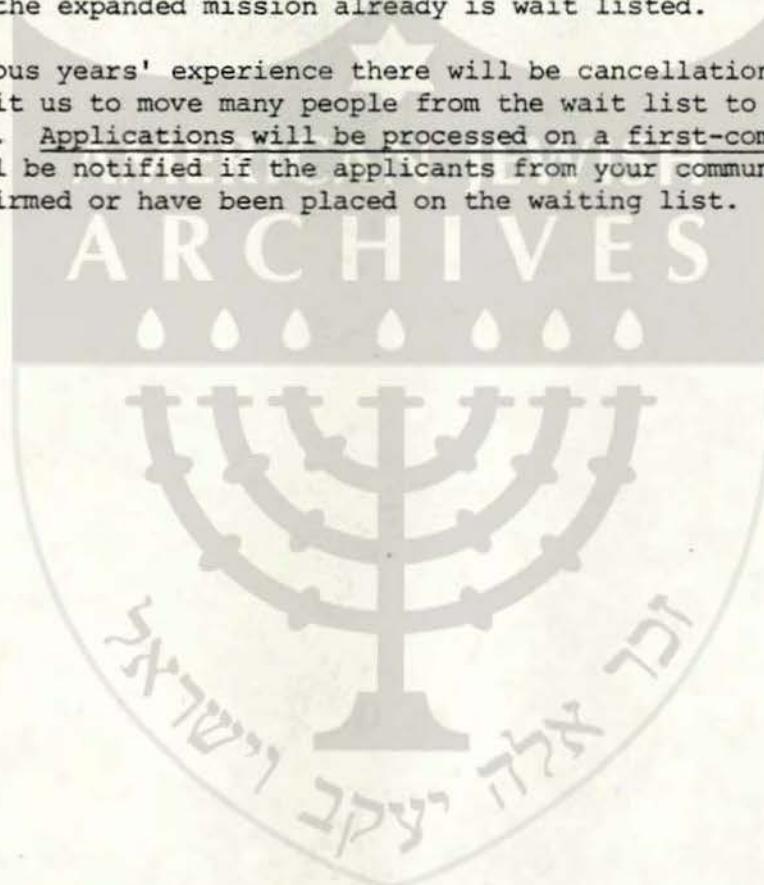
We have been able to secure additional hotel rooms and plane space to increase the maximum participation on the Presidents Mission.

We have already received 150 applications in excess of the maximum that we can accommodate and expect to receive even more during the next few weeks. Although we have been able to increase the size of the group, the expanded mission already is wait listed.

Based on previous years' experience there will be cancellations that will permit us to move many people from the wait list to the confirmed list. Applications will be processed on a first-come basis. You will be notified if the applicants from your community have been confirmed or have been placed on the waiting list.

JK:laa

81-243-10



United Jewish Appeal

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October 27, 1981

M E M O
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To : Executive Directors / Campaign Directors
From : Bud Levin - Chairman - Operation Upgrade
Re : G.A. - Operation Upgrade Session- Friday, Nov. 13th

This is your invitation to preview the new Operation Upgrade Video Tape Training Program at the G.A. on Friday, November 13th-10:30 A.M. through 12:45 PM.

This is a totally revised program, giving the trainer or the participant the opportunity to see, first-hand, solicitation techniques through Video Tape. The program can be used by large communities, or small communities. . . by novices or experienced solicitors. . . to train or be trained.

We urge you to attend this session to evaluate its merits for yourself.

I'll be there to discuss and to meet with your community on this and other various programs that Operation Upgrade offers.

I look forward to seeing you at this session.

An additional note:

I would like to take this opportunity to announce that I will be leading the President's Mission on January 31st. Please promote this winter mission in your community as the first such UJA President's Mission to take place at this point in the campaign.

Best regards.

BL:nd
81-335-23

Bud Levin

One People Indivisible

United Jewish Appeal

Date: October 27, 1981

To: Executive and Campaign Directors
From: Howard Stone
Subject:

This is to advise you of the dates of our major national missions this summer. A fact sheet giving costs, hotels and other information will be available shortly.

National Family Mission - June 20 - 30, 1982

National Family Mission - July 11 - 21, 1982

National Singles Mission - July 18 - 28, 1982

(A second Singles Mission is tentatively planned for late December. Will advise you of the dates as soon as they are firm.)

National Family Mission - August 8 - 18, 1982

HBS:cbs

81-390-51

United Jewish Appeal

Date: October 27, 1981

To: Federation Presidents, Campaign Chairmen, Executive and Campaign Directors
From: Bud Levin, National Vice-Chairman
Subject: WINTER PRESIDENT'S MISSION

I am delighted to be serving as chairman of a new UJA program -- the Winter President's Mission, which will depart from New York on Sunday, January 31 and return on Friday, February 5, 1982.

What are the Objectives of the President's Mission?

- to recruit participants with the potential for new contributions of \$10,000 and more;
- to provide an opportunity for major increases on the part of those now contributing \$10,000+;
- to recruit participants who will have a maximum impact in those campaigns which traditionally do not open until winter or spring as well as to have impact in other communities which still have significant gifts of \$10,000 and more still open in the January-February period.

Who is Eligible to Participate?

- In recruiting candidates for the President's Mission, please consider that a minimum increase of \$2,000 covers only the cost of his/her participation in the trip. While some participants may be considered crucial to the community's campaign effort, please bear in mind that incremental giving is the central objective of the program.
- 1982 Campaign Chairmen are eligible regardless of giving level.
- The Executive Director or Campaign Director of headquarter communities (see attached list) is eligible if accompanied by a delegation of at least five qualified participants. For non-headquarter communities, the Executive or Campaign Director is eligible if accompanied by a delegation of at least two qualified participants.
- Spouses are not eligible to participate.
- Only one person will be accepted representing a family or corporate gift.

(continued...)

- If a participant was on the Fall President's Mission, he/she is not eligible to attend the Winter President's Mission. If there are cases in which the local federation feels that the presence of such an individual within a large delegation is critical to the fund-raising process, we will be willing to discuss limited exceptions.
- The participant must be prepared and willing to make his or her 1982 commitment at increased levels to the Regular Campaign and Project Renewal in Israel during the mission and to realize that he or she will be solicited at that time. The minimum 1982 gift for the President's Mission to the Regular Campaign is \$10,000.

What are the Costs?

We expect the total cost of the mission to be approximately \$1,900. UJA will underwrite one-half of the mission cost (\$950) and communities are expected to underwrite the other half (\$950).

Invitations

Invitations will be available shortly. Please let us know how many you need.

Hotels

The entire mission will be based at the Jerusalem Hilton Hotel.

Registration

Please complete the application forms which you will receive within the next week. Do not hold forms until your entire delegation registers; rather, send them on to us as they are completed. Each will be numbered in the order in which it is received. Past experience has shown that this process is critical, especially as a waiting list is developed and vacancies are filled from that list. No individual can be registered unless all information on the form is completed.

Please complete each registration form carefully, including rating and business background and send to:

UJA Department of Overseas Programs
Attention: Howard B. Stone
1290 Avenue of the Americas
New York, New York 10104

As applications are approved, confirmations will be sent directly to participants with copies to the executive directors and to the lay leader of the community delegation. Please furnish us with the name and address of your delegation chairman.

(continued...)

Travel Arrangements

The President's Mission will depart from Kennedy Airport on Sunday, January 31, 1982, El Al Flight 004 at 8:00 p.m. and will return to Kennedy Airport on Friday, February 5, 1982, El Al Flight 001 at 6:00 a.m. In addition, extensions in Israel and to Europe can be arranged. Please indicate this information on the application form.

All travel arrangements and reservations must be verified in writing and sent to UJA's Overseas Programs Department.

We will be sending you additional information on costs, guidelines, extensions and program as it is developed.

If you have any questions about any aspects of these guidelines, please contact Judy Kaufman at the UJA National office (212) 757-1500.

BL:kom
Attachments



UJA MISSION REPORTS

UJA Overseas Programs Department

Chairman
H. Paul Rosenberg
Kansas City, Mo.

September 2, 1981

Director
Howard Stone

Assistant Director
Iris Rosen

TO: Executive and Campaign Directors
FROM: Howard B. Stone
SUBJECT: PROFESSIONAL PARTICIPATION ON UJA MISSIONS

I am pleased to announce a new policy concerning participation of community professionals on UJA Study Missions.

Effective September 1, 1981, we will provide your community with one complimentary round-trip ticket from New York for every twenty (20) participants on the mission. This can be used to send a professional from your staff to accompany the group or in any other way you see fit.

(In the past, we shared with your community the cost of a staff member accompanying a mission. Since the airline ticket represents better than 60% of the total cost of the mission, this new practice is of direct financial benefit to you.)

If you produce 40 participants, we will provide you two complimentary tickets; 60 participants, three tickets; etc. However, since we are giving actual airline tickets for the mission itself, we can only provide this benefit for blocks of twenty each; we cannot prorate the monetary worth of the ticket (e.g., if you have 30 participants, we cannot give you one complimentary ticket plus half the cash value of a second ticket for the extra 10 participants).

If you have any questions, please do not hesitate to call.

HBS:cbs

81-390-43

United Jewish Appeal

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ELAINE K. WINIK
PAUL ZUCKERMAN

MEMORANDUM

November 18, 1981

TO: Project Renewal Chairmen, Federation Presidents, Campaign Chairmen, Executive Directors, Campaign Directors

FROM: Bud Levin - Chairman UJA Winter President's Mission
Joel S. Breslau - Project Renewal Chairman,
UJA Winter President's Mission

RE: Project Renewal Budget Study

We encourage all American Jewish communities linked to Israeli neighborhoods through Project Renewal to take advantage of the Winter President's Mission and participate in an intensive budget consultation process.

This consultation, held in the linked neighborhood, normally takes about three days. It includes a series of meetings and discussions with the neighborhood council, Jewish Agency advisors and Israel government officials.

Beside being an essential part of the Project Renewal partnership, the consultation is also an excellent tool for public relations and fundraising.

Budget consultations must take place before the end of February, 1982 in order for the budget to be properly prepared for the beginning of the Jewish Agency fiscal year, April 1, 1982.

Your community should consider scheduling a consultation visit beginning immediately after the Winter President's Mission, (January 31 - February 5, 1982) to take advantage of the involvement of selected leadership on the Mission, or leadership whom you may wish to recruit for the President's Mission.

Please be advised that we and other UJA leaders stand ready to help you plan such a budget consultation, or to help you in the recruitment process.

Enclosed please find a copy of the tentative itinerary for the Winter President's Mission.

BL/JSB:kmd

Enclosure

81-243-23

One People Indivisible

UJA MISSION REPORTS

UJA Overseas Programs Department

December 10, 1981

Chairman

H. Paul Rosenberg
Kansas City, Mo.

Director

Howard Stone

Assistant Director
Iris Rosen

NEW DATES FOR "FROM GENERATION TO GENERATION"

At the request of many potential participants, we have shortened the duration of our special mission for Fathers/Sons and Mothers/Daughters to one week.

The dates are now March 7-14, 1982 and the cost is \$1,339.00 per person. An optional sub-mission to Poland is available at an additional cost of \$650.00. It will leave for Warsaw on March 3rd.

Chairmen of this unique program are Leon and Marshall Brachman of Fort Worth, Texas. Staff responsibility is in the hands of Maurice Cerier. For additional information, call Maurice at (212) 757-1500, extension 316.

CONCURRENT PHYSICIANS AND ATTORNEYS MISSIONS

Plans are moving along well for the National Physicians Mission under the chairmanship of Dr. Julius Levy of New Orleans and the National Attorneys Mission which will be led by Richard Wexler of Chicago.

Both missions will run concurrently from February 21 to March 3rd, 1982. Cost from New York is \$1,468.00 per person.

Beryl Michaels, from our Chicago office (312) 236-4757, has responsibility for coordinating the recruitment process on both programs. For additional information, contact Beryl or Iris Rosen in New York, extension 383.

NEW FILM AVAILABLE

A new 15-minute film produced by Issachar Miron of UJA and featuring Herschel Bernardi is now available. Called "Casting Light", the film dramatically describes aspects of UJA's partnership with the people of Israel and may be used either for mission recruitment or, ideally, in an orientation program prior to your mission's departure.

Still available for recruitment meetings is a 12-minute automated slide and sound presentation entitled, "Mission to Israel".

Both of these audio-visual aids can be ordered from UJA's Public Relations Department.

LEADERS NAMED FOR UPCOMING MISSIONS

H. Paul Rosenberg, National Vice-Chairman for Overseas Programs has announced a distinguished group of leaders for upcoming national missions. Bernard Borine of Philadelphia will lead the National Family Mission - December 23, 1981-January 3, 1982... Kenneth Miller of Greensboro, North Carolina will be the Chairman of CHAZON, the National Worker-Training Mission - January 3-11, 1982... Irving Cramer of Los Angeles will lead our National Study Mission - February 7-17, 1982... Richard Krugel of Detroit will be the Chairman of our second Worker-Training Mission - March 21-29, 1982... Priscilla Tieovsky will head up the National Women's Division Worker-Training Mission - January 18-26, 1982... and Neil Cooper of North Shore, Massachusetts will be the leader of the National Family Mission - June 20-30, 1982.

For information on any of these missions, contact the Department of Overseas Programs in New York.

HBS:om

81-390-65

Temple Tour of Israel
March 13 to March 29
5742 - 1982

March 13, Saturday. Leave for Israel. (Pre-paid bus will leave from Temple for Kennedy Airport. Group pot-luck picnic while waiting).

March 14, Sunday. Upon arrival you will be met, assisted and transferred to the Plaza Hotel in Tiberias for late dinner and overnight.

March 15, Monday. Tour Capernaum (ancient synagogue at northern tip of Sea of Galilee), Kuneitra (at the Syrian border), the Golan Heights, Banias (beautiful waterfall and headwater of the Jordan River), Metulla (at Lebanon border), the Good Fence, lunch at the Dan Reserve, Tel Hai (early heroic settlement), Hazzor (archeological excavation), Safed (mystic mountain city), dinner and Cruise at Tiberias.

March 16, Tuesday. Rosh Hanikra (grottos), Acco (Prison, gallows and crypt, extensive crusader excavations), Haifa (city tour), Druze village, Meggido (time permitting), Caesarea, check into the Dan Hotel in Tel-Aviv.

March 17, Wednesday. Yad Mordechai (reenactment of Independence War Battle), Ashdod (new industrial port), Weizman Institute, Kfar Habad Matzah Factory, Tel-Aviv Tour, Carmel outdoor Market, Diaspora Museum. Evening: Dinner at the Zion Restaurant and a visit to Jaffa.

March 18, Thursday. Ride through Gaza Strip; Neze Hazani, S'dot Yam, Yamit (Israeli settlements in northern Sinai to be abandoned to Egyptian rule), Beersheva (ancient and modern city - capitol of the Negev- and pass by Ben Gurion University), Sde Boker (Negev Kibbutz where David Ben-Gurion settled and was buried), Mitzpe Ramon (town overlooking Negev craters), Arava (Negev wilderness), check into the Ceasar hotel in Eilat.

March 19, Friday. Coral Islands, Fjords, lunch, travel from Sinai to Santa Katarina Monastery, return to Eilat for Kabbalat Shabbat and Shabbat Dinner.

March 20, Saturday. Leisure day. Brief morning Shabbat service. Bus Transportation available for swimming and snorkeling at Mitzpeh Shacham (gorgeous Red Sea location on Sinai shore).

March 21, Sunday. Red Sea underwater observatory, Reform Jewish Kibbutz "Yahel", Timna National Park, Pillars of Solomon, Yotvath (successful Negev Arava Kibbutz), Hai Bar (Biblical wild game preserve), Dead Sea Potash Works, Twilight services of Bar Mitsvah and Birkat Habat at shore of Dead Sea at Hotel Moriah, special cocktail party, celebration Dinner and overnight at

Moriah Hotel in Sdom.

March 22, Monday. Masada (ancient Rock Fortress built by Herod and defeated by Zealots), Dead Sea swim, Ein Gedi pass by, Qumran Caves (archeological excavations of Essene site of discovery of Dead Sea Scrolls), check into the King David Hotel in Jerusalem.

March 23, Tuesday. Mt. Scopus, Mt. of Olives, Kidron Valley, Dome of the Rock, El Aksa Mosque, Tour excavations with professional archaeologist, Jewish Quarter and synagogues, Via Dolorosa, Bazaar (Suk-Arab market), Tower of David, drive via Knesset to Israel Museum.

March 24, Wednesday. Day at Leisure.

March 25, Thursday. Absorption Center, Hebron (tombs of the matriarchs and patriarchs), Alon Shvut (modern settlement on west bank) Etzion Block, Yad Vashem (holocaust memorial), Mt. Herzl and Israeli National Military Cemetery, Hadassah Hospital (Chagall windows), Mea Shearim (ultra-orthodox section).

March 26, Friday. Jericho, Hisham Palace (amazing ruins of old Arab palatial complex), Allenby Bridge, visit to Gush Emunim settlement (militant orthodox group that has settled West Bank areas). Return to King David Hotel for Shabbat service and Dinner.

March 27, Saturday. Shabbat Service at Wall (bus transportation, if desired), possible Home Hospitality in afternoon. Evening: Farewell Dinner at the Georgian Restaurant.

March 28, Sunday. Transfer to the airport for return flight back to Kennedy. Pre-paid bus transportation to the Temple.

May you go and return in peace!

Tour rates: (based on 30 participants)

\$ 1994 per person double occupancy

\$ 1888 third person occupant

\$ 1679 child (under 12) double occupant

\$ 1489 (under 12) third person occupant

\$ 340 single supplement

Please note that the prices are based on guaranteed land rates. The airfare, however, is subject to increase or decrease.



December 29, 1981

United Jewish Appeal
1982 Winter
President's Mission

January 31 – February 5, 1982

Bud Levin, Chairman

PRESIDENT'S MISSION ADVISORY

I would like to bring several items to your attention:

1. Prices quoted for travel in connection with the UJA 1982 President's Mission cannot be guaranteed beyond January 10. If you have reservations in-house, or names of possible participants, please use our special President's Mission hotline telephone, (212) 757-7256, to report these names prior to January 10. Requests from participants for extensions and stopovers will only be honored at quoted prices if plans are booked prior to January 10.
2. We believe that it is imperative for community campaign leadership to participate in this important mission. If yours is a community whose Campaign Chairman is not participating, you may arrange for an Associate General Chairman or Major Gifts Chairman to participate, regardless of his/her giving level.
3. Please send checks to cover the full costs of your community participants (@ \$950.00 per participant) to National UJA prior to Mission departure on January 31. Make checks payable to United Jewish Appeal, send them c/o Judy Kaufman.

*****FOR MORE INFORMATION ON ANY OF THESE ITEMS, OR FOR LATE RESERVATIONS INFORMATION AND ASSISTANCE, CALL THE PRESIDENT'S MISSION HOTLINE NUMBER:**

(212) 757-7256

Regards,

Bud

Bud Levin
President's Mission Chairman

United Jewish Appeal

Date: DECEMBER 29, 1981

To: EXECUTIVE DIRECTORS, CAMPAIGN DIRECTORS

From: MELVYN H. BLOOM

Subject: FROM GENERATION TO GENERATION
A SPECIAL MISSION FOR PARENTS AND OFFSPRING

At the heart of every community are men and women who are deeply involved in federation life and who make substantial annual gifts. Unfortunately, many of their sons and daughters, as well as daughters-in-law and sons-in-law, do not share the same level of concern about Jewish communal life. Since the offspring may at some future time be involved in the gift making process, a positive mission experience would be most beneficial. Conversely, there are also young leaders who make excellent gifts in proportion to their income but whose parents are only peripherally involved. To help bridge this gap in community building, we have initiated a special mission entitled, "From Generation to Generation," which will be led by UJA National Vice Chairman Leon Brachman of Fort Worth and his son Marshall, who is the Missions Chairman of the Young Leadership Cabinet.

1. The date: March 7 - 14, 1982 (Sunday to Sunday)
2. The cost: \$1,339 from New York, all inclusive, double occupancy.
Single rooms are available at an additional cost of \$120 per person.
3. Guidelines: We are seeking a parent and mature offspring, (sons, daughters, sons-in-law and daughters-in-law) in the same or different businesses. Our aim is to create a feeling of commitment and dedication whereby the offspring will continue the gifts of their parents, and parents will be affected by the enthusiasm of their offspring. Please note that this mission is not for college students. It is for those who have already begun their careers. After consultation with many communities it was agreed that participation would be limited to one mother or father and one daughter, son, son-in-law or daughter-in-law from each family.
4. Minimum expected gift: \$25,000
5. Tentative Itinerary: Will concentrate on the theme "From Generation to Generation" and will include home hospitality, get-togethers with parents, sons, and daughters at kibbutzim, lunch with soldiers at a military base, visits to scientific industries and meetings with those assisted by UJA supported programs. There will also be tours of Ein Gedi, Massada, Jerusalem, and the Golan Heights, where we go behind the scenes and see things rarely available to most visitors.

6. Recruitment: This mission is for a select group of people who meet the special criteria for participation listed above. Our objective is not only to raise immediate dollars but to concentrate on long term goals as well. Even if candidates have already made their gifts, we would be delighted to welcome them on the mission. Leon or Marshall Brachman are willing to assist if you have any special problems. You can contact either of them through Maurice Cerier at the national office.
7. If you have any questions or need any further assistance, please call Maurice Cerier at the UJA, (212) 757-1500. We are ready to help you in every possible way. Since space is limited, please check with Maurice if there is a question regarding a participant's eligibility for the mission.

MHB:gr



United Jewish Appeal

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BERYL B. WEINSTEIN

ELAINE K. WINK
PAUL ZUCKERMAN

Dear UJA Colleague:

Your community's involvement is essential to the success of the new concurrent United Jewish Appeal Missions described in the accompanying brochure.

The unique UJA National Physicians and National Attorneys Missions, scheduled for February 21 - March 3, 1982, are extremely effective tools for your campaign. They can renew a sense of Jewish identity among the doctors and lawyers in your community and intensify their commitment to our people. At the same time, fundraising on the Missions can help make your campaign even more successful.

Since time is short, we need your help in recruitment. Please reinforce the impact of the brochure, which is being sent to prospective participants, by personally contacting all the attorneys and physicians you know. If you can tell them that you will be going on one of these Missions, so much the better.

With your help, the National Physicians and National Attorneys Missions can be among our most successful ever.

Sincerely,

Julius L. Levy, Jr.

Julius L. Levy, Jr., M.D.
Chairman
National Physicians Mission

January 5, 1982

Richard Wexler

Richard Wexler, Esq.
Chairman
National Attorneys Mission

One People Indivisible

UJA MISSION REPORTS

UJA Overseas Programs Department

February 5, 1982

Chairman
H. Paul Rosenberg
Kansas City, Mo.

TO: Campaign Chairmen

FROM: H. Paul Rosenberg, National Vice-Chairman,
Overseas Programs

SUBJECT: Overseas Programs: July - December 1982

During the six months, beginning July 1982, UJA will offer a variety of overseas programs, geared to achieving specific campaign and community development objectives.

We will send you details on each of these programs over the next few weeks, but in order to allow you to incorporate them into your 1983 campaign plan, we thought that this outline would be useful.

MAJOR GIFTS AND CAMPAIGN LEADERSHIP PROGRAMS

The Campaign Leadership Gathering

This new program will be the centerpiece of the 1983 campaign for many communities...and the first major Jewish 'happening' of the 80's. The Gathering itself will take place in Israel from October 11 - 15, with special flights leaving the evening of October 10th. Communities will be offered a wide variety of optional programs, in Europe and in Israel, both before and after the event (see attached diagram). Eligible delegates will be contributors of at least \$10,000 and campaign leaders whose responsibilities are community-wide, such as the campaign chairman, major gifts chairman, Project Renewal chairman, etc.

As with the President's Mission, which this program replaces and expands, UJA will share the cost of delegates with communities. Spouses may attend at their own expense.

Campaign Cabinet Study Mission

From November 14 - 21, we will conduct a special program in Israel for community campaign cabinets -- the leaders of your various divisions. This special mission will focus on the case for giving in 1983 and on the role of Jewish leadership. It will be open to divisional heads and to key workers...your campaign cabinet.

From Generation To Generation

This exciting program, postponed from this Spring, is geared for men and women who are involved in Jewish community life and who make substantial annual gifts, but whose sons and daughters do not share the same level of concern and activity. Conversely, there are also young leaders who make excellent gifts in proportion to their income but whose parents are only

peripherally involved. This special mission is planned to help bridge this gap and will be held November 28 - December 5.

International Leadership Mission

This major international event for contributors of \$250,000 and above, is tentatively scheduled for October 17 - 20, in Geneva.

NATIONAL STUDY MISSIONS

National Study Missions provide the opportunity for a broad-based community group to experience Israel together with other concerned Jews from across the country. Within the framework of a national program, as much flexibility as possible is given to community groups in developing an itinerary geared to their specific objectives. Three National Study Missions are scheduled this Fall -- from October 21 - 31 (Minimum Gift: \$2,500), October 31 - November 7 (Minimum Gift: \$1,000), and November 28 - December 8 (Minimum Gift: \$1,000).

SINGLES MISSIONS

This year we will offer two missions to help you secure maximum commitment from this increasingly important sector.

From July 18 - 28, we will conduct our third annual Singles Mission, which has been highly effective in motivating and soliciting Young Adults from participating communities. A second Singles program will be offered December 26 - January 5.

FAMILY MISSIONS

UJA continues to offer outstanding programs for members of your community who wish to experience Israel together with their families. Four family missions are scheduled this year: June 20-30, July 11-21, August 8-18 and the popular winter trip, December 19-29.

DEPARTMENTAL MISSIONS

Many UJA departments conduct overseas programs that are a valuable tool for you to use in reaching specific target groups within your community. Already scheduled for this period are two New Gifts missions, August 2-16 and October 27-November 11...Rabbinical Leadership Mission, December 19-28 and a University Students Mission, December 20-30.

BEYOND THE FALL...

Plans for January through June are now being firmed up and, tentatively, include a Winter President's Mission...several Regional Missions...the opportunity for mass community missions...more new gifts missions...and more worker training (Chazon) missions...and a national mission for attorneys and physicians. Dates and details will follow soon.

CAN WE HELP??

Members of the National Committee on Overseas Programs and UJA staff would welcome the opportunity to meet with you and your leadership to help in structuring a calendar of overseas programs...in planning specific missions...and in the recruitment process.

In the meantime, we are preparing informational kits on all of the above programs which we hope to have in your hands in a few weeks.

Please don't hesitate to call if you have any questions or if we can be of any help.

HPR:scs

Enclosures

CC: NCPB

82-390-04



OVERSEAS PROGRAMS

JULY - DECEMBER 1982

June 20 - 30 National Family Mission

July 11 - 21 National Family Mission

July 18 - 28 National Singles Mission

August 2 - 16 New Gifts Mission

August 8 - 18 National Family Mission

October 5 - 11 Pre-Gathering Programs in Europe and Israel

October 11 - 15 Campaign Leadership Gathering

October 15 - 20 Post-Gathering Programs in Europe and Israel

October 17 - 20 International Leadership Meeting in Geneva

October 21 - 31 National Study Mission I

October 27 - November 11 New Gifts Mission

October 31 - November 7 National Study Mission II

November 14 - 21 Campaign Cabinet Study Mission

November 28 - December 5 From Generation to Generation

November 28 - December 8 National Study Mission III

December 19 - 28 Rabbinical Leadership Mission

December 19 - 29 National Family Mission

December 20 - 30 University Students Mission

December 26 - January 5 National Singles Mission

(THREE ALTERNATIVE PROGRAMS OFFERED
EACH OF THESE DAYS)

O C T O B E R

N O V E M B E R

24	25	26	27	28	29	30	31	1	2	3	4	5	6	7
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X ----- ISRAEL ONLY - ONE WEEK ----- X

X ----- ANY ONE COUNTRY ----- PLUS ----- ISRAEL ----- X

X ----- POLAND AND RUMANIA ----- PLUS ----- ISRAEL ----- X

X ----- VIENNA AND HUNGARY ----- PLUS ----- ISRAEL ----- X

X ----- SPAIN AND MOROCCO ----- PLUS ----- ISRAEL ----- X

O C T O B E R

	3	4	5	6	7	8	(9)	10	11	12	13	14	15	(16)	17	18	19	20
A		X																
B		X																
C	X																	
D								X	---	G A T H E R I N G	---	X						
E								X						POST-GATHERING PROGRAMS IN EUROPE AND ISRAEL		X		

PROPOSED TENTATIVE ITINERARY

WINTER PRESIDENT'S MISSION

January 31-February 5, 1982

MONDAY, FEB. 1

- Afternoon: Upon arrival, we will proceed directly to the Western Wall for a ceremony.
- Evening: Gala opening program in Jerusalem, celebrating 100 years of Jewish Settlement in the land of Israel.

TUESDAY, FEB. 2

- Morning: Briefing at breakfast and then proceed to settlements on the West Bank.
- Noon: Briefing by Yahiel Admoni, Director General of Project Renewal.
- Afternoon-evening: Visit Project Renewal in linked communities. Remain for home hospitality and dinner.

WEDNESDAY, FEB. 3

- Morning and afternoon: Fly to northern part of country to study current problems of settlement and security.
- Evening: Return to Jerusalem for small group dinners in the homes of prominent Israelis.

THURSDAY, FEB. 4

- Morning: Visit UJA funded programs in action.
- Afternoon: Meet with the President of Israel in his home. Visit Yad Vashem.
- Evening: Dinner at Knesset with the Prime Minister.

The Washington Mission Program



227 Massachusetts Avenue, N.E. Suite 100, Washington, D.C. 20002 202-547-0029

November 3, 1981

Dear Friend:

Our National Chairman, Herschel Blumberg, has asked me to serve as the Chairman for UJA's Washington Mission Program.

I have accepted this appointment because I am convinced that a Washington Mission is an excellent campaign tool. Just last week I participated in solicitations during a community Mission to Washington, and the results were excellent. Clearly, the excitement of a day that includes meetings at the White House, Capitol Hill, and the Pentagon, in addition to briefings by AIPAC (American Israel Public Affairs Committee) and the Israeli Embassy, produces a dynamic environment for fundraising.

The Program is particularly appropriate for the major gift category. I witnessed this last March 10, during a \$10,000 minimum UJA National Mission to Washington. Following a profoundly informative and exciting day, the groups held an emotional caucus, which yielded almost \$3 million (a 36% increase) plus \$150,000 in new Project Renewal funds.

This program is carried out in cooperation with the CJF. I enclose for your information a Fact Sheet, which provides details of the program and a few of the agendas of communities that have participated in the Program.

For further information or to reserve a date, contact Stuart Greenberg, the UJA's Washington Director, at (202) 547-0029. Mr. Greenberg is available to visit communities to aid in planning a Washington Mission and/or to speak on U.S. foreign policy in the Middle East. His talks are not only informative, but have proven to be an excellent tool for developing interest in a Washington Mission.

All dates are now booked for Fall 1981, but many dates are still available for Winter and Spring 1982.

I am convinced that the Washington Mission Program should be a regular part of each community's agenda, because it is a proven fundraising success, generates tremendous excitement and serves an essential educational role.

I hope you will take full advantage of the Washington Mission Program. You can be sure that when you get to Washington, I will be most happy to cooperate in any way that I can.

Sincerely,
Jerry Dick
Jerry Dick

Enclosure

The Washington Mission Program



227 Massachusetts Avenue, N.E. Suite 100, Washington, D.C. 20002 202-547-0029

FACT SHEET

Educational Objective

In the decade of the Eighties, critical issues of concern to the Jewish people both in the United States and worldwide will be affected by decisions made in Washington. The Washington Mission Program provides participants with an opportunity to explore an "insider's" view of the power centers of our nation's capital that even well-informed citizens are likely to miss.

The program is premised on the belief that Jewish leaders who understand what makes Washington "tick" will return to their communities equipped with a broader knowledge of the government decision-making process and prepared to play a more sophisticated role as community leaders.

Fundraising Objective

A Washington Mission is an exciting, revealing and intense experience. Participating communities have found it to be an excellent forum for fundraising, producing results akin to those achieved on successful missions to Israel. (See Fundraising/Minimum Gift)

Who Should Participate

Like missions to Israel, Washington Missions have a broad appeal, yet can be shaped to meet specific community needs.

Successful missions have been run for almost the entire range of Federation divisions. The Washington Mission Program office will design a specific itinerary to meet the special interests of any participating Federation group.

Statewide, cluster, or regional missions are another option particularly appropriate for smaller communities. The UJA's national field staff is available to assist in coordinating area-wide efforts.

The Program

Missions will feature briefings by high-level officials from the:

- White House
- Congress
- Pentagon
- other government agencies
- Embassy of Israel
- American Israel Public Affairs Committee (AIPAC)
- veteran observers of American-Israeli affairs

Luncheons, dinners and receptions with speakers of note are incorporated into missions and may be hosted in a private home, on Capitol Hill, at one of Washington's fine restaurants or hotels, or at other sites of unusual interest.

Washington is one of the great cities of the world. A mission here -- especially if the itinerary extends beyond a day -- presents an opportunity to enjoy the beauty, culture and history of this cosmopolitan city. Just a few of the available options:

- a panoramic tour of the city by night
- a performance at the John F. Kennedy Center for the Performing Arts
- a VIP tour of the White House
- a visit to any of the world-renowned museums of the Smithsonian Institution
- a tour of the striking new East Wing of the National Gallery of Art
- a walking tour and dinner in Georgetown

Missions may be programmed for one, two or three days. (See recent itineraries.) The Washington Mission Program office will work with community leaders to plan each mission program and will arrange for all scheduling and itinerary details within Washington. Mission planning is done by:

- Stuart Greenberg, UJA Washington Director
- Barbara Jackier, CJF Program Coordinator

Fundraising/Minimum Gift

All dates for Fall 1981 are now booked. To accommodate anticipated demand during the Winter-Spring 1982 Congressional session, a fundraising function during the mission will be a prerequisite for community participation.

Fundraising results over the past three years have been excellent, with an average card for card increase over the previous year of 35 percent.

Mission Follow-Up

Many communities have reported that their Washington Mission has spurred a number of participants to greater federation involvement. There is a wide variety of activities and programs which will increase the value of your mission. The Washington office is prepared to assist in an appropriate follow-up effort.

Promotion

Stuart Greenberg, UJA Washington Director, is available to meet with community leadership to plan and promote a mission. He also will continue to give "Political Update" talks to numerous communities throughout the country. These "talks", in which he examines the changing Washington mood regarding Middle East questions, proved to be an excellent tool for developing interest in Washington Missions last year.

The Washington office has available a variety of invitations, letters, and other promotional materials successfully used in prior missions.

Mission Size

The optimum group size is 20 to 45 people. Given the logistics of the mission and the nature of the briefings, larger groups are not encouraged.

Lead Time

The Washington office requires a minimum of one month -- and preferably two or three -- to prepare a mission program. Yet due to the Program's heavy schedule, it is recommended reservations be made even earlier to ensure that either the requested date or a satisfactory alternate is available.

For Further Information, Contact:

Stuart Greenberg or Barbara Jackier
Washington Mission Program
227 Massachusetts Avenue, N. E.
Washington, D. C. 20002
(202) 547-0029

Arrangements can also be initiated through your UJA campaign representative or regional office.

LONG ISLAND UJA FEDERATION
Mission to Washington
May 13, 1981

Arrive via NY AIR at 8:30 a.m.

9:30-11:30 a.m. Briefings at the Embassy of Israel
Speakers:

Dan Halperin, Minister for
Economic Affairs
Mark Talisman, Director, Washington
Action Office, C.J.F.

12:00 p.m. Arrive on Capitol Hill
Room: 357 Russell

12:00-12:45 p.m. AIPAC briefing
Speaker: Michael Gale

12:45- 1:15 p.m. Meeting with Senator Orrin Hatch

1:30- 3:00 p.m. Luncheon with Representative Solarz
and Representative LeBoutillier
Room: 1318 Dirksen

3:30- 4:30 p.m. Briefing at White House
Speaker: Ed Dale, Office of Management
and Budget
Ray Tanter, National Security
Council

5:00- 5:45 p.m. Briefing at Pentagon
Speaker: Lt. Col. Paul Forster

6:15- 7:00 p.m. Cocktail reception with Senator D'Amato
Place: L'Enfant Plaza Hotel
Monet I

7:00- 8:30 p.m. Dinner
Speaker: Senator Rudy Boschwitz
Place: L'Enfant Plaza Hotel
Monet II

9:00 p.m. Depart

INDIANAPOLIS JEWISH WELFARE FEDERATION

September 10-11, 1981

September 10

Arrive BWI via Osark #532 at 10:25 a.m.
Reservations at Smithsonian Plaza Holiday Inn

11:30-12:30 p.m. AIPAC Briefing
Speaker: Michael Gale, Lobbyist

12:30- 2:00 p.m. Luncheon with Senator Lugar
Place: S-206 Capitol

2:30- 3:15 p.m. Briefing by Hyman Bookbinder, Executive
Director, American Jewish Committee
"Influence of the Jewish Lobby"
Place: S-206

4:00- 5:30 p.m. White House Briefing
Speakers: Chris Schumacher, National
Security Council
Bob Carlson, Office of
Management and Budget

Evening Leonard Bernstein's "Mass" at
JFK Center for the Performing Arts

September 11

9:00-10:30 a.m. Breakfast and caucus
Speaker: Congressman Tom Lantos
Place: Hotel, Mercury Room (2nd floor)

11:00-12:00 p.m. Leisure time

12:15 p.m. Depart for airport BWI

MILWAUKEE JEWISH FEDERATION
September 15-16, 1981

Tuesday, September 15

Arrive Washington National via Northwest #320 at 1:09 p.m.

2:00-3:30 p.m.	Embassy of Israel Speakers: Avi Benjamin, First Secretary of Information, Embassy of Israel June Rogul, Director, Jewish Welfare Board
4:00-5:30 p.m.	State Department briefings
6:00 p.m.	Return to Watergate Hotel
7:30 p.m.	Dinner at Madison Hotel, Montpelier Room Speaker: Tom Dine, Executive Director, AIPAC

Wednesday, September 16

8:00-9:30 a.m.	Breakfast on Capitol Hill with Senator Kasten and Congressmen Place: 154 Russell
9:30-10:15 a.m.	Free
10:45-12:15 p.m.	White House briefing
1:30-3:00 p.m.	Luncheon at Hyatt Regency Speaker: Senator Rudy Boschwitz Place: Olympic Room
3:00-3:45 p.m.	Briefing by Sara Ehrman, lobbyist, AIPAC Place: Olympic Room
4:00-6:00 p.m.	Free time
6:00 p.m.	Bus departs for Washington National

JEWISH FEDERATION OF TOLEDO

Sept. 24, 1981

Arrive Washington National via Northwest at 9:30 a.m.

- 10:30-11:30 a.m. Briefing at Embassy of Israel
Speaker: Avi Benjamin, First Secretary
of Information
- 12:00- 1:15 p.m. Luncheon on Capitol Hill
Attendees: Senators Rudy Boschwitz,
John Glenn, Howard M.
Metzenbaum and
Representatives Tom Lantos
& Ed Weber
Place: Room 6226 Dirksen
- 1:30- 2:15 p.m. Rodin Exhibit at East Wing
- 2:30- 3:30 p.m. AIPAC Briefing
Speaker: Doug Bloomfield
- 4:00- 5:30 p.m. White House briefing
Speakers: Chris Shumacher, National
Security Council
Bob Carlson, Office of Policy
Development
- 6:00- 8:00 p.m. Dinner and Caucus
Guest Speaker: Rep. Tom Lantos
Place: L'Enfant Plaza Hotel
Monet I
Monet II
- 8:50 p.m. Northwest