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Young Leadership Cabinet. Meeting minutes. Address by Herbert A. Friedman to the Young Leaders Mission. 1963-1973.

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MEMORANDUM

~~10/24/71~~ HAN

Date February 2, 1972

To Young Leadership Executive Committee

From Donald H. Benjamin

Subject Agenda for February 26-27 Executive Committee Meeting

Attached is the preliminary agenda for our Executive Committee meeting, February 26 and 27 at the Regency-Hyatt House in Chicago.

I would like to draw your attention, in particular, to the Sunday morning part of this agenda, which deals with the programming and structure of the Cabinet.

I believe that in 1972, and perhaps for sometime beyond, we must concern ourselves with two major goals:

1. Fostering the active involvement of each and every member of the Cabinet.
2. Deepening our awareness of, and concern for, our Judaic heritage.

These goals can be achieved through programming and through structure. At our meeting I will present recommendations in both of these areas. It is my hope that by the end of the session we will have made some hard decisions that will help make our activity more responsive to today's demands.

For that reason I have enclosed background material on the subjects we will be discussing. Please read this over in advance of the meeting so that we can all be prepared to participate in the discussion.

Reservations have been made for you at the Regency-Hyatt House for Saturday night, February 26th. If you will need accommodations on Friday night or any other special arrangements, please call Barbara Faske at the office.

DHB/brg
Enc.

YOUNG LEADERSHIP EXECUTIVE COMMITTEE MEETING

FEBRUARY 26-27, 1972 - PRELIMINARY AGENDA

SATURDAY, FEBRUARY 26, 1972

Morning: The Art of Solicitation -- Dr. Aryeh Neshet

Lunch: Judaica -- Arden Shenker

Afternoon: The Art of Solicitation (Continued) -- Dr. Aryeh Neshet

Evening: Dinner at the home of Robert Schroyer and poetry reading
by Moti Baharav

SUNDAY, FEBRUARY 27, 1972

Morning: New Horizons for the Young Leadership Cabinet

A. An Analysis of Young Leadership Cabinet Programs
and Structures -- Howard Stone

B. Recommendations for Changes in Young Leadership
Structure and Programs -- Donald H. Benjamin

Lunch: Public Relations Objectives and Programs -- Melvyn H. Bloom

Afternoon: 1. Reports
2. New Business
3. Good and Welfare

BACKGROUND PAPER ON THE STRUCTURE AND
PROGRAMMING OF THE YOUNG LEADERSHIP CABINET

The Young Leadership Cabinet, from its inception, has been a loosely structured organization. Its purpose and its goals have always been defined in relatively abstract terms. Programs for achieving these goals have developed rather spontaneously in response to the needs of the moment. (With the obvious exception of Missions and Retreats).

Perhaps underlying this approach is an inherent dichotomy: the organization is at the same time an elite group and a representational one. Thus, while we are looking inwards and attempting to deepen our own knowledge and develop our own leadership abilities, we are also looking outward attempting to reach and motivate our peers.

None of the above is necessarily detrimental. Indeed our flexibility is probably a major reason for our success in the past decade. Nonetheless, within the last few years the size of the cabinet has almost doubled without a concomitant change in programming or structure to A) accomodate this growth and B) take advantage of it.

It is for these reasons that it is necessary to take a new look at what we're doing and make adjustments where necessary.

There is a school of thought that believes that content is determined by form. In other words, the structure of an organization determines the nature of its programs. This is not the case with Young Leadership. Because we are an action-oriented body, our structure must be shaped by our programming. The first step, therefore, is to review the nature of those programs.

Young Leadership Programs

The basic objective of Young Leadership programming is to develop within young men of exceptional promise and achievement the knowledge, skills and commitment needed to become effective leaders of the American Jewish community.

Young Leadership programs to accomplish this objective fall into two broad categories:

1. Training through education
2. Training through experience

A secondary objective is to reach out to the 1,000,000 American Jews between 25 and 40 and develop within them a commitment to the same ideals the Cabinet members have set for themselves.

The following is a list of those current programs which can be classified under the general heading of "Training Through Education."

1. Orientation and indoctrination
 - A. Cabinet Handbook
 - B. Interviews
2. Missions
3. Retreats
4. Conferences - National and Young Leadership
5. Dissemination of Information
 - A. Direct Line
 - B. Letter from the Chairman
 - C. Monthly selection of material of significant interest
 - D. Subscriptions to relevant publications
 - E. Mailings from National UJA

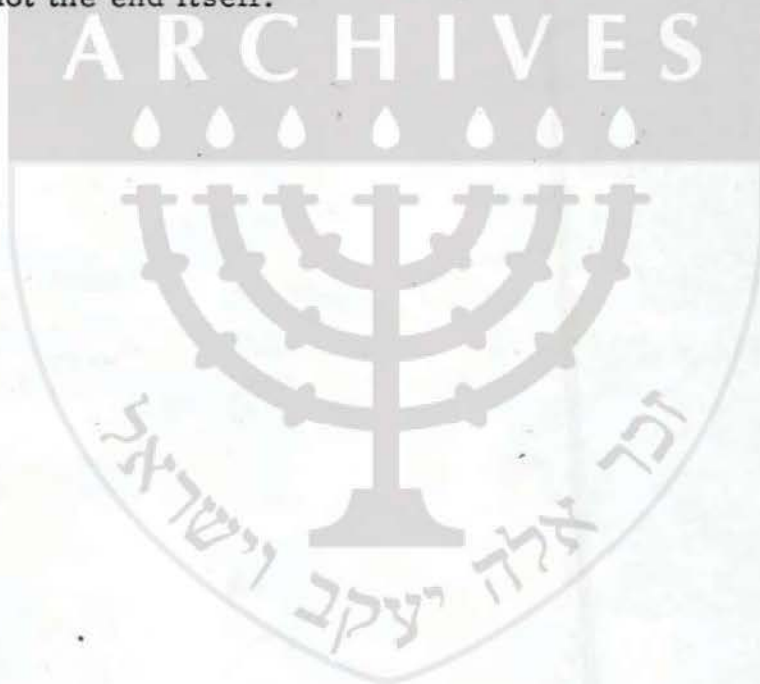
Similarly, the following activities may be grouped under the broad heading of "Training through Experience."

1. Speaking Engagements
2. Solicitation
3. Participation on Boards of Jewish organizations - local and national
4. Leadership roles on Missions
5. Organizing and supervising local leadership development programs
6. Leadership roles at Regional and National conferences
7. Problem solving for National UJA (Think Tanks)
8. Special campaign projects

All of the activities under both headings are intended to accomplish the basic objective of developing tomorrow's leaders. Indirectly, many of them, of course, work toward accomplishing the secondary objective of motivating other young men.

The structure through which these programs take place is summarized in the table of organization that appears on the following page.

While, in theory at least, the structure allows for the effective execution of existing programs, in practice this is not true. It is generally accepted that no more than 10 to 20% of the total cabinet membership is actively involved in these activities. The first crack in the chain leading down to cabinet members seems to be at the level of the Regional Vice Chairman. Perhaps as a result of this we, the leaders of the movement, have projected an image somewhat like that of a college fraternity. And we have all perhaps lost sight of the fact that the Cabinet is a means to an end and not the end itself.



N ational Chairman

Associate
Chairman

Associate
Chairman

Associate
Chairman

7 VICE CHAIRMAN FOR AREAS

VICE CHAIRMAN FOR SPECIFIC AREAS

WEST-ERN	EAST CENTRAL	EAST-ERN	WEST CENTRAL	GREATER N.Y.	SOUTH-EAST	SOUTH-WEST	Missions	Special Projects	Campaign	Leader-ship Development	Judaica	Conf erences	At Large
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24 Regional Chairmen

CABINET MEMBERS

SUMMARY OF THE PROBLEM

The problems to which the Executive Committee must address itself emerge clearly from this brief review of existing programs and structures.

1. The program content of the Cabinet is weak in activities whose sole purpose is to deepen the awareness on the part of Cabinet members of their Judaic heritage.
2. The structure of the organization and its programs do not demand the active involvement of all cabinet members.
3. The role of the Young Leadership Cabinet in the American Jewish community has not been accurately communicated to that community. (The whole question of Young Leadership Public Relations, both internal and external, cuts across all lines and will, therefore, be treated as a separate subject at the Executive Committee meeting.)

At the meeting we will "brain storm" on these problems and develop plans for resolving them. The following is a summary of seven recommendations developed by the officers for presentation in detail at the meeting.

We are asking you to be prepared to discuss these proposals and to share with us your own thinking on ways and means of accomplishing our objectives.

RECOMMENDATIONS

1. Home Study Course in Judaica

The basic idea is to provide Cabinet members with a comprehensive course in Jewish history, culture, observances, etc. To do this we would propose using a combination of original textual material, film strips and recordings.

2. Home Study Course in Hebrew

The aim on this program is to give every cabinet member a working vocabulary of some 1,000 words within one year.

3. Summer Mission to Europe and Israel

This recommendation is for a cabinet-only Mission to points of Jewish historic significance throughout Europe and Israel, including meetings with Young Leadership groups in other countries.

4. Selection and Orientation of Cabinet Members

We recommend that a committee be formed to thoroughly analyze the procedure for selecting new cabinet members and their orientation, once selected.

5. Strengthening the Role of the Regional Chairman

We recommend that the role of the Regional Chairman be strengthened through the delegation of responsibility and authority in a number of specific areas that will be discussed at the meeting.

6. Changing the Young Leadership Calendar

We recommend that the "Cabinet Year" run from June through May. In this way the annual Retreat, the most effective program yet designed for involving Cabinet members, will become a new members first exposure to the Cabinet. There are many other advantages to this concept which will be presented in detail at the meeting.

7. Task Force

The need for long range planning is obvious and is also an opportunity to get many cabinet members thinking about the problems we face. We recommend the formation of Task Force comprised of cabinet members to study specific problems and make recommendations.



United Jewish Appeal

YOUNG LEADERSHIP CABINET

1290 Avenue of the Americas, New York, N.Y. 10019 • 212 Plaza 7-1500

March 18, 1971

MEMORANDUM

To: Young Leadership Cabinet

Re: Notes on Executive Committee Meeting - February 26, 1971

The UJA Young Leadership Cabinet Executive Committee met at the Royal Orleans Hotel in New Orleans on February 26, 1971. Mr. Robert Max Schrayser presided. The following were present:

Donald H. Benjamin
 Millard M. Cummins
 Irwin S. Field
 Joel S. Friedman
 William S. Goldenberg
 Donald S. Gould
 Donald A. Hodes
 Robert S. Levy
 E. Ralph Lupin
 James H. Nobil
 Neil J. Norry

Michael A. Pelavin
 Joel Price
 Joel Rotenstreich
 Gary S. Rubin
 Robert Max Schrayser
 Steven Schwarz
 Arden E. Shenker
 Ernest N. Spickler
 Charles F. Sugerman
 Gordon Zacks

Mr. Schrayser, who had just returned from visits with Young Leadership Cabinet members and the UJA Executive Committee meeting, reported that the feeling of the top UJA leadership, Jewish Agency and Israel government officials were unanimous in their opinion that the continuation of the cease fire is in doubt and it's just a matter of time when the resumption of hostilities will begin again. Under these circumstances no amount raised by the UJA can be considered adequate.

CAMPAIGN REPORT Mr. Schrayser emphasized the need of an all out effort in order to maintain maximum giving to meet the needs. He also urged that every Cabinet member make himself available to do person to person fund raising not only in his own community but when called upon to visit other communities.

- Chairman
- *ROBERT MAX SCHRAYSER, Chicago, Ill.
- Associate Chairmen
- *DONALD H. BENJAMIN, Essex County, N.J.
- *MICHAEL A. PELAVIN, Flint, Mich.
- National Vice Chairmen
- *MILLARD M. CUMMINS, Columbus, Ohio
- Membership and Placement
- *IRWIN S. FIELD, Los Angeles, Calif.
- *JOEL S. FRIEDMAN, Los Angeles, Calif.
- *CLIFFORD J. ISROFF, Akron, Ohio
- East Central Area
- *DR. WILLIAM K. LIPPY, Warren, Ohio
- At Large
- *NEIL J. NORRY, Rochester, N.Y.
- Special Projects
- *JOEL PRICE, New York, N.Y.
- Greater New York
- *MALCOLM M. ROSENBERG, Roanoke, Va.
- Fund Raising
- *DR. LEON I. ROSKY, Flint, Mich.
- Missions
- *JOEL ROTENSTREICH, Birmingham, Ala.
- Southern Area
- *GARY S. RUBIN, Des Moines, Iowa
- West Central
- *STEVEN SCHWARZ, Essex County, N.Y.
- Conferences
- *ARDEN E. SHENKER, Portland, Ore.
- Western Area
- Ex Officio
- *JAMES H. NOBIL, Akron, Ohio
- Chairman, 1970
- *GORDON ZACKS, Columbus, Ohio
- Chairman, 1969
- *HENRY J. GOODMAN, Chicago, Ill.
- CJFWF Leadership Int Committee
- *ERNEST N. SPICKLER, Assistant Director
- *JOEL S. FRIEDMAN
- Regional Chairmen
- I. JOEL ABRAMSON
- MELVIN G. ALPERIN
- GARY A. AMINOFF
- EDWARD BACCHER
- DAVID BETTEN
- ROBERT CAPLAN
- ALTON H. COVRYN
- ALAN H. DAVIS
- JOEL R. FIDELMAN
- WILLIAM FODGLE
- LYNN M. FRANK
- MARVIN A. FREEDMAN
- DAVID S. GERBER
- WILLIAM S. GOLDENBERG
- DONALD S. GOULD
- MAURICE L. HIRSCH, JR.
- DR. STANLEY A. HIRSCH
- SANFORD L. HOLLANDER
- THOMAS I. KLEIN
- JOEL C. LEUCHTER
- ALAN A. LEVINE
- ROBERT S. LEVY
- DR. E. RALPH LUPIN
- STANLEY G. MARDUS
- DONALD H. NEWMAN
- BERYL NUBBAUM
- NATHAN J. ROBOGOL
- FRANK S. SCHNEIDER
- DAVID W. SHERMAN
- CHARLES F. SUGERMAN
- BARRY ZACKS
- Cabinet Members
- WILLIAM H. ABRAMS
- BURTON ALBERT
- RICHARD G. ALBERT
- MORTON ASSAF
- DAVID A. ASKANASE
- DR. STEPHEN K. BAILEY
- LEONARD H. BARBER
- PHILIP M. BARSCHOP
- JAMES S. BAY
- MICHAEL G. BELDON
- BARRY BERMAN
- BRUCE S. BERRY
- DAVID H. BERNSTEIN
- JEROME I. BRAUN
- EDWARD H. BROIDA
- MORTON N. CENTER
- IRVING L. CRAMER

- RONALD DANIELS
- DAVID DIAMOND
- IRA H. DUBINSKY
- JERRY DUBNOF
- BURTON L. EICHLER
- JAMES W. EFFRON
- KENNETH C. ELIAS
- ERWIN M. ELLMAN
- LEONARD J. FEIN
- CHESTER FIRESTEIN
- SIDNEY FORBES
- RICHARD L. FREUNDLICH
- RICHARD M. GABERMAN
- RAYMOND M. GALANTE
- DONALD P. GALLOP
- MARK D. GASSNER
- ALAN K. GIDWITZ
- DR. CONRAD L. GILES
- ALAN GINSBURG, JR.
- LAWRENCE Y. GOLDBERG
- JONATHAN GOLDEN
- RABBI JOEL S. GOOR
- DAVID GREENBERG
- DR. IRVING GREENBERG
- WILLIAM L. GROSS
- BARRY HAIMAN
- JACK M. HAIMS
- M. ROBERT HECHT
- DEAN J. HETTLER
- DOUGLAS M. HELLER
- DAVID B. HERWELIN
- THEODORE W. HIRSH
- THOMAS L. HOFFMEIER
- GERALD D. HOROWITZ
- DR. JOSEPH M. HURWITZ
- RICHARD JAFFA
- FRANKLIN A. JACOBS
- JAY M. JACOBSON
- DONALD A. KAHAN
- DONALD KAHN
- I. SAMUEL KAMINSKY
- I. JOEL KANE
- RICHARD J. KANE
- ROBERT KAPLAN
- NEALE O. KATZ
- HOWARD F. KEAVIN
- LAWRENCE S. KIRSTEN
- THOMAS J. KLUTZNIK
- J. LIVINGSTON KOSBERG
- MERWIN M. KRUM
- MARVIN L. LADER
- LESLIE M. LAWRENCE
- SAMUEL LEAF
- MICHAEL D. LEAVITT
- STUART G. LERMAN
- DAVID H. LEWIS
- HARRIS H. LEVY
- DR. LARRY M. LIEB
- DR. MYRON A. LIEBERMAN
- WILLIAM M. MARCUS
- MARC L. MARKS
- JAN P. SALTZMAN
- RICHARD SCHULTZ
- MICHAEL SCHWARZ
- SANFORD P. SEPLOR
- HERSHEL SHANKS
- RICHARD SHEN
- DONALD P. SHELDON
- JOEL B. SHERMAN
- DAN K. SILVERBERG
- PAUL D. SLATER
- NORMAN SLOAN
- NORBERT J. SLOVIS
- HERBERT J. SOLOMON
- ROBYN L. SOLOIN
- N. THEODORE SOMMER
- SIDNEY STAHL
- DR. HOK STANGLER
- MICHEL P. STERN
- HANS J. STERNBERG
- STANLEY P. STUSS
- LOUIS B. SUSMAN
- MICHAEL G. SUTIN
- JOEL G. TAUBER
- NORMAN L. TRAGER
- RONALD H. UGEM
- MERVIN VERBIT
- HERBERT S. WANDER
- MARSHALL H. WEINBERG
- MICHAEL H. WEINMAN
- HARVEY E. WEINSTEIN
- DR. PHILIP WEINSTEIN, JR.
- DOUGLAS WEISFIELD
- JACK J. WILKOFF
- WAYNE D. WISBAUM
- BARRY D. YAKER
- DAVID J. YOUNG
- ERWIN C. ZIEGELMAN

* Executive Committee

COMMITTEE REPORTS

LEADERSHIP, Chairman Irwin S. Field

Mr. Field reported that he is in the midst of compiling a list of speakers for Young Leadership programs in order to expand the number already available. He also asked the National Vice Chairman in charge of regions to compile the names of the Chairmen and professionals in charge of Young Leadership Development Programs in order that we may offer our help in their programs. He also recommended the convening of a one day conference in New York City from the immediate metropolitan area making use of the United Nations, UJA and Israeli Consulate personalities.

MEMBERSHIP AND PLACEMENT, Chairman Millard M. Cummins

Mr. Cummins suggested the use of a more personal procedure other than the letters when informing Young Leadership Cabinet members of their graduation - such as a personal visit or personal phone call. He also suggested the design and the use of an appropriate certificate. This motion was moved and carried. He also recommended the beefing up of the December Conference Young Leadership Program. Mr. Cummins suggested that the entire concept of Cabinet Membership and Placement be reviewed and updated in order to make maximum use of the talents of Cabinet members. From this discussion came the suggestion that Mr. Schroyer set up a committee to follow up on this subject and come back with recommendations to the full Cabinet at the Retreat in May.

CONFERENCES, Chairman Steven Schwarz

Mr. Schwarz reported that the schedule of conferences is as follows: Chicago May 21, 22, 23, - Minneapolis October 1, 2, 3, - Atlanta October 15, 16, 17. He also reported that the program for the May 13-16 Young Leadership Cabinet Retreat was in its final stages and would be made available to the full Cabinet no later than April 1. He urged all National Vice Chairmen to make every effort to get their Cabinet members to attend.

MISSIONS, Chairman Leon I. Rosky

Mr. Schroyer in the absence of Mr. Rosky reported that the March 3-17 Mission was oversold and had departed New York with 105 participants with Michael A. Pelavin as its Chairman. For the July 13-27 and October 21 - November 4 Missions it was recommended that (a) no more than 76 people participate and (b) the mission itinerary start in Jerusalem. This suggestion was unanimously approved. All Cabinet members were urged to get reservations in for both missions as soon as possible as space was becoming limited.

SPECIAL PROJECTS, Chairman Neil J. Norry

Mr. Norry reported that the need for cash is even more urgent now than ever before and the Young Leadership Cabinet was called upon to (a) come to Headquarters in New York and participate in UJA's "Bucket Shop Phone Calls" and (b) be available to UJA's National Field Representatives to contact communities for cash. He requested the Cabinet to submit to him suitable items to be placed in our monthly publication "Direct Line." Mr. Norry explained the process to be used in bringing up to date the mailing list of the Young Leadership Council; Executive Directors are to receive the current mailing list and asked to update. Cabinet members are urged to contact their communities and see that this action is completed promptly. Also, the College Campus Campaign schedule will be made available to the Executive Committee in order that the Young Leadership Cabinet may be called upon for help.

The Committee then adjourned for lunch, reconvened afterwards to discuss fully Mr. Cummins' suggestions on membership and placement.

The balance of the weekend consisted of dinner Friday night with Minister Shlomo Argov who brought us up to date on the Israel situation; Saturday afternoon was spent with Dr. Manheim Shapiro "Task Force on Jewish Identity" and Sunday morning we heard a report on life in the Soviet Union by a young Russian girl, Mrs. Alla Rusinek.

Special mention and thanks go to Freda and Ralph Lupin who made all of the arrangements for sightseeing, dinner at Antoine's and breakfast at Brennan's.



Robert Max Schroyer

Robert Max Schroyer
Chairman

Ernest N. Spickler

Ernest N. Spickler
Director

MINUTES OF EXECUTIVE COMMITTEE

1970 YOUNG LEADERSHIP CABINET

30, APRIL, 1970

NEW YORK HILTON

Chairman: James Nobil

Present: (in order of their seating) Joel Price, Neil Norry, Donald Hodes, Donald Benjamin, Malcolm Rosenberg, Millard Cummins, Mike Pelavin, Joel Breslau, Robert Schroyer, Matthew Simon, Irwin Field, Saul Freedman, William Lippy, Arden Shenker, Herb Solomon, Les Lawrence, guest.

It was decided that the fall meeting of the Executive Committee shall be Sunday, September 13.

Joel Breslau presented the membership report. It was agreed that the Cabinet is at its upper limit in terms of size. To add a significant number of names would mean dropping men before they have had an opportunity to serve.

There are two additional sources of names:

1. Men who have been on Mini Missions and who were discovered as workers in that context.
2. Men from geographical areas which are not now represented on the Cabinet.

It was agreed that communities shall be advised that the Cabinet is being developed for 1971 and their suggestions are invited. The letter shall be so worded so as not to open the door for mass recommendations.

Don Hodes gave a report on missions. Young Leadership will become increasingly responsible for the solicitations on Mini Missions. The couples Mission for Feb. 7 could conceivably include a bus of Young Leaders who will join that mission as part of Operation Israel. If the plan succeeds, perhaps the Young Leadership bus could develop a separate itinerary for one or two days. It was further recommended that inquiries for missions shall also be routed through National Vice Presidents so they may be informed of people in their geographical areas who may be interested.

It was resolved that for informational and logistical assistance the Young Leadership Missions be included in the master listings of Operation Israel Missions.

It was further resolved that in 1971 Young Leadership sponsor only a fall Mission.

Don Benjamin reported on the Retreat and the Detroit and Florida conferences. It was agreed that the Cabinet must assume all logistical responsibilities for conferences.

Respectfully submitted,
Matthew H. Simon

- i) Identify new sources of money and areas of involvement.
- j) Evaluate the purposes and procedures of the Executive Committee.

(Attached are the results of the evaluation of the three topics considered most important.)

Committee Reports:

Irwin Field: We will follow up on sending a bill to all cabinet members to cover costs of mailings. In fulfillment of this commitment, a letter shall be drafted asking for \$25 for postage and handling.

Saul Freedman: Three Young Leaders from England will be present at the Retreat, led by their Chairman, Mr. Trevor Chinn. Contact has also been made with Canada, although an invitation may not be extended to them as yet. An invitation has been addressed to Mexico which is also developing a Young Leadership program.

Donald Hodes: The summer mission itinerary has been changed from Vienna to Rome as the air-stop before Romania.

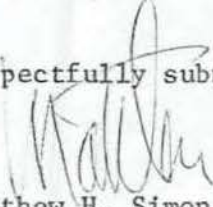
Young Leadership would look with favor upon an alumni mission in 1971. Perhaps this can be tied in to one of the newly proposed couples missions -- that is, develop a couples mission that assumes each member has been on a prior Young Leadership or mini-mission.

Young Leadership has negotiated with U.J.A. to increase the staffing on "Operation:Israel" trips. We hope to be able to provide two Young Leaders per bus, rather than two each mission.

Donald Benjamin: Sessions will be added to the Retreat dealing with Jewish education; fund-raising; and sensitivity dynamics.

Regional reports and others have been printed and circulated for the meeting.

Respectfully submitted,


Matthew H. Simon

MHS:er

U.J.A. is increasingly making use of regional structures. Discussion centered on how Young Leadership can best use the same regional structure, perhaps as a "farm system" for the Cabinet.

College Program:

It was decided that ten pilot campuses will be chosen as targets for the development of U.J.A. college "cells". They will be staffed by T.A.'s who can relate to small groups. Young Leaders in local communities are to maintain advisory liason with the college group. Young Leadership also was involved in planning summer tours in Israel for wandering youth living on a subsistence basis.

A December tour is being contemplated for college campus chairmen and a faculty mission to Israel is also under analysis.

A further Young Leadership responsibility in the college program will be to creatively bridge the time a graduate of the U.J.A. college program has between his leaving campus and entering the age of Young Leadership. On a man-to-man basis, Young Leaders must accept this. Young Leadership will be called upon to go to campuses for help in organization.

It was moved: That the Young Leadership Cabinet accept responsibilities for the college program of U.J.A. as outlined. Seconded, and passed unanimously.

Brainstorming:

- a) Young Leadership may need re-structuring on a "project basis". We may also need re-structuring following regional patterns. Are these contradictory? How can they be coordinated?
- b) Where are we going? How do we evaluate programs? We have succeeded in initial goals; what process do we have to develop goals for the 70's?
- c) We need to evaluate the selection process for membership.
- d) Evaluate "achievements" of goals and the implementation of the purpose of Young Leadership.
- e) Evaluate role of the individual.
- f) Re-evaluate programs in relation to local community programs, especially in the area of Jewish education.
- g) How good is our internal communication -- within the Executive Committee; from the Executive Committee to the membership at large?
- h) Judaize.

MINUTES OF EXECUTIVE COMMITTEE
YOUNG LEADERSHIP CABINET
CONTINENTAL PLAZA HOTEL
CHICAGO, ILLINOIS
SUNDAY, MARCH 1, 1970

The meeting was called to order by its Chairman, James Nobil, of Akron, Ohio. He reported on the senior U.J.A. Executive Meeting held in New York City, Thursday, February 26.

The report of dollars contributed to U.J.A. was as follows:

	<u>Regular</u>	<u>Emergency Fund</u>
1967	\$67 Million	\$173 Million
1968	\$70 Million	\$ 83 Million
1969	\$73.5 Million	\$101.2 Million
1970 Projected	\$77.5 to \$80 Million	\$120 to \$135 Million

Of interest is what the rest of the world has done for its U.J.A. counterparts.

1967	\$150 Million
1968	\$ 55 Million
1969	\$ 84 Million
1970 Projected	\$ 80 to \$85 Million

Because of various factors in the American economy, the slow cash position places Israel in a difficult bind. Israel's hard currency reserves are now less than \$300 Million. In international finance this is less than two months of purchasing power. In 1970 \$20 Million in cash has been received to date by U.J.A.

Tourism is off in Israel, and those committed to U.J.A. must undertake to encourage people to visit Israel and make use of it as a vacation opportunity.

It is the judgment of American Jewish leadership that we must meet Israel's needs year by year. The crisis today does not allow easing off in one year to meet the possibilities of the next.

A change has been made in Operation:Israel mission policy: although it will not be advertised, teenage sons may participate on mini-missions. In December a special mini-mission will be constructed for fathers and sons.

Suggestions are wanted for the Thursday night speaker at the December Conference and the Saturday night speaker. Young Leadership felt that a dynamic approach such as that used by "Czech" of Kfar Ruppim would be more impressive than a famous name of more limited enthusiasm.

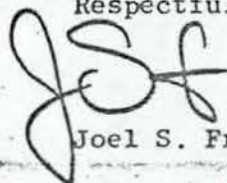
MINUTES OF EXECUTIVE COMMITTEE
FUND RAISING SESSION
Young Leadership Cabinet
Continental Plaza Hotel
Chicago, Illinois
Saturday, February 28, 1970

As part of the presentation given by the Fund Raising Chairman, Malcolm M. Rosenberg, of Roanoke, Virginia, the following resolutions were adopted:

- 1) Be it resolved that all members of the National Young Leadership Cabinet must be personally solicited by members of the Cabinet.
- 2) Be it resolved that a rating committee be established whose members are responsible to keep themselves informed as to the financial conditions of the members of the Cabinet with the aim of establishing a dollar rating for their UJA pledges.
- 3) Be it resolved that no members of the Young Leadership Cabinet shall be reappointed to the Cabinet until their pledges are accepted for the current year.
- 4) Be it resolved that bi-monthly work sheets on the progress of the solicitations shall be forwarded from New York to the Fund Raising Chairman, the Membership Chairman, and the National Vice Chairman. As completed, the results of all solicitations shall be forwarded to the proper parties in New York.
- 5) Be it resolved that if asked, each member of the Young Leadership Cabinet shall make at least one out-of-town solicitation, not including any Cabinet solicitations.

It was established that it is within the prerogative of the Fund Raising Chairman to establish an initial gifts committee with the responsibility to solicit all Cabinet members properly, falling within the initial gifts group. The mechanism to determine the rating of each Cabinet member will be determined by an analysis of the questionnaires filled out by local executives, other Cabinet members, and the UJA Campaign staff.

Respectfully submitted,



Joel S. Friedman

UJA STUDENT COORDINATING COMMITTEE - Robert Wiener and Charles Ribakoff, Jr., students, spoke of the problems encountered by the UJA Student Coordinating Committee for the Israel Emergency Fund on college campuses throughout the United States. It was agreed that our Young Leadership Cabinet could be of assistance to the overall program. The Coordinating Committee will forward to the Young Leadership Cabinet names of universities where new programs are to be instituted and campuses where there are ongoing programs. A list will be prepared for the Coordinating Committee outlining the universities where Cabinet members have attended and are able to exert influence and change. To familiarize the entire Cabinet with the student program a list will go out describing and detailing the university program. Attention was focused on the need for further allocations from Federations to the UJA expressly for the purpose of subsidizing and establishing scholarships for UJA Student Missions. In this aspect Cabinet members can be particularly affective. As an outgrowth of this meeting it was decided that it would be beneficial for a representative of the Student Coordinating Committee to attend and participate in all Executive Committee Sessions of the Young Leadership Cabinet.

To make more effective the structure of the Cabinet it has been decided to invite all Regional Chairmen in the future to Executive Committee Sessions of the Cabinet. The February meeting will be held in New Orleans, Louisiana.

To aid in our Leadership Program on a regional level it was agreed that the National office should have available a list of speakers and the program format utilized in other communities. A quarterly is being developed and will assist in this education process. Of particular importance was the forwarding of such information from the National office to the Regional Chairmen.

The meeting was adjourned and an informal discussion ensued with suggestions for appointments regarding Regional Chairmen from the Areas.

Respectfully submitted,

Joel S. Friedman

P.S. In your letter to the Cabinet you should mention the Young Leadership Cabinet Retreat to be held at the Harrison House, Glen Cove, Long Island, New York- May 14-18.

MINUTES OF THE YOUNG LEADERSHIP CABINET EXECUTIVE COMMITTEE MEETING

SEPTEMBER 7, 1969

OHARE INN - CHICAGO, ILLINOIS

Gordon Zacks, Chairman, Presiding

I. Chairman's Report

- A. Kissinger Meeting - Mr. Zacks reported on the meeting of prominent Jewish leaders with Mr. Henry A. Kissinger, Advisor on National Security. Mr. Zacks analyzed and evaluated the United States foreign policy and interests in the Middle East as interpreted by Mr. Kissinger.
- B. Conference on Human Needs - Mr. Zacks reported that due to the prospective increase in social welfare and military expenditures, plus the decline in hard currency reserves, the Israel Emergency Fund will be continued and the level of giving encouraged to increase.
- C. Fund Raising - Mr. Zacks reported on two specific approaches within his community to increase fund raising which should be adopted by other communities.
1. A task force was organized to recruit people (potential of \$5,000 or more) for the one-week missions to Israel. Cards would be distributed as in fund raising campaigns to solicit.
 2. Young Leadership within the community was invited to a two-day seminar in a retreat type atmosphere. The objectives were:
 - a. explanation of the needs, ultimately leading to fund raising
 - b. techniques of solicitation

II. National Committee Reports

- A. Fund Raising Committee - Joel S. Breslau
Mr. Breslau reported on the necessity and psychological impact of having firm commitments from Cabinet members prior to the December Annual Conference. Fund raising was conducted at the Executive Committee meeting and at the Mid-Continent Regional Cabinet meeting on September 6, with encouraging results.
- Solicitation of Cabinet members will also be conducted at the five regional Cabinet meetings, the two Young Leadership Conferences and the CJFWF General Assembly in Boston.
- B. Special Projects Committee - Millard M. Cummins
Mr. Cummins reported that through the efforts and participation of Cabinet members five additional Congressmen's signatures were added to the AIPAC Declaration in favor of direct Arab-Israeli peace negotiations. Cabinet members were also able to exert pressure on publication of the Declaration in local newspapers.

It should be noted that 13 Cabinet members have agreed to serve on the National Committee of AIPAC.

- C. Membership and Placement Committee - Robert Max Schroyer
Mr. Schroyer reported that the final evaluation and composition of the 1970 Cabinet would be completed shortly. The 189 member Cabinet would drop 44 and add a potential 79 members.

The motion was passed by the Executive Committee to establish a guideline for the size of the 1970 Cabinet. It was decided to limit the Cabinet to 200 members. The committee would still be flexible to add 5 to 10 more, the 200 not being an absolute.

- D. Missions Committee - Saul J. Freedman
Mr. Freedman reported that the November Young Leadership Cabinet Mission was ready to depart on November 2 with over 60 participants. Missions for March and July of 1970, are already being filled.

The Executive Committee adopted the following recommendations:

1. Continued effort should be made to get Cabinet members to go on a Mission.
2. Regional Chairmen should have a specific responsibility to see that every Mission participant meets with a Cabinet member who has been on a Mission before he goes.
3. Regional Chairmen should schedule a working meeting for Mission participants from their region shortly after the Mission returns.
4. The Mission Chairman for each Mission should write a report on each participant and send it to the Regional Chairmen before this meeting is held.

- E. Project 50 Committee - Herbert J. Solomon
Mr. Solomon reported that efforts to improve coordination and planning with UJA staff are necessary. The meetings in May in New Orleans of the Southern contingent and in September in Chicago of the Mid-Continent Cabinet members help to define specific project areas where we can work together.

- F. Conferences Committee - Leo H. Javitch
Mr. Javitch mentioned in his report the upcoming 5 Regional Cabinet meetings and 2 Young Leadership Regional Conferences. The Cabinet meetings will be held in Philadelphia on October 12 for Southern New Jersey, Eastern Pennsylvania, Delaware, Washington, D.C., and Maryland; on October 26 at LaGuardia Airport for New York State, New York City, and Northern New Jersey; on October 11-12 in New Orleans, La. for the Southern area; in Worcester, Mass. on October 19 for the New England states; and on October 12 in Flint, Mich., for the state of Michigan.

The 2 Young Leadership Regional Conferences will be held in Orlando, Fla., for the state of Florida on October 18 and 19 and in Cincinnati on October 18-19 for Ohio and communities in the surrounding states.

- G. International Committee - Stephen L. Stulman
Mr. Stulman reported on the progress of Isra'el '70 at the Fairmont Temple in Cleveland, Ohio from March 21-23.

III. National Vice Chairmen's Reports

- A. Western - Irwin S. Field
Mr. Field reported on the activities of the Western Region. He emphasized the overall success in Project 50 communities, and the seven community meetings held in conjunction with the Retreat.
- B. Mid-Continent - Harlan B. Hockenberg
Mr. Hockenberg reported on the activities of the Mid-Continent. In addition, he outlined the activity at the Chicago, Cincinnati and Detroit conferences.
- C. Eastern - Ben Zion Leuchter
Mr. Leuchter reported on activities in the Eastern Region and said that progress has been limited over the Summer.
- D. New York City - Martin Reingold
Mr. Reingold reported on the activities of the Leadership Council in New York City, and the plans for the 1969-70 training program.
- E. Southern - Sidney Stahl
Mr. Stahl reported on the activities in the South. The movement of Memphis into the Southern Region was agreed upon. A regional conference for the South has been arranged for October 11 and 12 in New Orleans.

IV. Plans for 1970 and Their Implementation

- A. Operation Israel - James H. Nobil
Mr. Nobil reported on the participation of Young Leadership Cabinet members in Operation Israel. We have designated 2 Cabinet members for each mission for the purpose of fundraising. When there are openings, executive committee members will be asked to participate.
- B. Cabinet Structure
 1. A resolution was confirmed to create a position titled Executive Committee Member -at-large. They would hold no specific assignment and number between three and six.
 2. Mr. Nobil stated that Project 50 would be dropped as a recognized committee. However, the responsibilities and involvement of Cabinet members in Project 50 communities would continue. Mr. Ernest N. Spickler, Associate National Campaign Director, would coordinate the cooperative functioning between Young Leadership Cabinet members and UJA campaign representatives.

3. Mr. Nobil reported on the composition of the 1970 Young Leadership Cabinet Executive Committee:

James H. Nobil	-	Chairman
Robert Max Schroyer	-	Vice Chairman
Malcolm H. Rosenberg	-	Fund Raising
Willard H. Cummins	-	Special Projects
Joel S. Breslau	-	Membership and Placement
Donald A. Hodes	-	Missions
Donald H. Benjamin	-	Conferences
Irwin S. Field	-	Leadership Training
Saul J. Freedman	-	International
Arden E. Shenker	-	Western
Michael A. Polavin	-	Mid-Continent
Sidney Stahl	-	Southern
Neil J. Norry	-	Eastern
Joel Price	-	New York City
Lee H. Javitch)	
William H. Lippy)	Members-at-large
Herbert J. Soloson)	

A new position entitled Future Planning will be headed by Gordon Zacks.

The meeting was adjourned and the next Executive Committee meeting was scheduled for Thursday, December 11, at the Hilton Hotel in New York City.

Respectfully submitted,

Joel S. Freedman
Joel S. Friedman

MINUTES OF THE YOUNG LEADERSHIP CABINET EXECUTIVE COMMITTEE MEETING

FEBRUARY 23, 1969

O'HARE INN - CHICAGO, ILLINOIS

Gordon Zacks, Chairman, Presiding

I. Chairman's Report

A. Campaign Status

B. Cash

C. Purpose and scope of UJA Young Leadership Cabinet

1. The basic purpose of the Young Leadership Cabinet of the United Jewish Appeal is to establish an effective organization of young men who will act to favorably influence events and history to assure:

a. The creative survival of Judaism.

b. The physical and cultural survival of the Jewish people.

c. The survival and development of the State of Israel.

2. To identify and recruit young Jewish men between the ages of 25 and 40 of exceptional promise and achievement and develop within them a deepening awareness of and commitment to Judaism and Jewish life. To train them to become the more effective leaders of their local organized Jewish community and to identify their skills and interests and place on boards of national Jewish organizations which are critical to Jewish life.

II. National Committee Reports

A. Fund Raising Committee - Joel S. Breslau

Mr. Breslau reported that pledges had gotten off to a good start with increases from Cabinet members exceeding the national average of increases to both the Regular and Emergency campaigns. He urged all Cabinet members who have assignments to solicit their prospects for a final report at the Young Leadership Cabinet Retreat in Laguna, with a breakdown of Regular and Emergency.

B. Special Projects Committee - Millard M. Cummins

Mr. Cummins reported on the help the Young Leadership Cabinet has given to AIPAC in the form of new and renewed subscriptions as well as ads.

He also reported on the utilization of the Cabinet members in the UJA Cash Campaign and the effectiveness in obtaining cash from the non-Federated communities through the efforts of the Young Leadership Cabinet.

C. Education Committee - Burton I. Eichler

Mr. Eichler reported that the country had been informed of the joint efforts of the UJA and CJFWF Young Leadership programs to assist communities in the inauguration and continuation of such programs.

- D. Missions Committee - Saul J. Freedman
Mr. Freedman reported that the March Young Leadership Cabinet Mission was ready to depart on March 2 with 30 people, and Don Benjamin as Chairman.

With regard to the November Mission, a conflict had arisen, that is, with the scheduled UJA "Operation Israel" and it was found that we were oversold with a one-bus 40 person Mission. He suggested the scheduling of an additional Mission in June to accommodate the overflow, which was approved by the Executive Committee. The July Mission would be a 3 week trip with a stop in Vienna prior to proceeding to Israel.

- E. Conference Committee - Lee H. Javitch
Mr. Javitch reported on the program for the Annual Young Leadership Cabinet Retreat at Laguna and the tentative schedule for wives who would accompany their husbands.

He further reported that the September Seminar should be scheduled for Washington, D.C. with U. S. Government officials and representatives and he was given Executive Committee approval to set up a program for consideration at Laguna.

- F. Membership and Placement Committee - Robert Max Schroyer
Mr. Schroyer reported that the 1969 Young Leadership Cabinet was now complete with 188 members and that he had initiated plans to canvass the country through executive directors, UJA field representatives and Cabinet members in the recruitment of 1970 Young Leadership Cabinet members.

With regard to placement he reported that the top organizations had been contacted, he had received responses and was in the process of recommending Young Leadership Cabinet members to serve on the boards of these organizations. Decisions were made on the basis of completed questionnaires.

- G. Project 50 Committee - Herbert J. Solomon
Mr. Solomon reported that in most of the regions Cabinet members were being contacted by UJA field representatives in the organization and campaigning in the non-Federated communities.

- H. International Committee - Stephen L. Stulman
Mr. Stulman reported that plans were in preparation for Young Leaders participation in the Human Needs Conference in Jerusalem in June and that he would keep the membership advised as details are worked out.

He also indicated that every Mission was to have included in its itinerary a visit with Young Leaders in Israel.

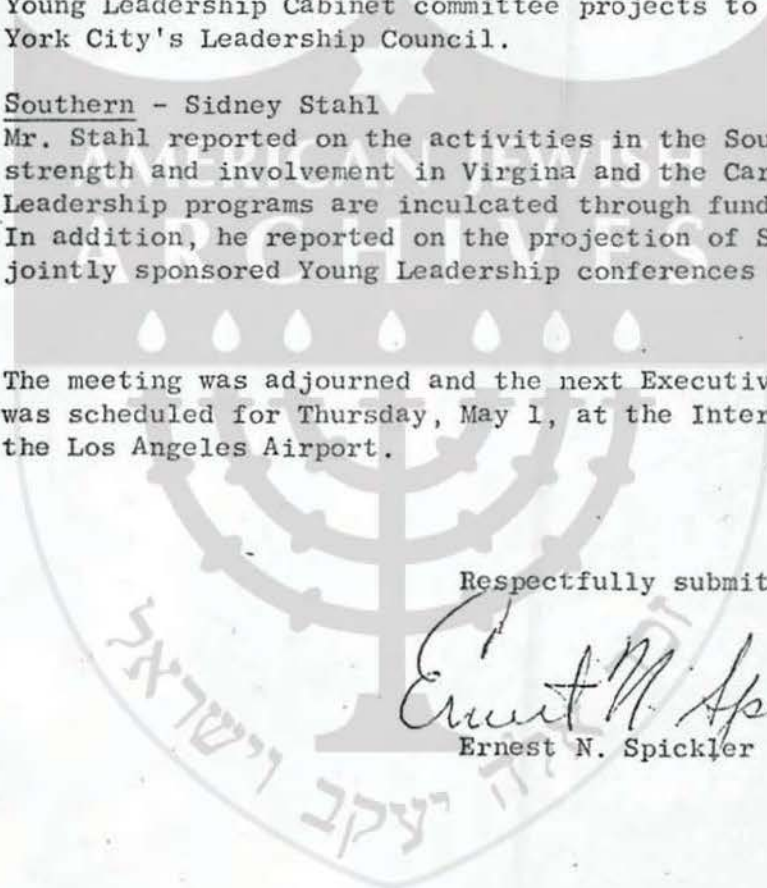
III. National Vice Chairmen's Reports

- A. Western - Irwin S. Field
Mr. Field reported on the activities of the Western Region which encompass all National Committees. In addition, he suggested that all Executive Committee members make themselves available for meetings on the West Coast prior to and immediately following the Laguna Retreat.

- B. Mid-Continent - Harlan D. Hockenberg
Mr. Hockenberg reported on the activities of the Mid-Continent. In addition he reported that Des Moines, Minneapolis and Detroit had indicated their willingness to host jointly sponsored UJA-CJFWF Young Leaders conferences in 1969. The Regional Chairmen will follow up and reports will be made at Laguna.
- C. Eastern - Ben Zion Leuchter
Mr. Leuchter reported on the activities of the East. In addition, he reported on the plans for a sub-Cabinet structure in New York State, which will be further discussed at Laguna.
- D. New York City - Martin Reingold
Mr. Reingold reported on the activities of the Leadership Council in New York City, and their progress in adapting the National Young Leadership Cabinet committee projects to the program of New York City's Leadership Council.
- E. Southern - Sidney Stahl
Mr. Stahl reported on the activities in the South and emphasized the strength and involvement in Virginia and the Carolinas where Young Leadership programs are inculcated through fund-raising activities. In addition, he reported on the projection of State-wide UJA-CJFWF jointly sponsored Young Leadership conferences in Florida and Texas.

The meeting was adjourned and the next Executive Committee Meeting was scheduled for Thursday, May 1, at the International Hotel at the Los Angeles Airport.

Respectfully submitted


Ernest N. Spickler

Ernest N. Spickler

ENS:DP
4/23/69

YOUNG LEADERSHIP CABINET

Description of Cabinet Functions

I. NATIONAL CHAIRMAN
shall be charged with the responsibility of:

1. Chairing the Executive Committee
2. Planning the Young Leadership Cabinet program and activities for the calendar year
3. Organizing and constructing a table of organization of the Cabinet members to effectively implement Young Leadership Cabinet program
4. Controlling the implementation of Cabinet plans
5. Recruiting, training and developing Young Leadership Cabinet members
6. Interpreting the Young Leadership Cabinet and its program to the executive directors, senior lay leaders and Young Leadership of the country
7. Evaluating performance of Young Leadership Cabinet and recommending changes
8. Providing for continuity of effective leadership of Cabinet
9. Assuming responsibility for the selection of National Committee Chairmen and approving the selection of the National Vice-Chairman
10. Directing and co-ordinating activities of the Associate Chairman and of the National Committee Chairmen
11. Assuming responsibility for involvement of Young Leadership Cabinet Executive Committee at all Young Leadership conferences and other activities
12. Assuring Young Leadership Cabinet executive representation at all Young Leadership conferences

II. ASSOCIATE CHAIRMAN
shall be charged with the responsibility of:

1. Serving in lieu of the National Chairman whenever necessary
2. Serving on the Executive Committee and helping to set policy and program

3. Implementing the programs of the Cabinet as developed by the Chairman and the National Committee Chairmen
4. Selecting the National Vice-Chairmen with the approval of the Chairman and assisting in the selection of the National Committee Chairmen
5. Assisting the National Vice-Chairmen in the selection of Regional Chairmen
6. Directing and co-ordinating the activities of the National Vice-Chairmen
7. Utilizing the talents of the National Committee Chairmen where necessary
8. Identifying the priority of needs of respective regions in the Young Leadership Cabinet structure
9. Developing effective plans to meet the needs of the respective regions
10. Evaluating the effectiveness of the Cabinet activities and personnel within the regions
11. Reporting directly to the National Chairman on all Cabinet matters

III. NATIONAL COMMITTEE CHAIRMEN (General)
each shall be charged with the responsibility of:

1. Serving on the Executive Committee and participating in the policy making and program planning of the Young Leadership Cabinet
2. Creating a plan of activity and program for his particular function
3. Assisting the Associate Chairmen, the National Vice-Chairmen and/or the Regional Chairmen in implementing their programs, as called upon
4. Evaluating and appraising the effectiveness of the activities involved within his function
5. Reporting the effectiveness and progress of the program to the National Chairman
6. Assisting the National Chairmen on special projects

IV. NATIONAL COMMITTEE CHAIRMEN (Specific): Within his function each shall be charged with the responsibility of:

1. Mission - recommending to the Executive Committee the policy, schedules and dates for Young Leadership Cabinet Missions and Young Leadership Missions
2. Membership and Placement - recommending to the Executive Committee Young Leadership Cabinet representation from communities included in the Big Board and properly interpreting the programs and purposes of the Young Leadership Cabinet to the Executive Director and Lay Leadership
3. Education - assisting in the inauguration of Young Leadership training groups in those communities where none exist and assisting in the development and improvement of programs in those communities where one exists
4. Fund Raising - stimulating and securing maximum gifts from Young Leadership Cabinet members
5. Conference - suggesting programs for national, regional and area conferences, retreats and seminars
6. Project 50 - organizing United Jewish Appeal campaigns in conjunction with United Jewish Appeal Field Department in selected communities listed as non-federated.
7. International - aiding and implementing the economic development of Israel; creating a dialogue with young Jewish leaders world-wide
8. Special Projects - creating and developing new and vital programs of sponsorship by the Young Leadership Cabinet

V. NATIONAL VICE-CHAIRMEN

each shall be charged with the responsibility of:

1. Serving as member of Executive Committee and participating in Cabinet policy making and planning
2. Developing detailed plans and target dates for the implementation of Cabinet programs in his geographical area
3. Directing and co-ordinating the activities of the Regional Chairmen
4. Evaluating the effectiveness of Cabinet programs and personnel within his area
5. Establishing priority of activities within the area and within the various regions throughout the area
6. Developing detailed plans complete with time-table to meet these priorities.

7. Utilizing the National Committee Chairmen as necessary to aid in the implementation of the programs
8. Assuming primary responsibility for interpreting the program and purpose of the Young Leadership Cabinet to the Executive Directors, Senior and Young Lay Leadership within the geographical bounds of his responsibility
9. Attending and participating in every Young Leadership conference within his area
10. Selecting Regional Chairmen with the approval of the Associate Chairmen

VI. REGIONAL CHAIRMEN

each shall be charged with the responsibility of:

1. Analyzing the needs and priorities of his region
2. Developing detailed plans and time-tables for the implementation of Cabinet activities within his region
3. Organizing and structuring the Cabinet within his region to effectively execute these plans
4. Establishing effective controls to assure proper implementation of plans
5. Advising the National Vice-Chairman of the status of his region in the execution of the plans
6. Evaluating the effectiveness of Cabinet membership in his region and making specific recommendations for additions to and deletions from Cabinet to his National Vice-Chairman
7. Utilizing the services of the National Committee Chairmen in planning or implementing programs in his region, as he feels advisable
8. Attending and participating in all Young Leadership conferences held in his region
9. Scheduling a minimum of one Cabinet meeting per year in his region
10. Establishing an effective on-going communication with all members in his region
11. Developing and training Cabinet members in his region
12. Engaging in activity designed to interpret the purpose and function of the Young Leadership Cabinet to Executive Directors, Senior and Young Lay Leadership

VII. CABINET MEMBERS

each shall be charged with the responsibility of:

1. Attending two or more of the following functions:
 - (a) Retreat
 - (b) National Conference
 - (c) Mission
 - (d) Seminar
2. Accepting responsibility as called upon by Regional Vice-Chairman to aid in implementing the activities of the Young Leadership Cabinet program in his region
3. Being available to accept speaking assignments, as called upon by the United Jewish Appeal
4. Maintaining a responsible level of giving
5. Maintaining an active role of leadership within his home community, in campaign, Cabinet, Federation and Allocation Committee structures
6. Engaging in active program of self-renewal and Jewish education
7. Attending all Young Leadership regional conferences held in his area
8. Engaging in activity designed to interpret the purpose and function of the Young Leadership Cabinet to Executive Directors, Senior and Young Lay Leadership
9. Taking the initiative in identifying and recommending potential members to Regional Chairman
10. Assuming the initiative in evaluating the functions of the Cabinet and offering constructive programming to the National Chairman, Associate Chairman and/or Regional Vice-Chairman
11. Making conscientious effort to attend the General Assembly of the Council of Jewish Federations and Welfare Funds
12. Interpreting United Jewish Appeal programs in his home community

VIII. EXECUTIVE COMMITTEE EX-OFFICIO MEMBERS

1. The past two Young Leadership Cabinet Chairmen and the present Chairman of the CJFWF National Committee on Leadership Development shall serve on the Executive Committee as ex-officio members.

CALENDAR FOR 1969

January 11-12	UJA South-Southwest Regional Conference	Statler Hilton, Dallas, Tex.
February 14-16	UJA Western Regional Conference	El Mirador, Palm Springs, Calif.
February 21-22	UJA Midwest Leadership Institutes	Sheraton Chicago Hotel Chicago, Ill.
February 23	YLC Executive Committee	O'Hare Airport Inn, Chicago, Ill.
March 2-16	YLC Mission (Israel only)	
May 1	YLC Executive Committee	Laguna Country Club Village,
May 1-4	YLC Retreat	South Laguna, Calif.
July 7-28	YL Mission (Europe & Israel)	
September 4	YLC Executive Committee	Washington, D.C.
September 4-6(T)	YLC Seminar	Washington, D.C.
October 6-20	UJA Study Mission	
November 2-16	YLC Mission (Israel only)	
November 12-16	CJFWF General Assembly	Sheraton Hotel, Boston, Mass.
December 11	YLC Executive Committee	New York Hilton, NYCity
December 11-14	UJA National Conference	New York Hilton, NYCity

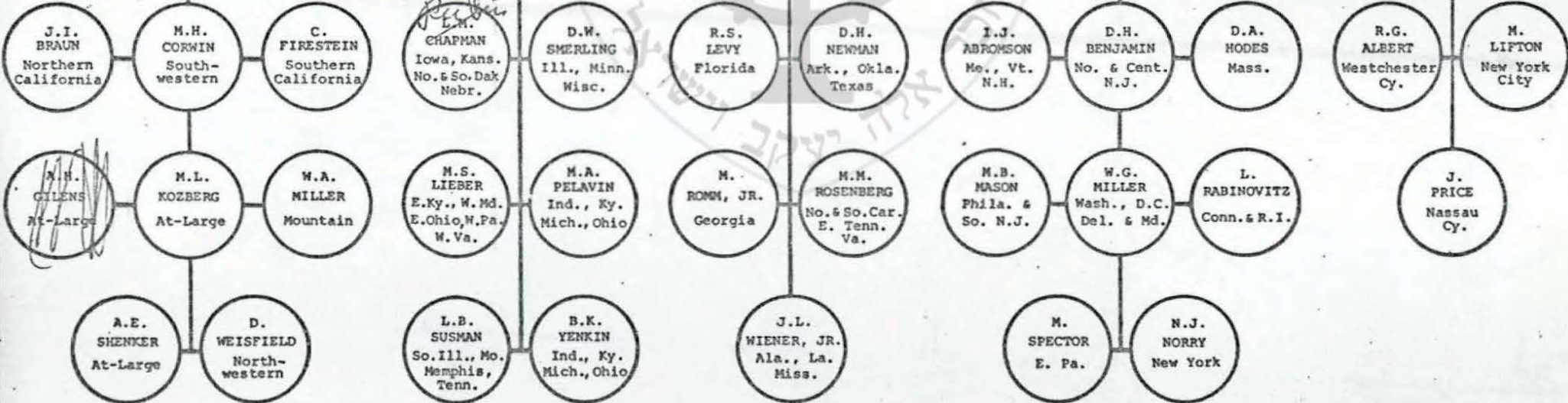
1969 UJA YOUNG LEADERSHIP CABINET

G. ZACKS
Chairman

J.H. NOBIL
Assoc. Chairman



REGIONAL CHAIRMEN



MINUTES OF YOUNG LEADERSHIP CABINET MEETING
DECEMBER 12-13, 1968
NEW YORK HILTON - NEW YORK, N.Y.

Herbert J. Garon, Chairman, Presiding

I. Chairman's Report

- A. Campaign Status
- B. Cash Status
- C. Feasibility of establishing a "Think Tank" comprised of Young Leadership Cabinet alumni and Young Leadership Mission participants
- D. Appointment of Lawrence Y. Goldberg, Providence, R.I., to head a committee to update the Young Leadership Cabinet manual
- E. Appointment of Joel R. Feidelman, Washington, D.C., to head a committee to report on the feasibility and necessity of setting up by-laws for the Young Leadership Cabinet
- F. Young Leadership Cabinet members to volunteer for UJA "Operation Jet"

II. Resolutions - National Committees

A. Special Projects

- 1. Every member is expected to be at least a \$25 member of AIPAC. This program is handled completely outside the confines of the UJA Young Leadership Cabinet.
- 2. Every member is urged to pay his pledge, have his community remit to UJA maximum dollars and take assignments in UJA's cash-collection campaign.

B. Missions

- 1. The March 2-16 Young Leadership Cabinet Mission sold out, with three couples stand-bys.
- 2. Members urged to let us know immediately of their desire to participate in July and November missions in order not to hold up confirmations to non-Cabinet members.
- 3. Executive Committee approves raising limit from 36 to 40 people on March and November missions and from 76 to 80 people on July mission.

C. Fund Raising

- 1. All members to make their 1969 commitments prior to the end of the year and communicate the information to headquarters.
- 2. "Operation Fund Raising" results to be submitted to headquarters.

D. Education

- 1. All programming activities to be coordinated with the CJFWF.

E. Conferences

1. Spring Retreat to be held at Laguna Beach Country Club, Laguna, Calif., during May 1-4, 1969 weekend.
2. Plans for September Washington, D.C., Seminar to be started on January 20, 1969.

F. Project 50

1. Visits for Project 50 should include all phases of Young Leadership activities.
2. Selection of communities and scheduling of visits to be coordinated with UJA field staff and Young Leadership Cabinet members.

G. International

1. Dialogue between Israeli Young Leaders and American Young Leaders slowly but surely creating better understanding of each other's aims.
2. Continue to meet with Israeli Young Leaders in Israel as part of Mission itinerary.

H. Membership and Placement

1. Statement of purpose and responsibility to be distributed to all community executive directors.
2. Application for Young Leadership Cabinet membership to be distributed to community executive directors.
3. Review of requirements of national Jewish organizations and inquiry as to qualifications of members prior to recommendations.
4. The following slate of officers for 1969 was proposed and elected:

- | | |
|--|--------------------------------|
| Chairman | - Gordon Zacks, Columbus, Ohio |
| Associate Chairman | - James H. Nobil, Akron, Ohio |
| National Committee Chairmen- | |
| Joel S. Breslau, Washington, D.C. | - Fund Raising |
| Millard M. Cummins, Columbus, O. | - Special Projects |
| Burton L. Eichler, Newark, N.J. | - Education |
| Saul J. Freedman, Philadelphia, Pa. | - Missions |
| Lee H. Javitch, Harrisburg, Pa. | - Conferences |
| Robert Max Schroyer, Chicago, Ill. | - Membership & Placement |
| Herbert J. Solomon, San Diego, Calif. | - Project 50 |
| Stephen L. Stulman, New York City | - International |
| National Vice Chairmen - | |
| Irwin S. Field, Los Angeles, Calif. | - Western |
| Harlan D. Hockenberg, Des Moines, Iowa | - Mid-Continent |
| Ben Zion Leuchter, Vineland, N. J. | - Eastern |
| Martin Reingold, New York City | - New York City |
| Sidney Stahl, Dallas | - Southern |

Director - Ernest N. Spickler, New York City

Ex-Officio Members -

- Leonard D. Bell, Boston, Mass. - Chairman, 1966-1967
- Herbert J. Garon, New Orleans, La. - Chairman, 1968
- Henry J. Goodman, Cleveland, O. - Chairman of CJFWF National Committee on Leadership Development

5. The 1969 Young Leadership Cabinet will now consist of 194 members.

III. Resolutions - National Areas

- A. Continuation of Regional meetings for planning and programming of Young Leadership Cabinet activities.
- B. Wherever possible, Executive Committee to meet with executive directors for further explanation of Young Leadership Cabinet program.
- C. The National Vice Chairmen to have a copy of the Don Hodes' film "Journey of a Young Leader", to be used at meetings in his area.
- D. Names and addresses of UJA Student Mission participants to be circulated to Young Leadership Cabinet.
- E. Utilization of Young Leadership Cabinet members for education and campaign meetings on the West Coast the week following the May 1-4 Retreat - schedule to be coordinated by Irwin S. Field.
- F. Following is a listing of the regional structure of the 1969 Young Leadership Cabinet:

Western

- | | |
|--------------------------------|---------------------|
| Jerome I. Braun, San Francisco | Northern California |
| Milton H. Corwin, Phoenix | Southwestern States |
| Chester Firestein, Los Angeles | Southern California |
| Alvin H. Gilens, Los Angeles | At Large |
| Martin L. Kozberg, Los Angeles | At Large |
| Wesley A. Miller, Denver | Mountain States |
| Arden E. Shenker, Portland | At Large |
| Douglas Weisfield, Seattle | Northwestern States |

Mid-Continent

- | | |
|-------------------------------|--------------------------------|
| Lawrence M. Chapman, Omaha | Iowa, Kansas, Nebraska |
| Marvin S. Lieber, Pittsburgh | North and South Dakota |
| Michael A. Pelavin, Flint) | E. Kentucky, W. Maryland, |
| Bernard K. Yenkin, Columbus) | E. Ohio, Western Pa., W. Va. |
| David W. Smerling, Chicago | Indiana, Kentucky, Michigan, |
| Louis B. Susman, St. Louis | and Ohio |
| | Illinois, Minnesota, Wisconsin |
| | Southern Illinois, Missouri, |
| | and Memphis, Tenn. |

Eastern

I. Joel Abromson, Portland
Donald H. Benjamin, Newark
Donald A. Hodes, Worcester
Melvyn B. Mason, Philadelphia
Warren G. Miller, Washington
Lewis Rabinovitz, Hartford
Morton Spector, Harrisburg
Neil J. Norry, Rochester

Maine, New Hampshire, Vermont
Northern & Central New Jersey
Massachusetts
Philadelphia & Southern N.J.
Washington, Delaware and Md.
Connecticut & Rhode Island
Eastern Pennsylvania
New York State

Southern

Robert S. Levy, West Palm Beach
Donald H. Newman, Tulsa
Mendel Romm, Jr., Atlanta
Malcolm M. Rosenberg, Roanoke

Jacques L. Wiener, Jr., Shreveport

Florida
Arkansas, Oklahoma, Texas
Georgia
No. & So. Carolina, E. Tenn.,
Virginia
Alabama, Louisiana, Mississippi

New York City

Richard G. Albert, New York City
Martin Lifton, New York City
Joel Price, New York City

Westchester County
New York County
Nassau County

IV.

New Business

- A. Letter of request from Young Leadership Cabinet Chairman for contribution to an "Allan Wasserman Memorial Fund" for the planting of trees in Israel by the UJA Young Leadership Cabinet. Checks to be made payable to UJA.
- B. Letter to Mrs. Wasserman from Young Leadership Cabinet Chairman explaining the above.
- C. How does the Young Leadership Cabinet help Israel counteract Arab propaganda?
- D. Appointment of Lawrence Y. Goldberg as liaison between Young Leadership Cabinet and Conference of Presidents of Major American Jewish Organizations.
- E. More careful scrutiny in election and reelection of Cabinet members.
- F. Continuation of a social function for Cabinet wives, with the utilization of Executive Committee wives as hostesses.
- G. Look into the possibility of a special pin for Young Leadership Cabinet members.
- H. Look into the possibility of a special citation for Cabinet alumni.
- I. Look into the possibility of a new name tag for Cabinet members and their wives.

V.

Attachments

- A. Dates to remember
- B. Description of Cabinet Functions
- C. List of attendance at Young Leadership Cabinet Executive Committee Meeting
- D. List of attendance at Business Meeting of Young Leadership Cabinet
- E. Young Leadership Cabinet Organization Chart

Respectfully submitted

Ernest N. Spickler

Ernest N. Spickler

ENS:JB
12/24/68



MINUTES OF YOUNG LEADERSHIP CABINET MEETING

SEPTEMBER 14, 1968

NEW YORK HILTON - NEW YORK, N.Y.

Herbert J. Garon, Chairman, Presiding

I. Chairman's Report

- A. Campaign Status
- B. Cash
- C. Projection for 1969
 - 1. UJA Campaign
 - 2. Young Leadership Cabinet structure and organization

Resolution: Unanimous approval of 1969 UJA Emergency Fund

II. Resolutions - National Committees

A. Special Projects Committee

- 1. Written report prepared by Chairman with results of YLC efforts on behalf of AIPAC
- 2. Complete involvement of YLC in UJA Cash Mobilization Drive

B. Missions Committee

- 1. Three Missions in 1969:

March 2-16	- Israel only	- 40 people	Approx. \$1,000
July 7-28	- Vienna and Israel	- 80 people	Approx. 1,300
Sept. 17-Oct. 1	- Israel only	- 40 people	Approx. 1,000

All Missions are to be filled with YLC members. Should space be available, the Missions will be opened to qualified applicants, who will be considered after receipt of completed questionnaire prepared by Missions Committee.

- 2. Questionnaire to be prepared by Missions Committee and sent to community executive directors for evaluation of past Mission participants.

C. Fund Raising Committee

- 1. All Cabinet members are expected to make their 1969 commitments prior to the December 1968 Annual Conference, with the exception of those members involved in fall campaigns.
- 2. Giving information to be made available to Executive Committee and Regional Chairmen for assignment and solicitation during the months of October and November.

D. Education Committee (previously titled "Stimulation Committee")

- 1. All activities will be coordinated with the CJFWF.

E. Conference Committee

1. Spring Retreat to be held on West Coast during month of April.
2. Seminar to be held in Washington, D.C. during month of September.
3. Plan for jointly sponsored UJA-CJFWF National Conference in 1970.

F. Project 50 Committee

1. Communities involved in Project 50 to be coordinated by National Vice Chairmen, Regional Chairmen and UJA National Field Representatives.

G. International Committee

1. Chairman to coordinate activities with involvement of YLC in the Human Needs Conference in June in Jerusalem.

H. Membership and Placement Committee (previously titled "Big Board Committee")

1. The search for new Cabinet membership to continue with the circulation of a questionnaire to community executive directors, detailing qualifications and responsibility of service on the Young Leadership Cabinet.
2. Recommendation of Cabinet members to serve on Board of UJA constituent agencies and other national and overseas Jewish organizations, after full investigation of the requirements of service and the qualifications of recommendees.

III. Resolutions - National Areas

- A. Regional meetings must be held during October and November involving the present Regional Chairmen, Cabinet members and the incoming Regional Chairmen and Cabinet members.
- B. Incoming officers and Cabinet to commence activities on October 1, and outgoing officers and Cabinet members to continue to serve through the December conference. This overlap should bring about a smooth transition.
- C. Following is a listing of the organization and structure of the 1969 Young Leadership Cabinet:

Executive Committee

Chairman - Gordon Zacks, Columbus, Ohio
Associate Chairman - James H. Nobil, Akron, Ohio
National Committee Chairmen -
Joel S. Breslau, Washington, D.C. - Fund Raising
Millard M. Cummins, Columbus, O. - Special Projects
Burton L. Eichler, Newark, N.J. - Education
Saul J. Freedman, Philadelphia, Pa. - Missions
Lee H. Javitch, Harrisburg, Pa. - Conferences
Robert Max Schroyer, Chicago, Ill. - Membership & Placement
Herbert J. Solomon, San Diego, Cal. - Project 50
Stephen L. Stulman, New York City - International

National Vice Chairmen -

Irwin S. Field, Los Angeles, Calif.	- Western
Harlan D. Hockenberg, Des Moines, Iowa	- Mid-Continent
Ben Zion Leuchter, Vineland, N.J.	- Eastern
Martin Reingold, New York City	- New York City
Sidney Stahl, Dallas	- Southern

Director - Ernest N. Spickler, New York City

Ex-Officio Members -

Leonard D. Bell, Boston, Mass.	- Chairman, 1966-1967
Herbert J. Garon, New Orleans, La.	- Chairman, 1968

plus
Chairman of CJFWF National Committee for
Leadership Development

Regional Chairmen

Western

Jerome I. Braun, San Francisco	Northern California
Milton H. Corwin, Phoenix	Southwestern States
Chester Firestein, Los Angeles	Southern California
Alvin H. Gilens, Los Angeles	At Large
Martin L. Kozberg, Los Angeles	At Large
Wesley A. Miller, Denver	Mountain States
Arden E. Shenker, Portland	At Large
Douglas Weisfield, Seattle	Northwestern States

Mid-Continent

Lawrence M. Chapman, Omaha	Iowa, Kansas, Nebraska, North Dakota and South Dakota
William L. Gross, Chicago	Illinois, Minnesota, and Wisconsin
Marvin S. Lieber, Pittsburgh	Eastern Kentucky, Western Maryland, Eastern Ohio, Western Pennsylvania, and West Virginia
Michael A. Pelavin, Flint, and Bernard K. Yenkin, Columbus	Indiana, Kentucky, Michigan and Ohio
Louis B. Susman, St. Louis	Southern Illinois, Missouri and Memphis, Tenn.

Eastern

I. Joel Abromson, Portland	Maine, New Hampshire, Vermont
Donald H. Benjamin, Newark	Northern & Central New Jersey
Donald A. Hodes, Worcester	Massachusetts
Melvyn B. Mason, Philadelphia	Philadelphia & Southern N.J.
Warren G. Miller, Washington	Washington, Delaware and Maryland
Lewis Rabinovitz, Hartford	Connecticut & Rhode Island
Morton Spector, Harrisburg	Eastern Pennsylvania
Neil J. Norry, Rochester	New York State

Southern

Robert S. Levy, West Palm Beach	Florida
Donald H. Newman, Tulsa	Arkansas, Oklahoma, Texas
Mendel Romm, Jr., Atlanta	Georgia
Malcolm M. Rosenberg, Roanoke	No. Carolina, So. Carolina, Eastern Tennessee, Virginia
Jacques L. Wiener, Jr., Shreveport	Alabama, Louisiana, Mississippi

New York City

Richard G. Albert, New York City
Martin Lifton, New York City
Joel Price, New York City

Westchester County
New York County
Nassau County

D. Following is the calendar for 1968-1969:

September 29=October 13	YLC Mission (Israel only)	
October 16-28	UJA Study Mission	
November 8-10	UJA-CJFWF Northwest Regional YL Conference	Portland, Oregon
November 13-17	CJFWF General Assembly	Hotel Regency Hyatt House Atlanta, Ga.
November 30=December 1	UJA-CJFWF Arizona State YL Conference	Phoenix, Ariz.
December 12	YLC Executive Committee	New York Hilton, New York City
December 12-15	UJA National Conference	New York Hilton, New York City
<u>1969</u>		
January 11-12	UJA. South-Southwest Regional Conference	Fairmont Hotel, Dallas, Tex.
February 14-16	UJA Western Regional Conference	El Mirador Palm Springs, Calif.
February 21-22	UJA Midwest Leadership Institute	Sheraton Chicago Hotel Chicago, Ill.
March 2-16	YLC Mission (Israel only)	
May 1	YLC Executive Committee	Laguna Country Club
May 1-4	YLC Retreat	Village, South Laguna, Calif.
July 7-28	YL Mission (Europe & Israel)	
September 4	YLC Executive Committee	Washington, D. C.
September 4-6 (Tentative)	YLC Seminar	Washington, D. C.
September 17-October 1	YLC Mission (Israel only)	
October 6-20	UJA Study Mission	
November 12-16	CJFWF General Assembly	Sheraton Hotel Boston, Mass.
December 11	YLC Executive Committee	New York Hilton,
December 11-14	UJA National Conference	New York City

Attached is an outline Description of Cabinet Functions of the Young Leadership Cabinet.

Respectfully submitted

Ernest N. Spickler
Ernest N. Spickler

YOUNG LEADERSHIP CABINET

Description of Cabinet Functions

I. NATIONAL CHAIRMAN
shall be charged with the responsibility of:

1. Chairing the Executive Committee
2. Planning the Young Leadership Cabinet program and activities for the calendar year
3. Organizing and constructing a table of organization of the Cabinet members to effectively implement Young Leadership Cabinet program
4. Controlling the implementation of Cabinet plans
5. Recruiting, training and developing Young Leadership Cabinet members
6. Interpreting the Young Leadership Cabinet and its program to the executive directors, senior lay leaders and Young Leadership of the country
7. Evaluating performance of Young Leadership Cabinet and recommending changes
8. Providing for continuity of effective leadership of Cabinet
9. Assuming responsibility for the selection of National Committee Chairman and approving the selection of the National Vice-Chairman
10. Directing and co-ordinating activities of the Associate Chairman and of the National Committee Chairman
11. Assuming responsibility for involvement of Young Leadership Cabinet Executive Committee at all Young Leadership conferences and other activities
12. Assuring Young Leadership Cabinet executive representation at all Young Leadership conferences

II. ASSOCIATE CHAIRMAN
shall be charged with the responsibility of:

1. Serving in lieu of the National Chairman whenever necessary
2. Serving on the Executive Committee and helping to set policy and program

3. Implementing the programs of the Cabinet as developed by the Chairman and the National Committee Chairmen
4. Selecting the National Vice-Chairmen with the approval of the Chairman and assisting in the selection of the National Committee Chairmen
5. Assisting the National Vice-Chairmen in the selection of Regional Chairmen
6. Directing and co-ordinating the activities of the National Vice-Chairmen
7. Utilizing the talents of the National Committee Chairmen where necessary
8. Identifying the priority of needs of respective regions in the Young Leadership Cabinet structure
9. Developing effective plans to meet the needs of the respective regions
10. Evaluating the effectiveness of the Cabinet activities and personnel within the regions
11. Reporting directly to the National Chairman on all Cabinet matters

III. NATIONAL COMMITTEE CHAIRMEN (General)
each shall be charged with the responsibility of:

1. Serving on the Executive Committee and participating in the policy making and program planning of the Young Leadership Cabinet
2. Creating a plan of activity and program for his particular function
3. Assisting the Associate Chairmen, the National Vice-Chairmen and/or the Regional Chairmen in implementing their programs, as called upon
4. Evaluating and appraising the effectiveness of the activities involved within his function
5. Reporting the effectiveness and progress of the program to the National Chairman
6. Assisting the National Chairman on special projects

IV. NATIONAL COMMITTEE CHAIRMEN (Specific): Within his function each shall be charged with the responsibility of:

1. Mission - recommending to the Executive Committee the policy, schedules and dates for Young Leadership Cabinet Missions and Young Leadership Missions
2. Membership and Placement - recommending to the Executive Committee Young Leadership Cabinet representation from communities included in the Big Board and properly interpreting the programs and purposes of the Young Leadership Cabinet to the Executive Director and Lay Leadership
3. Education - assisting in the inauguration of Young Leadership training groups in those communities where none exist and assisting in the development and improvement of programs in those communities where one exists
4. Fund Raising - stimulating and securing maximum gifts from Young Leadership Cabinet members
5. Conference - suggesting programs for national, regional and area conferences, retreats and seminars
6. Project 50 - organizing United Jewish Appeal campaigns in conjunction with United Jewish Appeal Field Department in selected communities listed as non-federated.
7. International - aiding and implementing the economic development of Israel; creating a dialogue with young Jewish leaders world-wide
8. Special Projects - creating and developing new and vital programs of sponsorship by the Young Leadership Cabinet

V. NATIONAL VICE-CHAIRMEN

each shall be charged with the responsibility of:

1. Serving as member of Executive Committee and participating in Cabinet policy making and planning
2. Developing detailed plans and target dates for the implementation of Cabinet programs in his geographical area
3. Directing and co-ordinating the activities of the Regional Chairmen
4. Evaluating the effectiveness of Cabinet programs and personnel within his area
5. Establishing priority of activities within the area and within the various regions throughout the area
6. Developing detailed plans complete with time-table to meet these priorities .

7. Utilizing the National Committee Chairmen as necessary to aid in the implementation of the programs
8. Assuming primary responsibility for interpreting the program and purpose of the Young Leadership Cabinet to the Executive Directors, Senior and Young Lay Leadership within the geographical bounds of his responsibility
9. Attending and participating in every Young Leadership conference within his area
10. Selecting Regional Chairmen with the approval of the Associate Chairmen

VI. REGIONAL CHAIRMEN

each shall be charged with the responsibility of:

1. Analyzing the needs and priorities of his region
2. Developing detailed plans and time-tables for the implementation of Cabinet activities within his region
3. Organizing and structuring the Cabinet within his region to effectively execute these plans
4. Establishing effective controls to assure proper implementation of plans
5. Advising the National Vice-Chairman of the status of his region in the execution of the plans
6. Evaluating the effectiveness of Cabinet membership in his region and making specific recommendations for additions to and deletions from Cabinet to his National Vice-Chairman
7. Utilizing the services of the National Committee Chairmen in planning or implementing programs in his region, as he feels advisable
8. Attending and participating in all Young Leadership conferences held in his region
9. Scheduling a minimum of one Cabinet meeting per year in his region
10. Establishing an effective on-going communication with all members in his region
11. Developing and training Cabinet members in his region
12. Engaging in activity designed to interpret the purpose and function of the Young Leadership Cabinet to Executive Directors, Senior and Young Lay Leadership

VII. CABINET MEMBERS

each shall be charged with the responsibility of:

1. Attending two or more of the following functions:
 - (a) Retreat
 - (b) National Conference
 - (c) Mission
 - (d) Seminar
2. Accepting responsibility as called upon by Regional Vice-Chairman to aid in implementing the activities of the Young Leadership Cabinet program in his region
3. Being available to accept speaking assignments, as called upon by the United Jewish Appeal
4. Maintaining a responsible level of giving
5. Maintaining an active role of leadership within his home community, in campaign, Cabinet, Federation and Allocation Committee structures
6. Engaging in active program of self-renewal and Jewish education
7. Attending all Young Leadership regional conferences held in his area
8. Engaging in activity designed to interpret the purpose and function of the Young Leadership Cabinet to Executive Directors, Senior and Young Lay Leadership
9. Taking the initiative in identifying and recommending potential members to Regional Chairman
10. Assuming the initiative in evaluating the functions of the Cabinet and offering constructive programming to the National Chairman, Associate Chairman and/or Regional Vice-Chairman
11. Making conscientious effort to attend the General Assembly of the Council of Jewish Federations and Welfare Funds
12. Interpreting United Jewish Appeal programs in his home community

VIII. EXECUTIVE COMMITTEE EX-OFFICIO MEMBERS

1. The past two Young Leadership Cabinet Chairmen and the present Chairman of the CJFWF National Committee on Leadership Development shall serve on the Executive Committee as ex-officio members.

MINUTES OF YOUNG LEADERSHIP CABINET MEETING
MAY 24-26, 1968
ONCHIOTA CONFERENCE CENTER - STERLING FOREST, TUXEDO, N.Y.

ATTENDEES

Cabinet Members

I. Joel Abromson, Portland, Me.	Joel A. Levine, Toledo, Ohio
Donald H. Benjamin, Newark, N.J.	David N. Lewis, Portland, Me.
Joel S. Breslau, Washington, D.C.	Robert S. Levy, West Palm Beach, Fla.
Arthur Brody, Newark, N.J.	Martin Lifton, New York City
Robert M. Cahners, Boston, Mass.	Jerrold L. Lockshin, Canton, Ohio
Lawrence M. Cohen, Greensboro, N.C.	Melvyn B. Mason, Philadelphia, Pa.
Irving F. Cohn, Baltimore, Md.	Warren G. Miller, Washington, D.C.
Richard U. Cohn, Waterloo, Iowa	James H. Nobil, Akron, Ohio
Milton H. Corwin, Phoenix, Ariz.	Neil J. Norry, Rochester, N.Y.
Millard M. Cummins, Columbus, Ohio	Ivan J. Novick, Pittsburgh, Pa.
James W. Effron, Poughkeepsie, N.Y.	Michael A. Pelavin, Flint, Mich.
Burton L. Eichler, Newark, N.J.	Richard A. Pizitz, Birmingham, Ala.
Edwin M. Ellman, Columbus, Ohio	Joel Price, New York City
Joel S. Feidelman, Washington, D.C.	Lewis Rabinovitz, Hartford, Conn.
Irwin S. Field, Los Angeles, Calif.	Martin Reingold, New York City
Herbert Fisher, Newark, N.J.	Dr. Leon I. Rosky, Flint, Mich.
Marvin A. Freedman, Albany, N.Y.	Robert Max Schroyer, Chicago, Ill.
Saul J. Freedman, Philadelphia, Pa.	Dr. Louis Shapiro, Butler, Pa.
Herbert J. Garon, New Orleans, La.	Leonard S. Simon, Rochester, N.Y.
Carl Glick, New York City	Joseph Smukler, Philadelphia, Pa.
Lawrence Y. Goldberg, Providence, R.I.	Herbert J. Solomon, San Diego, Calif.
William L. Gross, Chicago, Ill.	N. Theodore Sommer, Binghamton, N.Y.
Harlan D. Hockenberg, Des Moines, Iowa	Stephen L. Stulman, New York City
Donald A. Hodes, Worcester, Mass.	Dr. Allan L. Wasserman, Dayton, Ohio
Clifford Isroff, Akron, Ohio	Marshall M. Weinberg, New York City
Lee H. Javitch, Harrisburg, Pa.	Dr. Gerald H. Weiner, New Castle, Pa.
I. Samuel Kaminsky, Johnstown, Pa.	Judson M. Werbelow, Lansing, Mich.
Richard L. Kane, Wilmington, Del.	Wayne D. Wisbaum, Buffalo, N.Y.
Robert Z. Kaplan, Toledo, Ohio	Irwin M. Yanowitz, Sharon, Pa.
Thomas I. Klein, Detroit, Mich.	Bernard K. Yenkin, Columbus, Ohio
Jonathan W. Kolker, Baltimore, Md.	Gordon Zacks, Columbus, Ohio
Milton Kramer, Norfolk, Va.	
Leslie M. Lawrence, Akron, Ohio	
Ben Zion Leichter, Vineland, N.J.,	

Rabbi Herbert A. Friedman, Executive Vice Chairman, UJA
Samuel L. Haber, Executive Vice Chairman, JDC
Dr. Mordecai M. Kaplan, Founder, Jewish Reconstructionist Movement
I.L. Kenen, Executive Director, American Israel Public Affairs Committee
Moshe Leshem, Ambassador Extraordinary and Plenipotentiary with Permanent Mission
of Israel to United Nations
Martin Peppercorn, National Field Director, UJA
Ernest N. Spickler, Director, UJA Young Leadership Cabinet

REPORTS

- I. Chairman's report
 - A. Campaign Status
 - B. Cash
 - C. Projection for 1969

Resolution - "As long as there exists a continuing emergency, a second card or two-line card campaign should be continued for 1969."

Vote: 12 for, 2 against

II. National Vice Chairmen's and National Committee Chairmen's Reports

Resolutions -

- A. Questionnaire to Young Leadership Cabinet to get reaction to program, suggestions for future programs and to determine location of May, 1969 Young Leadership Cabinet Retreat
Vote: Unanimous
- B. National Vice Chairmen's prerogative to restructure area, with the advice and consent of Executive Committee
Vote: Unanimous
- C. Young Leadership Cabinet members accepting campaign speaking engagements should spend full day in community for such activities as the national field representatives deem necessary
Vote: Unanimous
- D. Field Department executive staff to meet with Young Leadership Cabinet Executive Committee to:
 - 1. Assist the Field Department in recruitment of staff
 - 2. Improve Young Leadership Cabinet involvement in campaign activitiesVote: Unanimous
- E. National Vice Chairmen may, if he elects, appoint one man each in his area to be the liaison for each of the Committee Chairmen
Vote: Unanimous
- F. Since cash is the immediate urgent problem all Cabinet members are expected to:
 - 1. Make every effort to pay their pledges now
 - 2. Urge their community to undertake a cash campaign now
 - 3. Speak to every leader, Senior and Young, to do likewise
 - 4. Accept assignments for cash mobilization in other communitiesVote: Unanimous
- G. Intensify plans for Young Leadership Cabinet September UN Seminar and Young Leadership jointly-sponsored Conference beginning with Wednesday evening, September 11 and ending Saturday evening, September 14.
Vote: Unanimous
- H. At present, removal from Young Leadership Cabinet is governed by inactivity, age and recommendations for Senior Cabinet. With regard to age, it was recommended that men reaching age 40, who in the decision of the Executive Committee can offer constructive and effective service to the Young Leadership Cabinet, should be retained until a maximum of age 45.
Vote: Unanimous
- I. Past Cabinet Chairmen to serve as ex-officio non-voting members of the Executive Committee
Vote: Unanimous

- J. Include the names and addresses of all Young Leaders from the rest of the world in the Young Leadership Council list. These International Young Leaders should receive all of the mailings distributed to American Young Leaders. In addition, Young Leadership Mission members should meet with their counterparts in the countries included in the itineraries.
Vote: Unanimous
- K. In view of the enthusiastic response to the September Young Leadership Cabinet Mission the limit of participants should be extended from 40 to 70.
Vote: Unanimous
- L. For 1969 three Missions should be scheduled as follows:
1. March--Young Leadership Cabinet Mission--Israel only
14 days--minimum 40--maximum 70
 2. July--Young Leadership Mission--Israel only
21 days--maximum 100
Sub-Missions for Young Leadership Cabinet members only, prior to departure and arrival in Israel with reports to group.
 3. September--Young Leadership Cabinet Mission--Israel only
14 days--minimum 40--maximum 70
Vote: Unanimous
- M. Fund-raising of Cabinet members only, on all Missions
Vote: Unanimous
- N. Nominations, structure and officers for 1969 to be finalized by August 15, 1968, with qualifications as outlined in December 1967 Minutes and limit in number of members on Young Leadership Cabinet
Vote: Unanimous
- O. Change of name from "Big Board" to "Membership" Committee; and recommendation that name of "Stimulation" Committee be changed. The Executive Committee will entertain suggestions for such a change from the Young Leadership Cabinet.
Vote: Unanimous
- P. Continuation of National Vice Chairmen and National Committee Chairmen reports for distribution prior to Executive Committee meetings
Vote: Unanimous
- Q. Appoint a committee to update Young Leadership Cabinet Manual
Vote: Unanimous
- R. Meet with CJFWF Leadership Development Committee to review activities, set priorities and eliminate duplications, if any.
Vote: Unanimous
- S. Formation of a committee to assess and evaluate Cabinet appointments to UJA constituent agencies and national Jewish organizations.
Vote: Unanimous
- T. Formation of a committee to recruit a Student Leadership Cabinet. There are 350,000 Jewish students on campus today. The purpose of this committee would be to nurture, cultivate and develop the 3,000 to 4,000 students each year who show leadership qualities. This process, if followed carefully, can make available 20,000 to 30,000 leaders for UJA.

III. Outline of Presentations

- A. Dr. Mordecai M. Kaplan - "The Resurrection of the Jewish People"
Dr. Kaplan, the 87-year-old founder of the Jewish Reconstructionist Movement, spoke to the group Friday evening and also Saturday afternoon. He emphasized that the Jewish people must have "unity of diversity." He further stated that if the Jewish people is to survive its history and survive creatively, every detail and dogma of observance must convincingly be made relative to mankind as a whole today. Judaism must speak to us in the continuity of change.
- B. Samuel L. Haber - "Consequences of Israel's Victory on Jewish Life in Eastern Europe and North Africa"
Saturday morning Mr. Haber, Executive Vice Chairman, JDC, covered the JDC overseas operations with regard to the following:
1. Eastern Europe - There is no movement of Jews except a trickle from Poland.
 2. Moslem Arab World - There is no movement of Jews from Egypt except through a number of non-Jewish organizations with whom the JDC has been working on a continuous basis. North African Jews are coming out at a steady rate of several hundred per month.
 3. Western World - Movement to Israel since June 6, 1967 has continued.
 4. Israel-Malben - JDC is taking over the full task of caring for the sick and aged, and additional expenditures are needed for additional installations.
- C. Moshe Leshem - "Israel Today - War and Peace"
Moshe Leshem, Ambassador Extraordinary and Plenipotentiary with Permanent Mission of Israel to United Nations, led the discussion on Saturday afternoon. He stated that Israel is ready, able and willing to sit down with the Arab nations and negotiate a just and lasting peace in the Middle East. In the meantime, Israel must equip itself defensively to cope with the rearmament of the Arab countries by Russia to their pre-June 6, 1967 status.
- D. Rabbi Herbert A. Friedman - "1968 Campaign and Projection for 1969"
Rabbi Friedman, Executive Vice Chairman, UJA, covered a number of subjects at the Saturday night session. He emphasized that the approach to the campaign of 1969 must be based upon the realities of the situation in Israel. In addition, he reiterated the necessity of raising 51 million dollars in cash by the end of June.

Just as Rabbi Friedman has made it a practice in the past to consult with the Young Leadership Cabinet on new projects he presented the following:

1. Amalgamating the fund-raising campaigns of the seven Israel universities into one over-all campaign under the auspices of the UJA. The success of the Israel Education Fund, which will be completed by the end of 1969 with the raising of 30 million dollars and the completion of some 50 or 60 secondary schools, would indicate that a combined campaign for higher education could be successful. He emphasized that fund-raising for the Israel Education Fund was done without a ripple in the running of campaigns in this country, even with the inclusion of Emergency Fund campaigns.

2. Rabbi Friedman's second idea presented was the formation of a Student Leadership Cabinet. The success of the formation and functioning of the Young Leadership Cabinet only emphasizes the need for developing future American Jewish leaders one echelon below the Young Leadership Cabinet. This idea was unanimously adopted. (Please refer to Section II, T.)

E. I. L. Kenen - "Analysis of Presidential Candidates"

In his address to the group Sunday morning Mr. Kenen, Executive Director, American Israel Public Affairs Committee, discussed the attitudes toward Israel and the Middle East of the Presidential candidates. The quarterly issue of the Near East Report which is in the mail to you now contains the verbatim statements of the Presidential aspirants.



6/24/68

Chairman
HERBERT J. GARON, New Orleans, La.

Associate Chairman
GORDON ZACKS, Columbus, O.

National Committee Chairman
JOEL S. BRESLAU, Washington, D.C.
Fund Raising
MILLARD M. CUMMINS, Columbus, O.
Special Projects
BURTON L. DICHER, Newark, N.J.
Stimulation
LEE H. JAVITCH, Harrisburg, Pa.
Conferences
JAMES H. NOBIL, Akron, O.
Big Board
IVAN J. NOVICK, Pittsburgh, Pa.
Project 50
ROBERT MAX SCHRIYER, Chicago, Ill.
Missions
STEPHEN L. STULMAN, New York City
International

National Vice Chairmen
IRWIN S. FIELD, Los Angeles, Calif.
Western
HARLAN D. HOCKENBERG, Des Moines, Iowa
Mid-Continent
BEN ZION LEUCHTER, Vineland, N.J.
Eastern
RICHARD A. PIZITZ, Birmingham, Ala.
Southern

Director
ERNEST N. SPICKLER, New York City

Regional Chairmen
I. JOEL BISHOPSON, Portland, Me.
DONALD H. BERGMAN, Newark, N.J.
LAWRENCE M. CHAFFMAN, Omaha, Neb.
MELTON H. CONWAY, Phoenix, Ariz.
CHESTER FRIEDMAN, Los Angeles, Calif.
SAUL I. FRIEDMAN, Philadelphia, Pa.
ALVIN H. GILLES, Los Angeles, Calif.
WILLIAM I. GROSS, Chicago, Ill.
DONALD A. HICKER, Worcester, Mass.
MARTIN L. KOZEK, Los Angeles, Calif.
MICKEY KRAMER, Norfolk, Va.
MARVIN S. LEIDER, Pittsburgh, Pa.
WARREN G. MILLER, Washington, D.C.
NELL J. NORRIS, Rochester, N.Y.
MARTIN REYNOLDS, New York City
MALCOLM M. ROSENBERG, Rockdale, Va.
ARON E. SHENKER, Portland, Ore.
HOWARD A. SIMON, Birmingham, Ala.
WILLIAM I. SMULOWITZ, Wilkes-Barre, Pa.
HERBERT J. SOLOVNIK, San Diego, Calif.
SIDNEY STALE, Dallas, Tex.
LEON B. SUGMAN, St. Louis, Mo.
JOHN J. YENKIN, Columbus, O.

Members
ALBERT G. ALPERTIN, Providence, R.I.
EUGENE AMIN, Rockford, Ill.
BRUCE S. BERRY, Chicago, Ill.
HAROLD O. BLATT, St. Louis, Mo.
EROME BRAUN, San Francisco, Calif.
ARTHUR BRIDGY, Newark, N.J.
ERIC BUCHHEIT, Santa Barbara, Calif.
ROBERT M. CAHNER, Boston, Mass.
LAWRENCE M. COHEN, Greensboro, N.C.
IRVING F. COPEL, Baltimore, Md.
RICHARD L. COPEL, Worcester, Mass.
ROBERT D. DEITZ, Cleveland, O.
IRAH H. DUBINSKY, St. Louis, Mo.
JAMES W. EFFRON, Binghamton, N.Y.
EDWIN M. ELLMAN, Columbus, O.
EDWARD E. ELSON, Atlanta, Ga.
ALAN I. ETTINGER, Milwaukee, Wis.
JOEL R. FEDELMAN, Washington, D.C.
HERBERT FISHER, Newark, N.J.
MARVIN A. FREEDMAN, Albany, N.Y.
DONALD P. GALLUP, St. Louis, Mo.
GEORGE B. GERING, Los Angeles, Calif.
ALAN GROWITZ, Chicago, Ill.
CARL GUCK, New York City
LAWRENCE V. GOKBERG, Providence, R.I.
HENRY GOODMAN, Cleveland, Ohio
ROBERT G. DONSON, Boston, Mass.
STUART D. GROSS, New Haven, Conn.
EARLE GROPER, Boston, Mass.
MIRLE A. HARRIS, Detroit, Mich.
MARSHALL HESS, New Castle, Pa.
MAURICE L. HIRSCH, St. Louis, Mo.
CLYFFORD ISHCOFF, Akron, O.
FRANK JACOBI, St. Louis, Mo.
I. SAMUEL KAMINSKY, Allentown, Pa.
RICHARD L. KANE, Washington, D.C.
ROBERT Z. KASLAN, Toledo, O.
GEORGE J. KATZ, Boston, Mass.
GERALD KERSTNER, Boston, Mass.
ALAN I. KIRSNER, Richmond, Va.
DAVID H. KLEMAN, Indianapolis, Ind.
ROBERT KLEIN, Minneapolis, Minn.
JOHN I. KLEIN, Detroit, Mich.
E. E. KOFFMAN, Binghamton, N.Y.
FRANK W. KOLKER, Baltimore, Md.
VIRGIL M. KONAR, New York City
JACK M. KREUTER, Richmond, Va.
STEPHEN C. LAMP, Cleveland, O.
LESLIE M. LAWRENCE, Akron, O.
ALVINE LEVINE, Christiana, N.C.
JOEL A. LEVINE, Toledo, O.
ROBERT S. LEVY, West Palm Beach, Fla.
DAVID N. LEWIS, Portland, Me.
EDWARD I. LEVINE, Philadelphia, Pa.
MARTIN LITTON, New York City
ERIC D. L. LOCKSHIRE, Canton, O.
ALAN R. MACK, Cincinnati, Ohio
WILLIAM M. MARCUS, Boston, Mass.
MELVYN B. MASON, Philadelphia, Pa.
MARVIN I. MAZUR, Newport News, Va.
DAVID M. MCHUGH, New York City
PHILIP M. MEYERS, Jr., Cincinnati, O.
MAX MICHEL, Jr., Memphis, Tenn.
GORDON L. MILLER, Denver, Colo.
PAUL S. MILLER, Denver, Colo.
WESLEY A. MILLER, Denver, Colo.
MORRY M. MYERS, Scranton, Pa.
DONALD H. NEWMAN, Tulsa, Okla.
HERBERT G. PAJCF, Miami, Fla.
PHILIP D. PECAR, Indianapolis, Ind.
MICHAEL A. RELAVIN, Ft. Mich.
MARVIN I. RERTZIK, St. Paul, Minn.
JOEL PRICE, New York City
DONALD N. PRITZKER, San Francisco, Calif.
LEWIS RABINOVITZ, Hartford, Conn.
NATHAN I. ROHWIGEL, Rochester, N.Y.
MENDEL ROMAN, Jr., Atlanta, Ga.
HARRIS N. ROSEN, Providence, R.I.
DR. LEON I. ROSKY, Ft. Mich.
WILFRED ROTHEN, Tulsa, Okla.
LEE SCHMIDT, Cincinnati, O.
MELVIN L. SCHOTTENSTEIN, Columbus, O.
WALTER S. SEGALOFF, Newport News, Va.
DR. LOUIS SHANKER, Irvine, Pa.
SIDNEY L. SHENKER, Houston, Tex.
GEORGE SHIBBER, Pittsburgh, Pa.
DONALD P. SHVAVYDER, Denver, Colo.
LOUIS P. SILVERMAN, Atlanta, Ga.
LEONARD S. SIMON, Rochester, N.Y.
DAVID W. SMERLING, Chicago, Ill.
JOSEPH SPANGLER, Philadelphia, Pa.
WILTON S. BEGGS, Cleveland, O.
N. THEODORE SOMMER, Binghamton, N.Y.
MORRISON SPECTOR, Harrisburg, Pa.
RICHARD G. SPIEGEL, Minneapolis, Minn.
HOWARD M. STERN, Baltimore, Md.
DONALD M. STERN, Louisville, Ky.
JERRY V. STEINBERG, Asheville, N.C.
HARRY S. SWANMER, Charlotte, N.C.
DONALD H. THAYER, Kansas City, Mo.
ALLEN M. TURNER, Chicago, Ill.
MARTIN TYCHER, Dallas, Tex.
DR. ALAN L. WASSERMAN, Dayton, O.
MARGARET M. WEINBERG, New York City
DR. GERALD H. WEINER, New Castle, Pa.
DOUGLAS WEISFIELD, Seattle, Wash.
JUDSON M. WEIRLLOW, Lansing, Mich.
JACQUES L. WIENER, Jr., Shreveport, La.
WAYNE D. WISBALM, Buffalo, N.Y.
DONALD M. WOLKOFF, St. Paul, Minn.
IRWIN M. YANOWITZ, Sharon, Pa.

Executive Committee

Executive Committee

Executive Committee

Executive Committee

Executive Committee

YOUNG LEADERSHIP CABINET



United Jewish Appeal

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

TELEPHONE: 212 PLAZA 7-1500

MEMORANDUM

April 12, 1968

TO: Young Leadership Cabinet

SUBJECT: Notes on Executive Committee Meeting, March 3, 1968

The UJA Young Leadership Cabinet Executive Committee, with Herbert J. Garon presiding, met at the O'Hare Inn in Chicago on March 3, 1968. The following were present: Joel S. Breslau, Millard M. Cummins, Irwin S. Field, Herbert J. Garon, Harlan D. Hockenberg, Lee H. Javitch, Ben Zion Leuchter, James H. Nobil, Ivan J. Novick, Richard A. Pizitz, Robert Max Schriyer, Ernest N. Spickler, Stephen L. Stulman, and Gordon Zacks.

Mr. Garon called the meeting to order and welcomed the Executive Committee.

UJA Regional Conferences Report - Mr. Garon reported on his participation in the UJA Regional Conferences which took place during the month of January:

January 6-7 South-Southwest Leadership Institute, Memphis, Tenn.
January 12-14 Midwest Leadership Institute, Chicago, Ill.
January 26-28 Western Region Leadership Conference, Palm Springs, Calif.

Young Leadership Cabinet meetings were held at the Conferences with members in the area and they were briefed on the structure, program and calendar for 1968.

Mr. Garon then reported on his participation in the Levi Eshkol dinner and Ambassador Harman farewell, all on behalf of the Young Leadership Cabinet. He also reported on UJA's Operation Jet (detailed report of which had been previously circulated to the Cabinet by letter).

National Vice-Chairmen's Reports

Western - Mr. Irwin S. Field reported on the Cabinet Meeting of West Coast members, which was previously referred to by Mr. Garon. Mr. Field stated that it was the best Cabinet Meeting held in the West.

He also reported that all Committee projects have been assigned and are in full operation. Mr. Field suggested that a survey be made as to the status of Young Leadership Training Programs in the organized communities across the country. Such a questionnaire has been sent out and returns are in the process of collation.

Eastern - Mr. Ben Zion Leuchter, reporting on his area, indicated that the Regional Chairmen are scheduling meetings to discuss all the programs and projects of the Cabinet. UJA National Field Representatives and Executive Directors are invited to participate in these regional Cabinet meetings. With regard to New York City, which is included in this area, Mr. Leuchter felt that it has its own unique problem that has to be solved by the New York City contingent. Mr. Leuchter emphasized that the two prime targets for his region are Project 50 and Conferences.

Southern - Mr. Richard A. Pizitz reported that in the South, with about twenty Cabinet members covering twelve states, which is about one-quarter of the United States in area, the following programs are regarded as initial targets: Stimulation and Development and Project 50. Mr. Pizitz further pointed out the need for Cabinet representation from the states of Arkansas, Mississippi and South Carolina. An effort to increase Southern Cabinet representation from Big Board and non-Big Board communities is also considered an item of priority. He pointed up the importance of getting the Cabinet members from the South to attend the Retreat at Onchiota and he will personally urge all to be present.

Mid-Continent - Mr. Harlan D. Hockenberg reported on the excellent turnout of Young Leadership Cabinet members from the Mid-Continent during the Chicago Conference weekend, who were briefed on the Cabinet's 1968 program and calendar, particularly the indoctrination of new Cabinet members. Mr. Hockenberg also reported on the activities, region by region, where meetings have been and are being held, where Cabinet members are putting into operation the Young Leadership Cabinet's eight committee programs. Mr. Hockenberg expressed the thinking of all the National Vice-Chairmen when he stated that the need to involve the Regional Chairmen directly with all phases of Young Leadership Cabinet program is of prime importance. In this way the Regional Chairmen can implement the programs in the communities through the Cabinet members.

National Committee Chairmen's Reports

Conferences - Mr. Lee H. Javitch stated that he has drawn up a conference planning questionnaire which will be distributed to the National Vice-Chairmen, enabling them to inform him of proposed Young Leadership Conferences. The completed questionnaire should contain the necessary information which will enable the Conference Committee to service the conference with program content, speakers, techniques, mechanics, etc. The questionnaire should be distributed to the Regional Chairmen by the National Vice-Chairmen. Mr. Javitch presented the tentative agendas for the May Cabinet Retreat and the September U.N. Seminar and Conference, the contents of which were gathered by suggestions from the Cabinet. The Executive Committee will review these agendas, finalize them and distribute them to the Cabinet.

Special Projects - Mr. Millard M. Cummins reported on the help the Young Leadership Cabinet had given the American Israel Public Affairs Committee to date. The goal for 1968 would be for each one of the 148 Cabinet members to bring in \$1,000 in subscriptions, membership and/or ads. Every Cabinet member has received from Mr. Cummins, by direct mail, full information on how to go about achieving this goal.

Project 50 - Mr. Ivan J. Novick reported that the results to date have been spotty, since the UJA Field Representatives have been concentrating on the larger campaigns in their assignments. However, he has been assured by the National Field Director at UJA headquarters that the Field Representatives will be in touch with Cabinet members on Project 50 during the month of April.

Fund Raising - Mr. Joel S. Breslau reported that all but 34 Cabinet members had responded to the questionnaire on their own giving record. The National Vice-Chairmen assumed the responsibility of follow-up with the members who did not respond. If by April 1 all reports are not at UJA headquarters, Ernie Spickler was instructed to send out a third reminder enclosing a return envelope. Mr. Breslau further suggested that fund raising be a year-round effort on the part of the Cabinet. Whenever and wherever Cabinet members get together, solicitation of contributions should be carried on. This was wholeheartedly agreed upon by the Executive Committee. In addition, Mr. Breslau suggested that fund raising take place on all Young Leadership Missions. This also was moved and passed.

Missions - Mr. Robert Max Schroyer reported on the success of the February Young Leadership Cabinet Mission and the possibility of two or three Cabinet potentials coming from the participants. Mr. Schroyer reported that the July Mission had about 100 people signed up. After discussion it was decided to open the invitation list to the full Young Leadership Council list and fill one airplane with 145 people. It was felt that all qualified Young Leaders be given an opportunity to go on a mission. Mr. Schroyer then reported on the proposed itinerary. He had received adverse reaction to the Mission's going to France other than to study immigration. It was decided to visit Marseilles only, and go on to Rome for two days, then on to Israel. Mr. Schroyer brought up the possibility of scheduling a September Young Leadership Cabinet Mission, since the United Nations Seminar and Conference dates were advanced two weeks. The Executive Committee unanimously agreed to schedule a Fall Young Leadership Cabinet Mission leaving New York on September 29 and returning on October 13, keeping the cost at \$875.00. It was felt, however, that only Cabinet members be notified of the September Mission, fill it first with them and then open it up to non-Cabinet members, with a limit of 40 people. It was further decided to concentrate on participants from those Big Board cities which have had no members on previous missions.

Stimulation - In the absence of Mr. Burton L. Eichler, Mr. James H. Nobil reported that he had turned his records over to Mr. Eichler and he was pleased to learn that a questionnaire on Young Leadership training programs had gone out to Executive Directors. The results will enable Mr. Eichler to concentrate on these communities without a program and assist those who have an ongoing program.

Big Board - Mr. James H. Nobil reported on the status of Cabinet representation from the Big Board communities which total 84. Assignments were made to the National Vice-Chairmen of those communities not represented on the Young Leadership Cabinet. All recommendations will be reviewed by Cabinet members and Field Representatives in the area. In addition, the Executive Directors will be asked to make recommendations. Mr. Nobil indicated that he hoped to finalize the 1969 Cabinet by September of 1968.

International - Mr. Stephen L. Stulman reported that since the Cabinet endorsed the V.I.P. program great progress has been made. The basic concept of bringing together an American purchaser with an Israeli producer has really taken hold. The convening of an Economic Conference in Israel, called by the Prime Minister, for March 31 to April 4 will add even more to the program. Some 25 Young Leaders from the United States are expected to be at the Conference, which is to be preceded by an International Young Leadership Conference March 27-30. Mr. Stulman felt he could give a more detailed and concise report after he returned from the conference.

Additional Items of Discussion

1. Help UJA National Field Department in recruiting additional Field Representatives.
2. Specific agenda circulated to the Executive Committee prior to the next meeting with suggestions for additional items.
3. Written reports from each Committee Chairman and National Vice-Chairman to be circulated to the Executive Committee and Regional Chairmen, in order to eliminate repetitious discussions, and this report to be sent out 45 days prior to the next meeting.

Mr. Gordon Zacks, in summing up, emphasized the success of the meeting in that 14 of the 15 Executive Committee members felt it important enough to spend a full day discussing and resolving problems of mutual interest.

Mr. Garon introduced the following new subjects under "New Business" which will be discussed further at the next Executive Committee meeting, i.e., the formation of a constitution and by-laws for the Young Leadership Cabinet, an ongoing program for Cabinet alumni, and periodic dissemination of information emanating from the Senior Cabinet.

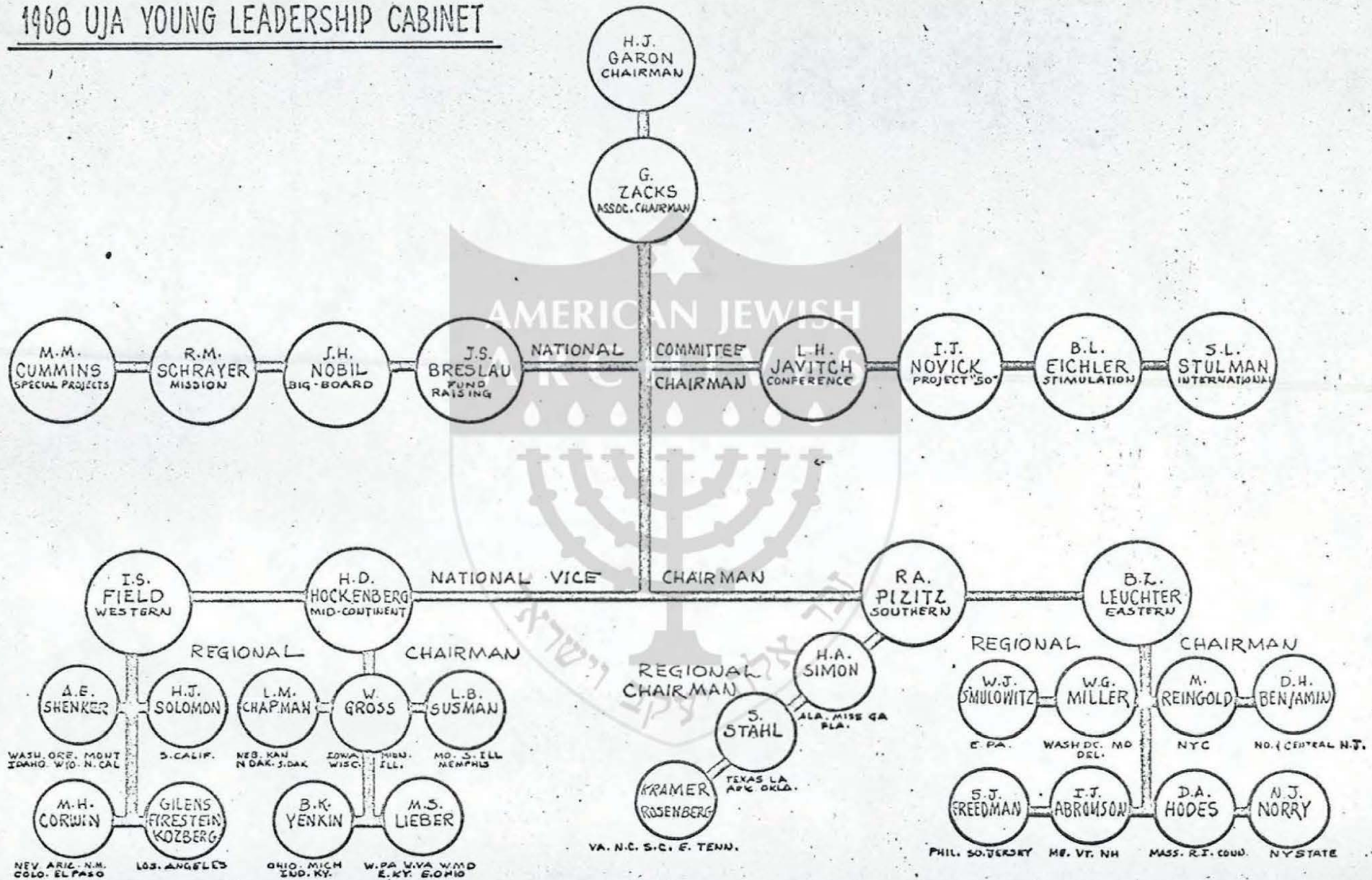
Mr. Garon adjourned the meeting and set Thursday, May 23, as the next Young Leadership Cabinet Executive Committee meeting at Onchiota.

Respectfully submitted

Ernest N. Spickler
Ernest N. Spickler

ENS:JB
4/15/68

1968 UJA YOUNG LEADERSHIP CABINET



YOUNG LEADERSHIP CABINET

Description of Cabinet Functions

- I. NATIONAL CHAIRMAN,
shall be charged with the responsibility of:
1. Chairing the Executive Committee.
 2. Planning the Young Leadership Cabinet program and activities for the calendar year.
 3. Organizing and constructing a table of organization of the Cabinet members to effectively implement Young Leadership Cabinet program.
 4. Controlling the implementation of Cabinet plans.
 5. Recruiting, training and developing Young Leadership Cabinet members.
 6. Interpreting the Young Leadership Cabinet and its program to the Executive Directors, Senior Lay and Young Leadership of the country.
 7. Evaluating performance of Young Leadership Cabinet and recommending changes.
 8. Providing for continuity of effective leadership of Cabinet.
 9. Assuming responsibility for the selection of National Committee Chairmen and approving the selection of the National Vice-Chairmen.
 10. Directing and co-ordinating activities of the Associate Chairman and of the National Committee Chairmen.
 11. Assuming responsibility for involvement of Young Leadership Cabinet Executive Committee at all Young Leadership conferences and other activities.
 12. Assuring Young Leadership Cabinet executive representation at all Young Leadership conferences.
- II. ASSOCIATE CHAIRMAN,
shall be charged with the responsibility of:
1. Serving in lieu of the National Chairman whenever necessary.
 2. Serving on the Executive Committee and helping to set policy and program.

3. Implementing the programs of the Cabinet as developed by the Chairman and the National Committee Chairmen.
4. Selecting the National Vice-Chairmen with the approval of the Chairman and assisting in the selection of the National Committee Chairmen.
5. Assisting the National Vice-Chairmen in the selection of Regional Chairmen.
6. Directing and co-ordinating the activities of the National Vice-Chairmen.
7. Utilizing the talents of the National Committee Chairmen where necessary.
8. Identifying the priority of needs of respective regions in the Young Leadership Cabinet structure.
9. Developing effective plans to meet the needs of the respective regions.
10. Evaluating the effectiveness of the Cabinet activities and personnel within the regions.
11. Reporting directly to the National Chairman on all Cabinet matters.

III. NATIONAL COMMITTEE CHAIRMEN (General),
each shall be charged with the responsibility of:

1. Serving on the Executive Committee and participating in the policy making and program planning of the Young Leadership Cabinet.
2. Creating a plan of activity and program for his particular function.
3. Assisting the Associate Chairman, the National Vice-Chairmen and/or the Regional Chairmen in implementing their programs, as called upon.
4. Evaluating and appraising the effectiveness of the activities involved within his function.
5. Reporting the effectiveness and progress of the program to the National Chairman.
6. Assisting the National Chairman on special projects.

IV. NATIONAL COMMITTEE CHAIRMEN (Specific): Within his function; each shall be charged with the responsibility of:

1. Mission - recommending to the Executive Committee the policy, schedules and dates for Young Leadership Cabinet Missions and Young Leadership Missions.
2. Big Board - recommending to the Executive Committee Young Leadership Cabinet representation from communities included in the Big Board and properly interpreting the programs and purposes of the Young Leadership Cabinet to the Executive Director and Lay Leadership.
3. Stimulation - assisting in the inauguration of Young Leadership training groups in those communities where none exist and assisting in the development and improvement of programs in those communities where one exists.
4. Fund Raising - stimulating and securing maximum gifts from Young Leadership Cabinet members.
5. Conference - suggesting programs for national, regional and area conferences, retreats and seminars.
6. Project "50" - organizing United Jewish Appeal campaigns in conjunction with United Jewish Appeal Field Department in selected communities listed as non-federated.
7. International - aiding and implementing the economic development of Israel; creating a dialogue with young Jewish leaders world-wide.
8. Special Projects - creating and developing new and vital programs of sponsorship by the Young Leadership Cabinet.

V. NATIONAL VICE-CHAIRMEN, each shall be charged with the responsibility of:

1. Serving as member of Executive Committee and participating in Cabinet policy making and planning.
2. Developing detailed plans and target dates for the implementation of Cabinet programs in his geographical area.
3. Directing and co-ordinating the activities of the Regional Chairmen.
4. Evaluating the effectiveness of Cabinet programs and personnel within his area.

5. Establishing priority of activities within the area and within the various regions throughout the area.
6. Developing detailed plans complete with time-table to meet these priorities.
7. Utilizing the National Committee Chairmen as necessary to aid in the implementation of the programs.
8. Assuming primary responsibility for interpreting the program and purpose of the Young Leadership Cabinet to the Executive Directors, Senior and Young Lay Leadership within the geographical bounds of his responsibility.
9. Attending and participating in every Young Leadership conference within his area.
10. Selecting Regional Chairmen with the approval of the Associate Chairman.

VI.

REGIONAL CHAIRMEN,

each shall be charged with the responsibility of:

1. Analyzing the needs and priorities of his region.
2. Developing detailed plans and time-tables for the implementation of Cabinet activities within his region.
3. Organizing and structuring the Cabinet within his region to effectively execute these plans.
4. Establishing effective controls to assure proper implementation of plans.
5. Advising the National Vice-Chairman of the status of his region in the execution of the plans.
6. Evaluating the effectiveness of Cabinet membership in his region and making specific recommendations for additions to and deletions from Cabinet to his National Vice-Chairman.
7. Utilizing the services of the National Committee Chairmen in planning or implementing programs in his region, as he feels advisable.
8. Attending and participating in all Young Leadership conferences held in his region.
9. Scheduling a minimum of one Cabinet meeting per year in his region.
10. Establishing an effective on-going communication with all members in his region.

11. Developing and training Cabinet members in his region.
12. Engaging in activity designed to interpret the purpose and function of the Young Leadership Cabinet to Executive Directors, Senior and Young Lay Leadership.

VII. CABINET MEMBERS,

each shall be charged with the responsibility of:

1. Attending two or more of the following functions:
 - (a) Retreat
 - (b) National conference
 - (c) Mission
 - (d) Seminar
2. Accepting responsibility as called upon by Regional Vice-Chairman to aid in implementing the activities of the Young Leadership Cabinet program in his region.
3. Being available to accept speaking assignments, as called upon by the United Jewish Appeal.
4. Maintaining a responsible level of giving.
5. Maintaining an active role of leadership within his home community, in campaign, Cabinet, Federation and Allocation Committee structures.
6. Engaging in active program of self-renewal and Jewish education.
7. Attending all Young Leadership regional conferences held in his area.
8. Engaging in activity designed to interpret the purpose and function of the Young Leadership Cabinet to Executive Directors, Senior and Young Lay Leadership.
9. Taking the initiative in identifying and recommending potential members to Regional Chairman.
10. Assuming the initiative in evaluating the functions of the Cabinet and offering constructive programming to the National Chairman, Associate Chairman and/or Regional Vice-Chairman.
11. Making conscientious effort to attend the General Assembly of the Council of Jewish Federations and Welfare Funds,
12. Interpreting United Jewish Appeal programs in his home community.

YOUNG LEADERSHIP CONFERENCES

1960

November National Young Leadership Conference New York

1961

November National Young Leadership Conference New York

1963

September National Young Leadership Conference New York

1964

September Ohio Area Young Leadership Conference-UJA-CJFWF Columbus, Ohio

December Young Leadership National Conference New York

1965

April UJA-CJFWF Young Leadership Mid-Atlantic Conference Baltimore, Md.
May UJA-CJFWF Young Leadership Southern Conference Dallas, Texas
June UJA-CJFWF Young Leadership New York State Conference Rochester, N.Y.
September UJA-CJFWF Young Leadership East Central Conference Cleveland, Ohio
October UJA-CJFWF Young Leadership Southern California-Southwest Regional Conference Palm Springs, Calif.
October UJA-CJFWF Young Leadership Northern California-Northwest Regional Conference Monterey, Calif.
November UJA Mississippi State Young Leadership Conference Jackson, Miss.

1966

February UJA-CJFWF Northeast Young Leadership Conference Boston, Mass.
April UJA-CJFWF Southern Regional Young Leadership Conference Atlanta, Ga.
June UJA-CJFWF West Central Young Leadership Conference Kansas City, Mo.
October UJA-CJFWF East Central-Tri-State Young Leadership Conference Pittsburgh, Pa.

1967

February UJA-CJFWF Washington Seminar Washington, D.C.
September UJA-CJFWF Northeast-Mid-Atlantic Young Leadership Conference Philadelphia, Pa.
September Tri-State Young Leadership Conference New Castle, Pa.
September UJA-CJFWF Virginia State Young Leadership Conference Hampton, Va.
October UJA-CJFWF Florida State Young Leadership Conference Miami Beach, Fla.
November UJA-CJFWF West Coast Young Leadership Conference Los Angeles, Calif.

January 6-7	SOUTH-SOUTHWEST LEADERSHIP INSTITUTE	Rivermont-Holiday Inn Memphis, Tenn.
January 12-14	MIDWEST LEADERSHIP INSTITUTE	Palmer House Chicago, Ill.
January 26-28	WESTERN REGION LEADERSHIP CONFERENCE	El Mirador Palm Springs, Calif.
February 11-25	YOUNG LEADERSHIP CABINET MISSION	Israel only
March 3	YOUNG LEADERSHIP CABINET EXECUTIVE COMM. MTG.	O'Hare Inn Chicago Airport
March 31- April 4	JERUSALEM CONFERENCE	Israel
May 23	YOUNG LEADERSHIP CABINET EXECUTIVE COMM. MTG.	Onchiota Conference Center Tuxedo, N. Y.
May 24-26	YOUNG LEADERSHIP CABINET RETREAT	Onchiota Conference Center Tuxedo, N. Y.
July 1-26	YOUNG LEADERSHIP MISSION	Europe & Israel
September	UJA WOMEN'S DIVISION STUDY MISSION	Europe & Israel
September 24	YOUNG LEADERSHIP CABINET EXECUTIVE COMM. MTG.	New York Hilton Hotel New York City
September 25-26	YOUNG LEADERSHIP CABINET SEMINAR - with United Nations Officials	New York Hilton Hotel New York City
September 27-29	YOUNG LEADERSHIP NATIONAL CONFERENCE	New York Hilton Hotel New York City
October	UJA STUDY MISSION	
November 13-17	CJFWF GENERAL ASSEMBLY	Regency Hotel Atlanta, Ga.
December 12	YOUNG LEADERSHIP CABINET EXECUTIVE COMM. MTG.	New York Hilton Hotel New York City
December 12-15	UJA ANNUAL NATIONAL CONFERENCE	New York Hilton Hotel New York City

12/26/67

MINUTES OF YOUNG LEADERSHIP CABINET MEETING
DECEMBER 8, 1967
NEW YORK HILTON - NEW YORK CITY

ATTENDEES

Cabinet Members

Harold Abramson, Passaic, N.J.
I. Joel Abromson, Portland, Me.
*Melvin G. Alperin, Providence, R.I.
Leonard P. Bell, Lewiston, Me.
Harold S. Bigler, Pittsburgh, Pa.
Joel S. Breslau, Washington, D.C.
*Arthur Brody, Newark, N.J.
*Robert M. Cahners, Boston, Mass.
Lawrence M. Cohen, Greensboro, N.C.
*Irving F. Cohn, Baltimore, Md.
*Richard Cohn, Waterloo, Iowa
*Milton H. Corwin, Phoenix, Ariz.
Millard M. Cummins, Columbus, Ohio
Ira H. Dubinsky, St. Louis, Mo.
*James W. Effron, Poughkeepsie, N.Y.
Robert N. Eisner, New Britain, Conn.
George J. Eligman, Reading, Pa.
Alan I. Ettinger, Milwaukee, Wisc.
Joel R. Feidelman, Washington, D.C.
*Herbert Fisher, Newark, N.J.
Irvin Frank, Tulsa, Okla.
*Marvin A. Freedman, Albany, N.Y.
Saul J. Freedman, Philadelphia, Pa.
*Donald P. Gallop, St. Louis, Mo.
Herbert J. Garon, New Orleans, La.
*Alan K. Gidwitz, Chicago, Ill.
*Carl Glick, New York, N.Y.
Lawrence Y. Goldberg, Providence, R.I.
Louis S. Goldman, Dayton, Ohio
Paul A. Goldman, Richmond, Va.
*Robert G. Gordon, Boston, Mass.
William L. Gross, Chicago, Ill.
Marshall Hess, New Castle, Pa.
Harlan D. Hockenbergl, Des Moines, Iowa
Donald A. Hodes, Worcester, Mass.
*Clifford Isroff, Akron, Ohio
Robert J. Kamin, Chicago, Ill.
*I. Samuel Kaminsky, Johnstown, Pa.
*Richard Kane, Wilmington, Dela.
*William B. Konar, Rochester, N.Y.
Robert Z. Kaplan, Toledo, Ohio
Alan I. Kirshner, Richmond, Va.
*Thomas I. Klein, Detroit, Mich.
Mickey Kramer, Norfolk, Va.
*Leslie M. Lawrence, Akron, Ohio
Ben Zion Leuchter, Vineland, N.J.
*Alvin E. Levine, Charlotte, N.C.
Richard S. Levitt, Des Moines, Iowa
*Robert S. Levy, W. Palm Beach, Fla.
*David N. Lewis, Portland, Me.
*Edward J. Lewis, Pittsburgh, Pa.
Marvin S. Lieber, Pittsburgh, Pa.
*Martin Lifton, New York, N.Y.
Jerrold L. Lockshin, Canton, Ohio
*William M. Marcus, Boston, Mass.
Warren G. Miller, Washington, D.C.
Morey M. Myers, Scranton, Pa.
James H. Nobil, Akron, Ohio
Neil J. Norry, Rochester, N.Y.
Ivan J. Novick, Pittsburgh, Pa.
Michael A. Pelavin, Flint, Mich.
Joel Price, New York, N.Y.
Martin Reingold, New York, N.Y.
Harris N. Rosen, Providence, R.I.
Malcolm M. Rosenberg, Roanoke, Va.
*Dr. Leon Rosky, Flint, Mich.
Melvin D. Sacks, Akron, Ohio
*Melvin Schottenstein, Columbus, Ohio
Robert Max Schroyer, Chicago, Ill.
Robert A. Shaines, Nashua, N.H.
Dr. Louis Shapiro, Butler, Pa.
*George Shriber, Pittsburgh, Pa.
Louis P. Silverman, Altoona, Pa.
Leonard S. Simon, Rochester, N.Y.
David Smerling, Chicago, Ill.
Joseph Smukler, Philadelphia, Pa.
William Smulowitz, Wilkes-Barre, Pa.
*N. Theodore Sommer, Binghamton, N.Y.
Morton Spector, Harrisburg, Pa.
Philip Spertus, Chicago, Ill.
Stephen L. Stulman, New York, N.Y.
Louis B. Susman, St. Louis, Mo.
*Harry S. Swinmer, Charlotte, N.C.
Dr. Allen L. Wasserman, Dayton, Ohio
Marshall M. Weinberg, New York, N.Y.
Dr. Gerald Weiner, New Castle, Pa.
Judson M. Werbelow, Lansing, Mich.
*Wayne D. Wisbaum, Buffalo, N.Y.
Irwin M. Yanowitz, Sharon, Pa.
Bernard K. Yenkin, Columbus, Ohio
Gordon Zacks, Columbus, Ohio

* New members of Young Leadership Cabinet - term of office to commence January 1, 1968.

Others

Miss Jessie Burns, Secy. to Mr. Spickler
Ernest N. Spickler, Director, UJA Young Leadership Cabinet

Before the business session was officially opened Rabbi Herbert A. Friedman, Executive Vice Chairman of the UJA, answered off the record questions with regard to Israel's present defense situation.

The following matters were reviewed and discussed:

I. Election of Officers

James H. Nobil, Akron, submitted the following nominations for 1968: Herbert J. Garon, New Orleans, Chairman and Gordon Zacks, Columbus, Associate Chairman. The nominations were unanimously approved and the officers were authorized to appoint an Executive Committee.

II. Executive Committee

Mr. Garon submitted the Organization Chart and Description of Functions of the 1968 Cabinet, which are attached.

The Executive Committee of the Young Leadership Cabinet for 1968 will consist of the Chairman, the Associate Chairman, the National Committee Chairmen and the National Vice Chairmen.

The 1967 Executive Committee met on Thursday, December 7, to discuss plans and program for 1968 and submit their recommendations to the full Cabinet as follows:

III. Campaign Calendar

In reviewing the calendar for 1968 it was decided that there be no jointly sponsored Young Leadership Conferences. A study was made of jointly sponsored UJA-CJFWF conferences since September of 1964, which revealed that every region of the United States has been covered and the time is now ripe to plan for a national Young Leadership Conference in September of 1968 in New York City. A list of past Young Leadership Conferences and the calendar for 1968 are attached.

IV. National Committee Reports

A. Missions - Robert Max Schroyer, reporting for Irwin S. Field, Chairman, indicated that plans for 1968 call for a Young Leadership Cabinet Mission in February and the regular Young Leadership Mission in July. The dates in February are February 11 - 25 to Israel only, with a maximum of 36 people, at a cost of \$875.00. The response was excellent and the Mission was closed before the end of this year.

The dates for the July Mission are July 1 to 26, with stops in Europe, then on to Israel and return to New York. The cost would be between \$1,200 and \$1,300. This Mission has also had an enthusiastic response and reservations are closed unless there is an Executive Committee decision to increase the number of participants.

A chart showing the participants of Young Leadership Missions from the Big Board communities will be drawn up and submitted in order that we may fill in the open gaps. In this way we can be assured of concentrating on those cities that have not had representation on Missions.

B. Big Board - Louis S. Goldman, Chairman, reported that for 1968 the Cabinet would be increased to 148 members from 118. In this process 27 members were graduated, six of whom were being elevated to the senior UJA Cabinet.

C. Fund Raising - Joel S. Breslau, Chairman, reported that the 1967 Cabinet members contributed to their local community campaigns as follows: 1966 - \$634,114, 1967 Regular - \$695,881, 1967 Emergency Fund - \$1,600,108. It was decided that in order to keep records up to date a questionnaire would be submitted to each Cabinet member asking for their given history. This is attached.

D. Project "50" - Ivan J. Novick, Chairman, reported that the Project "50" Committee had just about gotten under way when the June emergency was upon us, so all operations had to be discontinued. However, the results of the Emergency Fund gave us an excellent opportunity to review those communities which increased their giving anywhere from five to ten times. Project "50" for 1968 will have a much better opportunity of concentrating on those communities where potentials are greater for even more increased giving.

E. Stimulation - James H. Nobil, Chairman, reported that during the course of 1967 more than ten communities across the country either inaugurated or reorganized Young Leadership training programs. Here, too, the June emergency curtailed activities and there is every indication that many more communities will be involved in Young Leadership programs in 1968.

F. International - Stephen L. Stulman, Chairman, reported that a dialogue had been set up with Young Leaders outside of the United States and Israel in furthering the Young Leadership movement. He also reported on the progress of VIP (Volunteers for Israel Products) and the tentative schedule for the Jerusalem Conference in Israel March 31 to April 4, 1968.

G. Special Projects - Millard M. Cummins reported on the special activity of furthering favorable political action between Israel and the United States.

H. Conferences - Unfortunately, Lee H. Javitch, Chairman, was unable to be present. However, it is requested that each Cabinet member submit to Mr. Javitch, with copy to Ernie Spickler, suggestions for programming of the Onchiota Retreat, September Seminar in New York City and September National Conference.

V. New Business

The following suggestions were made with regard to Young Leadership calendaring and programming:

A. Executive Committee members should submit a copy of their travel schedule to Ernie Spickler, which he in turn will circulate to the entire Executive

Committee. In this way maximum use can be made of our Young Leadership Cabinet Executive Committee members outside of their communities.

B. A suggestion was made for a separate session for wives of Young Leadership Cabinet members during the National Conference in New York in September.

C. Announcement of all Young Leadership functions should be made at least six weeks prior to the date in order to give attendees adequate time to make proper preparations.

D. It was suggested that a top UN personality be invited for the Young Leadership National Conference in September, which would tie in with the UN Seminar that takes place a few days before the conference.

E. The information contained in the questionnaires with regard to service on constituent agencies of the UJA has been compiled and recommendations will be made to these agencies to enlist the service of Young Leadership Cabinet members on their Boards.

All Young Leadership Cabinet members were asked to meet with their respective National Vice Chairmen on Saturday morning from 9:30 a.m. to 11:00 a.m. for the purpose of reviewing and discussing specific problems and programs in their respective areas. In addition, the National Committee Chairmen were to visit each of the four sessions and explain the purpose of their committees.

Respectfully submitted

Ernest N. Spickler
Ernest N. Spickler

ENS:JB

January 12, 1968

QUESTIONNAIRE

TO: Young Leadership Cabinet

FROM: Executive Committee

1. Would you be willing to take on specific research assignments in your Region or nationally, pertaining to Young Leadership activities?

YES _____ NO _____

2. In which of the following UJA constituent agencies do you have a specific interest?

Joint Distribution Committee _____

United Israel Appeal _____

United HIAS Service _____

ORT _____

New York Association for New Americans _____

Israel Education Fund _____

Others: _____

American Israel Public Affairs Committee _____

This will enable us to make future recommendations for Board appointments.

(Signature)

PLEASE TURN THIS QUESTIONNAIRE OVER TO ERNIE SPICKLER BEFORE YOU LEAVE ONCHIOTA.

5/17/67

Minutes of the Young Leadership Cabinet Retreat
May 19 - 21, 1967
Onchiota Conference Center
Sterling Forest, Tuxedo, New York

8/24

still
only

*John
Smith
all*

ATTENDEES

Cabinet Members

I. Joel Abromson - Portland, Me.	Marvin S. Lieber - Pittsburgh, Pa.
Leonard D. Bell - Lewiston, Me.	Jerrold L. Lockshin - Canton, Ohio
Donald H. Benjamin - Newark, N.J.	Melvyn B. Mason - Philadelphia, Pa.
Joel S. Breslau - Washington, D.C.	Philip M. Meyers, Jr. - Cincinnati, Ohio
Charles H. Cahn, II - Baltimore, Md.	Warren G. Miller - Washington, D.C.
Lawrence M. Chapman - Omaha, Nebr.	James H. Nobil - Akron, Ohio
Millard M. Cummins - Columbus, Ohio	Neil J. Norry - Rochester, N.Y.
Burton L. Eichler - Newark, N.J.	Ivan J. Novick - Pittsburgh, Pa.
Joel R. Feidelman - Washington, D.C.	Michael A. Polavin - Flint, Mich.
Irwin S. Field - Los Angeles, Calif.	Frank M. Polasky - Saginaw, Mich.
Saul J. Freedman - Philadelphia, Pa.	Lewis Rabinovitz - Hartford, Conn.
Herbert J. Garon - New Orleans, La.	Karris N. Rosen - Providence, R.I.
Alvin H. Gilens - Los Angeles, Calif.	Malcolm M. Rosenberg - Roanoke, Va.
Lawrence Y. Goldberg - Providence, R.I.	Melvin D. Sacks - Akron, Ohio
Louis S. Goldman - Dayton, Ohio	Robert Max Schroyer - Chicago, Ill.
Paul A. Goldman - Richmond, Va.	Robert A. Shaines - Portsmouth, N.H.
William L. Gross - Chicago, Ill.	Dr. Louis Shapiro - Butler, Pa.
Marshall Hess - New Castle, Pa.	Sidney L. Shlenker - Houston, Texas
Harlan D. Hockenberg - Des Moines, Iowa	Leonard S. Simon - Rochester, N.Y.
Donald A. Hodes - Worcester, Mass.	Joseph Smukler - Philadelphia, Pa.
Lee H. Javitch - Harrisburg, Pa.	William J. Smulowitz - Wilkes-Barre, Pa.
Robert J. Kamin - Chicago, Ill.	Philip Spertus - Chicago, Ill.
Robert Z. Kaplan - Toledo, Ohio	Stephen L. Stulman - New York, N.Y.
Theodor H. Kaufman - Lynn, Mass.	Allen M. Turner - Chicago, Ill.
Hugh E. Klein - Minneapolis, Minn.	Dr. Allan L. Wasserman - Dayton, Ohio
Richard E. Koffman - Binghamton, N.Y.	Irwin M. Yanowitz - Sharon, Pa.
Mickey Kramer - Norfolk, Va.	Bernard K. Yenkin - Columbus, Ohio
Ben Zion Leuchter - Vineland, N.J.	Gordon Zacks - Columbus, Ohio
Richard S. Levitt - Des Moines, Iowa	

Others

Irving Bernstein, Assistant Executive Vice Chairman, UJA
Rabbi Zelig S. Chinitz, Director of Special Services, UJA
Melvin Dubin, Senior Cabinet, UJA
Rabbi Herbert A. Friedman, Executive Vice Chairman, UJA
Dr. Aryeh Neshet, Director, Sherut La'am
Martin Peppercorn, National Field Director, UJA
Ernest N. Spickler, Director, Young Leadership Cabinet, UJA
David Weinstein, Executive Assistant, UJA
Elie Wiesel, Author
Abraham Zaleznick, Professor of Organizational Behavior, Harvard University

The following matters were reviewed and discussed:

Friday, May 19

9:00 a.m. Concurrent meetings of National Committee Chairmen and Regional Vice Chairmen

1. Gordon Zacks met with the National Committee Chairmen to review and discuss functions and activities.
2. Herbert J. Garon met with the Regional Vice Chairmen to review and discuss activities.

12:30 p.m. A full Executive Committee meeting was convened, with Leonard Bell as Chairman, for the purpose of reviewing and discussing recommendations to be brought to the full Cabinet for approval. The following items were taken up:

1. National Young Leadership Conference
2. Young Leadership Regional Conferences
3. Young Leadership participation in Annual UJA Conferences
4. Young Leadership Annual Retreat
5. Seminars
6. Annual Missions
7. Constituent Agencies Boards appointments
8. Young Leadership Cabinet Mission other than regular summer session
9. Organization for Young Leadership Cabinet Graduates

3:00 p.m. Orientation of new Cabinet members

During this hour a complete analysis and background of the creation of the Young Leadership Cabinet was given by Herbert J. Garon, Associate Chairman.

6:00 p.m. Friday night services

6:30 p.m. Dinner

8:00 p.m. An evening with Rabbi Herbert A. Friedman

Rabbi Friedman reviewed the world-wide operations of the UJA and discussed fully the crisis in the Middle East as it existed on that day. The questions and answers lasted well past midnight, with every facet of Israel and UJA being covered.

Saturday, May 20

8:00 a.m. Sabbath services

8:30 a.m. Breakfast

9:15 a.m. Young Leadership Cabinet Business Meeting

The business meeting was convened with Leonard Bell presiding and the following items were suggested for approval:

1. National Young Leadership Conference -- Due to the scheduling of the 1967 Regional Conferences for the remainder of the year it was decided to table the discussion on the National Young Leadership Conference until 1968.

2. Young Leadership Regional Conferences -- The following conferences are scheduled for the balance of the year:

September 8-10	Northeast-Mid Atlantic Conference Philadelphia, Pa. - Warwick Hotel
October 28-29	Florida State Conference Miami Beach, Fla. - Fontainebleau Hotel
November 3-5	West Coast Conference Los Angeles, Calif. - Beverly Hilton Hotel

3. Young Leadership participation in Annual UJA Conference -- It was decided that Young Leadership participation in the UJA Annual Conference at the Hilton Hotel, New York City, December 8-9, 1967 should be as follows:

Friday, 12/8

9:00 a.m.	Young Leadership Cabinet business meeting
9:00 p.m.	Young Leadership reception and Mission reunion

Saturday, 12/9

12:00 noon	Luncheon and full Young Leadership meeting -- Installation of 1968 officers
10:00 p.m.	Party open to all Young Leaders at Conference

4. Young Leadership Annual Retreat -- After reviewing suggestions that the next Cabinet Retreat be held in Colorado, Chicago or Virginia, it was decided, based on the majority feeling, that we return to Onchiota for 1968. The date was tentatively set for the weekend of May 24-26.

5. Seminars -- It was decided as a follow-up to our February Seminar in Washington to plan in 1968 for a Seminar in New York City in October, with a visit to the UN. Tentative program is as follows:

a. Arthur Goldberg	"Major U.S. Problems in UN"
b. One of his staff	"How U.S. Mission Functions"
c. Ralph Bunche	"Major Problems of UN"
d. U Thant	"Evaluation of UN After Almost Quarter Century"
e. Chairman of African Caucus	"New Countries in UN"
f. Tour of Building	
g. Lunch or Dinner in Building	
h. Gideon Raphael	"Israel in the UN"

Plus outstanding Young Jewish Leaders around world to join us, such as Baron Rothschild.

6. Annual Missions -- It was decided that the annual summer Missions continue to be held during the month of July and limit participation to approximately 76 people.

7. Constituent Agencies Boards Appointments -- In order to have meaningful representation on the Boards of constituent agencies of the UJA it was decided to circulate a questionnaire, copy of which is attached. (Please fill out and return if you have not already done so.)

8. New Business

a. Young Leadership Cabinet Mission other than regular summer mission. It was decided to plan for a Mission primarily for Cabinet members in late September, to include Israel only. This Mission will also be open to future Cabinet members.

b. Organization for Young Leadership Cabinet Graduates -- A full discussion was held on the advisability of utilizing past Cabinet members through an organization similar to our Cabinet. Many ideas were presented; however, no conclusions were reached. Further suggestions would be welcomed as to the utilization of Young Leadership Cabinet graduates.

9. Additional Business

a. National Committees -- It was decided to discontinue the operation of the Hillel and "Project 50" committees and to review the structure of the following committees and report back:

Fund Raising.....	Joel S. Breslau, Chairman
Mission.....	Irwin S. Field, Chairman
Big Board Communities.....	Louis S. Goldman, Chairman
International Young Leadership....	Joseph H. Kanter & Stephen L. Stulz Co-Chairmen
Young Leadership Stimulation and Education.....	James H. Nobil, Chairman
Business and Social.....	Sidney L. Shlenker, Chairman

However, it was decided that the National Committee Chairmen will function directly with and through the Regional Vice Chairmen, who in turn will designate the men in their regions to serve on each National Committee.

b. Regional Vice Chairmen -- It was decided that the responsibilities of the Regional Vice Chairman will be:

- (1) Carry out the programs of the National Committees
- (2) Evaluate their respective Cabinet members
- (3) Plan and be responsible for Regional Conferences
- (4) Interchange of ideas within Region
- (5) Interchange of ideas between Regions

c. It was further suggested that an additional committee be set up, called the Conference Committee.

This business meeting ended with agreement on all items recommended by the Executive Committee.

11:00 a.m. Report on Poland, Hungary and Rumania by Gordon Zacks, Associate Chairman

Gordon Zacks reported on his recent trip to Eastern European countries and there are still a few tapes available for those who are interested in having on

12:30 p.m. Lunch

2:00 p.m. Professor Abraham Zalesnik, Professor of Organizational Behavior, Graduate School of Business Administration of Harvard University in Boston

Professor Zalesnik's presentation included the showing of the film "Twelve Angry Men." The film was shown in three separate reels and the basic purpose was to demonstrate how a jury panel, faced with the problem of bringing in a verdict in a murder trial, handles itself when one juror votes "not guilty" and eleven others vote "guilty." When the third reel is completed the one "not guilty" juror has convinced the other eleven members of the jury to bring in a "not guilty" verdict. A demonstration in organizational behavior, the film shows a parallel to the organization and execution of a fund raising campaign. It gave us all a better insight into dealing with personalities, both the contributor and the solicitor.

6:30 p.m. Dinner

8:00 p.m. Dr. Aryeh Neshet, Director, Sherut La'am (Israel Peace Corps)

Dr. Neshet's presentation was an in depth word picture of the economic and social structure of the State of Israel. He drew from history as far back as 1900, describing the early immigrants to what was then Palestine and how they shaped and formed the present State. He also touched on the present tension between the Arabs and Israelis, and discussed his experiences working in African and Asian lands.

Sunday, May 21

8:00 a.m. Breakfast

9:00 a.m. Elie Wiesel, Author of "Jews of Silence"

Mr. Wiesel gave us an insight into the research he was engaged in in gathering material for his book and his experiences with the Jews of Russia. His views shed a new light on the plight of our fellow Jews behind the Iron Curtain.

12:00 noon Lunch

1:00 p.m. Departure

Respectfully submitted

Ernest N. Spickler

5/24/67

MINUTES OF THE YOUNG LEADERSHIP CABINET MEETING
DECEMBER 10, 1966 - 12:00 NOON
NEW YORK HILTON - NEW YORK CITY

The Young Leadership Cabinet, with Mr. Leonard D. Bell presiding, met on Saturday, December 10 at 12:00 Noon at the New York Hilton. The following members, observers and staff were present:

ATTENDEES

Harold B. Abramson - Passaic, N.J.
I. Joel Abromson - Portland, Me.
Leonard D. Bell - Lewiston, Me.
*Donald H. Benjamin - Newark, N.J.
Harold S. Bigler - Pittsburgh, Pa.
Joel S. Breslau - Washington, D.C.
Eric Bruckner - Santa Barbara, Calif.
Millard M. Cummins - Columbus, Ohio
Charles L. Deaktor - Pittsburgh, Pa.
Melvin Dubin - New York City
Ira H. Dubinsky - St. Louis, Mo.
*Burton L. Eichler - Newark, N.J.
Robert N. Eisner - New Britain, Conn.
George J. Eligman - Reading, Pa.
Irwin S. Field - Los Angeles, Calif.
Saul J. Freedman - Philadelphia, Pa.
Herbert J. Garon - New Orleans, La.
Lawrence Y. Goldberg - Providence, R.I.
Louis S. Goldman - Dayton, Ohio
Paul A. Goldman - Richmond, Va.
*William L. Gross - Chicago, Ill.
*Harlan D. Hockenberg - Des Moines, Iowa
Donald A. Hodes - Worcester, Mass.
Joseph H. Kanter - Cincinnati, Ohio
Robert Z. Kaplan - Toledo, Ohio
*Theodor H. Kaufman - Lynn, Mass.
*Alan I. Kirshner - Richmond, Va.
* Milton Kramer - Norfolk, Va.
Ben Zion Leuchter - Vineland, N.J.
Jerrold L. Lockshin - Canton, Ohio
Michael S. Mahr - Baltimore, Md.
*Oliver M. Mendell - New York City
Morey M. Myers - Scranton, Pa.
James H. Nobil - Akron, Ohio
Neil J. Norry - Rochester, N.Y.
Ivan J. Novick - Pittsburgh, Pa.
Louis Pearlman, Jr. - Lafayette, Ind.
Frank M. Polasky - Saginaw, Mich.
*Joel Price - New York City
*Martin Reingold - New York City
*Mendel Romm, Jr. - Atlanta, Ga.
Melvin D. Sacks - Akron, Ohio
Robert Max Schrayner - Chicago, Ill.
Dr. Louis Shapiro - Butler, Pa.
Lewis S. Sheketoff - Hartford, Conn.
William J. Smulowitz - Wilkes-Barre, Pa.
*Morton Spector - Harrisburg, Pa.
*Jerome J. Steiker - New York City
Stephen L. Stulman - New York City
Louis B. Susman - St. Louis, Mo.
*Allen M. Turner - Chicago, Ill.
*Dr. Allen L. Wasserman - Dayton, Ohio
*Marshall Weinberg - New York City
Bernard K. Yenkin - Columbus, Ohio
Gordon Zacks - Columbus, Ohio
* New Young Leadership Cabinet members. Term of office to commence January 1, 1967.

OTHERS

Dr. Aryeh Neshet, Director, Sherut La'am
Daniel Robins, Assistant Director,
Greater New York UJA
Dan Rosenberg, Director of Campaign and
Field Services, CJFWF, New York City
Ernest N. Spickler, Director, Young
Leadership Cabinet
Sam B. Paikin, UJA Field Representative
Leonard J. Wechsler, UJA National
Allocations Director
Marilyn Unruh, Secretary to Mr. Spickler

OBSERVERS

Eli Albert - New York City
Richard Albert - New York City
Walter Brecher - New York City
Carl Glick - New York City
David Lewis - Portland, Me.
Charles Michael - New York City
Joseph B. Rosenblatt - New York City
Richard Schlein - New York City
David L. Weltman - Boston, Mass., Chairman,
CJFWF, National Committee on Leadership
Development

1. ELECTION OF OFFICERS - Ivan J. Novick, Pittsburgh, submitted the following nominations for 1967: Leonard D. Bell - Lewiston, Maine, Chairman; Herbert J. Garon, New Orleans and Gordon Zacks, Columbus, Ohio; Associate Chairmen. The nominations were unanimously approved and the officers were authorized to appoint an Executive Committee.

2. RETREAT AGENDA - Herbert J. Garon advised that the 1967 Retreat would again be held at the Onchiota Conference Center in Tuxedo, New York, May 19-21, 1967. The programs of the past Retreats were reviewed and after discussion and suggestions, the agenda was recommended as follows:

Friday, May 19

6:30 P.M. Dinner
8:00 P.M. An evening with Rabbi Herbert A. Friedman

Saturday, May 20

8:30 A.M. Breakfast
9:30 A.M. Young Leadership Cabinet Business Meeting
12:30 P.M. Luncheon
2:00 P.M. Professor Abraham Zaleznik, Boston, Professor of Organizational Behavior, Graduate School of Business Administration, Harvard University.
6:30 P.M. Dinner
8:00 P.M. Dr. Aryeh Neshet, Director, Sherut La'am (Israel Peace Corps)

Sunday, May 21

8:00 A.M. Breakfast
9:00 A.M. Elie Wiesel - Author of "Jews of Silence"
12:00 Noon Luncheon
1:00 P.M. Departure

It was further suggested that the Executive Committee convene at Onchiota on Thursday, May 18 prior to the start of the Retreat.

3. Mission Report - Irwin S. Field, Los Angeles, proposed the following recommendations for the 1967 Young Leadership Mission:

a. Schedule of dates:

Monday, July 3-Lv. New York Arr. Paris	Sunday, July 9 - Lv. Rome Arr. Israel
Thursday, July 6-Lv. Paris Arr. Rome	Tuesday, July 25-Lv. Israel Arr. Madrid
Friday, July 7-One Day Round Trip Naples	Friday, July 28-Lv. Madrid Arr. New York

b. Limit to 96 people.

c. Adhere to age limit, 25 to 40 years.

d. Young Leadership Mission Report to be made at every UJA-CJFWF jointly sponsored conference.

e. Young Leadership Mission report to be made where possible at each community's Young Leadership Training Program.

f. Explore the possibility of a Young Leadership Mission for the Fall of 1967.

4. 1967 Schedule - Gordon Zacks proposed the following Young Leadership Cabinet schedule for 1967. The schedule was endorsed.

January 13-15	UJA Midwest Leadership Institute, Chicago - Palmer House
January 19-21	UJA South-Southwest Regional Conference, Atlanta - American Motor Hotel
February 10-12	UJA Western Region Leadership Conference - San Francisco - Fairmont Hotel
February 22-24	Young Leadership Cabinet weekend in Washington, D.C. with Vice-President Hubert H. Humphrey, tour of the State Department, Pentagon, etc. and reception at Israel Embassy.

March and April UJA-CJFWF Young Leadership Regional Conference in the planning stages in key areas in the country.

May 19-21 Cabinet Retreat Weekend. Onchiota Conference Center - Tuxedo, N.Y.

June 2-4 UJA-CJFWF Young Leadership Midwest Conference - Chicago

July 3-28 Young Leadership Mission to Europe and Israel.

September 8-10 UJA-CJFWF Young Leadership Northeast and Mid-Atlantic Regional Conference - Philadelphia - Warwick Hotel

October A day with David Rockefeller at the Chase Manhattan Bank and a review of International Economics and Finance.

November 15-19 CJFWF General Assembly-Cleveland - Sheraton-Cleveland Hotel

December 8-9 UJA Annual National Conference - New York Hilton

December UJA-CJFWF Young Leadership Florida State Conference - Miami Beach.

January 1968 UJA-CJFWF Young Leadership Texas State Conference - Houston, Texas

5. NATIONAL COMMITTEES - Leonard D. Bell's proposed formation of the following national committees and chairmen:

- a. "Big Board Communities"
Chairman - Louis S. Goldman - Dayton, Ohio
Purpose - To secure Cabinet representation from the 85 communities comprising the "Big Board" which include communities with allocations to the United Jewish Appeal of \$100,000 and more.
- b. Hillel Committee
Chairman - Lee H. Javitch - Harrisburg, Pa.
Purpose - To coordinate Young Leadership activities with the UJA Hillel program i.e., to assign Cabinet members for speaking engagements on campus and encourage attendance and participation of Hillel students at UJA-CJFWF Regional Conferences.
- c. Mission Committee
Chairman - Irwin S. Field - Los Angeles
Purpose - To set policy and program for annual Young Leadership Missions
- d. Fund Raising Committee
Chairman - Joel S. Breslau - Washington, D.C.
Purpose - To rate and solicit Young Leadership Cabinet members.
- e. Young Leadership Stimulation and Information Committee
Chairman - James H. Nobil - Akron, Ohio
Purpose - To make certain that the United Jewish Appeal is included in the agenda of ongoing community Young Leadership Training Programs and to encourage the starting of Young Leadership Training Programs in communities where none exist now.
- f. International Young Leadership Program
Chairman - Joseph H. Kanter - Cincinnati, Ohio
Co-Chairman - Stephen L. Stulman - New York City
Purpose - To exchange ideas on the activities of Young Leadership Training Programs in Europe, Israel and elsewhere.

g. Project "Fifty" Committee

Chairman - Ivan J. Novick - Pittsburgh, Pa.

Purpose - A pilot project for the Young Leadership Cabinet whereby fifty communities across the country with a Jewish population of 100 or less will be assigned to a Cabinet member in his area working directly with the United Jewish Appeal Field Representatives to organize and execute according to campaign procedure.

h. Business and Social Committee

Chairman - Sidney L. Shlenker - Houston

Purpose - To coordinate business and social activities other than UJA of the Young Leadership Cabinet.

6. CHAIRMAN'S REPORT - Leonard D. Bell, Lewiston, Maine, reported on the CJFWF's General Assembly in Los Angeles in November. In addition to participating in the programs of Young Leadership, a good number of Young Leadership Cabinet members were in attendance which enabled the convening of a Young Leadership Cabinet meeting. All members are urged to arrange their calendar for 1967 in order to attend the 1967 General Assembly which will be held in Cleveland in November.

Operation Visit - The third in a series of visits to communities in behalf of Young Leadership Training Programs was undertaken by Leonard Bell and Ernest Spickler on Sunday, November 6. The itinerary started in Richmond on November 6 with stops in Louisville, Nashville, Memphis, Houston, Dallas, El Paso, San Francisco, Los Angeles, San Jose, Portland and ended in Seattle on Wednesday, November 23. Operation Visit was joined by Herbert J. Garon of New Orleans, Associate Chairman, Eric Bruckner of Santa Barbara, Ed Stein of Barstow and Martin Kozberg of Los Angeles. Chairman Bell placed a great deal of emphasis on Operation Visit. Leonard Bell indicated that the visit was successful in starting, continuing and furthering Young Leadership Training Programs in the communities which were visited. It also afforded an opportunity to meet with new Cabinet members, exchange ideas and help plan programs for the future. He strongly urged every Cabinet member to participate in a portion of the next Operation Visit which is scheduled for the spring of 1967.

Young Leadership Cabinet Members to Serve on Boards - Mr. Bell reported that Young Leadership Cabinet members will be invited to serve on the Boards of the following agencies: Joint Distribution Committee, United Israel Appeal, United HIAS Service, New York Association for New Americans, Organization for Rehabilitation through Training (ORT), Israel Education Fund and the American Israel Public Affairs Committee.

Young Leadership Activities and Responsibilities - Mr. Bell reported on the activities of the Young Leadership Cabinet which have had a definite impact on the American Jewish community. Young Leadership Cabinet members are participating in all phases of their community activities from solicitor to Campaign Chairman and Welfare Fund President. Young Leadership Cabinet members have taken speaking engagements in all types of campaign meetings. Young Leadership Cabinet members have been actively engaged in sponsoring Young Leadership Training Programs and lending their talents to those programs already in existence. This is the responsibility of Cabinet membership. Cabinet responsibility is to the member's own community as well as to the American Jewish community at large.

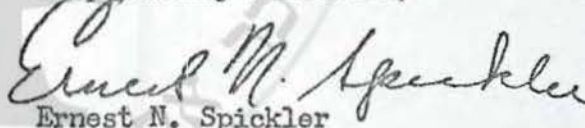
Cabinet Brochure - It was recommended that the 1967 Cabinet brochure containing pictures and bios be distributed to the Young Leadership Council.

7. PRE-CAMPAIGN BUDGETING AND ALLOCATION - Leonard J. Wechsler, UJA National Allocations Director, addressed the group on Pre-Campaign Budgeting and Allocations. From the presentation and the discussion which followed, it became evident that everyone present understood most clearly that the raising of the funds constituted only half of the job. For UJA's constituent agencies to be able to plan their operations on a business-like basis, it is necessary that they be given a close and reliable estimate of the funds likely to be available for budgeting. The pre-campaign budget process serves this end by assuring UJA of a pre-determined mutually agreeable share of the community campaign about to be started. In some instances, where a pre-campaign formula is not developed, it is important that UJA be formally involved in the allocations procedure. The protection of UJA's interests in the allocation process, whether before or after the campaign, is best accomplished when UJA is represented by able and informed lay leadership. The Cabinet members were asked to make themselves available for such representation when called upon.

8. SHERUT LA'AM - Dr. Aryeh Neshet, Director, Sherut La'am (Israel Peace Corps) presented a realistic picture of the absorption problems in Israel today. Mainly, he stressed the fact that just sending the Jew physically doesn't make him a free and proud person. The great investment made in this Jew begins only one to two years after his stay in Israel.

It was also stressed that young American Jewry is just entering a new phase of its partnership with Israel by providing volunteers through the Sherut La'am program. Dr. Neshet then appealed to the young leaders to increase their efforts for the support needed in the absorption process, as well as their help in the recruitment of young Americans to serve as teachers, tutors, nurses and social workers in Israel's development areas. The Sherut La'am program was adopted by the Young Leadership Cabinet.

Respectfully submitted,


Ernest N. Spickler



YOUNG LEADERSHIP CABINET

United Jewish Appeal

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

TELEPHONE: 212 PLAZA 7-1500

May 24, 1966

MEMORANDUM

FROM LEONARD D. BELL

AMERICAN JEWISH ARCHIVES

I am pleased to send on to you the reports made during our business session at the Young Leadership Cabinet Onchiota Retreat weekend.

I urge you to read these reports and digest them well. You will then be reassured of the impact Young Leadership has on all phases of campaigning.

Best regards.

LDB:SMU
Encl.

- Chairman**
*LEONARD D. BELL, Lewiston, Maine
- Associate Chairmen**
*HERBERT J. GARON, New Orleans, La.
*GORDON ZACKS, Columbus, Ohio
- Regional Vice Chairmen**
*HERSCHEL W. BLUMBERG
Washington, D.C.—Mid-Atlantic
*JOEL S. ERESLAU
Washington, D.C.—Mid-Atlantic
*HERMAN CONE, JR.
Greensboro, N.C.—South-Southwest
*MELVIN DUBIN
New York, N.Y.—New York City
*IRWIN S. FIELD
Los Angeles, Calif.—West Coast
*RICHARD S. LEVITT
Des Moines, Iowa—West Central
*NATHAN I. LIPSON
Atlanta, Ga.—South-Southwest
*JAMES H. NOBIL
Akron, Ohio—East Central
*IVAN J. NOVICK
Pittsburgh, Pa.—Tri-State
*MELVIN D. SACKS
Akron, Ohio—East Central
*ROBERT MAX SCHRAYER
Chicago, Ill.—West Central
*WALLACE W. WOLF
Boston, Mass.—Northeast
- Chairman, 1964-1965**
*ALFRED WAGNER, Newark, N.J.
- Chairman, 1964-1965**
*JOSEPH H. KANTER, Cincinnati, Ohio
- Director**
*ERNEST N. SPICKLER
- Cabinet Members**
HAROLD B. ABRAMSON, Passaic, N.J.
I. JOEL ABRAMSON, Portland, Me.
LEO BEARMAN, JR., Memphis, Tenn.
KENNETH F. BENJAMIN, Boston, Mass.
E. BERTRAM BERKLEY, Kansas City, Mo.
DANIEL M. BERNHEIM, Newark, N.J.
HAROLD S. BIGLER, Pittsburgh, Pa.
HAROLD G. BLATT, St. Louis, Mo.
WALTER M. BLATTNER, Pittsburgh, Pa.
CALVIN W. BREIT, Norfolk, Va.
LEON E. BROCK, Boston, Mass.
ERIC BRUCKNER, Santa Barbara, Calif.
CHARLES CAHN, II, Baltimore, Md.
LAWRENCE M. CHAPMAN, Omaha, Nebr.
GERALD L. COHN, Boston, Pa.
MILLARD M. CUMMINS, Columbus, Ohio
RICHARD DAVISON, Baltimore, Md.
CHARLES L. DEAKTOR, Pittsburgh, Pa.
ROBERT D. DEITZ, Cleveland, Ohio
IRA H. DUBINSKY, St. Louis, Mo.
ROBERT N. EISNER, New Britain, Conn.
GEORGE J. ELIGMAN, Reading, Pa.
CHESTER FIRESTEIN, Los Angeles, Calif.
DAVID B. FOLLENDER, Teaneck, N.J.
JULIUS I. FOX, Washington, D.C.
MARTIN S. FOX, Newark, N.J.
IRVIN FRANK, Tulsa, Okla.
KAYE GOODWIN FRANK, Detroit, Mich.
SAUL J. FREEDMAN, Philadelphia, Pa.
RICHARD K. FRIEDMAN, Cleveland, Ohio
V. GELF, Cleveland, Ohio
ALAN H. GIBENS, Los Angeles, Calif.
LAWRENCE Y. GOLDBERG, Providence, R.I.
LOUIS S. GOLDMAN, Dayton, Ohio
PAUL A. GOLDMAN, Richmond, Va.
HENRY J. GOODMAN, Cleveland, Ohio
AARON M. GREENBERG, Oakland, Calif.
STUART D. GRODD, New Haven, Conn.
MARSHALL S. HARRIS, Miami, Fla.
DONALD W. HARRISON, Bridgeport, Conn.
DONALD A. HODES, Worcester, Mass.
ALBERT J. JACOBSON, Greensboro, N.C.
LEE H. JAVITCH, Harrisburg, Pa.
ROBERT J. KAMIN, Chicago, Ill.
ROBERT Z. KAPLAN, Toledo, Ohio
HUGH E. KLEIN, Minneapolis, Minn.
RICHARD E. KOFFMAN, Binghamton, N.Y.
MARTIN L. KOZBERG, Los Angeles, Calif.
BEN ZION LEUCHTER, Vineland, N.J.
MORTON A. LEWIS, Dallas, Tex.
MARVIN S. LIEBER, Pittsburgh, Pa.
JERROLD L. LOCKSHIN, Canton, Ohio
ALAN E. LUCKOFF, Detroit, Mich.
*MICHAEL S. MAHR, Baltimore, Md.
MARVIN I. MAZUR, Newport News, Va.
PAUL S. MILLER, Denver, Colo.
WARREN G. MILLER, Washington, D.C.
MOREY M. MYERS, Scranton, Pa.
CALVIN M. NEWMAN, Omaha, Nebr.
NEIL J. NORRY, Rochester, N.Y.
LOUIS PEARLMAN, JR., Lafayette, Ind.
RICHARD A. PIZITZ, Birmingham, Ala.
FRANK M. POLASKY, Saginaw, Mich.
DONALD N. PRITZKER, San Francisco, Calif.
ASHER J. RABIN, Milwaukee, Wisc.
EDWARD H. ROSEN, Philadelphia, Pa.
HARRIS N. ROSEN, Providence, R.I.
ELLIOT S. SCHWEL, Lynchburg, Va.
*BARRY A. SCHNEIDERMAN, Seattle, Wash.
WALTER S. SEGALOFF, Newport News, Va.
ROBERT A. SHAINES, Portsmouth, N.H.
LEWIS S. SHEKETOFF, Hartford, Conn.
SIDNEY L. SHLENKER, Houston, Tex.
HOWARD A. SIMON, Birmingham, Ala.
DAVID W. SMERLING, Chicago, Ill.
WILLIAM J. SMULOWITZ, Wilkes-Barre, Pa.
HERBERT J. SOLOMON, San Diego, Calif.
LESLIE W. SPERO, Youngstown, Ohio
*PHILIP SPERTUS, Chicago, Ill.
EDWARD M. STEIN, Barstow, Calif.
HERMAN H. STEIN, Barstow, Calif.
JERRY V. STERNBERG, Asheville, N.C.
STEPHEN L. STULMAN, New York, N.Y.
LOUIS B. SUSMAN, St. Louis, Mo.
LAURENCE A. WEINSTEIN, Madison, Wisc.
JACQUES L. WIENER, JR., Shreveport, La.
WILLIAM WISHNICK, New York, N.Y.
BERNARD K. YENKIN, Columbus, Ohio
SIDNEY ZILBER, Cleveland, Ohio

*Member, Executive Committee

REPORT ON
1966 UNITED JEWISH COMMUNITY APPEAL CAMPAIGN
Harrisburg, Pennsylvania

I. Federated Campaign

In 1964, the community raised \$231,000. In 1965, \$254,000. The goal in 1966 was \$281,000. The community raised \$300,000 or \$19,000 over the goal. This report is designed to give some of the methods used in order to achieve this goal.

II. When Lee Javitch accepted the Chairmanship for the Harrisburg Campaign, he felt that there were two major accomplishments that needed to be met head-on:

- A. To build an organization so that each year the community did not have to go out begging for people to do the job.
- B. And, to hit the goal set by the Finance and Budget Committee.

The first goal was accomplished by selecting the individuals who were felt to be the "up-and-coming" young individuals in the community who were making a name for themselves in their general line of work or profession. Rather than going to these individuals and asking them to take the job, Mr. Javitch invited these people to come to the Community Center to meet with him. At this meeting were two or three of the community leaders, and Mr. Javitch told these individuals how much he respected what they had accomplished in their own fields and generally complimented them on the way in which they were running their lives. After this, Mr. Javitch told the individuals that he was going to be Chairman of the Campaign and that this individual was the person whom he had selected to take a specific job. He expected them to take it because it was their responsibility in paying their civic rent to the community. Out of six interviews, there were no refusals.

Mr. Morton Spector agreed to be the Initial Gifts Chairman and also agreed to be the 1967 General Campaign Chairman. Mr. Spector and Mr. Javitch worked very closely together in all facets of the Campaign. This was an excellent training ground for Mr. Spector. They then decided that they wanted an "Associate Chairman" for each of the major divisions. This Associate Chairman would be asked to accept this job only as a learning job for 1966, but their serving as an Associate Chairman meant that they would be the Chairman of that particular Division for the 1967 Campaign. It was therefore felt that instead of just ending the 1966 Campaign at the end of the year, that the 1967

Campaign could actually begin because all of the Chairmen had already been selected. It is planned that this practice will continue and that each Chairman will be selected a year in advance - which makes it much more difficult for a person to refuse.

As far as reaching the goal is concerned, this all came from the result of attitude and desire which will be discussed later.

Before the Campaign started, the Finance and Budget Committee, in discussing allocations to UJA, wanted to know what would happen to the UJA proportion of the money if the community did not reach the goal of \$281,000. The action which was taken by the Chairman, Mr. Javitch, at this time was one of the first steps of positive attitude which was permeated throughout the entire Campaign. While this discussion was going on, Mr. Javitch stood up and said that he would not tolerate this type of discussion; that you did not start out a war by talking about what you are going to do if you lose; and we were not going to go under the goal; we were going to hit the goal; that he would not be a part of or listen to any discussions about not hitting a goal. He said that the goal was a meaningful, realistic, and serious figure, and that the community was going to stand up to its responsibilities and meet it. There would be no discussion other than how we were going to hit the goal.

Another thing Mr. Javitch did before the announcement of his acceptance of the General Chairmanship was to visit with each of the top ten givers in the community (most of whom were older men). Mr. Javitch felt that he wanted to communicate with these people on a person-to-person basis and to tell them privately that he was going to accept the chairmanship. He felt that these people deserved that respect because he was the first young leader to take this responsibility and he wanted to insure himself of their support and their interest. He humbly asked them for their support and in every case these individuals had a very positive reaction to the visit.

The next thing the group did in order to plan a viable Campaign was to ask the last four or five Campaign Chairmen to sit in on an advisory group to help plan the Campaign. Also in this group were all the Division Chairmen. In other words, all the plans were made together. There was complete communication and a feeling of togetherness and being in on things.

The next discussion involves some of the reasons why the Campaign was successful:

- A. Young Leadership.
 - 1. New faces.
 - 2. Attainment of the goal became a very serious matter.
 - 3. Excellent organization was developed within each Division. The base was broadened.
- B. The people were dedicated to telling the story.
 - 1. Reading was a must. Every Division Chairman became well informed by reading and listening to the story being told.
 - 2. It was mandatory that the story be known so well that each individual could tell the story and these individuals were expected to tell the story at every opportunity.
- C. Card rating.
 - 1. Every Division Chairman, together with the General Chairman and the Executive Director, rated every card.
 - 2. This rating was a goal to shoot for.
 - 3. The rating has a psychological impact which caused people to want to step up to the figure at which they were rated.
 - 4. The rating was done basically on the basis of the knowledge of the individuals, the other things he happened to do in life, the way in which he lived, the way in which he talked about himself, country club affiliation, etc., etc. This is not a foolproof method, but it is better than no rating at all.
- D. Herb Friedman's six points on solicitation were used unstintingly. Once these six points were established and put in writing, they were strictly enforced; and every Division Chairman was instructed to advise their workers that this was the way in which we expected the Campaign to be run. The following are the six points:

1. Know the Story Fully and Completely.

There is no substitute for first-hand knowledge and a great deal of information about the subject so that as many individuals are approached, the story doesn't become dull and boring to the solicitor. The more you know about the story, the more the story can be varied and made interesting to both parties.

2. Tell That Story.

Don't assume that the person to whom you are telling the story and are soliciting knows the story as well as you do. There are vital facts to be covered, and if you know your story, you have an opportunity to tell that story.

3. In Person.

No telephone solicitation. Secure a private audience in the seclusion of an office so that you can tell the story you know so well.

4. Solicit in Advance of a Target Meeting Date.

Even though all solicitations could be completed before the target meeting, it is very important to work towards that date toward the completion of the solicitation. This is known as "priming the cards."

5. Request an Amount.

After you have told your story, don't wait for the other party to speak up. He could say, "How much did I give last year" or "I'll give \$ _____ this year." This brings up the point of card rating. It will enable you to ask for a specific amount and then begin to "handle" from there.

6. Close It Up.

When a person says, "I will talk to my partner" or "my wife," be leery that he may have just acquired that partner for the purpose of delaying his contribution and he probably won't talk to his wife anyway - but just wants to buy time.

You have created your maximum impact. You have known the story fully and completely - and told that story - in person - in advance - and you have requested a specific amount. You will not have any opportunity to create this same high maximum impact - SO CLOSE IT UP - GET WHAT YOU WENT FOR:

III. Our Own Gifts.

- A. During the discussion, Lee Javitch and Mort Spector had with Joel Breslau from Washington, D. C., Joel advised both Lee and Mort that if they were really sincere in wanting a Campaign in which they could hit their goal and they recognized that they were going to be asking for increases across the board that they must themselves be prepared to make a dramatic increase on their own contribution if they expected others to respond to their plea. Both the General Chairman and the Initial Gifts Chairman did this.
- B. The General Chairman visited with each Division Chairman and discussed the Division Chairman's pledge. In all cases, the Division Chairmen increased their contribution dramatically.
- C. This is the only way to create an impact.
- D. Leadership starts with your gift. If you expect to be a leader, then you have to show the way. The important thing is that the gift be exemplary for you and that it represent quality giving for the individual.

IV. Pre-Solicitation.

- A. All workers were told that telephones were invented for order-takers - not salesmen. That under no circumstances could any solicitation be made over the telephone. All solicitations must be made in accordance with the six points outlined before.
- B. Lee Javitch and Mort Spector saw about 35 of the 50 \$1,000 and over givers themselves.
- C. They told the story.
- D. They asked for an amount.

- E. They tried to match the cards with solicitors.
- F. No one could work a card unless their pledge was already made. This was strictly enforced.

V. Meetings and Events.

- A. The first meeting held after the organizational plans were under way was at Mr. Javitch's home in which the Division Chairman and their wives or husbands were invited. Mr. Joel Breslau and Mr. Hershel Blumburg from Washington, D.C. attended this meeting and Mr. Breslau spoke about the UJA story. Mr. Javitch spoke about how he expected the Campaign to operate and how much he appreciated the support of these individuals plus their spouses.
- B. Communications were always open at all points.
- C. A Campaign atmosphere was stimulated by this positive and enthusiastic effort.
- D. Parlor meetings were held in all Divisions (eight to twelve people in attendance). Mr. Javitch or Mr. Spector spoke at each meeting and told the UJA story.
- E. Luncheons were held and Campaign leaders spoke at all of the luncheons.

VI. Publicity.

- A. A Publicity Chairman was established. This individual was responsible for penetrating the UJA story down through the community.
- B. A fresh approach was used called, "An Open Letter to a Community That Cares." Results were excellent.
- C. The publicity helped to establish the Campaign atmosphere throughout the community.
- D. The Campaign Chairman and the Publicity Chairman appeared on one of the local radio stations for an interview and told the UJA story.
- E. The Governor of Pennsylvania signed a proclamation proclaiming the month of March as "UJA Month in Pennsylvania."

- F. Many other publicity devices were used to stimulate interest, awareness, and to generally enlighten the community.

VII. Worker's Manual

- A. A Worker's Manual was developed. It consisted of a single sheet of paper folded so that the worker could carry it in the breast pocket of his jacket. This manual had the five major UJA points: immigration, absorption, UAR arms build up, loss of German reparation monies, and needs in other lands.
- B. The manual told how to solicit (the six points).
- C. The manual told some of the things that should be said and told how to ask for the amount pleasantly and not abruptly.
- D. It was felt that the more knowledgeable people could be, the better solicitors they would be.
- E. Solicitors were asked to actually read from or use this manual as a prompter during the solicitation.

VIII. Time - Effort - Attitude

- A. The General Chairman started with the sincere desire to succeed - the goal was serious - and everybody was told that this was a serious situation, and unlike horseshoes, close was not close enough.
- B. This all took time, but people must be seen in person; told the story; asked for an amount; and the deal must be closed.
- C. Leadership is an attitude.
 - 1. The Campaign leaders must always be positive, enthusiastic, and complimentary of those people who are doing a good job.
 - 2. Don't eat your heart out about those people who won't come along. You can't change the world in one Campaign. Be thankful for those people who do give increases, and compliment them sincerely and continuously so that they recognize the important part they are playing. For those who don't give what you feel they should have given - don't

bleed over it. If you bleed over every person who doesn't do what they should do, you will end up drained of strength with a sour, discouraged, negative attitude, and it won't have been worth it. A leader must be positive. He must not allow himself to be hurt by others who don't see it as he sees it.

3. Intellectual or emotional approach? Intellectual involvement is not possible without some emotionalism. Anyone who is looking for a cold-blooded intellectual answer to UJA won't find it. This is an emotional cause as well as intellectual. Don't be afraid to tell people about the emotional areas of the UJA story. Intertwine the intellectual and emotional appeals.
4. Realize that people want to feel appreciated, wanted, recognized and in on things. Try to run the Campaign like you run your business. You wouldn't do things to ruin the morale of your most important associates. Likewise, the Campaign Chairman's responsibility is to build the morale and attitude of his associates.

IX. Results.

- A. In addition to the results outlined and the points already covered, there will be four couples from Harrisburg on the Study Mission this summer and there is another couple from Harrisburg on the waiting list.
- B. All of this could not have been accomplished without the wholehearted support of everyone including national UJA officials, field representatives of the UJA, the local Executive Director and his staff, and the positive, enthusiastic, communicative approach of the General Chairman.

Minneapolis Federation for Jewish Service

A Report on the Organization of the Pace Setters Group
in the 1966 Young Men's Division

The Young Men's Division in the Minneapolis Federation Campaign is responsible for the solicitation of contributors under the age of 40 who are judged capable of contributing \$40 or more. Organization and direction of this division in the campaign is the responsibility of the Young Men's Council Board of Directors.

For purposes of fund raising the Young Men's Division up to this year, was divided into an Initial Gifts Section for the solicitation of gifts of \$100 or over; and a Special Gifts Section for the solicitation of gifts of between \$40 and \$100. In 1965 473 cards were covered and gifts in the amount of \$32,874 (up \$8,843 from 1964 on the same cards) were obtained.

In the process of evaluating the 1965 Young Men's Division Campaign the Young Men's Council Board of Directors gave particular attention to the following matters:-

- While the level of giving in the Young Men's Division has increased each year it was the judgment of the Board that the increase did not reflect the capacity to contribute of the prospects involved. It was felt that to a great extent age was being used as a rationalization for less than adequate gifts.
- Note was taken of the widespread tendency within the Young Men's Division for contributors to maintain a relatively modest annual level of increased giving. Contributors of between \$200 and \$500, for example, tended to limit their increases to between 10% and 15% of their previous year's gift. The rationale for this "pacing" it was reported by many workers, was that in the face of the continuing annual pressure for increases a gradual building of the level of giving provided some room for maneuver in each campaign.
- A review was made of the response obtained in the "senior" campaign divisions on the cards of former Young Men's Division contributors. It was found that, with few exceptions, the contributions on these cards had remained relatively static in the past two or three years.

There was agreement in the Young Men's Board that a Pace Setters Group should be introduced into the Young Men's Division with the objective of improving the quality of the gifts obtained in the group. At the time that this decision was taken no minimum gift level was set, and the number of prospects to be included was not determined. The only action taken to implement this program was the addition of a Pace Setter Chairman to the leadership structure of the Young Men's Division. It was the request of the Board that the details of the program be worked out by the Chairman and presented for its consideration and approval.

The key steps in establishing the new group were:-

- an analysis of the 1965 Young Men's Division Gifts showing 64 contributions of \$150 and over. 46 of these were pledges of between \$150 and \$300. 18 of these gifts were at the \$300 and over level.
- requests to both the C.J.F.W.F. and U.J.A. for reports on the experience of other communities in the establishment of such groups. These inquiries led to consultation (at the General Assembly of the C.J.F.W.F. and the U.J.A. Annual Conference) between our own Young Men's Division leadership and those who had been active in the introduction of such a program into the Columbus, Ohio campaign structure.
- the convening of a planning committee to consider the information which had been gathered and outline a plan for the implementation of this program in the 1966 Campaign.

The Planning Committee included the Pace Setter Chairman, the 1966 Co-Chairmen of the Young Men's Division, the President and immediate past President of the Young Men's Council, two past Chairmen of the Young Men's Division, and three key campaign workers who were judged to be capable of substantial increases in their gifts and are considered top flight solicitors. The group held three meetings and recommended to the Young Men's Council Board of Directors that:-

- a minimum gift of \$400 be set for the new group.
 - the emphasis in the establishment of the group should be on the quality solicitation with each card assigned to two workers for joint solicitation.
 - the number of cards solicited in the new group should be limited in relation to the number of effective workers available.
 - in the recruitment of workers only those making personal contributions of \$400 or more should be permitted to participate. Those included in firm gifts who wished to be active should be expected to make arrangements so as to be able to make a personal gift in 1966.
- the key points to be used in recruiting workers should be:-
- emphasis that regardless of age each prospect should be expected to give in relation to his capacity to contribute.
 - if a worker planned to approach prospects on this basis his own gift must reflect a recognition of this obligation.
 - those workers in this group must be willing to take the time for personal solicitation and to make more than one call in those instances in which this would be needed in order to realize a maximum gift.

It was also the recommendation of the Planning Committee that the Pace Setters start their drive with a dinner meeting of the workers in the group, and conclude it with a dinner meeting in the home of one of Federation's top leadership. It was further recommended that all prospects be pre-solicited in advance of the dinner which would be the climax of this aspect of the Young Men's drive.

This plan was reviewed with both the Young Men's Division Board of Directors which approved it and Federation's top leadership which received it enthusiastically as a significant step forward in the strengthening of the total Federation campaign structure. Federation's President offered his home and agreed to be the host for the dinner meeting planned in the culmination of the campaign in this group.

22 workers were recruited for the Pace Setters Group and a dinner meeting was arranged at which 19 of them were in attendance. At this meeting:-

- the plan and schedule for the campaign were reviewed.
- the need for personal solicitation and the advantages of two workers seeing each prospect were thoroughly explored.
- the 1966 campaign needs were discussed and a packet of background material was provided for each of those present.
- the workers were called on to recognize that theirs was a function of leadership and that leadership implied setting an example for their prospects to emulate. They were asked to give this matter their careful consideration and told that they would be solicited for their own contributions before the cards for their prospects reached them. It was emphasized that in soliciting prospects they should, whenever possible, use their own gifts as a means of obtaining increases from others.
- a list of close to 200 possible prospects was reviewed and 69 cards were assigned for solicitation. The prospect list included those whose cards were in the Young Men's Division as well as a number of contributors who had been transferred to other divisions but who were still, by virtue of age, eligible for inclusion in the Young Men's Division. The basic criterion for the selection of prospects for inclusion in the Pace Setters was the judgment that each of those selected (regardless of previous giving history) had the capacity to make a gift of \$400 or more.

Immediately after the workers' meeting the kits were prepared and each worker was seen (either by the Pace Setter Chairman or one of the 1966 Co-Chairmen of the Young Men's Division). In each instance the worker's gift was solicited and their cards turned over to him.

Pace Setters Report (Hugh E. Klein)

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In order to maintain the interest of the workers and assure maximum speed in the solicitation of prospects:-

- workers were urged to report the results of their solicitation and their dinner reservation as each card was completed.
- the Federation staff member responsible for this program called workers to advise them of gifts received which might be helpful in their solicitation of prospects assigned to them.
- a weekly report was issued to the workers listing the gifts received and indicating the number of cards still out and to whom they were assigned.

As the campaign progressed a feeling of camaraderie developed among the workers and each successful solicitation helped generate excitement and a real sense of achievement in the group. This was helped along by the interest in the project of a number of Federation's top leaders who were kept informed of the progress of the solicitation and who took the time to make periodic calls to the Pace Setters Chairman and the Co-Chairman of the Young Men's Division.

To April 26, 1966 50 Pace Setters Gifts have been received. These 50 gifts had a 1965 value of \$14,495 and have produced \$23,175 in the 1966 drive.



Report on Providence Young Leadership

During the past 20 years the activities of the Young Leadership Division in Providence can be best described by stating that the more organized we were, the less effective we became. The Young Leadership Group, or the Young Adult Division as it was originally known, was organized over 20 years ago, and during the period from 1947 to 1957 its activities centered around an informal organization consisting of a Chairman, Captains, and workers who took cards of the younger generation. In its hay day it covered 1100 cards and raised some \$20,000. In 1957, with the help of Dave Zeff, we decided to organize, and during the period of 1957 to 1963 we had a formal organization consisting of a Board of Directors, Executive Committee, Treasurer, Vice Presidents galore, and a President. An Educational Program was initiated and during our first year we conducted tours of local communal agencies with great success. During this first year, 1957, the campaign, too, was a great success, but four basic problems, some sociological, some psychological, and many personal, decreased our effectiveness.

First - In some cases an unfortunate choice of a Vice President or Initial Gifts Chairman was made, and when he did not move up in the ranks the following year he dropped out of the picture.

Second - We ran into competition between the Young Leadership Division and the Men's Division as to whom would solicit a card. In addition, where a father was a heavy contributor to the Federation and a son contributed to the younger division everything was fine, but upon the death of the father the Men's Division immediately picked up the card of the son, which again proved to be a psychological blow to young people seeking to prove their value to the senior members of the community.

Third - During this period which started in 1957, young people started to move to the suburban communities, and a question was immediately raised as to whether a young man was to be part of the Providence Young Leadership Division or a member of his suburban community which included all members of that community.

Fourth - The Young Leadership Division supposedly included the activities of our wives, but we ran into competition from the local Women's Division.

Needless to say, many of these problems were generated by local personalities, but the total effect was a decrease in interest and activity, and as far as I was concerned, our position was to educate the young to raise more dollars and this we were not doing.

Our low point was 1964 when in the Fall of that year (we run Fall campaigns in Providence) the Young Leadership Division's card coverage dropped to 250 cards (from the high of 1100), and we raised only \$5,000. as opposed to \$20,000. at our peak.

As Ernie Spickler and Lennie Bell know, I hollered for help. I wanted to know what other communities were doing, and felt then as I do now, that the Young Leadership Cabinet should be the vehicle for transmitting ideas from one community to the other. I knew that this was the growth period of Young Leader-

ship Divisions all over the country, but we in Providence were going down instead of up. Was it really the younger generation who didn't care, as our senior members in Providence seemed to feel, or was it the people in Providence?

In 1965, however, all this changed, and it changed primarily due to the leadership of one man - Merrill Hassenfeld. Merrill is to Providence what Max Fisher is to the National scene and Irving Blum is to Baltimore. Merrill today is the President of our local Federation and the dynamic force behind it. Merrill concluded that all of our problems of suburban community versus Providence, Senior Division versus Young Division resulted in a waste of manpower. In looking at our total campaign effort, he concluded that it, too, often resulted in a waste of manpower, as forceful solicitors ended up taking \$50. cards and the old guard could not answer today's questions sometimes ended up with \$5,000. cards. who

The campaign, then, was completely re-organized on a dollar basis. Persons who contributed over \$250. were considered part of the Initial Gifts Division regardless of age, and were invited to an "Initial Gifts Dinner" at Mr. Hassenfeld's home, with the usual technique of card calling. Cards between \$25. and \$250. were handled by a Community Solicitations Committee, which I will come back to, and cards between \$5. and \$25. were handled by a D-Day Program which is a one day house-to-house effort. Cards left over from D-Day or under \$5. were handled on the telephone. The result of the campaign was a whopping 15 per cent increase in money raised.

The Community Solicitations Committee obtained its workers from four segments of the community, and blended them into one working unit. The four segments included: 1) the communal agencies, 2) the professional groups, including trades and industries, 3) area or suburban groups and committees, and 4) the defunct Leadership Division which was now called the Young Executives Committee. Since these four segments were blended into one division, the Community Solicitations Division, the problems of the Men's Division versus the Young Leadership Division, or suburban versus Providence were completely overcome, for the Committee was one and it didn't matter whether a man was part of the suburban group or the younger group - he was working, and this was what was important.

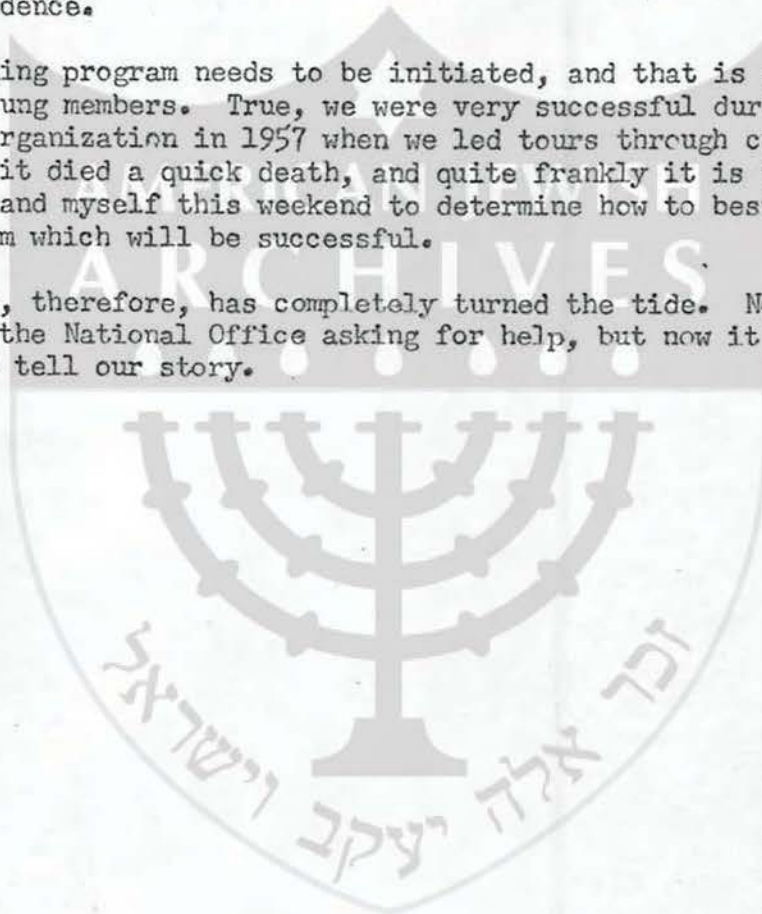
We distributed the cards on what I think to be a very interesting basis. All names in the \$25. to \$250. class which were to be handled by the Community Solicitations Division were mimeographed and distributed to all members of the Community Solicitations Division at a general meeting and each worker checked off those names he wanted. The four segment chairmen (communal agencies, professional, area, and young executive) then determined which worker could most effectively cover which card. While some confusion and dissatisfaction resulted, it was minor and these administrative problems I am sure can be worked out for next year.

Making a long story short, we had over 90 young executives working, and we covered over 800 cards ourselves.

It should also be noted that the young executives have played an important part in other facets of the campaign. First, a member of the Young Executive Committee is an integral part of the Allocations Committee which in Providence is a very democratic affair. Secondly, a member of the Young Executive Committee is Chairman of a newly formed Campaign Evaluation Committee, and this Committee is delving into everything from office procedures to campaign techniques, and although the Chairman is some 34 years old he has working for him all the "big names" in Providence.

One remaining program needs to be initiated, and that is an educational program for our young members. True, we were very successful during the first year of our formal organization in 1957 when we led tours through communal agencies, but thereafter it died a quick death, and quite frankly it is the purpose of Larry Goldberg and myself this weekend to determine how to best initiate an educational program which will be successful.

Providence, therefore, has completely turned the tide. No longer do we cry so bitterly to the National Office asking for help, but now it is the reverse for we are proud to tell our story.



Minutes of the Young Leadership Cabinet Retreat
April 29 - May 1, 1966
Onchiota Conference Center
Sterling Forest, Tuxedo, New York

ATTENDEES

Cabinet Members

Harold B. Abramson - Passaic, N.J.	Robert Z. Kaplan - Toledo, Ohio
I. Joel Abromson - Portland, Me.	Richard E. Koffman - Binghamton, N.Y.
Leonard D. Bell - Lewiston, Me.	Ben Zion Leuchter - Vineland, N.J.
Harold S. Bigler - Pittsburgh, Pa.	Richard S. Levitt - Des Moines, Iowa
Herschel W. Blumberg - Washington, D.C.	Jerrold L. Lockshin - Canton, Ohio
Joel S. Breslau - Washington, D.C.	Michael S. Mahr - Baltimore, Md.
Leon E. Brock - Boston, Mass.	Warren G. Miller - Washington, D.C.
Charles Cahn II - Baltimore, Md.	James H. Nobil - Akron, Ohio
Lawrence M. Chapman - Omaha, Nebr.	Neil J. Norry - Rochester, N.Y.
Millard M. Cummins - Columbus, Ohio	Ivan J. Novick - Pittsburgh, Pa.
Richard Davison - Baltimore, Md.	Louis Pearlman, Jr. - Lafayette, Ind.
Melvin Dubin - New York, N.Y.	Harris N. Rosen - Providence, R.I.
Irwin S. Field - Los Angeles, Calif.	Barry A. Schneiderman - Seattle, Wash.
Saul J. Freedman - Philadelphia, Pa.	Robert Max Schraye - Chicago, Ill.
Herbert J. Garon - New Orleans, La.	Robert A. Shaines - Portsmouth, N.H.
Victor Gelb - Cleveland, Ohio	Lewis S. Sheketoff - Hartford, Conn.
Alvin H. Gilens - Los Angeles, Calif.	Philip Spertus - Chicago, Ill.
Lawrence Y. Goldberg - Providence, R.I.	Edward M. Stein - Barstow, Calif.
Louis S. Goldman - Dayton, Ohio	Herman H. Stein - Barstow, Calif.
Paul A. Goldman - Richmond, Va.	Stephen L. Stulman - New York, N.Y.
Lee H. Javitch - Harrisburg, Pa.	Gordon Zacks - Columbus, Ohio
Robert J. Kamin - Chicago, Ill.	Sidney Zilber - Cleveland, Ohio

Others

Mrs. Renee Berkowitz, Director, Communications Research Clinic, Dan Yankelovich, Inc.
Irving Bernstein, Assistant Executive Vice Chairman, UJA
Harry D. Biele, Executive Assistant, UJA
Zelig S. Chinitz, Director of Special Services, UJA
Kalman Druck, President, Harshe-Rotman & Druck
Mrs. June Esserman, Senior Associate, Dan Yankelovich, Inc.
Rabbi Herbert A. Friedman, Executive Vice Chairman, UJA
Ralph I. Goldman, Executive Director, Israel Education Fund, UJA
Samuel Haber, Assistant Executive Vice Chairman, JDC
I. L. Kenen, Editor, Near East Report
Zvi Kolitz, author and producer
Joseph Raziel - Consul (Director-Information Services, Israel Consulate in New York)
Ernest N. Spickler, Director, Young Leadership Cabinet, UJA
Marc Tabatchnik, Director of Research and Development, UJA
Edward R. Vajda, National Field Director, UJA

The following matters were reviewed and discussed:

Friday, April 29

6:30 P.M. Dinner
8:30 P.M. "Jewish Survival" - Zvi Kolitz

Mr. Kolitz, in his most eloquent way, tied together all the loose ends in a neat package with his presentation of the often conflicting aspects of the history of the Jewish people. He was equally masterful in answering the many questions the Cabinet members put to him well on into the evening.

(more)

Saturday, April 30

8:30 A.M. Breakfast

9:00 A.M. "Motivations of Giving - Group Dynamics"

An innovation was tried this year. Cabinet members were divided into three groups as follows:

Kalman Druck

A

Harold B. Abramson
Leonard D. Bell
Joel S. Breslau
Leon E. Brock
Millard M. Cummins
Victor Gelb
Louis S. Goldman
Lee H. Javitch
Richard E. Koffman
Jerrold L. Lockshin
Warren G. Miller
James H. Nobil
Harris N. Rosen
Robert A. Shaines
Stephen L. Stulman

Mrs. June Esserman

B

I. Joel Abramson
Herschel W. Blumberg
Richard Davison
Herbert J. Garon
Alvin H. Gilens
Paul A. Goldman
Robert J. Kamin
Ben Zion Leuchter
Michael S. Mahr
Neil J. Norry
Ivan J. Novick
Barry A. Schneiderman
Robert Max Schrayner
Lewis S. Sheketoff
Philip Spertus

Mrs. Renee Berkowitz

C

Harold S. Bigler
Charles Cahn II
Lawrence M. Chapman
Melvin Dubin
Irwin S. Field
Saul J. Freedman
Lawrence Y. Goldberg
Robert Z. Kaplan
Richard S. Levitt
Louis Pearlman, Jr.
Herman H. Stein
Gordon Zacks
Sidney Zilber

Each group was guided by an expert in group dynamics. Taped recordings were made of each group. This session was the third stage of a four-point program to explore patterns and motivations of giving. The first was a community group of Scarsdale leaders, the second was the executive staff of the United Jewish Appeal and the last will be the Executive Committee of the United Jewish Appeal which will also meet in Onchiota.

Many interesting observations and opinions were voiced during these sessions. Upon completion of the series, a report will be available summing up the results of the four stages.

12:30 P.M. Lunch

1:30 P.M. Business Session

The Executive Committee met on Friday, April 29 at UJA Headquarters and again at midnight to streamline the business session and bring in their recommendations. They were:

1. Young Leadership Cabinet members should serve on United Jewish Appeal constituent agency boards.

2. "Operation Visit." Since most communities are campaigning in the spring of the year, it was suggested that "Operation Visit" be instituted in the fall. The purpose of "Operation Visit" is -

- A. To initiate Young Leadership programs
- B. Build up attendance at conferences
- C. Encourage qualified participation in the Young Leadership Mission.

3. Regional Conferences

- A. Continuation of jointly sponsored UJA-CJFWF Conferences.

(more)

- B. Continuation of Cabinet meetings in regions during conference weekends.
- C. Plans for jointly-sponsored UJA-CJFWF National Conferences. It was projected that this program be inaugurated in 1967 and a five year calendar was suggested.

1967 - Weekend of September 15-17, September 22-24, September 29-October 1
1968 - September 13-15
1969 - September 5-7
1970 - September 11-13, September 18-20, September 25-27
1971 - September 10-12

The location of these conferences to be determined at a later date.

4. Spring Cabinet Retreat. It was suggested that the Young Leadership Cabinet meet again in 1967 at Onchiota during the May 19-21 weekend.

5. Cabinet membership - It was suggested that for the future, an evaluation committee be designated by the Chairman to review the membership for reappointment and interview nominees for appointment.

The Cabinet gave its unanimous approval to these recommendations.

New Business

Young Leadership Missions - Irwin Field, Chairman of the Mission Committee, reported on the results of his committee meeting and a full outline of the recommendations will be sent to you.

Fund Raising Committee - Joel Breslau reporting for the committee stated that he still is collecting information and will advise of further plans when that data is complete.

Business and Social Committee - Millard Cummins, Chairman, reported on the Cabinet booklet for which his committee was responsible. Suggestions for future booklets included business identification, addresses, phone numbers, wife's names and number of children.

Community Reports - Lee H. Javitch of Harrisburg and Harris N. Rosen of Providence reported on the results of Young Leadership participation in their community campaigns. These reports are being prepared and will be made available to you along with the report submitted by Hugh Klein of Minneapolis.

Hillel Program - Rabbi Zelig Chinitz reported to the group on the progress of the UJA B'nai B'rith Hillel Foundation Educational program which is included in your Young Leadership manual. The following items were proposed and approved with regard to the Hillel program.

1. The Hillel college students will be invited to Young Leadership Regional Conferences.

2. Young Leadership Cabinet members will speak at Hillel-UJA meetings of their alma maters.

3. The Young Leadership Cabinet is assigned the responsibility of involving the Hillel student when home during the holidays to participate in the community campaign.

(more)

4. Young Leadership Cabinet will be kept advised of itinerary of UJA sponsored lecture program on college campuses.

5. "Sherut L'am" (Israel Peace Corps) material to be made available to the Young Leadership Cabinet.

6:30 P.M. Dinner

8:30 P.M. "Israel and World Politics" - I. L. Kenen

Mr. Kenen's report on the political climate in Washington with regard to Israel was most intriguing. The question and answer period that followed his presentation brought to light a number of behind-the scenes negotiations that shape world-wide political policies.

Sunday, May 1

8:00 A.M. Breakfast

9:00 A.M. "Projections for the Future" - Rabbi Herbert A. Friedman

Rabbi Friedman's report, a veritable "State of the Union" address, covered: indications that the 1966 campaign will top that of 1965 which in turn topped 1964's; the accomplishments to date of the UJA Israel Education Fund: current economic problems in Israel and a review of emigration of Jews from Eastern Europe, and changes in the procedures in the UJA national office.

In regard to the IEF, Rabbi Friedman reported that \$11,938,000 has already been pledged from 49 contributors, with an additional \$2,790,000 still under negotiations in the year and a half of the IEF existence. "Twenty-six schools are under construction or in active planning in Israel," Rabbi Friedman indicated, "one was dedicated last fall, three are already open for business, four libraries are under construction or being planned, one youth center is under construction and six pre-kindergarten schools are on the drawing boards. The building program includes comprehensive, technical and vocational high schools, one a nautical high school in Ashdod. Our purpose is to provide those facilities which the Israel government cannot provide for the children who are under five and over fourteen."

12:00 Noon Luncheon

1:00 P.M. Adjournment and departure

We were fortunate in having with us for informal discussions during the weekend Joseph Raziell who is in charge of Israel's Information Service in the United States and Samuel L. Haber, Assistant Executive Vice Chairman of the Joint Distribution Committee.

Respectfully submitted,

Ernest N. Spickler
Ernest N. Spickler

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

MEMORANDUM

CONFIDENTIAL

December 20, 1965

To: Members of the Young Leadership Cabinet

Re: Minutes of the Young Leadership Cabinet Meeting - December 9-12, 1965

The Young Leadership Cabinet met in the New York Hilton Hotel on December 9-12, 1965. The following were present:

Harold B. Abramson - Passaic, N.J.	Henry Goodman - Cleveland, Ohio
I. Joel Abromson - Portland, Me.	Joseph H. Kanter - Cincinnati, Ohio
Leonard D. Bell - Lewiston, Me.	Robert Z. Kaplan - Toledo, Ohio
Harold Berry - Detroit, Mich.	Hugh E. Klein - Minneapolis, Minn.
Herschel Blumberg - Washington, D.C.	Ben Zion Leuchter - Vineland, N.J.
Calvin W. Breit - Norfolk, Va.	Nathan I. Lipson - Atlanta, Ga.
Joel Breslau - Washington, D.C.	Jerrold L. Lockshin - Canton, Ohio
Charles Cahn, II - Baltimore, Md.	Warren Miller - Washington, D.C.
Millard Cummins - Columbus, Ohio	Lawrence R. Mitnick - Atlantic City, N.J.
Richard Davison - Baltimore, Md.	James H. Nobil - Akron, Ohio
Robert D. Deitz - Cleveland, Ohio	Neil J. Norry - Rochester, N.Y.
Mel Dubin - New York, N.Y.	Ivan J. Novick - Pittsburgh, Pa.
Robert N. Eisner - New Britain, Conn.	Louis Pearlman, Jr. - Lafayette, Ind.
George J. Eligman - Reading, Pa.	Frank M. Polasky - Saginaw, Mich.
Irwin S. Field - Los Angeles, Calif.	Melvin D. Sacks - Akron, Ohio
David B. Follender - Teaneck, N.J.	Walter S. Segaloff - Newport News, Va.
Martin S. Fox - Newark, N.J.	Lewis S. Sheketoff - Hartford, Conn.
Irvin Frank - Tulsa, Okla.	William J. Smulowitz - Wilkes-Barre, Pa.
Kaye Goodwin Frank - Detroit, Mich.	Philip Spertus - Chicago, Ill.
Saul J. Freedman - Philadelphia, Pa.	Stephen L. Stulman - New York, N.Y.
Herbert J. Garon - New Orleans, La.	Wallace W. Wolf - Worcester, Mass.
Louis S. Goldman - Dayton, Ohio	Bernard K. Yenkin - Columbus, Ohio
	Gordon Zacks - Columbus, Ohio

Irving Bernstein, Assistant Executive Vice Chairman, UJA
Ernest N. Spickler, Director, Young Leadership Cabinet, UJA

The following matters were reviewed and discussed:

1. Nomination of Officers - Ivan J. Novick, substituting for Michael S. Mahr, Nominating Committee Chairman, submitted the following nominations which were unanimously approved:

Chairman	Leonard D. Bell - Lewiston, Maine
Associate Chairmen	Herbert J. Garon - New Orleans, La. Gordon Zacks - Columbus, Ohio

Regional Vice Chairmen

Northeast Wallace W. Wolf - Worcester, Mass.
New York City Mel Dubin - New York City
Mid Atlantic Herschel Blumberg and Joel Breslau - Washington, D.C.
Tri State Ivan J. Novick - Pittsburgh, Pa.
East Central James H. Nobil and Melvin D. Sacks - Akron, Ohio
West Central Richard S. Levitt - Des Moines, Iowa
Robert Max Schroyer - Chicago, Ill.
South-Southwest Herman Cone, Jr. - Greensboro, N.C.
Nathan I. Lipson - Atlanta, Ga.
West Coast Irwin S. Field - Los Angeles, Calif.

Including the above officers, the following are to serve on the Executive Committee:

Michael S. Mahr - Baltimore, Md.
Barry A. Schneiderman - Seattle, Wash.
Philip Spertus - Chicago, Ill.

Joseph H. Kanter - Cincinnati, Ohio - Chairman, 1964-1965
Alan Sagner - Newark, N.J. - Chairman, 1963

The slate of officers for 1966 is a direct result of the discussions which took place at the Chicago Retreat in May of 1965. It was felt that since the Young Leadership program has grown in importance and has become a more integral part of the UJA, responsibilities must be broadened in certain areas. With this in mind, the following recommendations are made relegating areas of responsibility to the Regional Vice Chairmen:

Northeast - Wallace W. Wolf
Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island and New York State.

New York City - Mel Dubin
New York City

Mid Atlantic - Herschel Blumberg
New Jersey, Eastern Pennsylvania, Delaware

Joel Breslau
Maryland, Virginia, Washington, D.C.

Tri State - Ivan J. Novick
Western Pennsylvania, West Virginia

East Central - James H. Nobil
Ohio and Michigan

Melvin D. Sacks
Indiana and Kentucky

West Central - Richard S. Levitt
Iowa, Kansas, Nebraska, Missouri

Robert Max Schroyer
Illinois, Minnesota, North Dakota, South Dakota, Wisconsin

South-Southwest - Herman Cone, Jr.

North Carolina, South Carolina, Arkansas, Oklahoma, Tennessee

Nathan Lipson

Alabama, Florida, Georgia, Louisiana, Mississippi, Puerto Rico, Texas, Virgin Islands

West Coast - Irwin S. Field

Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming

2. Reevaluation of Young Leadership Cabinet - Melvin D. Sacks reported that in view of the fact that the Young Leadership Cabinet is now a functioning body of dedicated and interested men, each member should serve on the Cabinet and perform to the best of his ability. With this in mind, the Executive Committee reviewed the membership and are making recommendations to fully thank those members for their past service and are asking them to step down and make room for additional members who will serve according to the qualifications set forth at the December 12, 1964 Cabinet meeting.

3. Report on Young Leadership Activities - Philip Spertus reported on the overall progress and activities of the Young Leadership Cabinet and Council.

	1963	1964	1965
Young Leadership Meetings	105	123	141
Cabinet members taking speaking engagements	21	32	34
Cabinet members serve on the National Cash Committee	7	8	9
Cabinet members serve on Welfare Fund Board	2	24	26
Cabinet members serve as Trade and Division Chairmen	17	26	19
Cabinet members serve as Chairmen of Welfare Fund Allocation Committees	3	15	16
Cabinet members serve as Campaign Workers	33	10	12
Cabinet members serve as Campaign Chairmen	10	14	16
Cabinet members serve as Initial Gifts Chairmen	4	7	12
Total Number of Cabinet (Officers)	76	100	110
Total Number of Communities Represented	7	7	9
Council members taking speaking engagements	57	61	65
	12	23	26

45 Cabinet members have been to Israel
58 Cabinet members have attended Conferences

4. 1966 Young Leadership Regional Conference Plans - Gordon Zacks reported on the results of jointly sponsored UJA-CJFWF Conferences and the tentative schedule for 1966:

In 1965 UJA and CJFWF convened jointly sponsored Regional Young Leadership Conferences in -

			<u>ATTENDANCE</u>
April	Baltimore, Md.	Mid Atlantic	269
May	Dallas, Texas	Southern	100
June	Rochester, N.Y.	New York State	75
September	Cleveland, Ohio	East Central	358
October	Palm Springs, Calif.	Southern California-Southwest	95
October	Monterey, Calif.	Northern California-Northwest	90

In 1966 the UJA and CJFWF are tentatively planning similar conferences in

February	Boston	Northeast
March	Philadelphia	Mid Atlantic
April	Kansas City	West Central
May	Atlanta	Southern

In evaluating the results of these conferences we have found

1. Greater involvement of Young Leaders in their own community campaigns.
2. Greater interest and participation in Young Leadership Missions.
3. Greater understanding of the background and function of UJA.

5. 1966 Young Leadership Cabinet Retreat - Mel Dubin reviewed the program for the 1966 Retreat. The dates and place are definite:

During the Chicago Young Leadership Cabinet Retreat last May, it was decided that the 1966 May Retreat be held in Onchiota, Sterling Forest, Tuxedo, New York. The dates and program for the Retreat are:

Friday, April 29

6:30 P.M. Dinner
8:30 P.M. Zvi Kolitz - Co-Producer of "The Deputy"
Discussion

Saturday, April 30

8:30 A.M. Breakfast
9:30 A.M. Business Session
12:30 P.M. Luncheon
1:30 P.M. "An Afternoon with Max M. Fisher" - UJA General Chairman
6:30 P.M. Dinner
8:30 P.M. I.L. Kenen, Editor "Near East Report"
Discussion

Sunday, May 1

8:30 A.M. Breakfast
9:30 A.M. Rabbi Herbert A. Friedman, Executive Vice Chairman, UJA
12:00 Noon Luncheon
Adjourn and Departure

It was suggested that the following be considered for possible inclusion in the program:

Howard Morley Sachar
Max Dimont
Ambassador Avraham Harman
Manheim Shapiro
Dr. Abraham J. Heschel

It was also suggested that the Retreat discuss the question "What UJA is doing on the American college campuses"

6. 1966 Young Leadership Mission: Irwin S. Field reported on the plans for the 1966 Young Leadership Mission to Europe and Israel:

In accordance with the suggestions and comments compiled from the five previous Mission participants, the following schedule was outlined for 1966:

Thursday, July 7

Leave New York - Arrive Paris - Hotel Crillon

Sunday, July 10

Leave Paris - Arrive Naples - Hotel Royal

Monday, July 11

Leave Naples - Arrive Rome - Hilton Hotel

Wednesday, July 13

Leave Rome - Arrive Israel - Sheraton Hotel, Tel Aviv - Dan Carmel, Haifa -
King David, Jerusalem - Desert Inn, Beersheba

Friday, July 29

Leave Israel - Arrive Athens - Hilton Hotel

Monday, August 1

Leave Athens - Arrive New York

PARIS - The three day stay in Paris will include touring of Jewish interest, lunch at the JDC canteen and dinner with JDC overseas representatives. Two of the three days will be unscheduled and the participants may see Paris as they wish.

NAPLES - The one day in Naples will feature the witnessing of East European immigrants arriving for transmigration to Israel. Lunch and dinner with the immigrants and JDC and Jewish Agency representatives.

ROME - The two days in Rome will be unscheduled and the participants may see the city as they wish.

ISRAEL - The 16 days in Israel will feature -

1. Touring the length and breadth of the country.
2. Hotels in Tel Aviv, Jerusalem, Haifa, Beersheba and overnight at a kibbutz.
3. Meetings with government and Jewish Agency leaders.
4. Visits with private families.
5. One day air trip to Eilat.
6. Visits to museums, shrines, hospitals, universities and biblical and archeological areas.
7. Two unscheduled days (sabbath)

ATHENS - One of the three days in Athens will be an insight into the Greek Jewish community - both past and present. Two of the three days will be unscheduled and the participants may see things as they wish.

COST - The cost of the Mission is \$1100 exclusive of the eight unscheduled days when lunch and dinner is not included. All hotels, breakfasts (lunches and dinners except those above), tours, tips, taxes, Eilat trip are included. A \$200 per person deposit check, made payable to UJA, will hold reservations.

It is desired that the Mission be limited to 86 people who will participate in the entire trip.

As of now, 28 people have signed up for the Mission with deposit checks. It was suggested that all participants be screened and cleared before acceptance by the Young Leadership Cabinet, UJA and Executive Directors.

7. New Business

- a. Young Leadership National Conference - The idea of jointly-sponsored UJA-CJFWF Regional Young Leadership Conferences has proven successful. It was felt that we should now plan a jointly sponsored national conference. With this in mind, it was decided to consider a National Young Leadership Conference in Pittsburgh, Pa. during the month of September, 1966 jointly sponsored by UJA and CJFWF. James H. Nobile and Ivan J. Novick have been designated to head a committee to look into this matter and report their results to the Chairman.
- b. New name for Young Leadership Cabinet - There was considerable discussion as to whether or not "Young" should be eliminated from the title of the Cabinet. It was finally resolved that "Young" should be kept in the title in order to stress the youthfulness of this special leadership group.
- c. Young Leadership Cabinet Gifts - It was recommended that the Young Leadership Cabinet members' contributions to their local community campaign be solicited by the Young Leadership Cabinet. It was suggested that Alan Sagner and Joseph H. Kanter, Past Chairmen, be involved in the solicitation of Young Leadership Cabinet gifts.
- d. Social and business interchange among Cabinet members - It was urged that Cabinet members get to know more about each other socially and business-wise. Many new friendships and business relationships may be developed. Therefore, it is necessary for each member to keep his biographical information up to date with Ernie Spickler. It was further suggested that a booklet be prepared listing each Cabinet member with his biography and a photo. In order to do this, it becomes necessary for each member to comply with the request for updating bios and photos and remitting to National Headquarters immediately.
- e. Young Leadership Missions - It was suggested that a Mission to Europe and Israel be planned for Young Leadership Cabinet members only during the spring or fall of the year. This Mission would be for forty or more and all Cabinet members who are interested should contact Ernie Spickler.
- f. International Young Leadership Program - Joseph H. Kanter proposed that the Young Leadership Cabinet look into the possibilities of developing an International Young Leadership Program. During his recent trip around the world, he met with a number of young Jewish community leaders in Europe, Israel and Asia. He reported that they were hungry for information on Young Leadership activities in the American Jewish community. He felt that in addition to meeting with these overseas people while on Study Missions, an exchange of information might be initiated to help solve mutual existing problems. Please send any ideas, suggestions and recommendations you may have on this proposal to Ernie Spickler.

Respectfully submitted,

Ernest N. Spickler

ATTACHMENT

The basic purpose of the Area Chairman is to improve the coordination, communication and direction of Cabinet activities in a given area. This being a new program, there was quite a bit of theoretical discussion as to how these areas should be constituted. There was a very strong argument in favor of geographical areas covering all size communities within a given area; there was also a very strong argument in favor of establishing areas on the basis of size of communities regardless of their geographical location within a region.

The advantages of each of these approaches are readily apparent but inasmuch as there is no previous experience with this program, we have decided to experiment with these two concepts in our region. Therefore, we are going to establish three area groupings.

The responsibilities of the Area Chairman are:

1. Give recommendations for selection, removal and re-appointment of Cabinet members in their area.
2. Direct and co-ordinate the Cabinet activities of members in their area relative to:
 - a. Young Leadership Mission recruitment activities.
 - b. Attendance at the Regional Conferences.
 - c. Attendance at the National Conference.
3. Serve on the Regional Executive Committee along with the Regional Vice Chairman and the Regional Conference Chairman to evaluate performance against goals and establish targets for the coming year. Also the purpose of this Executive Committee will be to exchange ideas among the different areas.

Minutes of the Young Leadership Cabinet Retreat
April 30, May 1-2, 1965
University of Chicago Center for Continuing Education
Chicago, Illinois

ATTENDEES

Cabinet Members

I. Joel Abromson - Portland, Me.	Michael S. Mahr - Baltimore, Md.
Leonard D. Bell - Lewiston, Me.	Warren Miller - Washington, D.C.
Harold Berry - Detroit, Mich.	James H. Nobil - Akron, Ohio
Robert Blatt - Cincinnati, Ohio	Ivan J. Novick - Pittsburgh, Pa.
Herschel Blumberg - Washington, D.C.	Louis Pearlman, Jr. - Lafayette, Ind.
Eric Bruckner - Santa Barbara, Calif.	Frank M. Polasky - Saginaw, Mich.
Charles Cahn, II - Baltimore, Md.	Melvin D. Sacks - Akron, Ohio
Richard Davison - Baltimore, Md.	Barry A. Schneideman - Seattle, Wash.
Mel Dubin - New York, N.Y.	Robert Max Schroyer - Chicago, Ill.
Irwin S. Field - Los Angeles, Calif.	Walter S. Segaloff - Newport News, Va.
David B. Follender - Teaneck, N.J.	Leonard H. Sherman - Chicago, Ill.
Herbert J. Garon - New Orleans, La.	David W. Smerling - Chicago, Ill.
Louis S. Goldman - Dayton, Ohio	Philip Spertus - Chicago, Ill.
Martin Hecht - Southern Illinois	Edward M. Stein - Barstow, Calif.
Joseph H. Kanter - Cincinnati, Ohio	Stephen L. Stulman - New York, N.Y.
Robert Z. Kaplan - Toledo, Ohio	Bernard K. Yenkin - Columbus, Ohio
Hugh Klein - Minneapolis, Minn.	Gordon Zacks - Columbus, Ohio
Richard S. Levitt - Des Moines, Iowa	Sidney Zilber - Cleveland, Ohio

Others

Rabbi Herbert A. Friedman, Executive Vice Chairman, UJA
Ambassador Avraham Harman, Israel Ambassador to the U.S.
Benjamin Hanft, Publicity Director, UJA
Dr. Arcadius Kahan, Associate Professor, Department of Economics, University of Chicago

Joseph Rosdal, National Field Representative, UJA
Ernest N. Spickler, Director, Young Leadership Cabinet
Edward R. Vajda, National Field Director, UJA

The following matters were reviewed and discussed:

Friday, April 30

3:00 P.M. The Executive Committee met and discussed items to be brought before the Cabinet at Saturday's Business Session.

6:30 P.M. Dinner

8:30 P.M. "The Young Leadership Program - A Turning Point"
Rabbi Herbert A. Friedman
"The Young Leadership Cabinet is now a vital action group within the UJA structure, Rabbi Friedman declared.

After 2½ years of study and participation in UJA and community activity on local and national levels, members of the Young Leadership Cabinet have reached the stage, Rabbi Friedman said where "you have to think of yourselves as being activists -- no longer in the stage of being trained because you are trained. It is up to you to move as far ahead as you can until you have reached a point where every man on the Cabinet shows up as Chairman of his community campaign."

(more)

As such an activist group the 98 Cabinet members will have a greater impact on the 9,000-member Young Leadership Council for whom the Cabinet serves as an apex, Rabbi Friedman said. "Not only must the Council ranks be enlarged, but they must be brought more thoroughly into the work in which this Cabinet is involved."

Saturday, May 1

8:30 A.M. Breakfast

9:30 A.M. "How to Involve Young People in Fund Raising Activities and Stimulate Greater Giving."
DISCUSSANTS - Herschel Blumberg, Michael S. Mahr, James H. Nobil and Bernard K. Yenkin.

Robert Max Schroyer, presiding, ably steered the discussion so that all present participated. Many views were expressed and in summing up it was felt that a well informed person is a more active worker and leader, as well as a better giver. In gearing activities towards these ends, the concensus was for greater stress on:

1. Regional Young Leadership Conferences jointly sponsored by UJA-CJFWF.
2. Young Leadership Mission to Europe and Israel.

12:30 P.M. Lunch

1:30 P.M. Business Session

Written reports were distributed to the Cabinet two weeks prior to the Retreat asking for questions and suggestions. The Executive Committee, with the cooperation of the Cabinet, submitted the following items for consideration.

1. Analysis of Jointly Sponsored Conferences.

It was recommended that Regional Conferences:

- a. be scheduled once a year in each region.
- b. location within each region to be rotated each year.

The Cabinet approved this recommendation.

2. Young Leadership National Conference.

It was recommended that the Young Leadership Conference run concurrently with the Annual National UJA Conference, with separate sessions for Young Leadership. It was further recommended that the program be as follows:

- a. Cabinet meeting Friday morning, December 10.
- b. Young Leadership sessions Friday, December 10, Saturday, December 11, and Sunday morning, December 12.

The Cabinet gave its unanimous approval to these recommendations and Ivan Novick was appointed Chairman of a Conference Committee consisting of Stephen Stulman and Robert Max Schroyer.

3. Young Leadership Cabinet Reading Material.

The recommendation was made to set up a committee on education which would review, suggest and select suitable types of material (books, periodicals, pamphlets, slides, pictures, visual aids, etc.) for distribution to Cabinet members. The Cabinet gave this its unanimous approval and Mel Dubin, Chairman and Warren Miller were appointed to this committee.

(more)

4. Young Leadership Activities.

Members desiring information about Young Leadership Cabinet and Council activities were advised to contact Ernie Spickler. The importance of Cabinet members continuing to accept and serve on campaign and allocation committees in their respective communities also was stressed.

5. 1965 Young Leadership Mission

It was reported that the roster of the 1965 Young Leadership Mission to Europe and Israel was completed on April 29, the earliest date in its history and that latecomers would be accommodated only in the event of cancellations.

The following suggestions were made regarding the Mission:

a. Each member receive the names of the final listing of Mission participants for review and suggestions for potential Cabinet membership. Such comments were to be forwarded to Irwin S. Field, 1965 Young Leadership Mission Chairman in order that he observe and evaluate these candidates during the Mission. The question of additional qualifications for membership on the Cabinet was brought up and a motion was made by Herschel Blumberg, seconded by Leonard D. Bell, that present Cabinet members and members to be appointed visit Israel within three years, preferably on a Mission if they haven't done so already.

Following discussion the motion was tabled and the Executive Committee was instructed to draw up a new set of qualifications for approval at the December Cabinet meeting.

6. Report on Regional Breakdown.

Gordon Zacks reported on the organization of the East Central States (See attachment). In summing up, he stressed the need for additional indoctrination of:

- a. College students.
- b. Added UJA emphasis in Temple Sunday School Programs.

It was further pointed out the UJA and Israel are jointly sponsoring Israeli speakers to visit and talk to college campus groups. The 1966 schedule will be made available to Cabinet members so that these speakers also can be utilized in the local communities to meet and speak with Young Leadership groups.

This, too, was fully endorsed.

7. New business.

Reorganization of Cabinet structure.

It was decided that Joseph H. Kanter and Leonard D. Bell present to the Cabinet in December a revised Cabinet structure for 1966.

Irwin S. Field, presiding, asked for reaction to the manner in which the business session had been conducted. The members endorsed the procedure of submission of Executive Committee recommendations for Cabinet approval.

6:30 P.M. Dinner

8:30 P.M. "Israel and the World - Behind the Scenes Analysis"
Ambassador Avraham Harman

(more)

Ambassador Harman presented an off the record review of his government's relations with its Arab neighbors and the West German republic. He also reported on domestic developments and problems which affect the future of the State.

Sunday, May 2

8:30 A.M. Breakfast

9:30 A.M. "Eastern European Jewry - Prospectus for Survival" - Dr. Arcadius Kahan. Dr. Kahan, discussing the problem of East European Jewry, stated that an active position on the part of U.S. and other Jewish communities in the free world "might be one of the best guarantees for their survival."

Adding that the prospect is favorable in view of their will to survive, Dr. Kahan said, "I would not write off Eastern Jewry from the Jewish map, though they are in real danger. Their survival depends largely on the pressures from Jewish communities in the free world to save Eastern Jews where it is possible through immigration, or to impress upon the Soviet Government that Jewish communities are willing to support any effort that will strengthen their will to survive as a distinct national group. As their fate depends to a large extent on our activity, an active position on the part of our communities might be one of the best guarantees for their survival."

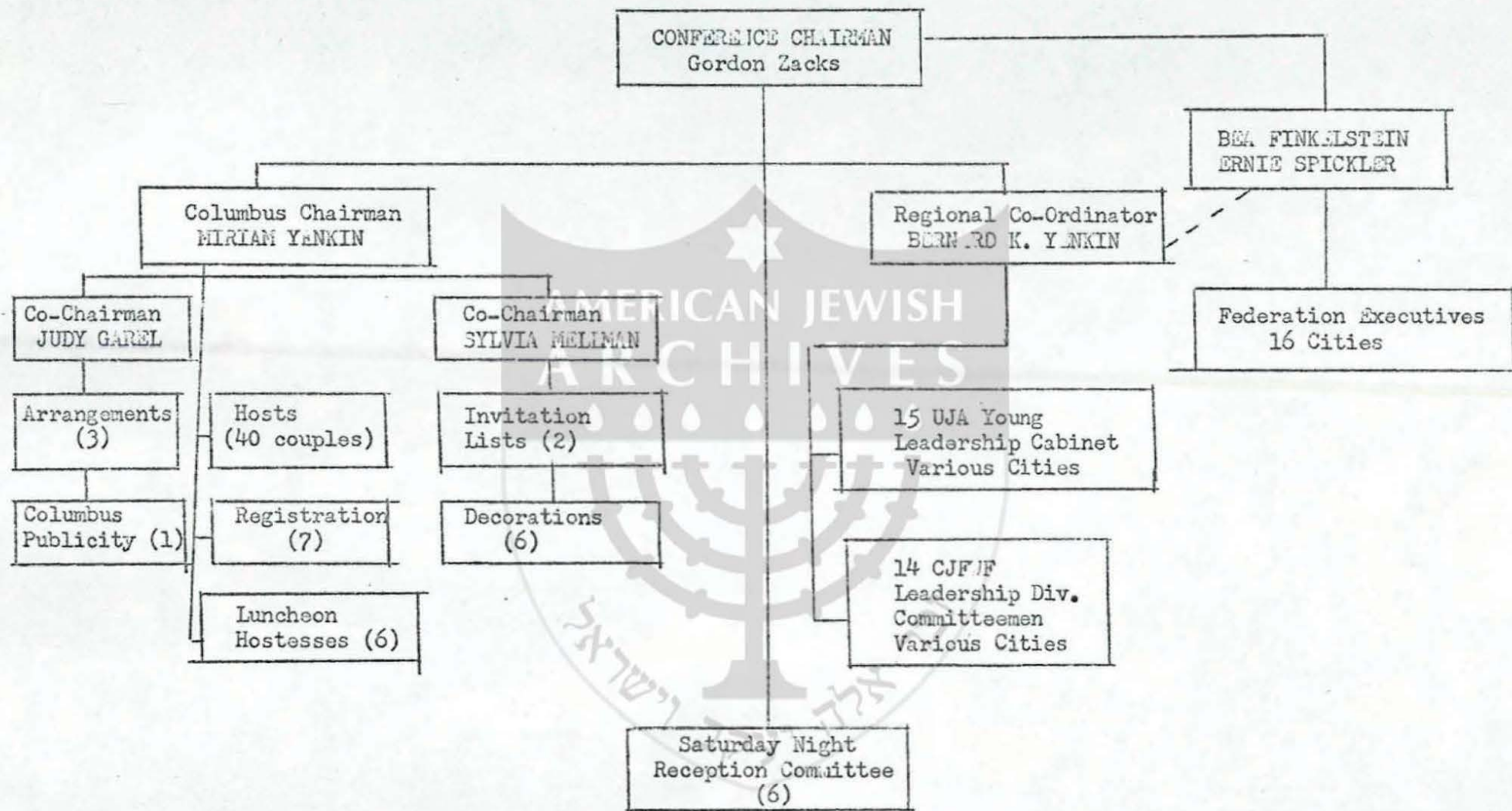
11:30 A.M. Lunch

12:30 P.M. Adjournment and departure

Prior to departure, it was decided to hold the 1966 Young Leadership Cabinet Retreat at the Onchiota Conference Center in Sterling Forest, Tuxedo, New York, during the April 29, 30, May 1, 1966 weekend.

Respectfully submitted,


Ernest N. Spickler
Ernest N. Spickler



UJA/CJFIF LEADERSHIP CONFERENCE
Columbus, Ohio
September 12-13, 1964

ATTACHMENT 3

TIME TABLE - UJA/CJFNF LEADERSHIP CONFERENCE - SEPTEMBER 12-13, 1964

COLUMBUS, OHIO

APRIL

ORIGINAL PLANNING

Date cleared with Herbert Friedman.
Hotel facilities cleared.
Gordon Zacks - (Conference Chairman) lines up Columbus.
Chairman (Miriam Yenkin) and Regional Co-ordinator
(Bernard Yenkin).

MAY

1. Miriam and her Co-Chairmen meet with Gordon and Bernie to discuss:
 - a. Role of New York in arrangements.
 - b. Program goals.
 - c. Co-ordination of region with Columbus planning.
 - d. Attendance expectations (goal set at 175).
 - e. Areas of responsibility for Columbus committees.
(Decided at this time that Saturday night hospitality would be sponsored by Young Men's Division).
 - f. Decision to try for joint UJA/CJFNF Conference.
2. Columbus Planning Committee Chairmen chosen and assigned areas of responsibility.

This conference committee was specially organized for the Conference and was not a part of any already existing structure. This permitted a true cross-section of community interests. (See Organization Chart).
3. Gordon notifies Ohio area UJA Leadership Cabinet of Conference dates and co-ordinator.

JUNE

1. Gordon, Miriam and Bernie meet in New York with Ernie Spickler (UJA) and Bea Finkelstein (CJFNF) to discuss:
 - a. Joint programming.
 - b. Areas of specific responsibilities between UJA, CJFNF and Columbus Committees.
 - c. Two Speakers decided on.

NOTE: Columbus Committee felt there should be a third speaker. As it turned out, two speakers was the perfect number. Three would have been too much.

- d. Registration Fee set at \$7.00
\$5.00 Sunday Breakfast and Lunch.
\$2.00 toward Saturday night Buffet and Dance.

(more)

JULY

1. As lists were received in New York, "Hold the Date" flyers (and return cards) were mailed to invitees from New York.
2. In Columbus, hotel arrangements, menus, etc., were completed. Ernie Spickler visited Columbus. Saturday night reception planned.
3. Follow-up began between Regional Co-ordinator and UJA and CJFNF Leadership members in cities throughout region, letters and phone calls.

NOTE: Work by one or two men in each city was vital to getting out the attendance. First big break came from Toledo, with a bus load of 48 registrants. This helped set the pace for the other cities.

AUGUST

1. Columbus Committees
 - a. Decorations Committee met and completed plans. Total spent on decorations - \$8.00 (and imagination).
 - b. Host couples lined up (40 couples). These couples were responsible for welcoming out-of-towners to Columbus and taking them to Saturday night reception. Generally, each Columbus couple "hosted" two out-of-town couples.

NOTE: We made it a rule that at least one of each host couple be registered for entire conference (could be husband or wife). Registration fee structure (see below) encouraged both husband and wife to attend entire Conference- and we found that they did.

- c. Personal letter sent from Young Matron, (Campaign Div.) Chairman to their Steering Committee urging support for conference.
 - d. Personal letter from Young Men's Division Chairman to Executive Committee urging support.
2. Formal Invitations mailed from New York.
3. Regional Co-ordinator sends list of registrants to date, to all UJA and CJFNF Leadership members to stimulate continued registration.
 - a. Follow up with phone calls to cities where registration is light.

LATE AUGUST - Columbus
UP TO TIME OF
CONFERENCE

Meeting held to pair host couples with out-of-town registrants.

(more)

- a. Registration Committee sends double post card to out-of-town registrants. Welcomes them and gives them name of their host couple.

The second part of card is to be mailed back to HOST COMMITTEE Chairman, in case transportation was not desired.

NOTE: Coordination necessary between Registration Committee and Host Committee.

- b. As registrations continued to come in to Regional Coordinator they were turned over to Registration Committees for assignment of Host couple and mailing of double post card.

NOTE: As cards were returned, Host Chairman advised Registration Chairman of people who didn't need hosts, so that Registration Committee could reassign that host to new registrants. (This was a continuous process that never stopped until Saturday night at the Conference - slightly sticky at times but a few organized people can pull it off!)

NOTE: During the final week, Host Chairman takes over complete responsibility for assigning and re-assigning host couples. (When time no longer permits, mailing of double card).

At this point line of communications becomes Regional Coordinator - Host Chairman.

This is the way it should work - actually, during the last week most of this was done over our dining room table because it was convenient, since Regional Coordinator and Columbus Chairman saw each other at dinner each night anyway.

As late assignments were made, cards were prepared to be put in boxes at hotel advising out-of-towners who would be their hosts.

WEDNESDAY
BEFORE
CONFERENCE

Notes mailed to Columbus Host couples telling them names and cities of couples, and other instructions.

NOTE: We waited as late as possible to mail this to avoid changes. As it was, from this point on, there were many changes in assignments made to host couples by phone, (due to cancellation, new registrations, etc.) Terrific cooperation by Columbus Host Committee in all this - never minded the changes or trying to get through the busy hotel switchboard.

(more)

REGISTRATION

Saturday night 7 - 9
Sunday morning 9 - 10

Urged all people (including Columbus) to register Saturday night.

NOTE: Because Columbus people were coming to hotel to pick up out-of-towners, we were able to get most Columbus people to register Saturday night, and most important, they felt a part of the Conference from the outset.

NOTE: Master list of "who hosted whom" was on hand at our Registration Desk.

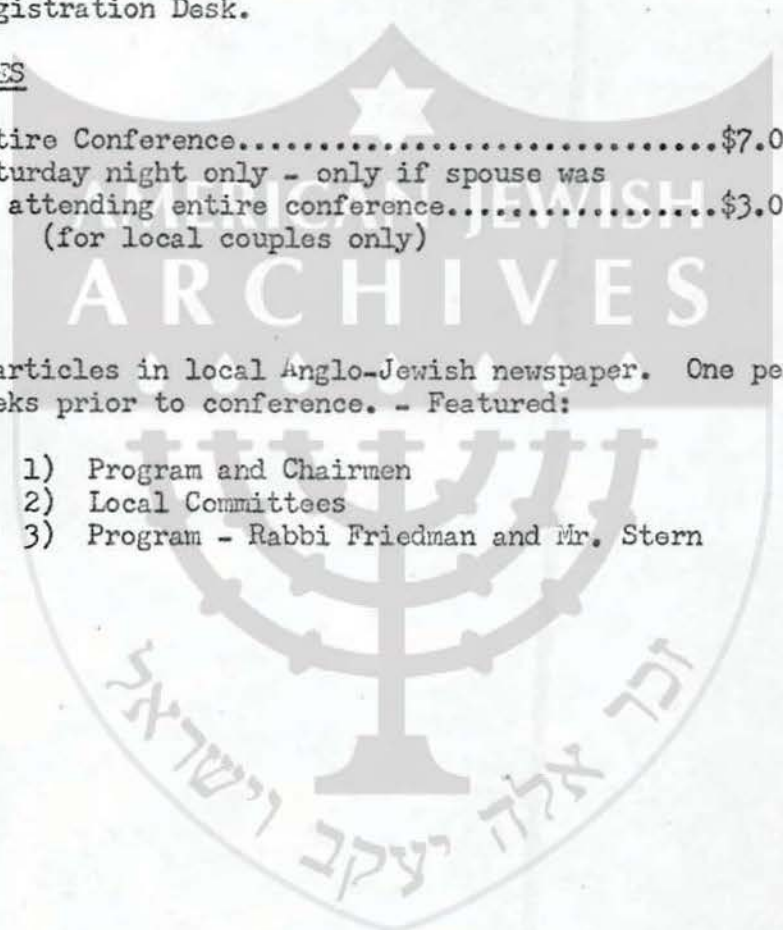
FEES

Entire Conference.....\$7.00
Saturday night only - only if spouse was
attending entire conference.....\$3.00
(for local couples only)

LOCAL PUBLICITY

3 articles in local Anglo-Jewish newspaper. One per week for 3 weeks prior to conference. - Featured:

- 1) Program and Chairmen
- 2) Local Committees
- 3) Program - Rabbi Friedman and Mr. Stern



MINUTES OF THE YOUNG LEADERSHIP CABINET MEETING
SATURDAY, DECEMBER 12, 1964
12:00 NOON - NEW YORK HILTON

ATTENDEES

Cabinet Members

Leonard D. Bell - Lewiston, Maine	Warren Miller - Washington, D.C.
Herschel Blumberg - Washington, D.C.	Morey M. Myers - Scranton, Pa.
Joel Breslau - Washington, D.C.	James H. Nobil - Akron, Ohio
Charles Cahn II - Baltimore, Md.	Neil J. Norry - Rochester, N.Y.
Lawrence M. Chapman - Omaha, Nebraska	Ivan J. Novick - Pittsburgh, Pa.
Gerald Cohn - Hazleton, Pa.	Melvin D. Sacks - Akron, Ohio
Charles L. Deaktor - Pittsburgh, Pa.	Robert M. Schrayner - Chicago, Ill.
Robert N. Eisner - New Britain, Conn.	Robert A. Shaines - Portsmouth, N.H.
Martin S. Fox - Newark, N.J.	Lewis S. Sheketoff - Hartford, Conn.
Herbert J. Garon - New Orleans, La.	Leonard H. Sherman - Chicago, Ill.
Louis S. Goldman - Dayton, Ohio	David W. Smerling - Chicago, Ill.
Joseph H. Kanter - Cincinnati, Ohio	Philip Spertus - Chicago, Ill.
Robert Z. Kaplan - Toledo, Ohio	Jay I. Vlock - New Haven, Conn.
Ben Zion Leuchter - Vineland, N.J.	Stanley Waranch - Norfolk, Va.
Michael S. Mahr - Baltimore, Md.	Bernard K. Yenkin - Columbus, Ohio
	Gordon Zacks - Columbus, Ohio
	Sidney Zilber - Cleveland, Ohio

Others

Irving Bernstein, Assistant Executive Vice-Chairman
Ernest N. Spickler, Director, Young Leadership Cabinet

The following matters were reviewed and discussed:

1. Nomination of Officers: The Chairman of the Nominating Committee, Herbert J. Garon, submitted the following nominations which were unanimously approved:

Chairman

Joseph H. Kanter - Cincinnati, Ohio

Associate Chairman

Leonard D. Bell - Lewiston, Maine

Regional Vice-Chairmen

Joel Breslau - Washington, D.C. - Mid Atlantic
Irwin S. Field - Los Angeles, Calif. - West Coast
Herbert J. Garon - New Orleans, La. - South-Southwest
Donald Harrison - Bridgeport, Conn. - Northeast
Richard S. Levitt - Des Moines, Iowa - West Central
Gordon Zacks - Columbus, Ohio - East Central

2. Report on Young Leadership Activities: Leonard D. Bell reported on the overall progress and activities of the Young Leadership Cabinet and Council. (See attachment 1).

A. Subdividing the Regions: It was suggested that there be closer and more frequent communication between Cabinet members. It was pointed out that some of the presently constituted regions are so large that the Regional Vice-Chairmen are not able to be in touch with Cabinet members within their regions. It was, therefore, recommended that the Regional Vice-Chairmen make a study of their regions and appoint area, state and community chairmen where necessary to establish closer communication within their areas.

(more)

B. Regional Meetings of Cabinet Members: It was felt that the pattern of meetings of Regional Vice-Chairmen with the Cabinet members in their respective regions should be continued. In 1964, Regional Cabinet meetings were held in -

Chicago, Illinois - East and West Central - March 7
Washington, D.C. - Mid Atlantic - March 21
Hartford, Connecticut - Northeast - April 1

The exchange of ideas and experiences at these regional meetings were effective in keeping members current on Young Leadership activities in their own communities as well as throughout the country. In 1965 it was suggested that the Regional Cabinet meetings coincide with the schedule of Regional Young Leadership Conferences wherever possible. (See 4 and 4A).

C. Periodic Telephone Conference of Officers: The members present felt it was necessary for the Cabinet officers to keep in constant touch with each other in addition to correspondence and occasional phone calls. It was, therefore, suggested that conference telephone hook-ups be arranged for the officers and Cabinet members if and when necessary.

D. UJA National Field Representatives and Young Leadership Cabinet Members: It was pointed out that communication between Cabinet members and UJA Field Representatives was good in some regions and poor in others. It was decided that Leonard D. Bell be invited to speak to the field representatives during their annual staff conference in New York, Wednesday, December 23, 1964.

E. Young Leadership Cabinet Members Traveling on Business: It was suggested that Cabinet members continue to receive notices of all Young Leadership meetings so that they may be able to arrange their schedules to attend meetings outside their own community whenever it is convenient for them to do so.

F. Biographies and Photographs: It was urged that more biographical information be obtained on Cabinet members. All Cabinet members are, therefore, asked to complete and return their bio forms along with a 5x7 glossy photograph. The photograph will be returned upon request.

G. Young Leadership Cabinet and UJA National Cabinet: It was felt that a closer working relationship be established between the Young Leadership Cabinet member and the UJA National Cabinet member. It was pointed out that this problem has been recognized and that the Young Leadership Chairman has been appointed to the UJA overall Executive Committee. It was also suggested that a member of the Young Leadership group speak to the Executive Committee on this question of close cooperation between the two Cabinet members. The Young Leadership Cabinet members apparently feel senior Cabinet members either are not aware of or are not concerned with the problems of community recognition of Young Leadership Cabinet members.

3. Qualifications for Membership on Young Leadership Cabinet: Joel Breslau, Chairman of a committee, including Harold Abramson, Mel Dubin and Ivan Novick, reported on the committee's recommendation for qualifications for Young Leadership Cabinet membership. The qualifications listed in schedule 2 were adopted. In the discussion which preceded the adoption, the following suggestions were made:

A. Attendance at Cabinet Meetings: It was felt that every member attend at least one Cabinet meeting a year.

B. Young Leadership Cabinet Term of Service: It was suggested that Young Leadership Cabinet officers and members serve for one year terms and continued service be dependent on adherence to the adopted conditions of service.

(more)

4. Report on Regional Conferences: Bernard K. Yenkin prepared and presented a paper on the planning and programming of the Young Leadership Regional Conference held in Columbus, Ohio during the weekend of September 12-13 (see attachment 3).

A. Area and Regional Meetings: The success of this Columbus Young Leadership Conference prompted the Young Leadership Cabinet to make plans for similar meetings in 1965. The following meetings have been tentatively scheduled:

Mid-Atlantic - Baltimore - April 3-4
Western New York State - Syracuse - Late May
Northeast - Boston - early June
Southwest - Dallas - late June
East Central - Cleveland or Akron - September 11-12 or 18-19

In addition, Young Leadership sessions are scheduled for UJA Regional Conferences in:

Chicago - Midwest Leadership Institute - January 22-23-24
Atlanta - Southeast Regional Conference - January 30-31
Del Coronado (San Diego) - Western Regional Conference - February 19-20-21

5. 1965 Young Leadership Mission: Ernest N. Spickler reported on the plans for the 1965 Young Leadership Mission. (See attachment 4).

The Cabinet urged that the itinerary be changed to include a different European stopover in order to make the Mission more attractive to prospects. The following itinerary is now under study:

Leave New York - Monday, July 12
Arrive Paris - Tuesday, July 13

Leave Paris - Thursday, July 15
Arrive Vienna - Thursday, July 15

Leave Vienna - Sunday, July 18
Arrive Israel - Sunday, July 18

Leave Israel - Tuesday, August 3
Arrive Athens - Tuesday, August 3

Leave Athens - Thursday, August 5
Arrive New York - Thursday, August 5

The cost of the Mission is tentatively set at \$1050.

6. 1965 May Cabinet Meeting: David Smerling, Chairman of a committee consisting of Leonard D. Bell, Melvin D. Sacks and Robert M. Schroyer recommended the University of Chicago Center for Continuing Education as the site for the 1965 spring Young Leadership Retreat (see attachment 5). The recommendation was accepted and a committee was appointed to plan the program. The committee is Leonard D. Bell, Chairman and Melvin D. Sacks, Robert M. Schroyer, Leonard H. Sherman and David Smerling.

(more)

7. Young Leadership National Conference: The 1964 plan of combining the National Young Leadership Conference with the UJA Annual December meeting did not seem to be the happiest solution since almost half of the Young Leaders present at the Conference came for the Annual meeting and did not remain for the Young Leadership sessions. In addition, the combination of the two conferences tended to blur the identification of the Young Leadership Conference. The UJA Staff seemed to be in favor of eliminating the National Young Leadership Conference and replace it with regional meetings similar to the very successful Columbus meeting.

However, most of the Cabinet members present felt it would be a mistake to give up the National Young Leadership Conference altogether. The Committee was therefore authorized to review the calendar to see if a more suitable time could be found and one which would not conflict with the General Assembly in November as there was general agreement that this conflict should be avoided. There was also some expression that instead of having a separate National Young Leadership Conference together with the UJA Annual December Conference meetings, efforts should be made to plan Young Leadership sessions during the period of the Annual Conference. In this way the Young Leaders would not have to make two separate trips to New York; could take advantage of the Annual December meeting and at the same time would have separate sessions geared to Young Leadership activity.

Leonard Bell was asked to head this committee and to appoint the members who will serve with him and to make their recommendations as early as possible after the first of the year.

Respectfully submitted,

Ernest N. Spickler

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12/30/64

YOUNG LEADERSHIP ACTIVITIES

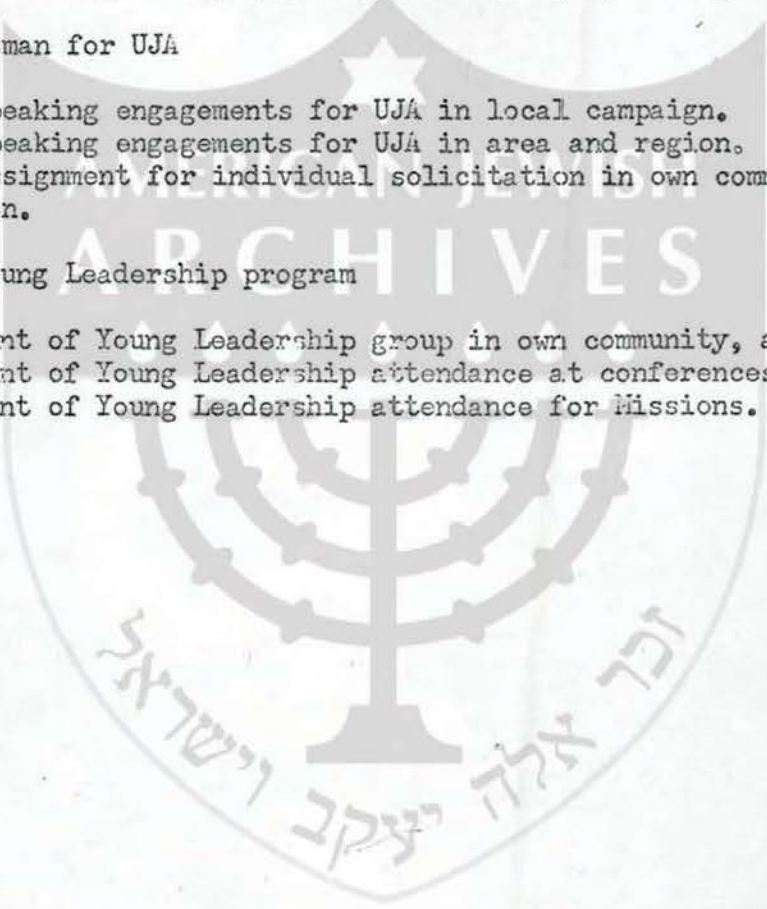
	<u>1963</u>	<u>1964</u>
Young Leadership Meetings	105	123
Young Leadership Cabinet Members Taking Speaking Engagements	21	32
Young Leadership Cabinet members serve on the National Cash Committee	7	8
Young Leadership Cabinet members serve on Welfare Fund Boards	2	24
Young Leadership Cabinet members serve as Trade & Division Chairmen	17	26
Young Leadership Cabinet members serve as Chairmen of Welfare Fund Allocation Committees	3	15
Young Leadership Cabinet members serve as campaign workers	33	10
Young Leadership Cabinet members serve as Campaign Chairmen	10	14
Young Leadership Cabinet members serve as Initial Gifts Chairmen	4	7
Total number of Cabinet	76	100
Officers	7	7
Members	69	89
Total number of communities represented	57	61
Young Leadership Council Members taking speaking engagements	12	23

29 Young Leadership Cabinet members have been to Israel.

50 Young Leadership Cabinet members have attended conferences.

QUALIFICATIONS FOR MEMBERSHIP IN YOUNG LEADERSHIP CABINET

1. Active participation in local campaign
 - a. Serve on Planning and Allocation Committees.
 - b. Serve on Board and Campaign Committees.
 - c. Support UJA in pre-campaign and post-campaign planning.
2. Active spokesman for UJA
 - a. Accept speaking engagements for UJA in local campaign.
 - b. Accept speaking engagements for UJA in area and region.
 - c. Accept assignment for individual solicitation in own community, area and region.
3. Developing Young Leadership program
 - a. Development of Young Leadership group in own community, area and region.
 - b. Development of Young Leadership attendance at conferences.
 - c. Development of Young Leadership attendance for Missions.
4. Maximum gift.



MINUTES OF YOUNG LEADERSHIP CABINET MEETING
MAY 1-2-3, 1964
ONCHIOTA CONFERENCE CENTER
STERLING FOREST
TUXEDO, NEW YORK

ATTENDEES

Harold B. Abramson - Passaic, N.J.	Michael S. Mahr - Baltimore, Md.
Leonard D. Bell - Lewiston, Me.	Morey M. Myers - Scranton, Pa.
Walter M. Blattner - Pittsburgh, Pa.	James H. Nobil - Akron, Ohio
Joel Breslau - Washington, D.C.	Neil J. Norry - Rochester, N.Y.
Leon E. Brock - Boston, Mass.	Ivan J. Novick - Pittsburgh, Pa.
Mel Dubin - New York City	Frank M. Polasky - Saginaw, Mich.
Robert N. Eisner - New Britain, Conn.	Robert W. Ross - Framingham, Mass.
George J. Eligman - Reading, Pa.	Milton Rottman - Bridgeport, Conn.
Irwin S. Field - Los Angeles, Calif.	Melvin D. Sacks - Akron, Ohio
David B. Follender - Teaneck, N.J.	Robert M. Schrayner - Chicago, Ill.
Martin S. Fox - Newark, N.J.	Robert A. Shaines - Portsmouth, N.H.
Herbert J. Garon - New Orleans, La.	Leonard H. Sherman - Chicago, Ill.
Joseph H. Kanter - Cincinnati, Ohio	David Smerling - Chicago, Ill.
Robert Z. Kaplan - Toledo, Ohio	Jay I. Vlock - New Haven, Conn.
Ben Zion Leuchter - Vineland, N.J.	Gordon Zacks - Columbus, Ohio

Prior to the official opening of the weekend meeting, your Chairman and Regional Vice-Chairmen met at UJA Headquarters to review the agenda and make final arrangements for the weekend Retreat.

The opening meeting on May 1 was called to order at 8:00 P.M. with the Hon. Michael S. Comay, Permanent Representative of Israel to the U.N., as speaker. His topic "U.S. Jewish Community and Israel in a Changing World" dealt with the State of Israel and its economic, social and political relationships with the U.S. and the family of nations.

At 10:00 P.M., Joel Breslau reported on Young Leadership activities with the following summary:

- 57 Young Leadership Meetings
- 13 YL Council members have taken speaking engagements
- 22 YLC members have taken speaking engagements
- 3 YLC members serve on the National Cash Committee

Young Leadership Cabinet members serve in their communities as follows:

- 22 Welfare Federation Board members
- 21 Trade and Division Chairmen
- 14 Welfare Federation Allocation Committee Chairmen
- 13 Campaign Workers
- 11 Campaign Chairmen
- 5 Initial Gifts Chairmen

It was urged that all Cabinet members make themselves available for speaking engagements at campaign meetings in addition to Young Leadership meetings. It was

also stressed that it is most important for Cabinet members to take a more active part in their own community fund raising in addition to serving on Boards of member agencies of their Welfare Federations.

Saturday morning's session was a presentation of "UJA Campaign - Regular and Israel Education Fund" by Rabbi Herbert A. Friedman, Executive Vice-Chairman of the United Jewish Appeal. There was considerable discussion on the need for the Israel Education Fund and the manner in which this campaign will be conducted. The session was highlighted by Rabbi Friedman's graphic description of "How to Solicit a Contributor," during which he stressed the need to:

1. Have a good relationship with the prospect.
2. Be sincere in what you are doing.
3. Attain superior knowledge of the facts.
 - a. Avail yourself of UJA material.
 - b. Travel but above all participate in overseas Mission.
4. Ability to close - ASK FOR GIFT!

The Saturday afternoon session was devoted to "European, South African and South American Jewry in the Next Decade." The global presentation by Samuel Haber, Assistant Executive Director of JDC's overseas operation was reviewed. JDC's program in Europe, Asia, North Africa, as well as the JDC Malben program in Israel was also reviewed. The questions that followed brought to light many startling and confidential facts and figures which unfortunately are not for publication.

Prior to dinner, Gordon Zacks presented the Young Leadership Manual and Irwin S. Field spoke on Self Improvement.

The Young Leadership Manual is a compilation of the factual story of UJA's activities. Its purpose is to supply you with the tools to enable you to set up a Young Leadership program in your community and other communities in your area. It is also to enable you to handle items #3 of Rabbi Friedman's rule on "How to Solicit a Contributor." The Manual will be ready for distribution shortly.

Self improvement was projected in order to better equip Cabinet members for their role as community leaders. During the discussion, Irwin Field stressed the need to develop leadership skills through university extension courses and practical skills by participating in Mission Conferences and meetings. He also suggested the following books as aids to Cabinet members:

1. "Effective Talking in Conferences" - John M. Clapp
Published by Ronald Press - 1948
2. "Executive Public Speaking Techniques" - Harry Simmons.
Published by Chilton Company Book Division - 1959
3. "Briefing and Conference Techniques" - Glen M. Lovey.
Published by McGraw Hill - 1959
4. "Executive Guide to Effective Speaking and Writing" - Frederick C. Dyer.
Published by Prentiss Hall - 1962

After dinner, Rabbi Zelig S. Chinitz, Director of Special Services for UJA, introduced Dr. Salo W. Baron of Columbia University, author of the authoritative "Social and Religious History of the Jews."

It was an exciting, intellectual adventure to listen to Dr. Baron's incisive analysis of the unique situation confronting Jewish communities in various parts of the world. His prognosis for the survival of Jewry in the dispersion was one of optimism, contrary to the pessimistic attitude reflected in recent surveys on intermarriage. Professor Baron's lecture stimulated many questions, the answers to which helped the participants appreciate the scope and significance of the UJA and the role of the Young Leaders in future years.

Upon completion of Professor Baron's presentation, Leonard D. Bell led a discussion on the Young Leadership Conference.

Since there was a great deal of mixed opinion as to the time of the conference it was decided to open the subject again in the morning during the Business Session.

The Young Leadership Cabinet Business Session was called to order by Chairman Joseph H. Kanter at 9:00 A.M. on Sunday, May 3. James H. Nobil and Melvin D. Sacks, Co-Chairmen of the 1964 Young Leadership Mission, reported on the progress of Mission attendance and assigned and reviewed the names of Mission prospects for follow up by the Cabinet, UJA staff and past Mission participants. It was unanimously agreed that the most important phase of the Young Leadership program is the annual Mission and that everything possible must be done to build the participation of these Missions.

At this point a number of members expressed themselves as to the reasons for their involvement in the Young Leadership Cabinet. As a result of this discussion, Joel Breslau was appointed Chairman of a committee consisting of Ivan J. Novick and Mel Dubin to review the participation of Cabinet members in order to be sure both old and new members understand what is expected of them as members of the Cabinet.

In regard to the conference, it was explained that -

1. The original date for the Young Leadership Conference was set for the weekend of October 30, 31 and November 1, 1964.
 - a. This was cancelled in order to avoid conflict with the CJFWF General Assembly which takes place in mid-November.
2. The weekend of January 15-16-17, 1965 was then scheduled.
 - a. This was also cancelled due to the fact that during the months of January, February and March of 1965, the following regional meetings are scheduled and it was felt that it was too difficult to attend both a national meeting and regional meeting in the same period:

South-Southwest Regional Conference	- January 8-9-10 or January 15-16-17
Midwest Leadership Institute	- January 22-23-24
Western Regional Conference	- February 19-20-21

After a lengthy discussion, it was agreed to combine the Young Leadership Conference with the National Conference on December 11-12-13, 1964 in New York City. However, this would be subject to the feasibility of combining the two conferences. (After the meeting, it was urged that this matter be further studied

due to the danger that the Young Leadership Conference might lose its own identity if combined with the National Meeting.)

The final item of discussion was the 1965 Young Leadership Cabinet meeting. A committee consisting of Leonard D. Bell, Melvin D. Sacks and David Smerling as its Chairman was appointed to look into the possibility of a Young Leadership Cabinet meeting in 1965 in the Chicago area. It was felt that our Cabinet meeting locations should be rotated in order to give all the members an opportunity to attend.

The meeting was adjourned at 12:00 noon on Sunday, May 3.

Respectfully submitted,

AMERICAN JEWISH
ARCHIVES

Ernest N. Spickler

ENS;abk

6/64



MINUTES OF YOUNG LEADERSHIP CABINET MEETING
SATURDAY, DECEMBER 7, 1963
10:30 A.M. - NEW YORK HILTON HOTEL

The meeting was called to order by the Chairman, Alan Sagner, who presided.

The meeting was attended by -

Harold B. Abramson, Passaic, N.J.	Ben Zion Leuchter, Vineland, N.J.
Leonard D. Bell, Lewiston, Maine	Michael S. Mahr, Baltimore, Md.
Herschel Blumberg, Washington, D.C.	Morey M. Myers, Scranton, Pa.
Joel Breslau, Washington, D.C.	Neil J. Norry, Rochester, N.Y.
Robert N. Eisner, New Britain, Conn.	Ivan J. Novick, Pittsburgh, Pa.
Jack B. Fisher, Canton, Ohio	Frank M. Polasky, Saginaw, Mich.
Martin S. Fox, Newark, N.J.	Leonard H. Sherman, Chicago, Ill.
N. Bud Grossman, Minneapolis, Minn.	Roger P. Sonnabend, Boston, Mass.
Sheldon B. Guren, Cleveland, Ohio	Gordon Zacks, Columbus, Ohio
Joseph H. Kanter, Cincinnati, Ohio	Herbert A. Friedman
Robert Z. Kaplan, Toledo	Ernest N. Spickler

- and a number of observers and guests

The following matters were reviewed and discussed:

1. Nomination of officers: The Nominating Committee, consisting of Leonard D. Bell, Martin S. Fox and Michael S. Mahr, Chairman, submitted the names of Cabinet members to serve as officers:

Chairman	- Joseph H. Kanter, Cincinnati, Ohio
Regional Vice-Chairmen	- Leonard D. Bell, Lewiston, Me.; Northeast Joel Breslau, Washington, D.C.; Mid-Atlantic Louis Dorfman, Dallas, Texas; South-Southwest Irwin S. Field, Los Angeles, Calif.; West Coast Richard S. Levitt, Des Moines, Ia.; West Central Gordon Zacks, Columbus, Ohio; East Central

The slate of officers as nominated were unanimously elected.

2. Regional Vice-Chairmen's Reports: Roger Sonnabend, Joel Breslau and Joseph Kanter reported on the progress in their respective areas and Alan Sagner reported for those Regional Vice-Chairmen not present, who had mailed in their reports.

3. Chairman's Report: Alan Sagner reported on the overall progress and activities of the Young Leadership Cabinet in 1963. (See Attachment 1).

4. UJA Regional Conferences: (See Attachment 2). Every Cabinet member was urged to attend the Regional Conference in his area and to use his personal influence in bringing other Young Leaders to the three Regional Conferences.

5. 1964 Young Leadership Mission: (See Attachment 3). Ernie Spickler reported on the plans for the 1964 Young Leadership Mission with an explanation of the itinerary, dates and cost. In regard to a second overseas Mission in the Fall of 1964, it was decided, after careful evaluation and study, to abandon this project. However, those Cabinet members who are desirous of making the trip will be given consideration to join the October UJA Study Mission. In any event, the select list of Young Leaders to be invited to participate in the summer Young Leadership Mission must be sent to headquarters by the end of the year. We urge your immediate action on this matter.

6. Next Cabinet meeting: It was the decision to hold our next Cabinet meeting at the Onchiota Conference Center on the weekend of May 1-2-3. The following Cabinet members agreed to serve on the Program Committee under the Chairmanship of Joel Breslau: Leonard D. Bell, Robert Z. Kaplan, Neil J. Norry and Herschel Blumberg. It is most important that we all get our suggestions into the committee in order that they may set up the program according to your wishes.

7. Annual Young Leadership Conference: It was decided to hold our annual conference in New York on the weekend of October 30-31-November 1. Roger P. Sonnabend agreed to be Chairman of the Conference Program Committee, with Ivan J. Novick, Frank M. Polasky and Michael S. Mahr. It is important to get your suggestions early so that the committee can incorporate them into the program.

8. Young Leadership Cabinet members as observers at National Cabinet meetings: (See attached questionnaire). It was suggested that we question our Cabinet for volunteers to attend the UJA National Cabinet meetings as observers. If enough volunteer, there would be a Young Leadership Cabinet member at every meeting. It is necessary for you to fill out and return the questionnaire to Ernie Spickler.

9. UJA program for college students: Rabbi Zelig Chinitz, Director of Special Services for UJA, briefly explained the working relationship of UJA and Hillel on campus through its national headquarters in Washington.

A number of our Cabinet members travel. It was suggested that they let me have their itineraries so that I can keep them informed of any Young Leadership meetings in the communities they visit.

Respectfully submitted,

Ernest N. Spickler

ENS:MU
4 Encl.

12/16/63

YOUNG LEADERSHIP CABINET REPORT - 1963

The Young Leadership activities were evident in 105 campaign meetings. These meetings were covered by 53 Young Leaders, 26 of whom are Cabinet members. The following is a listing of the meetings:

57	Fund Raising
25	Young Leadership Stimulation
13	Education, Workers, etc.
7	Regional Conferences
<u>3</u>	<u>25th Anniversary</u>
<u>105</u>	

In addition, 7 Young Leaders are on the National Cash Committee, 6 of whom are Cabinet members. In all, 23 communities are their responsibility for cash.

Previous conference attendance by Young Leaders who are today Cabinet members.

<u>1960</u>	<u>1961</u>	<u>1963</u>
15	15	32

Previous Mission participation by Young Leaders who are now Cabinet members.

<u>1961</u>	<u>1962</u>	<u>1963</u>
9	4	4

Campaign positions held by Cabinet members.

<u>Campaign Chairmen</u>	<u>IG Chairmen</u>	<u>Trade Chairmen</u>
10	4	17

<u>Welfare Fund Presidents</u>	<u>Welfare Fund Board</u>
1	15

<u>Welfare Fund Executive Committee</u>	<u>Allocations Committee</u>
2	3

Total Number of Cabinet - 76

1 Chairman 6 Regional Vice-Chairmen 69 Members

Total number of communities represented - 57

Alan Sagner

4. Young Leadership Sessions are planned for the UJA Regional Conferences. This is in keeping with the results of the questionnaire on when to have Young Leadership sessions at Regional Conferences. The majority favors sessions during the Conferences. The Regional Conferences are -

South-Southwest Regional Conference
January 24-26, 1964
Shamrock Hilton Hotel
Houston, Texas

Western Regional Conference
February 21-23, 1964
Riviera Hotel
Palm Springs, California

Midwest Leadership Conference
March 6-8, 1964
Edgewater Beach Hotel
Chicago, Illinois



ATTACHMENT 3

5. 1964 Young Leadership Mission - Ernest N. Spickler

Leave New York, July 6 - Arrive Rome July 7. In Rome for three days - includes bus trip to Naples - Port of immigrant embarkation.

Leave Rome, arrive Israel July 10 for 17 days of intensive UJA and Jewish Agency orientation.

Leave Israel, arrive Paris July 27 for three days. Paris will include meeting with representatives of the JDC, United Hias and ORT.

On July 30, the Mission leaves for home.

The cost is \$987. This will cover roundtrip air transportation by jet, hotel accommodations, as well as all meals, tours and receptions for all except three of the days in Israel. Three days in Israel are free for personal activities and luncheons and dinners taken by Mission members during these three days will not be covered by the Mission price. However, hotel accommodations and breakfasts for these three days are included.

The Mission price will cover hotel and food in Rome on July 7, 8 and 9 and in Paris on July 27. The cost of hotel on July 28, meals and hotel on July 29 and breakfast and lunch on July 30 are not included in the Mission price, as each person is on his own during this period.

The itinerary will be similar to the 1963 Mission with the addition of Rome. Also, an optional one-day air round-trip to Eilat at a cost of \$31 per person is available.

Wives, of course, are invited, but there will not be accommodations for children.

The Mission is designed just for Young Leaders of American-Jewish communities between the ages of 25 and 40, and will be geared especially for this group.

First invitation will be sent to the select list supplied by the Cabinet. All reservations will be assigned on a first-come first-served basis.

MINUTES - YOUNG LEADERSHIP CABINET MEETING
FRIDAY, SEPTEMBER 13, 1963 - 9:30 A.M.

The meeting was called to order by Chairman.

Alan Sagner presided.

The meeting was attended by:

Harold B. Abramson, Clifton, N.J.	Herbert H. Kohl, Milwaukee, Wisc.
Robert H. Arnow, New York City	Ben Zion Leuchter, Vineland, N.J.
Leonard D. Bell, Lewiston, Me.	Morey M. Myers, Scranton, Pa.
Herschel Blumberg, Washington, D.C.	James H. Nobil, Akron, Ohio
Joel Breslau, Washington, D.C.	Neil J. Norry, Rochester, N.Y.
Gerald L. Cohn, Hazleton, Pa.	Ivan J. Novick, Pittsburgh, Pa.
Robert N. Eisner, New Britain, Conn.	Harris N. Rosen, Providence, R.I.
Robert A. Feldman, Rochester, N.Y.	Robert W. Ross, Framingham, Mass.
Jack B. Fisher, Canton, Ohio	Melvin D. Sacks, Akron, Ohio
Martin S. Fox, Newark, N.J.	Leonard H. Sherman, Chicago, Ill.
Herbert J. Garon, New Orleans, La.	Roger P. Sonnabend, Boston, Mass.
N. Bud Grossman, Minneapolis, Minn.	Leslie W. Spero, Youngstown, Ohio
Daniel Neal Heller, Miami, Fla.	Stanley Waranch, Norfolk, Va.
Lee Javitch, Harrisburg, Pa.	Bernard K. Yenkin, Columbus, Ohio
Philip P. Kalodner, Philadelphia, Pa.	Gordon Zacks, Columbus, Ohio
Joseph H. Kanter, Cincinnati, Ohio	Herbert A. Friedman
Robert Z. Kaplan, Toledo, Ohio	Ernest N. Spickler

The following matters were reviewed and discussed:

1. Resume of activities of Young Leadership Cabinet. (See attachment #1)
2. Report on first Young Leadership Cabinet Meeting. (See attachment #2)
3. Resolution on the "Young Leadership Council."
4. Development of regional, area and local Young Leadership Meetings.
(See attachment #3)
5. Tentative plan for 1964 Mission.
 - a. According to this plan, participation in the 1964 Mission should be limited to 75-80 individuals of a high calibre.

It is felt that a smaller group would permit a closer, more personal contact with Jewish Agency and Israel's officials.

b. The 1964 Mission's Itinerary should be expanded by an additional (to Paris) place of interest in Europe, provided that this change will not affect the cost of the trip which is under \$1,000.

c. Members of the Young Leadership Cabinet are requested to suggest names for the 1964 Mission on a selective basis.

d. Consideration of two Young Leadership Missions:

1. July-of a longer duration, because of the proposed expansion of the European part of the trip.

2. October-of a shorter duration with a possible overlapping with the UJA Study Mission.

(Please let me know your preference)

6. Suggested expansion of the Young Leadership Cabinet. (See Attachment #4).
7. Publication of a Young Leadership Newsletter. (See Attachment #5).
8. Herbert A. Friedman's report on Educational Needs in Israel; to be followed with a further discussion at the next Young Leadership Cabinet Meeting.
9. Plans for next Cabinet meeting:
 - a. Place: Onchiota Conference Center
Sterling Forest
Tuxedo, New York
 - b. Date: the weekend of May 1-2-3, 1964, or
the weekend of May 15-16-17, 1964
(Please let me know your preference)
 - c. The Agenda of the 1964 meeting will be, in essence, the same as that of 1963. In addition, it deems desirable to have in-depth analysis and discussion on the activities of the UJA Constituent Agencies.
10. 1964 Young Leadership Conference

Place - New York City

Your suggestion for the date and agenda for next year's conference would be greatly appreciated.

11. Proposed members of Nominating Committee:

Leonard D. Bell, Lewiston, Maine
Martin S. Fox, Newark, N.J.
Michael S. Mahr, Baltimore, Md.

The task of the Nominating Committee is to have by the time of the National UJA Conference, December 6-7-8, 1963 in New York, candidates for the officers of:

1. Chairman
2. Six Regional Vice-Chairmen

Meeting adjourned at 12:25 P.M.

Respectfully submitted,

Ernest N. Spickler

Ernest N. Spickler

RESUME OF ACTIVITIES OF YOUNG LEADERSHIP CABINET

The Young Leadership activities were evident in 77 campaign meetings. Those meetings were covered by 42 Young Leaders, 22 of whom are Cabinet members. The following is a listing of the meetings.

35 Fund Raising
 22 Young Leadership Stimulation
 10 Education, Workers, etc.
 7 Regional Conferences
3 25th Anniversary
 77

In addition, 7 Young Leaders are on the National Cash Committee, 6 of whom are Cabinet members. In all, 23 communities are their responsibility for cash.

Previous conference attendance by Young Leaders who are today Cabinet members.

<u>1960</u>	<u>1961</u>
15	15

Previous Mission participation by Young Leaders who are now Cabinet members.

<u>1961</u>	<u>1962</u>	<u>1963</u>
9	4	4

Campaign positions held by Cabinet Members.

<u>IG Chairmen</u>	<u>Trade Chairmen</u>	<u>Campaign Chairmen</u>	<u>Welfare Fund Board</u>
4	17	10	15

<u>Welfare Fund Executive Committee</u>	<u>Welfare Fund President</u>	<u>Allocations Committee</u>
2	1	3

Total Number of Cabinet - 75

1 Chairman	6 Regional Vice-Chairmen	68 Members
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Total number of communities represented - 56

SUMMARY REPORT ON YOUNG LEADERSHIP CABINET MEETING

FRIDAY, SATURDAY, SUNDAY - MAY 17-18-19

ONCAGIOTA CONFERENCE CENTER

TUXEDO, NEW YORK

ATTENDEES

Harold B. Abramson	- Clifton, N.J.	Morey M. Myers	Scranton, Pa.
Leonard D. Bell	Lewiston, Me.	James H. Nobil	Akron, Ohio
Herschel Blumberg	Washington, D.C.	Neil J. Norry	Rochester, N.Y.
Joel Breslau	Washington, D.C.	Ivan J. Novick	Pittsburgh, Pa.
Irwin S. Field	Los Angeles, Calif.	Frank M. Polasky	Saginaw, Mich.
Jack B. Fisher	Canton, Ohio	Melvin D. Sacks	Akron, Ohio
David B. Follender	Teaneck, N.J.	Alan Sagner	Newark, N.J.
Martin S. Fox	Newark, N.J.	Robert M. Schroyer	Chicago, Ill.
N. Bud Grossman	Minneapolis, Minn.	Leonard H. Sherman	Chicago, Ill.
Martin Hecht	Cape Girardeau, Mo.	Roger P. Sornabend	Boston, Mass.
Robert Z. Kaplan	Toledo, Ohio	Wallace W. Wolf	Worcester, Mass.
Michael S. Mahr	Baltimore, Md.	Gordon Zacks	Columbus, Ohio

The opening meeting, May 17, was called to order at 8:00 P.M. with the Hon. Avraham Harman, Israel's Ambassador to the United States, as speaker. His topic, "ISRAEL IN THE 60's," dealt with the history of the State of Israel from its inception in 1948, to the present time. He discussed Israel economic and social problems, its relationship with the U.S. and other Jewish communities, and its place in the family of nations. Israel's primary task, according to Mr. Harman, "is to achieve a complete and successful fusion of all elements of our population."

The breakfast session on May 18th was addressed by Edward M.M. Warburg, Chairman of the American Jewish Joint Distribution Committee (JDC). Speaking on "Leadership of the U.S. Jewish Community". Mr. Warburg traced the pattern of Jewish philanthropy and lay leadership from World War I to the present. He stressed the role of the older immigrant groups in the growth and development of Jewish philanthropy--first, the early German Jewish settlers, later the East European Jews,-

today, the present generation, who are the children and grandchildren of the first two groups.

The meeting was reconvened at 2:00 P.M. Rabbi Herbert A. Friedman, UJA Executive Vice-Chairman, speaking on "U.S. Jewish Community in the 60's", traced the history of Central Jewish community organization in the United States. He dwelt on the development of federations, Welfare Funds and Community Councils - and the impact the UJA has made on these central organizations, particularly in the perfection of local fund raising and refinement of techniques. This, Rabbi Friedman emphasized, not only has resulted in raising increased sums for overseas needs but for local and national Jewish purposes as well.

The evening meeting was devoted to a discussion on "The Soviet Union and East European Countries", by Prof. Richard E. Pipes, Associate Director, Russian Research Center, Harvard University. Professor Pipes' address covered Russia's history, its present form of government and its people, with particular emphasis on the problems of Jews surviving as a religious and cultural entity.

The business session on Sunday was chaired by Alan Sagner, Chairman of the Young Leadership Cabinet. Mr. Sagner gave a report on the development and progress of the UJA Young Leadership program since its inception in December, 1962. The following were the high points:

1 - The formation this year of the Young Leadership Cabinet, composed of a National Chairman, six regional Vice-Chairman and 67 members-at-large, which acts as the Executive Committee for the 6500-member Young Leadership Council.

2 - In support of the UJA's current campaign, the Young Leadership program has involved 35 members who spoke at 64 meetings. Of these, 19 were Cabinet members. In addition, 6 Cabinet members and one member-at-large are serving on the National Cash Committee with a responsibility for 23 communities.

3 - The Cabinet is seeking to enlarge its membership in order to gain wider regional representation in the South, and the West and far West. The business session also brought out the following:

A) That excellent use is being made of the educational material that is being distributed on a regular basis by the Young Leadership National Office such as Near East Report, JTA Weekly News Bulletin, Israel Digest, and Rabbi Friedman's FYI Bulletins. In addition, it was suggested that the members also receive the "JDC Letter" issued monthly under the signature of Edward M. M. Warburg.

B) A request that a Young Leadership "Newsletter" be published on a regular basis; this to be devoted to reporting Young Leadership activities in communities, and as a medium for the exchange of ideas and experience.

C) To name the present Young Leadership body, "The Young Leadership Council".

D) That Cabinet members be given the names of Council members living in their area for review and for corrections, deletions and additions necessary to keep the mailing list up to date. A periodic review along these lines is also to be made by UJA Field Representatives, Community Executives, Campaign Directors and members of the UJA Senior Cabinet.

E) It was moved and carried that Cabinet members who reach the age of 40 be kept on as members five years additionally if their record of UJA interest and performance is at an acceptable level.

Mr. Sagner urged the members of the Young Leadership Council and Cabinet to take more active leadership roles in their local federations, particularly in the areas of fund raising, in serving as members of their local Boards, Executive and Allocation Committees, in activating Young Leadership groups in their local communities, and in participating in UJA Young Leadership meetings locally and regionally. He also stressed the need for maximum attendance at the Young Leadership Conference to be held September 13-14-15 at the New York Hilton in New York City, and urged more members of the Council to join the annual Young Leadership Missions to Europe and Israel. It was suggested and agreed that:

1) Communities present the winners of their local Young Leadership awards with expenses-paid memberships on the forthcoming UJA Young Leadership Mission.

2) That, in the interests of the UJA, every Senior Cabinet member keep in close contact with the Young Leadership Cabinet members in his area.

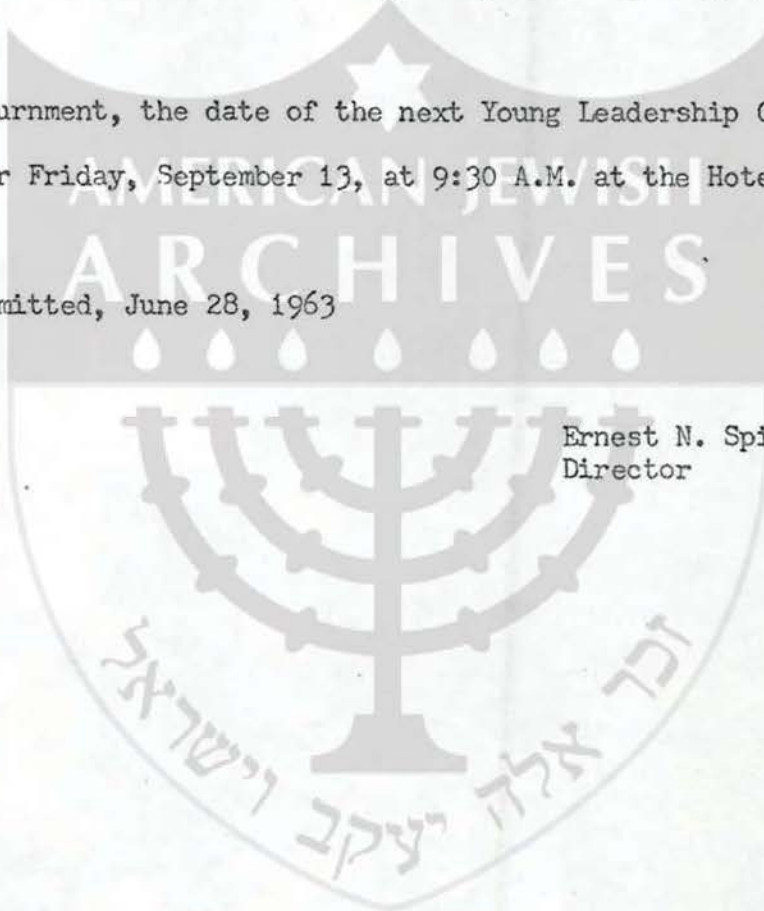
3) That A Committee be formed to outline a program for the 1963 Young Leadership Conference in September, keeping in mind the needs and desires of Young Leadership.

4) To publish a booklet containing the photos and biographies of the Cabinet members.

Before adjournment, the date of the next Young Leadership Cabinet meeting was scheduled for Friday, September 13, at 9:30 A.M. at the Hotel New York Hilton.

Respectfully submitted, June 28, 1963

Ernest N. Spickler
Director



ATTACHMENT #3

DEVELOPMENT OF REGIONAL, AREA AND LOCAL YOUNG LEADERSHIP MEETINGS

During the last eight months since the inception of the Young Leadership Cabinet, there took place 22 young leadership stimulation meetings. These meetings by and large were held in the East and Midwest.

We are in need of planning meetings in the other areas, namely, the South, Southwest and West Coast. Irwin S. Field has scheduled a number of meetings on the West Coast through the months of October and November.

We can follow his pattern. With the help of the Regional Field Director and the National Office, he has asked the Young Leader in each of the cities there to call together a group of interested men for a full discussion of the UJA needs. In some instances, these meetings are in homes and handled directly. In other cases, they were arranged through the Welfare Fund offices. In each case, he is planning to attend these meetings and recruit membership for our Young Leadership Council.

In the areas of the South and Southwest, I strongly urge you to follow the same pattern - make use of the field man and field director of UJA - make use of Ernie Spickler - make use of our Young Leadership Cabinet. Schedule a meeting at your home, tell them what the Young Leadership is trying to do. Get one or two of the attendees to call a meeting at his home and invite others for the same purpose. Call the Young Leader in the neighboring community and ask him to do the same - offer to attend and explain our program. Call your Executive Director - enlist his help in arranging such a meeting.

We have found that our contemporaries are waiting to be asked to get involved in UJA - give them the opportunity.

Young Leadership Sessions to be tied in with United Jewish Appeal Regional meetings. Should we have separate meetings for the Young Leadership Council? This is possible, but we must know from you whether to plan these sessions the day before or the day after the Regional meetings.

If you haven't as yet done so, please let me know of your suggestions).

I would also like to hear from those of you who have had successful meetings and how you arranged for them.

ATTACHMENT #4

More representation on Cabinet from South and West of Mississippi.

In reviewing your list of Cabinet members, you will find that we lack representation from the South and West of the Mississippi.

You all have contacts in these areas through business, through your practices, school chums and friends. Be in touch with them, urge them to get involved in UJA's Young Leadership program. Let us know of potentials who can be asked to join our Cabinet. The need for representation in these areas is self-evident.



ATTACHMENT #5

ADOPTION OF A "NEWSLETTER" TYPE OF BULLETIN FOR THE YOUNG LEADERSHIP CABINET

1. The name of the proposed publication will be the "YLC Leader."
2. It will be issued in mimeographed form from 6 to 9 times a year, excluding the summer period.
3. Its appearance will be enhanced by a printed name plate on the first page.
4. The cost, if limited to a mailing list of 100, will be about \$65.00 per issue, including postage, paper, mimeographing, etc.
5. Contents:
 - a. Young Leadership Cabinet participation in local drives and community organizational affairs.
 - b. Educational material.
 - c. Briefing on important developments relating to overseas needs, UJA constituent and beneficiary agencies, etc.

The objective: To give the Young Leadership Cabinet members the same kind of information the members of the Senior Cabinet would get and thus give them a sense of belonging to the UJA family of leadership.

A D D R E S S

By

AMERICAN JEWISH
Rabbi Herbert A. Friedman
ARCHIVES on bus to Matheusen

to the

Members of the U. J. A. YOUNG LEADERSHIP MISSION

October 29 - November 13, 1972

Mr. Friedman

I think that those 15 years (1933-1948) were the most important 15 years in 4000 years of Jewish history. I think that I know those 4000 years, I have read probably 400 books about them. I have thought four thousand hours about them. Not the period of Abraham and not the giving of the Torah on Mount Sinai and not Joshua beginning the conquest of the Holy Land, and not David and not Saul and not the Romans and not the Babylonians, no other period has been as significant. Nothing that we have passed through in 4000 years of our corporate history has been as momentous as the 15 years in which two things occurred, two fundamental things, death and birth. Between 1933 and 1945 we almost died, collectively as a people - not just the Six Million, one third of us who were killed, - but another two thirds who weren't killed physically, yet were on the verge of dying spiritually and psychologically. I dare say that had not the birth of Israel occurred three years later the Jewish people all over the rest of the world, the remaining two thirds, would have gone down and down and down in the period of 50 years or a hundred years and they would never have been able to recover from the blow.

Some historian later on in the future would try to figure out what happened to cause the loss of the life instinct of the Jewish people, which had kept them alive through all the persecutions and tortures. Some future historian would say that we lost our instinct to live when we were dealt the worst blow we ever endured. Nobody ever did anything to us as did Hitler. No persecutor, no conqueror, no Russian Czar, nobody ever hurt us that badly, left us feeling like impotents, and with time the two thirds who were alive would have

realized that they were guilty of the death of the one third because they had done nothing about it. Never mind trying to blame the outsiders. First you have to blame yourself. The Jewish world did very little, if anything, to try to fight back against Hitler. The knowledge of that would gradually have seeped in, even into the powerful American Jewish community, and a guilt feeling would have overtaken them. I think 50 or 100 years might be ^{even} too long. The inner disintegration of will would have happened sooner.

So, my thesis about our history is that all Jews would have died psychologically and spiritually, in terms of their will to live, just as surely as some Jews died physically in the gas chambers and ovens.

Thus I call the period of 1933-1945 the period of our death, and then in 1948 there was the absolutely spectacular and glorious moment of birth, and that birth also took place in blood, the way all birth does. It is not possible to be born except through blood. Every human being on earth goes through that experience, traumatically. The blood of the birth of a nation I think washed away some of the sense of impotence and paralysis and certainly gave a whole new ecstasy and brought back into play again a whole Jewish survival instinct, an optimistic instinct and belief again in the creative power of new life.

This is just not poetry or mystique which I'm trying to tell you. I am saying something which I think is historically valid. I can't prove it, but if we came back 500 years from now and read about it in a history book, somehow this period would be described as I just have.

If that is true, then you must realize that you are living through, or you are living on the edge of, the most extraordinary generation in a thousand generations, because although you are not of the period of 1933-1948, many of you were already born then. At least, you are on the fringe of that, and you are still living through the waves and ripples of that very special generation and you are not so very far removed from it. It is not just a question of talking about the same old boring subject of the "Holocaust!" I have put that word into quotation marks, because some people say: Oh, my God, I don't want to hear that story all over again; or, my God, I don't want to visit a camp; or, what the devil is he digging all that up for. Anybody who talks that way is a traitor to Jewish history. This Hitler period and the effect it had upon us is as important for you to understand as the Israel period and if you don't understand the one you won't understand the other.

This introduction is to justify, if I have to, why I want you to be intimately familiar with the Nazi period.

It began in Vienna and that makes it also particularly poignant that we are at this moment driving through the country where this whole story began. Hitler was born in Austria, lived in Austria, went to Germany when he was 24 years old and died when he was 55 or 56. So that for almost half his life he lived in Austria and that was a very important period in his life.

All of his ideas he got here. I do not want to go into a psycho-analytical story of his background. Yet we should know that he was the third son of the third marriage of his father and that third

marriage took place with his father's second cousin. The grandfather first had the name Schickelgruber and Hitler himself said that with that name he never would have come to power. One cannot think of thousands of stormtroopers yelling "Heil Schickelgruber"; it would just have been comical. Then his name at one time was Heidler and he didn't like that, he thought it was too soft sounding. Hitler was shorter, harder, simpler. It became a good sound "Heil, Hitler," and this rhythmic thing was fairly important because it had a hypnotic effect. In my opinion one of the aspects of Hitler's success was the mass hypnosis technique which he developed. It's one of the explanations to account for how you can take over a nation of eighty million people - simply hypnotize them.

He left home at an early age, didn't have much respect for his parents, wandered around as a kid and then came into Vienna. He had no profession, but wandered the back streets and lived in hostels. He looked like a dirty miner's kid. He made a kind of a makeshift living as a drawer of pictures and postcards, sold in souvenir shops. He tried to get into the army, but wasn't admitted. ~~I said that the basic ideas,~~ He picked up ^{his basic ideas by much reading and by} ~~wandering the streets and~~ coming into contact with the virulent antisemitism which existed here. The main idea was that there was one Master Race and that all other people were inferior. He couldn't really believe that the Austrian people were the Master Race even though he was an Austrian, so he came to believe that the Germans were the Master Race. He began to believe that Germany should rule over the whole world with an iron hand. He came to believe that democracy was nonsense. He watched the Austrian parliament in

operation, he used to mock it and scorn it and the idea grew within him that parliamentary democracy was not the way to run a country.

When he left Vienna for Germany in 1913, one year before World War I, he was 24 years old. He believed with a burning passion in German nationalism; he had a hatred for democracy; he had a hatred for Marxism; he had a burning hatred for Jews and Judaism that obsessed his life; and a belief that God has chosen Germany to be the Master Race.

Well, that's the whole ideology chained in the mind of a 24 year old boy. Also, with his own genius, he discovered the secrets at that early age of how to control people, and he reached three conclusions which he put into practice later on. Number one, he felt that he would have to create a mass movement to get his ideas into practice. Number two, he would have to learn the art of propaganda, how to control the minds of people in order to create a mass movement, and number three, he would use terror as an instrument to intimidate. As far as that latter fact is concerned, he put that into practice immediately after he was in power. In 1934, the first year he was in office, he executed his best friend Captain Rohm, who had formed the SA battalions for him, with the excuse that the man was a homosexual. But that was not the motivating fact. Hitler's purpose in that cold-blooded purge was to show the whole world that he cared for no one, not even his own best friend, and to instill terror in people's hearts very early in the game. And this was a calculated and deliberate device.

He developed a few more guiding principles. Although he was not a religious man and as a matter of fact hated the Church, he decided early in his career not to oppose it, but try to live with it. He certainly did, didn't he? By 1938 he made a concordat with the Pope and effectively neutralized the powerful moral force of the Catholic church. Hitler was never condemned by the Pope. This was part of a clever design.

He also believed he had to win over the support of the heart of the establishment even though he was a revolutionary and intended to overthrow the government. And that's a very clever concept; to overthrow the government with the help of conservative elements in the government and to try to win over the army and big business. He succeeded in both. He enjoyed support from within the establishment at the same time that he tried to overthrow the establishment.

The other principle he discovered very early in his life was the power of oratory and what it could do, because he said over and over again that nothing succeeds like the spoken word. The written word may last, but the spoken word sways men's minds, and you can get them to do anything you want, hypnotize them.

This is the fanatical young man with the ideas formed in his head and the principles formed and a methodology formed. He came to Germany at the age of 24 in 1913, one year before World War I, and found a home in the German army. He had been wandering rootless up to that point and suddenly he became a man with a purpose. He fought hard, achieving something which very few German soldiers

ever did; he won the Iron Cross Second Class and the Iron Cross First Class, although he never rose above the rank of Corporal. This was one of the rarest things, for with millions of men in the German Army, there were only a few hundreds of ordinary soldiers, (not counting officers) who had won the Iron Cross First Class. Hitler wore that decoration the rest of his life. That was the little cross you may have remembered seeing in the photographs, dangling close up to the top of his tunic, almost like a choker around his neck. That was the style in which it was designed and it was the proudest decoration which he ever wore, and he wore it always.

Contrary to Mussolini and many other of the great dictators of his age, Hitler's uniform was not sprinkled with rows and rows of colored ribbons. He was wounded four times between 1914 and 1918. Just a month before the surrender in 1918 he was in hospital, blinded temporarily from poison gas which had wounded him on the battle-field. While in the hospital he learned that Germany had surrendered. He couldn't believe his ears that the great German chosen people, the mighty German army, had actually been defeated on the battle-field by the decadent English and the corrupt French. It was an impossible concept for him to swallow and he immediately looked for a scapegoat and immediately found one. The conviction grew in his mind that there were traitors who had stabbed Germany in the back and that phrase "the stab in the back," became the phrase with which he eventually won over the German masses. He repeated it over and over and over again in the next ten years when he inveighed against the Versailles Treaty and the unfair pressure

which the Allies were putting on Germany and that Germany had been defeated not by any weakness of her own, but by an enemy, a secret enemy, an enemy within and that was, of course, the Jews, they had stabbed Germany in the back. So all of his ideas came together in a synthesis - namely, that the German people were still invincible and still powerful and still could destroy and conquer the world and they were not defeated by anybody else, but by the Jews and so his whole ideology became intensive and with this ideology he decided to go into politics.

How did he enter politics? He remained in the army and he volunteered for a regiment in Munich in 1919 when the war was over to act as what was called a "Bildungs-offizier," an education officer which was the polite word for a spy. The German army used to send officers or enlisted men in uniform, to attend meetings of small political parties, which had sprung up in Germany after World War I like mushrooms, to spy on those parties and to report to the army which of those political parties showed any communist leanings. The army couldn't fight England and France anymore, but the army could fight internally against German communists.

In February 1920, Hitler joined a small party himself, whose meeting he had attended as part of his observation duties, when he became attracted by the doctrine of that party, which was called the German Workers Party, and the large number of people in that party ^{was} ~~were~~ six. He became number seven. Rohm was number five, that's where Hitler met him and became his close friend. He met him in 1920 and shot him in 1934, just to prove that no person is sacred.

A German Beer Hall is a cavernous room or rooms with heavy oak tables and benches on which people sit all round, holding heavy beersteins containing a full quart - and everyone pounding on the tables and beer sloshing all over the place and some people vomiting on the floor, people ~~are~~ singing happily and jollily, two thousand people in a room stamping their feet, clanking their pots on the wooden tables, well you can just imagine what that looked like, sounded like, and smelled like. By the way you can absolutely recapture that atmosphere today in many beer cellars in Germany. At a meeting on 24 February, 1920, in the ^{Festsaal of the Hofbräuhaus} Bürgerbraukeller in Munich, in front of a couple of thousand people, Hitler began his career by announcing the 25 points in his program, that we have talked about. He wanted to have a union of all Germanies, a greater Germany, with Jews to be denied citizenship, he wanted to abrogate the Versailles Treaty, he wanted to create a strong central private army. He did it with very inflammatory oratory and he began to introduce already those elements which I call, the elements of hypnosis. He was looking for a symbol, and he found it in the swastika. He was looking for a flag and he found it in the colors of red, black and white - they are the things which hit the eye easiest. That great big black flag with a great big red circle in it and a white swastika in the middle, and the pageantry which later on overwhelmed the German people, he began to develop that early in the game.

Festsaal

Later on you all have a picture in your mind of what those vast pageants were like. They came to a crescendo every year at

the Party Rally, in the stadium at Nuremburg which had room for somewhere between 80 and 100,000 people, or standing out in the field sometimes as many as a quarter of a million, ^{when} ~~and~~ it was decided not to seat anybody and the whole thing took place on foot: a quarter of a million men standing, beating their drums, stamping their feet, blowing their trumpets, huge torches 100 feet high flaring up into the air, massive searchlights swinging all over the place, and that rhythmic beat of Heil Hitler, Heil Hitler, Heil, going on hour after hour after hour. It was an unbelievable orgy with everybody standing in place, not even moving a muscle and a kind of mass mesmerization and only that one voice beaming out of that podium under the great eagle which was built, which had a fifty-foot wide wing span, hovering over his head, with a big swastika on the breast of the eagle, one searchlight burning down on this one man, in the light brown tunic, no decorations, just an arm brassard and the most magnificent public address system ever invented in the world, covering that field of a quarter of a million people, making his voice sound like a whisper rising to a scream, he turned that crowd in his hand as though it were putty. And those orgies got bigger and bigger and bigger and more and more frequent and they were the bread and circuses which the Romans had discovered were necessary to control the crowds.

Back in the early days he wasn't yet that refined. His real start came when he got 60,000 marks from the army to buy a newspaper

"Der Volkischer Beobachter." Once he had a newspaper, he could print his garbage every day and begin to take over the minds of people. He needed more money, and got it from a woman by the name of Helena Bechstein, wife of a piano manufacturer. In the first few early years, 1920, 1921, 1922, Hess, Rosenberg and Goering all came in with him. He had the beginning of his crowd right from the start.

The whole movement came to a head in 1923 when the putsch catapulted Hitler into national prominence in Germany, and I think it's important to tell that story because you wonder how dictators get started, and at exactly what point they could have been stopped. This is a key question. When does a Huey Long get dangerous, when does a Father Coughlin get to be dangerous, when does a George Wallace get to be dangerous? When does a politician whom you don't agree with, whom you sense intuitively is going to take you on a wrong path, when does he get to be dangerous, when do you stop him, when do you know?

That is why there is something constructive in the Hitler lesson. He could have been stopped in 1923 when he attempted his putsch to take over control of the German government, but he wasn't, and ten years later he was the Chancellor. If he had been stopped in 1923 he would never have been in power in 1933, he would have been stopped dead in his tracks, or should have been. And that's the lesson you have to try to draw out of this story; to know when to stop somebody dead in his tracks even if the way to do it is to shoot him. Listen carefully to that.

November 11th was the date of the signing of the Armistice of World War I and so November 11th was a day of infamy as far as every German patriot was concerned. A beer-hall rally was planned for November 11th, ^{1923,} but it didn't take place on the 11th - it took place on the 8th ~~or 9th~~. Three politicians, who were the leaders of the State of Bavaria, were holding a rally in the Bürgerbraukeller, ⁱⁿ ^{Munich,} which still stands today. There were two or three thousand people in the beer hall. Hitler marched in, with a pistol in his hand, shot the pistol into the ceiling while one of the politicians was speaking, jumped up on the stage and made an announcement that his SA brownshirt men had surrounded the building, had put a machinegun up in the balcony, had trapped some armed troops outside in the courtyard, and that he, Hitler, and his National Socialist German Workers Party, were taking over the government and they were inviting the three politicians who were up there on the platform to join them, and Hitler was going to take them off the stage and into a small room in the back, and all you nice people should remain here drinking your beer, while we negotiate the formation of a new government and we will return here to the stage in a few minutes.

Gesturing with his pistol, he said to the three fellows, Lets go. It was fact, it was as absurd as it sounds, that two or three thousand solid German burghers remained sitting in the beer hall, ordered more beer, the waitresses in their pretty dirndls kept serving them while the negotiations were going on in the back room. Hitler told these three men that, because they were the leading politicians of Bavaria, he wanted them to join him in the putsch.

They refused; he threatened to shoot them; they said shoot; he said I've got four bullets here, three for you and one for me; they said again, go ahead, shoot. And so it was a stalemate.

And then Hitler said, I have got General Ludendorff on my side. Now General Ludendorff was the Godlike mythical hero of World War I, second in command to General Von Hindenberg, who later became the President of Germany, and the name Ludendorff was magic and sure enough a few minutes later Ludendorff walked into the room and ordered the three politicians to join Hitler in his government. Ludendorff said he was going to be the head of the new government, which we will make after this putsch and Hitler said, No you are not, I am. And the struggle for power began in that little tiny room, and Ludendorff capitulated right there. He apparently couldn't stand up against Hitler. So he agreed that Hitler would be the head of the government and he would be the Chief of Staff. The three men still wouldn't give in.

Hitler suddenly got an inspiration. He went out of the room back onto the stage, took the podium and said, The three leaders of Bavaria have agreed to serve with me in a new government. This was the first of the big lies, but he suddenly realized that he did not have to tell the truth. How would those three thousand people know what was happening in the back room? He could just as well say that they had agreed to join as that they were resisting. When the people in the room heard that, they began to clank their beer pots, happily and gladly. They had a new leader, a new government, everything was strong, they felt secure, they started singing songs again and the rally became a huge success.

Hitler left the hall and left that room for a few minutes to go to the nearby barracks of a regiment where a fight had broken out between the German regular army and his men. He was gone for about an hour. When he returned to the hall, the three politicians had scattered, Ludendorf had scattered and the whole thing had fizzled out that night and nothing happened.

The next day, 9 November, ⁽¹⁹²³⁾ Hitler, Ludendorf, and ~~a few hundred~~ ^{two thousand} brownshirts met at noon time at the Bürgerbraukeller, and they decided to make a march on the city, take over the city, and from there ^{move} on to the police barracks to free Goering who had been arrested a day or two before in a street brawl between the Nazis and the police. But they had to go only 400 or 500 yards before crossing a bridge which spanned the river Isar right next to a great big museum, the Deutsches Museum, one of the best technological museums in the world. It's important in our history because we used that museum many years later, when the war was over, as a collecting place for Jewish D.P.'s, but that's another story. Hitler was marching at the front of the column with Ludendorf and a few of his friends. At the end of the column there was a truck with a machinegun mounted on it. There was a small police guard holding that bridge. The police officers said, You shall not pass, you have no permit to take this parade into the center of the city. Hitler and his men said, We're going in. About a half dozen policemen right there tried to stop him. They didn't. Any real show of opposition at the bridge would have stopped him dead, and the subsequent events would never have occurred: Maybe the Nazi movement would have died or been severely crippled right at that bridge in 1923.

Hitler's column crossed and continued to penetrate into the city, gathering more and more people, now there were already thousands. They came down to the town hall, Marianplatz, the center square of Munich. Streicher was on a street corner holding a rally, an anti-semitic rally. When he saw the Hitler parade coming, he disbanded his rally and joined them. That's how Streicher got into the Hitler movement, quite by accident, that morning.

And then they came down the Residenz Strasse into the Odeons Platz in front of the Feldherrnhalle. These places in Munich don't mean anything to you, but the geography is such that they came down a very narrow street where the police had thrown up another blockade and surrounded them with fire, and had the police been a bit more vigorous in the firing at that moment, they would have destroyed the Nazi movement that morning.

Instead what happened was that when the march came up to the police barricade, nobody knows who fired the first shot, but some shots were exchanged. The fire lasted only about 60 seconds, during which 16 people were killed. One of Hitler's early devotees, Max Scheubner-Richter, was marching with his arm linked in Hitler's arm. He was struck by a bullet, was killed and fell, pulling Hitler down with him. Hitler dislocated his left shoulder. Other men were all over the pavement and the street. His bodyguard, Ulrich Graf, flung himself upon Hitler's prone body and absorbed half a dozen bullets which would otherwise have struck the recumbent Fuhrer.

General von Ludendorff, with moustache bristling, wouldn't yield one inch. He remained standing absolutely upright all through the firing walked up to the police captain and surrendered. The captain said, I'm sorry, I must arrest you, general, Ludendorff said, Do your duty sir, and, head upright, he marched

off to oblivion.

Hitler was pulled into a small car in a side-street, driven by a friend of his, ^{and taken to the villa of a friend} by the name of Putsie Hanfstangel, a young American kid who had just graduated from Harvard, was a piano player, came over to Germany and met this Mrs. Bechstein, who introduced him to Hitler. He became Hitler's patron and he was a rich, spoiled American, ~~who had a villa.~~ He ~~took~~ ^{was taken} Hitler ^{to} ~~the~~ ^{his} villa where he rested up from his street brawl, which should have marked the end of his career, but instead marked the beginning of it.

On November 10th, 1923, Hitler was arrested and a few months later was brought up for trial for attempting to start a riot against his government, was found guilty and was sentenced to jail. He was put in Landsberg Prison. Landsberg is a small town not far from Munich. He stayed in Landsberg for nine months until November 1925, and during the course of those nine months in prison he wrote his book "Mein Kampf."

And that's it. We don't have the time to go through in detail any more of what happened. We can only touch high spots. From 1925 up to 1933 he became more powerful and more powerful, building up his complete organization and taking in Goebbels, who became his propaganda expert. Germany was affected by the world wide depression in 1929 after having gone through an inflation in which one dollar was worth four billion German marks. The wagon on which you carried the money from the bank was worth more than the money. Hitler got support from the army, he got more support from big business and by that time his two private armies

the Brown Shirts and the Black Shirts, had drawn in millions of men, he began to solve the unemployment problem in Germany. Anybody who was unemployed, he took them into his armies, and thus garnered the support of the whole population. In order to do this he had to have money, millions and hundreds of millions, and he got it from big heavy sources and also little people who began to join the party. They paid party dues, one, two, five dollars and by the millions it added up.

I'm not going through all the complications of German politics, what happened with the Weimar Republic and Chancellor Brüning and Chancellor von Papen, etc., etc. Government after government failed and finally the old man, Von Hindenberg, the President of Germany, was forced by Hitler to appoint him Chancellor. Von Hindenberg, up to half an hour before the ceremony, said, I'll never appoint a filthy Austrian corporal to be the leader of Germany. And a half hour later he did. And when the Nazis began marching up and down the street in the center of Berlin, Von Hindenberg looked out the window, (he was 84 years old at that time and senile), and said to an aide who was standing next to him - "Why are all those people right down there marching, I didn't know we had captured so many Russians." In 1933 he still thought he was back in 1918.

Thus Hitler came to power and for the next six years, from 1933 until 1939, when he started World War II, he paralyzed the world. They were afraid of him like a person confronted with a snake. He could still have been stopped during those six years but he wasn't. There was a total failure of nerve plus a blind isolationism.

He moved into the Ruhr. France didn't try to stop him in 1936. He passed laws against the Jews in 1934 and 1936, nobody stopped him. He marched into Czechoslovakia in 1938. Chamberlain handed it to him on a platter, at Munich. Nobody stopped him. By the way, Munich is the center of the whole thing and I take groups of students to Munich and spend three or four days there with them and I show them every place. I know where Hitler's house was - it's not marked any more. I take them to the old Burgerbraukeller, it's not marked anymore. I take them to the room where Chamberlain signed the deal with Hitler, today it's a music conservatory. It's not marked anymore, the tenants don't know it.

Every effort has been made to wipe out the memory of the man, but the memory of the man is stamped on the city. If you know what happened in the city. I take them to the concentration camp, Dachau, just outside Munich. I take them to the Prison at Landsberg, which is just outside Munich. I take them to Hitler's place at Berchtesgaden, which is a few hours down the autobahn from Munich. Munich is the center of it all. And someday maybe you'll organize a trip to Munich.

From 1933 to 1939 he put the finger on the Jews and he put the finger on the world and nobody opposed him and nobody believed him and nobody even worried about him and it was absolutely as I say: the world stood frozen, glaring in fascination at the snake which was about to strike and didn't do anything to take its head off. The world didn't stop him and the German people were with him - so he forged ahead. He dominated his people through fear and

terror and giving them what they wanted to hear - that a new Germany would be born, that a new glory would be born, that a thousand-year Reich would be born and the Treaty of Versailles would be wiped out and the stain of dishonor would be eliminated. They wanted to hear all this.

I don't have to tell you what he did to the Jews. The camp we are going toward will tell it to you. His method was very simple and can be summed up in four fatal words: isolate, concentrate, segregate and eliminate. The Warsaw Ghetto is an example. First take half a million Jews, isolate them from the rest of the population; concentrate them into a fixed area, one square mile of the middle of the city of downtown Warsaw, from whose buildings everyone else is moved out, Jews are packed in and a wall is built all around. Once the Jews are concentrated then they must be segregated within the Ghetto by being broken down into smaller and smaller units. And finally the elimination takes place, not necessarily in the dwelling area, but in a death factory, built specially for that purpose. For the Warsaw Ghetto Jews it happened to be a place called Treblinka which was 70 miles down the railroad line from Warsaw.

At Treblinka there was a whole assembly line of gas chambers and ovens which were fed by the trains bringing 7,000 or 8,000 people a day from the ghetto. This was about the capacity of what Treblinka could kill. Every slaughter house has its capacity. It can't kill an unlimited number of people per day, because the oven takes a certain number of minutes to burn up the body and the gas

takes a certain number of minutes to kill the body and it takes a certain number of minutes to put hooks and poles into the bodies and carry them from one place to another and to clean up the gas rooms which were full of faeces and vomit which the human body evacuates in moments of fear. The word on the outside of the chamber said "Brausebad" which means shower bath, so the people must be seduced into thinking that they are going to take a shower, even to the point that they were handed a small piece of soap as they entered. There is plenty of soap because some of the dead bodies were processed later to manufacture soap. The people could never have been enticed into the shower room if it were fouled with the previous load of dead. And so time had to be spent cleaning it up. Jewish prisoners did the cleaning, and hooked the corpses and shoved them in and out, and extracted the gold work from the teeth and all of that. Everything took time. And then the bodies were shoved into the ovens and the burning took time. You can only kill 7,000 to 8,000 people per day, in a small factory like Treblinka. In a big factory like Auschwitz you can kill 20,000 to 30,000 per day.

Such big numbers are meaningless. Try to understand it in terms of our group. There are 35 or 40 people here on this bus. How long would it take to kill everybody here, take off their clothes, put them in a pile, cut off their hair, and put in in a pile, take off their eye glasses and put them in a pile, all these things are usable. The Nazis are thrifty, useful, industrious people.

They don't just destroy nice good quantities of goods. Human hair is the best quality to make mattresses out of or to weave into linings of overcoats for the German soldiers. Its cold on the Russian front. There is not too much wool, its wartime. And so its really valuable to have all the hair of all those dead Jews. But all this takes processing time. It would take a long time to knock out the forty people in this bus and strip them down.

So the elimination process always was, for the Nazis, a desperate search for faster methods, because they could isolate the Jews and segregate them and concentrate them faster than they could eliminate them. Shooting takes time, and someone must take the Jews out in a truck someplace to a field, dig a trench, kill them, topple the bodies in, throw more dirt on top of them, throw more bodies. Everything takes time. Poor Eichman - no wonder that he was always so frantic. He had quotas to meet. Eichman was only the expediter. He didn't ever shoot anybody; he just moved the trains as fast as he could and made sure that the death factories worked as fast as they could be pushed.

Dachau was founded in 1938 and Matthausen was founded in 1939. But the years from 1933 to 1939 were not, repeat, not the years of mass murder of Jews and if the world had given one damn, there would have been millions of Jews saved in those years. However, no one cared. I want to tell you one story about a conference that was held in a town in France called Evian. Its a beautiful little town which the diplomats selected because they liked the water, and if one has to sit around in a town all through

the month of September 1938, in an international refugee conference of 30 nations, to see what could be done about the poor, poor people being persecuted by Hitler, then one might as well sit around in a lovely spa resort. Nobody offered a home, the damned conference was the most filthy, hypocritical, immoral condemnation of western civilized nations that ever took place anywhere and the people who organized the conference, especially President Roosevelt, displayed complete moral bankruptcy.

If I were a Jew in Europe in the middle 1930's I think I would have gone out of my mind in rage and frustration. I wouldn't want anybody to tell me they were sorry for me and wanted to try to do something for me, when they didn't have the damdest intention of doing a thing. Let them tell me to go in the ovens and worry about it myself, then I know at least I'm on my own and maybe then I and other Jews would have fought back, better or harder or earlier or more cleverly. Its a terrible business not to know how to handle oneself in time of danger. Some of us who, lived through the agony of that period and who remember it, will try as long as we live to transmit to others like you the lesson of watching for danger signals. Of course, the most important thing of all is the fact that the State of Israel is in existence, which is the best guarantee that genocide will never happen again.

Okay, the world didn't give a damn, the Jews in the free countries were paralyzed, didn't know what to do and didn't do

anything and the Six Million were destroyed between 1939 and 1945.

When the war was over, there we were, bleeding from all those six million wounds, and shocked, traumatized, on the verge of national and spiritual death. There had been some resistance of course, during this period. There were partisan units, there were uprisings in some of the ghettos; there were efforts of Jews to escape through the sewers of many cities and getting to the woods to continue the struggle from there. There were efforts on the part of a few people to organize some boats to get to Palestine. But the resistance efforts were minor in terms of the big process.

And then came that period from 1945 to 1948 in which, by some instinct, a few people understood that the struggle to be reborn was so crucial that if we didn't succeed, we would be dooming ourselves for ever. And actually there weren't very many people working hard. There were people who called themselves Zionists who had the only true vision and dream, that we Jews needed a state of our own. There was an underground army called the Haganah, of which I had the honor of being a member, from 1945 on. There was an illegal immigration movement against the British, which was called the Aliyah Bet for which I worked for ^{two and one-half years} ~~three years~~, from 1945 to ^{mid-1947} 1948. There was an illegal arms smuggling movement, ^{in which I worked from mid-1947 to end-1948.} called Rechesh, which tried to get weapons to Palestine because we knew that we would have to fight a war for our independence. We could not depend on anyone.

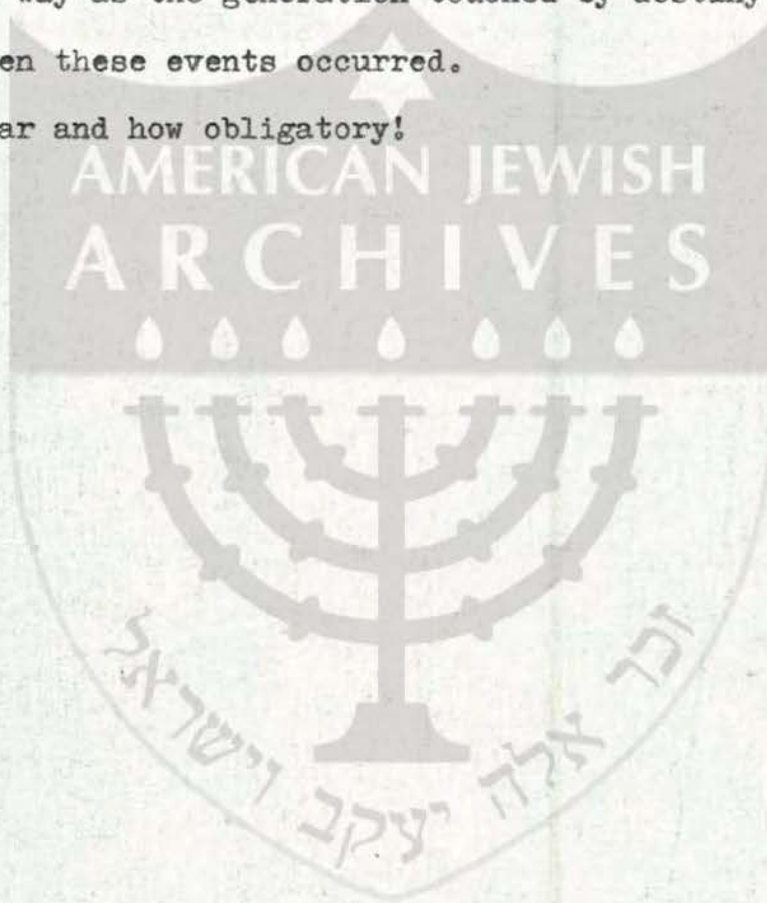
I worked here in Germany and in Austria for two and a half years and we moved people down from this city of Vienna across Salzburg to the city of Munich where we put them in camps on German soil and Austrian soil in the American occupied sections of those two countries. We packed a quarter of a million Jews into these camps and then we took them out of these camps down to the Mediterranean, south to the coast of Italy and France. There we tried to board them on small blockade running ships and we ran 56 vessels. The British caught most of them. We beached some of them on the shores of Palestine, we got a few tens of thousands of people in. The British caught 50,000 or 60,000 and put them in camps on the island of Cyprus.

But the struggle was going on, the fight was going on and the will to live was being reborn and in the camps here this quarter of a million people were beginning to come alive and say, We want a home, give us a home. We want a land, give us Palestine. We want Palestine. And commission after commission after commission came through the ~~the~~ camps of Austria and Germany till one could almost puke with rage at the ~~at the~~ futility of this whole thing and there was nothing for any commission to investigate anymore.

The Jews who were alive after Hitler had to get off the bloody soil of Europe and nobody wanted them, even after the war was over. So it was clear what had to be done; a country had to be created which would want them and take them. Its really very simple.

We are coming close to Mathausen now, so I will finish by saying that the story of the Holocaust is central to an understanding of the birth and growth of Israel. The two subjects - involving the two most dramatic episodes of our entire history - took place in a very short span of time, and involve you in the most intimate way as the generation touched by destiny to have actually been alive when these events occurred.

How spectacular and how obligatory!



THE UNITED JEWISH APPEAL (ORDER NO. 1603)

January 15, 1973

REEL #1 Side #2 - H.A.F. ON JERUSALEM

FRIEDMAN

...the city in as short a time as possible because there are no chairs and you just have to stand so -- are most us here - or a lot of them? Right straight ahead is the domes - let me give you your orientation - you're looking exactly due west, west, the Sea, the Mediterranean Sea is forty miles straight ahead, or maybe thirty five as the crow flies - we're standing about three thousand feet above sealevel, so that in the thirty five miles down to the sea you would go down from three thousand feet to zero, that's why we call it "climbing up to Jerusalem" and the word aliyah means ascent or going up - so you're looking due west. To my right is due north, that's the direction from which you came, you came due north and you came, you entered Jerusalem through an Arab city called Ramallah, which is behind those large buildings on the horizon up there, which we call (name), French Hill - that was formerly Arab territory, it was part of, the East Jerusalem part of the Arab town of Ramallah, and I don't know whether there's been any formal annexation or not but when you pour

file
Young Leadership
mission

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R. 1/2

FRIEDMAN

that much concrete up there that's now part of the City of Jerusalem - I think it's an ugly part because its highrise buildings that look to me just like Queen's Boulevard going out to the airport and I don't like it and I don't think it's part of the ambiance of this city - that's the north. If you turn and you face exactly in the opposite direction - I'm pointing dead south - and in that direction you would go down toward the Dead Sea - Masada, Elath - ultimately out to the Red Sea and out the Indian Ocean - and that's south, down Sharm El Sheikh. Look over there at the brow of that hill where you see several radio masts and some trees planted up there on the crest of that hill and in the middle of it there's a kind of, not high, a lowish squat-like tower with a flag on it, that's called Government House - that used to be British headquarters - that's now United Nations headquarters - that was one of the paces of the fighting in Jerusalem on the first day of the war - there was an effort made on the first morning of June the 5th to keep Jordan and Hussein out of the war and several messages got through to him via intermediaries and there's no question

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R. 1/2

FRIEDMAN

whether he received the messages or not - he did - and he later acknowledged that he had - and that Prime Minister Eshkol was trying to persuade Jordan not to get in the war - about eleven-thirty that morning they started shelling the city and so they gave their answer that they were in the war - and so by noon of that day the attack started and they brought their troops over to try to take Government House and we counterattacked - and later that afternoon we took Government House - and there was a back and forth, three and four times, exchange, but finally we sat on it and that was the first sign to the Jordanians that they were not going to have a very easy time - and by the end of that first day I'm sure they regretted having gotten into the war at all. Government House, over there, was a sign also to us of all the years that the British were sitting there favoring the Arabs in the years before independence and it came to be a place which gave (inaudible) and English. By a coincidence Government House is sitting on the top of a Hill of Evil Council, this is what it's called in the bible. Now just turn slightly to

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R. 1/2

FRIEDMAN

the left where you see that building crane sticking up in the air - look slightly to the left of that, you see a funny shaped mountain with a flat top, it looks like an extinct volcano, it's one of the most unique mountain tops in this country, it's called Herodian - inside the mountain, not on top of it but on the side of it, but inside, you have to climb to the top and then you look down into the open crater, there's a fortress built in there by King Herod The Great, and Herodian was a way-station halfway, not halfway but in the direction from Jerusalem to Masada - Masada is in a straight line from here past Herodian down to the Dead Sea - I guess the distances are one third of the way from here to Herodian and two more thirds take you down to Masada - and Herod built all three - Herod built this City of Jerusalem at the height of its glory and Herodian and Masada - so that's south. Now there's nothing to see behind us, to the east, except this building which was built by the Jordanian Government together with Pan-American Airlines Corporation and it was called The Inter-Continental Hotel as they call all their hotels

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R. 1/2

FRIEDMAN

around the world - they built it on the top of this mount which is the Mount of Olives, you're standing on the top of the Mount of Olives and the Mount of Olives for thousands of years was a Jewish cemetery, a sacred place, and according to Jewish law you do not step on a cemetery, you don't know what gravestones you're standing on - furthermore, if there are (name) among you, you're not allowed to be in a cemetery, and you know it, according to Jewish law - however, they took it, they blasted off the top of the cemetery, they desecrated the gravestones, they used the gravestones as building materials, and we have photographs that especially they took great delight in using the gravestones to build latrines, and there were great army barracks up here on the top of the Mount of Olives and the hotel was put so it hides the view to the east - but if you could look straight east, you would look down into the valley of the Dead Sea - and across on the other side are the mountains of Moab which are now in what's Transjordan but in the bible was called Moab - and you remember all those names Moabites, Edomites, Amomites, they're all tribes that lived

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on the other side, and to the other side, which is where Moses came with Joshua, Moses and Joshua came from the south, they tried to enter Israel from the south coming up from Egypt - they couldn't get in because, as the bible says, there were many fortified cities and the land was full of "giants" so they did a big, wide-mend-around sweep and they went way across the river, across to the other side, up through Moab, and they came to a point in the mountains of Edom, right across from here, where they looked across and they could see, they could see "The Promised Land." But Moses never got across, he died over there without entering "The Promised Land" and the place of his burial is unknown but it's approximately due east of where we're standing - and when we're through, if you can work your way to the back of the hotel, you'll get the view eastward from there. Okay, so now you know your directions, north, west, south and behind us is east. Now I'd like you to know where the City of Jerusalem began. If you look where I'm pointing, look at the wall here that's running toward the west, it's jagged, it doesn't run in a straight line, it

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zigzags towards the west - this is the western side - now the land slopes downward - look at the way the land slopes downward - there's a sort of a mosque right down below us - look past that, over on the other side of that hill, with the slope, there appears to be a church in the middle of all those trees, that was the Church of Kayefus (phonetic), no, not Kayefus - I'll be up with it in a minute - it's an important church in the Christian tradition. Now the land sloping down there has got some Arab adobe houses on it - in the days of the bible that was called Ophel (spells) O P H E L and there is where the City of King David was located in that little, tiny area down there on the slopes of that hill running north and south, north and south - and on a narrow ridge - and it runs for a distance of maybe six or seven hundred yards, maybe a thousand yards, one kilometer, maybe a half a kilometer, five hundred yards wide from east to west - and that was the city of King David the City of Salem (spells) S A L E M. No one knows the real origin of the meaning of the word - some people thought it was (in Hebrew) it meant (in Hebrew) the city of God or Shalem the City of Peace. It

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probably didn't mean that at all - it probably meant (in Hebrew) - which meant the place of a King by the name of ~~Salem~~ Salem or Salem and all the places in Massachusetts that are called Salem derive from that name and the people who lived in that city at that time were a tribe called The Jeboites. This city was not on any great trade route, it was not on any caravan route, it was not on a river - there wouldn't be a port here - it was not an important military center - there was no great fortress here - it didn't command any crossroads - it didn't command any of the main highways going from Egypt in the southwest up to Assyria in the northwest or Babylonia - Israel was on the route between the two great powers of the day Assyria and Babylonia and right in the middle and the armies coming from one to the other crisscrossed this country and attacked each other on the soil of this country - and as the two great armies fought for power in this part of the world - and they were the two greatest nations in this part of the world, there was nothing else, there was not yet any Greece, any Rome, there was nothing, and as Egypt and Assyria fought with each other over the territory of this country

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great caravan routes developed and great military routes developed - but Jerusalem wasn't on anything and so all the reasons why a great city develops are absent here, absent. I'm stressing that particularly because there's only one reason why this city got to be the great city it is and the internationally prominent city it is and it was not for any strategic or commercial or military reason whatsoever it was a purely spiritual and religious reason. Now, here's what happened. Jerusalem existed about the year 2000 B.C. four thousand years ago. We know that because the name appears on some Egyptian cracked pottery, something called the execration lists - what Egyptians used to do, in fact it's the voodoo principle, if you want to kill somebody, you stick pins in him - if you want to destroy a city, you write the name of the city on a piece of pottery and you crack the pottery and you break it up into small pieces and that will destroy the city - well, we found the name of Jerusalem on what are called the Egyptian execration lists, the city they were trying to destroy in the year 1900 xB.C.E. It was found again on the lists of a place called Tel (name) in Egypt about 1500 B.C.

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Okay now so there was a city here, there was a garrison here - there were Jeboite tribes. Now nothing happened here from a Jewish point of view until way late down to the year 1000 B.C. 1000 B.C. was the time of David. David had his main center south of here in a city called Hebron. Now remember always that Israel, the people of Israel were divided into twelve tribes and of the twelve tribes there was a terrible intense trivalry between the north and the south - there was heavyweight in the north ten tribes in the north, lightweight in the south only two - and later on when Israel had her civil war and the country divided it divided that way. However, however the ten tribes of the north ultimately got lost and disappeared and all of the Jewish religion and tradition was maintained and preserved for all the years to come by the two tribes of the south Judah and Benjamin. The name Juday derives from Judah one of the two tribes of the south. David preferred the south - David's whole life was oriented towards the south - David was chased by King Saul and in turn he chased King Saul down through the Hills of Engetti (phonetic),

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where I'm pointing, here, to the southeast - he had his fight with Goliath down in the Valley of Efar (phonetic) which is to the southwest - David's orientation was south. But David realized that if he were going to become the king of the united Israel and unite the tribes he would have to show favoritism neither south nor north - and by the way in the north there were the heavy places of worship where Joshua first came across and where the judges, all had the high priests, mostly around the City of (name) or Nablus - Bet El (phonetic), the first place where there was a tabernacle to (name) in this country was up at Bet El in the north where you came through this morning - so the heavy emphasis was in the north - David preferred the south, however he had enough intelligence to realize if he were going to unite this kingdom and if he were going to become the king of it he couldn't play favorites and he had to find for his capital city a place in between - and Jerusalem was a place in between, between the north and the south, owned by nobody, belonging to neither one of the twelve tribes, not to the Levites either. There was nothing here - there was a foreign tribe called Jebusites and if he

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could knock them out of the box, conquer this little tiny nothing city, make his capital here, then he would be striking a neutral, independent spot and he would be in the position to build a great and glorious place which had no tradition of favoritism. I'm not making this thing up, this is a result of deep historical analysis, most historians now accept it. It's simply a coincidence that a capital like Washington, D.C. was also stuck in some out of the way place not Philadelphia where it should have been at the beginning of the republic, or New York even - so the same thing happened here, the capital of this country was built by David deliberately in a small out of the way place - and he began on the bottom of that ~~little~~ little hill down there. Now, in order to make it the religious capital of this country, he did one unique act and that put the stamp on it forever. There was something called The Tabernacle, which was on a wagon with wheels drawn by oxen, which had in it the two stones of the Ten Commandments, this was the most precious relic of these Hebrew tribes, which they had "schlepped" all the way from the desert down in Sinai to the southwest for forty

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years through the desert and for two hundred and fifty more years, because they came out of Egypt around the year 1250 plus or minus, we're not sure, twenty five years or so - maybe some people say 1275, some people say 1300, but that's what we're talking about - so let's say it was 1250 - this is now 1000, two hundred and fifty years have gone by and these tribes have guarded and guided with their lives and taken from place to place this little tabernacle, which was the actual center and symbol of their religion and which was the sign to them that God was with them. When the Phillistines, who were their enemies who lived down on the city of the coast to the west, here, and there were five cities down there, to the southwest, exactly where I'm pointing, Ashkelon, Ashdod (sound bad) doing two things, chasing women and fighting battles - and what better way than that, because if you got to die you die one way or the other - and this is how he came to the end of his life. Now, David, according to tradition, never had, never was given the privilege of building the permanent temple, the permanent temple for a place to put in the Ark. Now it was not given to David because David's hands

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were full of blood and David's hands were full of adultery with women. So it was left to his son, ~~xxx~~ his favorite son Solomon.

(cut)

AMERICAN JEWISH
FRIEDMAN

..mountain top or peak that you level and built a temple. What was there before Solomon leveled it and built the temple? What was it? It's called Mt. Moriah. Anybody who knows the bible knows that Mt. Moriah is the place where Abraham conducted the sacrifice of Isaac. What better place can you pick than the place where Abraham was supposed to have sacrificed Isaac? That's the place where - by the way that's a whole other story - you know Abraham lived at the time way south of here in Beersheeba. Weren't there any mountains down there that he could have sacrificed his son on? What did he have to bring Isaac all the way up here to Mt. Moriah for? Well that's a forewarning in the bible a thousand years in advance that Mt. Moriah is going to be the holy place of the Jewish religion. So the temple was built there. Now this whole story of where the city began originally is relevant to

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where the temple was built and when the temple was built there and Solomon finished it about 950 then the city began to move up from the valley down below and began to move and build and develop itself around the temple on that level. You can't see it but between us and the wall over there there's a ~~valley~~ valley called Kidron (phonetic) and coming around the city from the west side there's another valley called (name) and the temple mount is ~~surrounded~~ ^{and} surrounded by two valleys/~~the~~ the city developed between the two valleys. Okay, it got to be an ~~an~~ exquisite place, it got to be the place which really was the center of the Jewish people. From 950 that temple existed there and the city grew around it from 950 down to 586, almost four hundred years. And you can imagine how Jerusalem grew and flourished. And in the ~~year~~ year 586 the Babylonians came down, like the wolf from the fold, out of the northeast, came down on the traditional invasion route, conquered the city, destroyed the temple, destroyed the wall around it, destroyed the houses, took King Zedekiah (phonetic) and made him witness the execution of his two sons, then blinded him and then led him away in chains to

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Babylonia, and Jerusalem was destroyed the first time and the temple the first time. I won't take you down through all the history of what happened to Babylonia, how the Persian Empire suddenly came up overnight, Cyrus (phonetic) captured them. Cyrus was good to the Jews, he let the Jews come back fifty years later, fifty short years later by 537 the Jews were back here and they started to rebuild it and they rebuilt it under various leaders, Ezra and (name) - (side talk - taking pictures of camel). We're finished with the history lesson. Jerusalem was rebuilt. It lasted, the second time, about six hundred years, and the Romans came along in the year 70 A.D. and the Romans destroyed it, and the Romans destroyed it to the extent that they planted over it, they sowed it with salt like they did in Carthage and they changed its name, they called it (name) Capitalina (phonetic) and they wanted to wipe its name out of existence, and the second temple was destroyed and the second temple has remained destroyed from the year 70 A.D. until ~~the~~ the year 1970, and the whole question of whether there should be the rebuilding of the third temple

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agitates the minds of some people - other people are indifferent and cold to the whole question. Now, if that place were so sacred in Jewish tradition, how come there's nothing Jewish up there now? Because what happened was that the Moslems came along and the Moslems built their mosques on the very same spot where the original temple was built - the original temple stood exactly where that gold dome, the Mosque of Omar, that's where it stood - they believe that it's sacred in their religion also because inside that mosque, if you go into it, you'll see a big black stone with what they claim is a footprint and they claim that Mohammad stepped on that stone and the footprint is the remainder of his stepping there as he mounted his horse and flew to heaven - and this is a very significant legend in the Moslem tradition and that rock is there, a black stone, and they built the mosque on it. To the left of it, where the silver dome is, they build a second one called (phonetic) the El Axsa Mosque and that's the one that was burnt a few years ago. In front of that El Axsa Mosque is where the grandfather of the present King Hussein, King Abdullah, was assassinated in 1951 by Arab

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terrorists who felt that he was making too much peace overtures to make peace with Israel. The story just keeps repeating itself like a record over and over and over again. It was on a Friday morning that King Abdullah was going into a mosque for prayer, that's the Moslem's holy day, Friday, he was holding the hands of his eleven year old grandson, he was shot, the blood splattered all over the boy, and King Hussein today remembers that lesson from twenty one years ago or twenty, yeah twenty two years ago that his grandfather was killed and fell on him and splattered him with his own blood as a price that he paid for even thinking of negotiating peace with the Jews - and that's part of the whole psychological background of Hussein today who's a sort of a split personality, sometimes drawn toward appearing to make peace and sometimes veering back and pulling away from it - because I'm sure the memory of that event would be traumatic occurring to an eleven year old boy, would remain with him all the rest of his life. Those two mosques, El Axsa and Omar, stand there now from the eighth century, and they're there twelve hundred

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years constantly repaired and rebuilt and refurbished and regilded and rebeautified representing the Moslem claim to Jerusalem as the third holiest city in their religion, Mecca, Medina and Jerusalem. We say it's the first holiest city in our religion and we don't have a second and we don't have a third and we say that now we're here in a reunited Jerusalem we have no intention of tearing down those mosques nor, on the other hand, do we have any intention of redividing the city, so that part of it shall be theirs and part of it ours, it's one united city and there can be freedom for all religious worship - and if we rebuild a temple, we will not rebuild it on the same spot. Just behind the silver dome are little round domes on top of little square buildings, if I'm describing it properly, which represents the old Jewish quarter of Jerusalem inside the walls, which was lost in ~~the~~ 1948 and we were driven out of the old city - by the way the old city refers to everything within the walls - we were driven out of the ~~entire~~ old city in 1948 and we came back only in 1967. Now those buildings, the little ones with the rounded cupolas, if you make believe you're standing there and looking toward where we're standing.

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you'll be looking at the western wall - where we're looking straight at the eastern wall, you can't see the western wall from here you can see the eastern wall the whole long eastern wall you can see. We can see the southern wall which I said zigzags but it's still the southern side. The western wall we can't see, it's hidden from us, but the western wall of this temple mount here is left from the days of Herod, it's a Herodian wall built in the first century B.C. Now I want to make one thing clear, the western wall or the Wailing Wall as it's sometimes called is not, repeat not part of the original temple - most people mistake that. What is this long wall that you're looking at in front of you? It's a retaining wall that's all it is it, it's a huge retaining wall to hold the amount of dirt and fill which was put in there to build up that plateau on which to build the temple. Now the western wall on the other side is the western retaining wall. But the thing that's significant about it is that it's built of the stones of the period of Herod, who was the last King of Israel to ~~put~~ beautify the temple before the Romans destroyed it, so that's

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its religious significance it's the oldest wall we have which relates in any way to the original temple, to the second temple. All right, now you're looking here at the Holy City as though it's sort of in a ~~valley~~ valley in front of you, like in the palm of your hands. You got to realize that over the top of the ridge, on which you can now see some building cranes, there's another valley that dips down, and so the land westward is hidden from you - but the city is expanding westward, Kiri Yat (name) and Kiri Yat (name), and (name) that are going out and out as the building goes. The City of Jerusalem cannot develop eastward toward the Dead Sea, this is Arab territory - its future is uncertain - whether we keep it or we don't we're not moving eastward. It can't move southward. Right over the ridge beyond Government Hill is Bethlahem - it can move northward and we're beginning to move northward but we run smack again into Arab territory - therefore the only real viable direction to move - all you gentlemen who are interested in real estate deals - is west - anybody wants to buy land west for the next five years or ten years or twenty years or fifty years or a

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hundred years is only going to make himself a millionaire. The city will move west as it goes. The city takes in huge numbers of immigrants. The city is the greatest melting pot in all of Israel today. The city is the most beautiful of all of Israel, filled with all of this history. The city is still the mystical, poetic place to which everybody comes with a feeling in his heart that he has to stay (in Hebrew) - when he rides up the road - that's the prayer that you say when you see something new, when something is refreshed, when you come to a holiday for the first time in a year, before you recite the name for that particular holiday you recite the name of (name) in which you thank God for having permitted us to be brought alive and to be a witness to this day. The city is undoubtedly ~~the~~ without the third temple the religious center of the Jewish people - there are seven hundred synagogues in this little city - there are thousands and thousands of men who spend their lives in this city doing nothing but studying all day long, from morning to night - it's up to somebody else to worry how to make a living. In every sense, spiritual,

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religious, poetic, this city is the heart of the Jewish people - this city gave its name to the deepest dreams of the Jewish people. You see those - if you look along the southern wall as she zigzags, you see she comes to two churches, one with a triangular point and one with a rounded dome, to the left of which there's a bit new apartment house - if I had the nerve I'd blow it down, it's totally and absolutely ugly and out of place - those two churches to the right of that new highrise are located on a spit of land called Mt. Zion, that's Mt. Zion, and when you read in your prayer books "From Zion shall go forth the law and the word of The Lord from Jerusalem" (in Hebrew) Zion and Jerusalem are synonymous - Zion is Jerusalem, Jerusalem is Zion, Zionism the land of Zion the land of Israel is nothing more than an extension of the City of Jerusalem - and this gives you an indication of the deep meaning of the city in the hearts and in the lives of the Jewish people. There's no better way than to remember the words of the psalm, I think it's the 137th psalm, when they were being taken off into captivity and they said as

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they were going to Babylonia "If I forget Thee, oh
Jerusalem, may my right hand..." - I shall read
the quotation properly which is what I ~~would~~ would
like to finish with..

(cut)

AMERICAN JEWISH
FRIEDMAN
ARCHIVES
..the Jew is being taken off into exile..

END R. 1/2 (END ORDER NO. 1603)

H. FRIEDMAN ON JERUSALEM



MODERN JEWISH HISTORY

Introduction

Modern Jewish history embraces a number of conceptual themes that permeate all of the events and developments involving the Jews in the last 200 years. These are:

1. The Enlightenment and the emancipation of the Jews;
2. The impact of the Industrial Revolution and its effect on the Jews;
3. The rise and ultimate tragic triumph of modern anti-semitism;
4. Jewish immigrations in search of refuge, equality and opportunity;
5. Socialism and the quest for a revolutionary solution to anti-semitism as well as a quest for Utopia.
6. Zionism and the birth of Israel.

Study of the period may be considerably facilitated when organized under the rubric of the stated themes.

It is the aim of this Leadership Development Training section to provide an interpretation of Modern Jewish History that will bear relevance to the current situation of World Jewry and will aid in comprehending the political, economic, social and cultural forces that impinge adversely upon the survival of the Jewish people and those that will effect a creative Jewish future.

It is expected that the knowledge that will be acquired will give to the Leadership Development Training participants the bases for discerning more astutely the differential values of the many issues affecting contemporary Jewish life. They will be better able to assess the amount of time, energy and skill needed to devote to selected issues and problems and place them in an appropriate order of priorities.

Some alternatives to new left radicalism, intermarriage, assimilation and even evangelism among American Jewish youth may be more clearly recognized when seen in the context of recent historical experience: The unsuccessful attempts of Jewish radicals to alleviate their disabilities by leadership in the 19th and 20th century revolutions in Europe; the continuance of official anti-semitism in most of the European lands of the time in spite of the naive attempts of many Jewish secularists to overcome it by eager assumption of all of the national society's cultural trappings.

The reaction of traditionally liberal Jewish communities and organizations to governmental "quota" regulations in employment and education, albeit instituted to equalize opportunities for Black and Puerto Rican minorities, is better understood and dealt with when considered from the historical context and implications of restrictive quotas traditionally imposed upon Jews.

To know the nature of the mass immigration of Russian Jews into the United States between 1880 and 1914 is to appreciate the cultural heritage which underlies much of modern Jewish tradition as well as the achievements of a generation of now old, and too often impoverished Jews who live in the slums of congested cities and require a carefully designed system of services to help them live out their lives in dignity and decency.

To understand the implications of emancipation for the Jews of yesterday is to know that the nature of Jewish secularization today may risk undermining the characteristically Jewish institutions that sustain Jewish life.

The origins of Zionism and its ideological variations will lead to a finer perception of Israel's maelstrom of social, economic and political problems and the relationship of American Jewry to these.

Enlightenment and Emancipation - Unit I

The 19th century witnessed the liberation of the Jew from the medieval constraints of Western European ghettos as part of the process of social, economic, political and cultural upheaval wrought by the expansion of scientific knowledge, rationalism, industrialism and nationalism. The concomitant dissolution of autonomous ethnic religious Jewish life thrust the Jew onto the stage of modern secularism with its various colorations of different national cultures and political philosophies.

The French Revolution led to civil equality for the Jews of France, marking the first legal recognition of the rights of the Jewish people to full citizenship in a European state. In the wake of the Revolution of the Napoleonic era emancipation, with legal guarantees, was achieved, in most of the lands of western and central Europe. In many of these countries the attainment of unification and/or national independence was the impetus for the granting of civil rights.

The impact of the emancipation was truly profound. "In Western Europe and in all lands that had granted freedom, the sons of Israel underwent an astounding renaissance. They, who for so long had been condemned to stand aside, wasted not a moment in utilizing the multitude of opportunities that had hitherto been closed to them. Craving knowledge, eager to learn, industrious and ambitious, and trained by necessity, by the everlasting struggle that they had had to wage for a bare existence for so many centuries, they were prepared to meet all challenges. They displayed extraordinary talent and versatility in every imaginable field, from politics to scholarship, from finance to industry, from music to science and technology. The Jews who only yesterday had been crammed into the ghettos found their way about their new environment with astonishing rapidity. Within a few decades, they leaped from exclusive concentration upon the Torah and Talmud into the full intellectual life of the West." (1)

MODERN JEWISH HISTORY

Enlightenment and Emancipation - Unit I / Continued

Political equality facilitated the cultural integration of the Jews into Western Society and their identification with the nations that granted them citizenship.

One logical conclusion was drawn by the Sanhedrin, the 80 French Jewish notables summoned by Napoleon in 1807. They solemnly declared Jewish religious authority to be subordinate to French civil jurisdiction and renounced separate Jewish peoplehood.

The fear of being thought "disloyal", of being "unworthy" of the equality they had so recently been offered led many to reduce the Jews simply to a religion. Yet, as the development of the German Reform movement indicated, even the religion had to be changed, removing all ethnic identification and stressing instead its universalist, ethical components. However, in a time of growing atheism, some Jews took the next, seemingly logical step, to conversion, intermarriage and/or assimilation.

The ultimate significance of the Paris Sanhedrin, therefore, was not its rejection of corporate Jewish autonomy, but rather the sanction it gave for the rejection of the wider ethical and cultural implications of Jewish civilization, and the impetus it gave to a frantic effort to assimilate into Western civilization through the rejection of Jewish identification. The tragic consequences of this rejection were to be visited upon later generations.

And yet, perhaps the basic questions raised by the Emancipation are still unanswered.

Enlightenment and Emancipation -

Study Guide - Unit I

Questions for Discussion

1. To what extent can a separate and viable Jewish identity be preserved within the context of a broader western civilization?
2. With the loss of communal autonomy, and legal restrictions, what instrumentalities can assure meaningful Jewish continuity?
3. How can national consciousness be maintained in full harmony with national and civic loyalty?
4. Can the promise of the "Emancipation" ever be fully realized, without leading inevitably to assimilation?
5. Does not the impact of nationalism belie the dream of "equality" that underlies so much of the rationalism of the Enlightenment tradition?
6. What were the conflicting responses of Jewish community leadership to the gradual demise of autonomous ethnic/religious ghetto life?
7. How was the Talmud - inspired spiritual life of the Jews in the crumbling Ghettos affected by adaptation to modernism? What aspects of their 1800 exile years of culture and tradition were abandoned in the process of acculturation?
8. What was the significance of Napoleon's "Sanhedrin" to Jewish life? Which of the 12 positions taken by the Sanhedrin on the issues with which they were confronted by Napoleon had the greatest implication for the Jews in the modern age?
9. What price did Heinrich Heine feel that he paid for conversion to Christianity? how did he resolve his dilemma in the last years of his life? What was his influence on his peers at the time and upon later generations of German Jews?
10. What prevented the majority of Jews in Western Europe from assimilating into western life?

PROGRAM SUGGESTIONS

1. Show the 30 minute film "The King's Hunchback" available for rental from the United Synagogue of America / National Academy for Adult Jewish Studies, to create the mood of the 18th century on the eve of emancipation, or
2. Listen to a lecture or tape on emancipation by an authoritative historian.
3. Dramatic reading of Heinrich Heine's CONFESSIONS by members of the group is suggested as a stimulus to group discussion.
4. Use preceding questions as study and discussion guide.

MODERN JEWISH HISTORY

Study Guide - Unit I / Continued

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Industrialization - Unit II

Although a small number of "exception Jews" had succeeded in the larger pursuits of banking, manufacturing and wholesale trade, the vast majority of European Jews had been confined by the occupational restrictions of the Middle Ages, to the economic role of petty tradesmen - peddling and small shopkeeping. This peculiar position of middlemen occupied for centuries in the world of Medieval Christendom, aided the Jews in their swift adjustment to the changing economic and vocational forms of Western life produced by emancipation and the Industrial Revolution. In turn the new requirements of industrial growth and capitalism in the Western States were of major significance in freeing the Jews from their social, economic and political shackles, thrusting them into the ranks of the expanding bourgeoisie. The secular and cosmopolitan nature of the industrial order propelled the tradesman and businessman into a higher social status than known a century earlier. Therefore "the Jews, the oldest urbanized people in the world, a foot-loose, mobile people, unbound by ecclesiastical tradition or feudal ties, now found themselves pressed into the strategic and advantageous positions of the new evolving order as merchants, exporters, importers, and industrialists."

The role enjoyed by the small group of privileged Jews of wealth in exemplifying to the governments of the rapidly industrialized 19th century the advantages of enfranchising all of Western and Central European Jewry far outweighed their number. Among these few the handful of banking families were men of particular significance. Their contributions to the development of high finance and national economic systems was of a legendary nature. The international reputations they acquired added immeasurably to the mythological aura of international financial power that was eventually to be attributed to all modern Jews. However, their international and financial involvements mitigated against political commitment to the national, liberal ideologies with which the majority of emancipated middle class Jews were necessarily identified. The viability and security of their financial empires depended upon the economic and political needs and interests of the

MODERN JEWISH HISTORY

Industrialization - Unit II / Continued 2

existing regimes in which they operated no matter what the States' political orientation or color might be.

The economic gains of the Jews on the whole though were directly related to the political and social democracies brought about by modern industrialization and capitalism. The security of their enfranchised status depended largely upon the continuation of liberal democratic forms of government. The delayed industrialization of eastern Europe, until the latter part of the 19th century, had a radically different effect upon the Jewish masses crammed into the cities and towns of their restricted Pale of Settlement. The growth of capitalism created an urban labor force that included about 40% of the 5 1/2 million Jews living in the Russian empire, at the turn of the 20th century. Nonetheless, the Jewish proletariat and the middle classes of the east, as in the west, had to anchor their tenuous security to the liberalism of the political system under which they were governed.

The competition in commerce and trade engendered by industrialization and attendant technological advances in the late 19th and 20th centuries, pitted the Jewish middle class against the displaced peasants and workers seeking economic livelihoods, in times of economic growth, as well as, in times of harsh economic depression. The consequence of this phenomenon, following the first World War, and climaxed at the end of the second World War, when European Jewry was destroyed, is seared in the collective memory of all Jews.

Although the Jews gained predominance in industry, banking and commerce in the Modern Age, the economic positions attained were never more than ^{than} peripheral and subject to the changing tides of political movements and power. The role of the Jews in economic life

MODERN JEWISH HISTORY

Industrialization - Unit II / Continued 3

in the western hemisphere today, has continued primarily as middleman, therefore the precariousness of the Jewish condition, has not altered substantially from that of the previous century. The return to the soil, and control of basic industry, in Israel, have meant the first time in 2,000 years that the Jews have become central to the economy of a country, their own.

Questions for Discussion - Unit II

1. How did the economic position of the Jews in Western and Central Europe differ from that of Eastern Europe at the turn of the 19th century? Was this difference significant in the process of industrialization in the West and the East?
2. Why was the role of the small privileged group of Jewish merchants, bankers and manufacturers significant in the development of modern nationalism?
3. How were the lower middle class Jewish masses affected by the economic activities of the Jewish propertied class in Western Europe? In Eastern Europe?
4. Why did the parallel development of modern capitalism and modern statehood place the Jews in the anomalous position of advantaged bourgeoisie and vulnerable political scapegoat?
5. To what extent did the Jews of Western and Central Europe in the 19th century use their power to gain the protection of the States? Was their legal protection against anti-semitism assured by their economic position in the liberal democracies?
6. What are the similarities between the Jewish economic and political situations in South America today and those in Europe a century ago?
7. To what extent did the role of the Jews in modern capitalism influence the disintegration of Jewish religious and cultural cohesion and Jewish national identification?
8. To what extent did the extra-territorial condition of the Jews affect their role in the development of Modern capitalism?
9. What historical and socio-economic influences contributed to the part Jews have played in the advance of science and technology in the modern age?
10. Has the economic experience of the Jew in America changed the Jewish condition? Has the nature of Israel's society and economy affected the condition of World Jewry?

MODERN JEWISH HISTORY

Program suggestions - Unit II

1. One or more of the group participants relate the story of the "House of Rothschild", based on advance reading, as illustration of the role played by a small group of Jewish families in the development of modern capitalism.
2. Show the commercial full-length film, on the establishment of the Rothschild dynasty in Frankfurt in the late eighteenth century, available for rental from _____.
3. Listen to a lecture or tape on the economic history of the Jews in modern times by an economic historian.
4. Invite a group of successful or prominent Jewish business people to comment on issues and questions prepared in advance concerning the economic position of Jews in the United States and other countries of the world.
5. Use the questions to guide group discussion.

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MODERN JEWISH HISTORY

Modern Anti-Semitism - Unit III

Hardly had the Jews of Western and Central Europe closed the therto doors behind them when the spectre of anti-semitism that had haunted and tyrannized them in religious guise during 1800 years of exile, again enveloped them in new dress. Supported by pseudo-scientific theories of "aryan" racial superiority and by ancient German myths, this version of anti-semitism arose as a newly devised instrument of political suppression to strengthen and maintain the controlling power of the ruling conservative elements, in unified Germany. It was in new form but it contained the age-old institutionalized Christian fear, suspicion and distrust of the Jews at its source.

It was the conservative nationalism of the latter half of the 19th Century, strengthened after the revolutionary cataclysms of 1848 - in France, the Germanies, Austria and Italy - in which many idealistic Jews participated - that gave political shape to anti-semitism. The political position Jews took on the side of liberal and progressive forces in the revolutionary movements of the middle 1800's and their economic position as members of the ascending middle class which was overpowering the aristocratic landowners and excluding the lower classes, rendered them - already distinguished as an international people, separated from the majority by a different religion, a strange language, and an alien set of customs - the most vulnerable and likely group to blame for the economic and social unrest in Germany in the 1870's, and in Austro-Hungary, in the 1880's.

The scandalous Dreyfus Affair in France, one that shook the Republic's foundations and aroused the furor of Jews and non-Jews worldwide, placed France firmly in the ranks of nationalist anti-semitism.

Modern Anti-Semitism - Unit III / Continued 2

The country that served as the well-spring of Jewish emancipation crushed the last illusions of equality and freedom still held by large numbers of European Jews. Political anti-semitism, cloaked in the mantle of racism, had thrived and spread eastward into other European lands where no less fertile soil lay in readiness. The vicious state-inspired pogroms unleashed by Alexander III of Russia upon his accession to the throne, that continued throughout his and his successor Nicholas II's reign, were but the extreme physical expressions of the political anti-semitism that had emerged in the 19th century. The "Union of the Russian People", a reactionary quasi-governmental organization established in 1904 under Nicholas II, and expanded by 1906 to a network of 3,000 local terrorist branches called "The Black Hundreds", became the regime's mechanism for implementing systematic persecution and extermination. The Union "was the first really modern instrument of Russian anti-semitism: For it aimed not merely at the Jews as an 'unassimilable' people, it aimed as well at the emergent liberal middle class of Russia - which was stigmatized, in the best Central European fashion, as the 'Jewish Middle Class'."

Early in the century, in 1903, the insidious forged document "The Protocols of the Elders of Zion" was introduced in Russia, although it was not until the end of World War I that it was manipulated into a widespread instrument of Jew-baiting among most of the European and American communities.

By the second decade of the 20th century the relentless persecutions in Russia had diminished the economic resources of the Jewish communities to a degree of impoverishment that overcame fully 40% of the Jewish population which was led to depend upon the aid of the remainder of Russian Jewry for their survival.

MODERN JEWISH HISTORY

Modern Anti-Semitism - Unit III / Continued 3

The convulsions and bloodshed of the 1917 Russian Revolution and the four years of warfare in Europe had, when ended, seemingly ushered in an era of universal peace and freedom for all people free of persecution and discrimination. However, reaction soon set in, and anti-semitism again surfaced with a renewed virulence in England, America, Poland, Roumania, Russia, Germany and in the countries of the middle east.

The horror of the events of the next two decades that climaxed in the Second World War and the Holocaust are now in the texts of world history. The condition of the Jews in the totalitarian control of the USSR has been of world concern for four decades. Anti-semitism in the Soviet Union has emerged in the guise of anti-Zionism.

The extraordinary developments in mass communications media have added a new dimension to the potential of anti-semitism in this space age. Although the establishment of the State of Israel has changed the condition of world Jewry it has not diminished anti-semitism. It can be instantly widespread and immediately made all-pervasive. The modern clash of world powers; the extensive poverty of the "have-nots", as against the affluence of the "haves;" the violent social changes occurring world wide; again find the Jews the targets of ignorance, racism and vehemence, the scapegoats of social unrest and disorganization.

Questions for Discussion - Unit III

1. Why did modern nationalism change the nature of anti-semitism?
2. To what extent do the medieval Christian suspicions, fears and myths concerning the Jews still influence anti-semitism today?

MODERN JEWISH HISTORY

Modern Anti-Semitism - Unit III / Continued 4

3. What effect has the Holocaust had upon the use of anti-semitism as a political diversion against social and economic instability?
4. How has the existence of Israel - a territorial national Jewish State affected the problem of anti-semitism in the so-called free nations of the world? In the totalitarian nations?
5. What if any is the relationship between the Viet Nam debacle and the prevalence of anti-semitism disguised as anti-Zionism in the U.S.?
6. In what way has the emergence of a third-world coalition of powers - the inevitable extension of modern nationalism - had an adverse effect upon Israel? Upon world Jewry?
7. Is the economic displacement of the Jewish intellectual, the Jewish tradesman, the Jewish professional inevitable with the rise of Black and other minority political power in the U.S. Is it a reflection of anti-semitism?
8. Why have the crucial issues of minority discrimination, poverty and redistribution of resources in the U.S. resulted in an increase in attacks upon the Jewish middle class?
9. Do the democratic forms of government in most of the nations today guarantee that the civil liberties and rights of the Jewish citizens will be protected?
10. How has the traditional liberalism of the Jews, exploited in the past by conservative and reactionary forces, been affected by the increase of anti-semitism among the young radicals and revolutionaries whose cause of social justice they, the Jews, always espoused?

Program suggestions - Unit III

1. Show the full-length feature "The Fixer" based on the Mendel Beilis case in Russia.
2. Prepare a dramatic reading or re-enactment of parts of the trials of
 - a) Alfred Dreyfus in France, or of
 - b) Mendel Beilis in Russia, or of
 - c) The Soviet Jews in Leningrad in 1970, from available documents.
3. Gather family stories and memorabilia from grandparents, aunts, uncles, etc., who experienced pogroms or Nazism, and relate them in the group.
4. Use the questions to guide the discussion.

MODERN JEWISH HISTORY

Modern Anti-Semitism - Unit III / Continued 5

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Migrations - Unit IV

Although the migration of Jews westward from England, Holland, France and Germany began to grow from the 18th century on, and was accelerated around the middle of the 19th century (from Germany particularly), it was the mass migration of Jews from Austria-Hungary, Italy, Russia and Roumania between 1870 and 1933 that significantly redistributed the Jews of the world. In this period "the movement westward of four million Jews drained off the entire natural increase of the main reservoir of Eastern European Jewry, leaving the Jewish population of the Pale, and later of postwar Poland, virtually stationary. French, Belgian and German Jewry, whose numbers had not significantly increased between 1870 and 1880, whose birth rates had begun to drop, and whose Jewish loyalties had become attenuated now were suddenly reinvigorated by transfusions of Eastern European coreligionists: 60,000 in France, 50,000 in Belgium, 100,000 in Germany, many of these after the first World War.

But the great migration made its deepest impact on the American-Jewish community, whose numbers, by 1933, soared to four and a half million in a world population of Jews numbering fifteen and a half million. The percentage formed by East European Jewry sank from 75% to 46%. The proportion inhabiting Western and Central Europe remained virtually unchanged as against 1880 - about 13.5%. But the United States and other overseas countries, which in 1880 had only 3.8% of world Jewry, now had approximately 30%.

The shift in the center of Jewish life from east to west was both a demographic and a sociological revolution of the profoundest importance. While the Jews had ceased to be a predominantly Oriental people by the end of the 19th century, the fact that most of them continued to live in the Pale of Settlement prevented them from taking on the personality of the west. They no longer belonged to the one, but they could not become the other.

Migrations - Unit IV / Continued 2

By Western standards they remained backward, poverty-stricken, unhygienic, frequently quite ignorant of the world's most cherished secular values. Here, of course, they hardly differed from their Polish and Russian neighbors. Suddenly millions of these impoverished, devoutly religious Jews were hurled into the West, primarily into the United States, the most materialistic, the most modern, the wealthiest of all Western lands. Would they follow the example of earlier immigrant groups, forsake their Old World ways, abandon their deeply rooted religious and cultural traditions, and remold their lives on Western lines?

The true significance of the Jewish migration to the United States was the willingness of the newcomers to adapt themselves to the speed, the tempo, the efficiency of American life; but also their unwillingness to follow the path marked out by most of the Sephardic and many of the German Jews who preceded them: namely, their unwillingness to abandon their ethnic and cultural inheritance. It was this fusion of New World efficiency and wealth with Old World ethnocentrism which enabled the American-Jewish community to move into the center of the stage of Jewish history for the 70 years that followed the May Laws, and to dominate that history until the rise of the State of Israel in 1948."

In the decade of the 1970's the changed pattern of Jewish migration from west to east, begun after the end of the second World War and the establishment of the State of Israel, continues. Arab persecutions of their Jewish communities resulted in the swelling of the Jewish population in Israel, for two decades, following the immigration of the remnants of European Jewry, immediately after the Jewish State was granted the right to control its own destiny. The slow and painful release of Jews from the Soviet Union, though a small fraction of the numbers clamoring for the right to emigrate to Israel, will, by virtue of

Migrations - Unit IV / Continued 3

political circumstances, economic need and world pressure in support of Jewish Zionist activism, continue. This flow to the land of the Jews reflects the resurgence of ethnocentricity to a degree matched perhaps by the great productive periods of Jewish intellectual and cultural life of the past, and presents the challenge to measure up to these periods.

Questions for Discussion - Unit IV

1. Why did the breakdown of the traditional, closed society of the ghettos facilitate the migratory movements of the "wandering" Jew?
2. What was the effect of the Industrial Revolution (and machine production and efficiency on the Jewish search for economic stability in competition with Christian neighbors?
3. How did anti-semitism and economic discrimination become significant factors in Jewish migrations?
4. How did restrictions against civil political careers or government service influence Jewish migrations?
5. Why did anti-immigration sentiment arise in the United States? What measures did it lead to? What was the effect upon other nations and subsequently the consequence for European Jewry?
6. How much was anti-immigration a reflection of renewed anti-semitism after the first World War? How much a component of economic decline? How much is attributable to social upheaval?
7. How did the established, prosperous Sephardic and German Jewish communities receive their coreligionists from Eastern Europe shtetl-culture backgrounds? How did their reactions affect the adjustment of the immigrants to the new life in America?
8. To what extent does the institutional and cultural life of American Jews today reflect the influence of Eastern European Jewry?
9. Why were these immigrants able to be exploited in the sweatshops of the garment manufacturers? What contribution did these laborers make to the labor movement in the U.S.? In what way was the heritage of socialism from Russia a factor in the development of Jewish unionism?

MODERN JEWISH HISTORY

Migrations - Unit IV / Continued 4

Questions for Discussion - Continued

10. Is there any similarity between the situation of the Jews in Europe prior to their decisions to emigrate and the situation of the Jews in Chile? Does the Jewish experience in Cuba provide a realistic example? Will the rising aspirations of the Latin American lower middle classes and intellectuals inevitably force the economic displacement of the Jews and necessitate mass emigration?

Program Suggestions - Univ IV

1. Show the award-winning documentary film "The Inheritance", about immigration and the rise of the labor movement among the Jewish needle trades workers. It is available from the ADL film library in New York City for rental, or
2. Devote a session to family origins, by participants doing advance research on their family backgrounds seeking data in response to such questions as: Where does my family originate from? When did my forebears come? What was life like for my parents (grandparents, uncles, aunts, cousins, etc.) in their country of origin or residence? Did they live in the Pale? In a shtetl? What anecdotes, stories, songs or experiences are remembered? Gather old family portraits and photographs. Interview family members or their "landsman" on tape. Bring in memorabilia - old letters, documents, newspapers, marriage contracts, etc., or
3. Devote a session to community origins by participants doing advance research on the history of their Jewish communities through institutional archives, old newspapers and records; through interviews with 'charter' members of organizations of long-standing, or, of the community.
4. Listen to a lecture or tape recording on the subject, by an authority.

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MODERN JEWISH HISTORY

Socialism - Unit V

Jewish activism began early in the nineteenth century among the Jewish intelligentsia of Confederated Germany. Following an outbreak of anti-semitism (fanned by voluminous amounts of anti-semitic literature produced in academic circles) in a Bavarian University town, many Jews began, actively and outspokenly, to champion the cause of Jewish emancipation and to plead for the rights of all tyrannized national groups as well. Increasingly, they participated and assumed leadership in the political movements of Western and Central Europe. After the revolutions of 1848, and the subsequent swing to the right, "Jews never thereafter retired to their own corner. Under the reactionary regimes they joined the ranks of the opposition and furnished talented leadership to all liberal wings from left of center to the extreme Socialists and Communists.... Jewish communal leadership began broadening its strength for Jewish rights in each particular country, and evinced deep concern for the treatment of Jews everywhere."

In the East, the Russian revolutionary movements of the 1860's and 1870's contained few Jewish adherents. However, the growth of liberal and radical ideologies in the West to which young Jewish students from Russia were exposed while attending Western universities, plus the devastations the Jews suffered in the pogroms of 1881 and 1882, 1903 and 1904, and the harsh disabilities of the May Laws instituted in 1882 and continued to March 1917, all closed in upon the educated intellectuals of Russian Jewry and propelled them into a course of revolutionary socialist activity that continued unabated until the Russian Revolution. It was a course for which they had

Socialism - Unit V con't.

been groomed by the Eastern enlightenment - Haskalah - because it offered an ideology of internationalism, gradual economic and political reform, while rejecting anti-semitism, the political weapon of conservative nationalists.

The Socialist Yiddishist Bund established in 1897 in Vilna, the spiritual and cultural center of Jewish life in the Pale, and the Zionist movement, particularly, the Poale Zion Party, which combined Socialism and Zionism, became the two major concurrent forces of radical activity for the Jews. The Bund grew as a parallel labor organization to the Russian Social Democratic party and vied with the party for the loyalty of the Jewish proletariat. Its platform of national cultural rights for Russian Jewry, a Yiddish school system and of Yiddish as an official language became the program that was incorporated in the constitution of the provisional government of Kerensky, after the Revolution of 1917, and of the Bolshevik government that finally took the reins of control. Zionism, which won the largest number of disciples attracted the Jewish intellectuals and lower middle-class tradesmen whose Jewish nationalism was inspired by their ancient heritage sustained through the centuries by common language, religion and by cultural cohesion, by modern European nationalism, and whiplashed into reality by xenophobic anti-semitism climaxed in the state inspired pogroms of the 1800's.

From the turn of the century on increasing popular protest for reform encouraged larger numbers of Russian Jews to align themselves with their oppressed Russian neighbors even though this increase brought about heightened Czarist counter-revolutionary measures that singled them out as the scapegoats. Compared to the proportion of activist Russian intellectuals and revolutionaries, the Jews in number were miniscule. Nevertheless, Jewish leadership in the various radical movements was exploited to serve the anti-semitic purposes

Socialism - Unit V con't.

of the reactionary Russian nationalists resulting in the systematic slaughter and expulsions of many thousands of Jews up to and including the period of the Revolution.

After 1918, the Revolution and war changed the face of Europe and altered Jewish demography radically. The Jews were granted equality in all of the new nations and the others to which they had been assigned as a result of the Peace Treaties signed at the Conference of Paris in 1919. The new head of the Bolshevik nation, Lenin, made anti-Semitism a legal crime. His opposition to anti-semitism as representing the despotism of the Czars, influenced his formal proclamation of anti-semitic practices, of any kind, as counter-revolutionary.

However, "all the glowing hopes of the early postwar years quickly turned to ashes. The merciless political anti-Semitism of the czarist regime in Russia was gone; the status of Russian Jewry was equalized vis-a-vis the other inhabitants of the Soviet Union. But there were other ways in which the Soviet regime proved as oppressive to the Jews as to the other citizens of Russia, and even more oppressive after 1939. The Communists strangled organized Jewish community life, Jewish religious institutions, and the opportunity for economic advancement or individual self-expression. Nor was there much for Jews to prefer in lands liberated from Romanov or Hapsburg domination. For in nearly every country of Eastern Europe Jews found themselves the victims of two oppressive inheritances. One inheritance was the vindictive nationalism of minority peoples suddenly become sovereign majorities, people who now turned upon their own minorities, and especially upon the Jews, the full force of a long-repressed ethnocentrism. The other inheritance was a corrupt economic system; so corrupt, indeed, that its

Socialism - Unit V con't.

defenders - the magnates, the industrial cartelists, the petit-bourgeoisie, the land-glutted Church hierarchies - turned instinctively to anti-Semitic propaganda as the technique with which to engineer the establishment of protective fascist regimes.

Socialism and revolution in the 20th century failed as the solution to anti-semitism and persecution. The vision of the Zionists proved to be as prophetic as their ancient forbears. Only the Jewish State has provided the answer to the Jewish problem and become the instrumentality of Jewish normalcy and survival.



MODERN JEWISH HISTORY

Socialism - Unit V

Questions for discussion

1. What specific circumstances in Western and Central Europe moved the Jewish intellectuals of the 19th century into political activity? What were the implications of this activity for their future in modern nationalism?
2. What were the consequences of their active participation in the revolutions of the mid-nineteenth century?
3. What was the nature of the political movements which the Jews joined in the west during the age of emancipation? How was increasing identification with the cultures of the nations in which they achieved civil equality related to their activities in both liberal and conservative movements?
4. What were the major factors that contributed to the rise of Jewish Socialism in the east?
5. In what way did the shift in the center of Jewish religio-cultural life from the west to the east, in the 19th and early 20th centuries, affect the nature of Jewish revolutionary involvement? What role did the leaders of Haskalah play in the adoption of socialism as an ideology by the Russian Jews? What contribution did the Maskilim make to Zionism?
6. What has been the significance of the Jewish Socialist Bund doctrine and program to World Jewry?
7. What were the dangers of political extremism for the Jews in former Russia? What are the dangers for World Jewry today?
8. Why didn't the Russian Revolution and the creation of a "proletariat" central state eliminate the "Jewish Problem" as the Marxist Socialists had expected?
9. What has been the role of Socialism in Zionism and in the creation of the State of Israel?
10. To what extent have the middle-class ideologies of most of the world's Jewish communities counteracted the Socialist ideologies, and policies, of Israel, over the past twenty-five years?

MODERN JEWISH HISTORY

Docialism - Unit V

Program Suggestions - Unit V

Note: This unit contains many program suggestions, and may be increased to two sections or a full day.

1. Do a group reading of Ahad Ha' Am (Asher Ginsberg) "Slavery Amidst Freedom", or
2. Read excerpts from the translated Hebrew or Yiddish writings, literature or poetry of one or more of the notable Eastern Maskilim, i.e. Krochmal, Mapu, Smolenskin, Levensohn, Gordon, Abramovich (Mendele Mocher Sforim), Rabinowitz (Scholem Aleichem) Peretz. This might be a group project assigning one writer to each participant.
3. Listen to an interview, taped by one or more group members, of former Bund activists who may be found in the community, or of their children who remember their tales, or of Workmen Circle members whose roots lie in Jewish socialism, or
4. Listen to Cassette recording of Allen Pollack's address on the "Soviet Union Vs. the Jewish People", to the CJFWF Assembly in 1971, or
5. Show a photographic color slide presentation on Jewish life in the Soviet Union from the Revolution to the present, or
6. Show the film "The Last Chapter" which though long and too often tedious contains remarkable documentary footage on the Jews in Poland, in the early part of this century. This film may be appropriately used for this unit or the unit on Migration
7. Use the questions to guide the discussions.

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MODERN JEWISH HISTORY

Zionism And The Birth of Israel - Unit VI

The emancipation movement was intrinsic to the development of modern Zionism and the realization of a territorial national home for the Jews. The integration of some Jews into the secular molds of liberated Jewry; the renunciation by others of the manifestations of rational and national Christian cultures; the activism of Jewish intellectuals in political movements of their time; the economic power of a few enhanced by the nature of modern capitalism—added to the force of the traditional past—contributed to the emergence of religious, cultural and political Zionism. Additionally, the establishment of the independent State of Israel would not "have been possible without the armed forces, which in part had been prepared by service in the Western armies during World War I and II, or above all without the political influence exerted by the masses of American and other Jews taking an active part in the political life of their respective countries. Every major step in securing international recognition for the Jewish postulates from the days of Montefiore to Herzl, and still more from the Balfour Declaration to the United Nations resolution of 1947, came about only through the political activism of the emancipated Jewish communities. Finally, even the continued existence of Israel would have been impossible without the economic, fiscal, military, and administrative machinery developed by Jews under the opportunities of emancipated living."

The disintegration of the self-governed Jewish estates in which most European Jewry was confined before emancipation, resulted, after emancipation, in a fundamental assault upon their distinct religious—cultural way of life as they became identified increasingly with the national cultures of their countries. This loss in turn corroded the concept of "Klal Yisrael" the oneness and totality of the Jewish People which had been the sinew of their endurance and survival since antiquity. "Under these circumstances the building of a Jewish homeland in Palestine which would focalize all Jewish life appeared as an imperative necessity to thinking Jews. Here, even before achieving sovereignty, the Jewish community

MODERN JEWISH HISTORY

Zionism And The Birth of Israel - Unit VI / Continued 2

was not subject to the pressures of assimilation. The "Y¹shuv" could hardly have become either Turkish or Arab or British. Moreover, here was a modern community, not merely a survival of the old ghetto community. Romantics of all kinds might cherish, even exaggerate the memory of ghetto life, but hardly anyone could deny that that life had been doomed by emancipation and that it could no longer serve as the animating force in the preservation of Judaism in the modern world. By developing purely Jewish, and yet modern, values a Jewish homeland would provide the standard by which the Jewishness of the respective national groups could be measured. In short, Zionism presupposed emancipation, while emancipation made Zionism an inescapable necessity."

It was within the context of ghettoized Eastern European Jewish life - in which Haskalah thrived upon the romantic glories of the past and gave renewed life to Hebrew in literature; and wherein repressive anti-semitism and despotic rule strengthened the anchor of Jewish life as at the same time they cultivated ideals of socialism, that the Zionist movement flowered and bore the pioneers that built the land in Palestine. However, the Socialist labor idealization of agricultural work grew out of the rejection of the narrowness and artificiality of Jewish shtetl life in the Pale and in Central Europe and created a pragmatic ideology that inspired the growth of collective farming as a unique pattern characteristic of much of Israel agriculture.

The Eastern European Socialist labor Zionism that combined socialist internationalism with traditionally rooted Jewish nationalism was instrumental in eventually shaping the society and government of the Jewish State. Zionism in Western Europe "was born of expediency," and did not have the spiritual and cultural underpinnings of Eastern Jewry's nationalism.

MODERN JEWISH HISTORY

Zionism And The Birth of Israel - Unit VI / Continued 3

"The basic dichotomy of approach between Eastern and Western European Jewry was eventually resolved in favor of the "Ostjuden" on the eve of the first World War, the German-Jewish "politicals" were at last compelled to relinquish control of the World Zionist Organization to the much more numerous and infinitely more passionate folk-Zionists of the Pale. From 1914 on, the movement was destined to be nurtured and directed by the great Jewish population of Eastern Europe and then later by their blood brothers in America."

To achieve the establishment of independent statehood for Israel in 1948 was a formidable accomplishment for the Jews "who had not lived for generations on the soil they venerated, who had but recently lost two fifths of their people in the greatest genocide in history! They had no powerful allies, as did most of the other nations of the world in their early struggles for independence. They faced the hostility of a mighty empire and tens of thousands of well-armed Arab neighbors. And still they willed their state into existence.

If the Jews had learned anything by 1948, it was the fact that no concession, no right would come easily to them. For all the very real sympathy they had elicited from the democratic peoples of the West, the Jews received little in the way of tangible support. Even after the death camp revelations no government was willing to offer them asylum. Once the United Nations had voted for partition, no nation or group of nations was willing to implement this international resolution. And after Israel had fought for and secured its independence there was pressure upon the victors to be "reasonable" for the sake of peace and surrender hard-won territory and boundaries. Whatever the Jews

MODERN JEWISH HISTORY

Zionism And The Birth of Israel - Unit VI / Continued 4

gained, they gained by force of their own will, their own tenacity, their own toughness over a bargaining table, their own "illegal" refugee ships, their own bayonets. Their secret weapon was not the military valor with which they had destroyed forever the ghetto stereotype. It was rather the weapon of ain breira - 'no alternative'. More than any other people in the twentieth century, the Jews had learned the hard way that their ultimate security depended upon their own actions, and not upon abstract sympathy and good will. It was a lesson they would not easily forget."

Questions for Discussion - Unit VI

1. What were the influences of the varying religious, cultural, and political Zionist movements upon the growth and expansion of Zionism? How did each affect the eventual structure of the government and the society of Israel?
2. Why did Zionism become a powerful magnet to the Jews of Russia? Why was Zionism the product of emancipation on the one hand and of repression on the other? How did the Maskilim contribute to Zionism?
3. Who were the early Zionists, how did they influence the Zionist movement? Why is Ber Borochov considered a key figure to the ideological character of Zionism?
4. What effect did the pioneer kibbutz settlements have upon the society, culture and economic structure of Israel?
5. What were the different characteristics of the first three aliyot?

MODERN JEWISH HISTORY

Zionism And The Birth of Israel - Unit VI / Continued 5

Questions for Discussion

6. Would the State of Israel have been born if Nazism had not occurred? Would Israel have come to be even if the United Nations had not voted positively on partition in 1947?
7. How has the shift of the center of World Jewish life from the U.S. to Israel affected World Jewry? How has it affected the survival of Judaism?
8. Could the founding fathers, and now their sabras have somehow circumvented the conflict with the surrounding Arab nations and the subsequent Arab exploited Palestine refuge problem when Palestine was first being developed by the Zionist pioneers? Is Arab nationalism an inevitable outgrowth of modern nationalism or a synthetic product of reactionary autocratic regimes or the other extreme of radical totalitarianism?
9. Are all the Jews who support, contribute to and travel in Israel Zionists? How would one define Zionism today? How important is Aliyah to Zionism? To the State of Israel?
10. Does Israel as the solution to anti-semitism, as a homeland and as a normalizer of the Jewish condition assure the continuity of the Jewish people? Can Judaism continue as a secular culture?

Program Suggestions - Unit VI

1. Show the powerful film "Let My People Go" on the founding of Israel, available for loan, from Alden Films.
2. Listen to one or more of a selection of tapes entitled "Voices of History" by Dr. Samuel Citron, of some founding fathers and their sons and daughters, such as: Amram Hazanoff talking about "The Bilu", and

David Ben Gurion discussing modern resettlement in the 1st and 2nd Aliyah.

3. Listen to documentary recordings of events surrounding Israel's birth in "Israel is Born."
4. Select another film on some aspects of Zionism, or, on the birth of Israel, from a wide selection distributed by the film division of the World Zionist Organization. The catalog of films may be requested from the Film Department at PL 5-7400 or 515 Park Avenue, NYC 10022.
5. Invite one or more Zionist youth movements in your community to send youth representatives and possibly a shaliach to discuss their respective organizations and their origins, at a round table. Invite them to lead Israeli folk dancing and singing.

MODERN JEWISH HISTORY

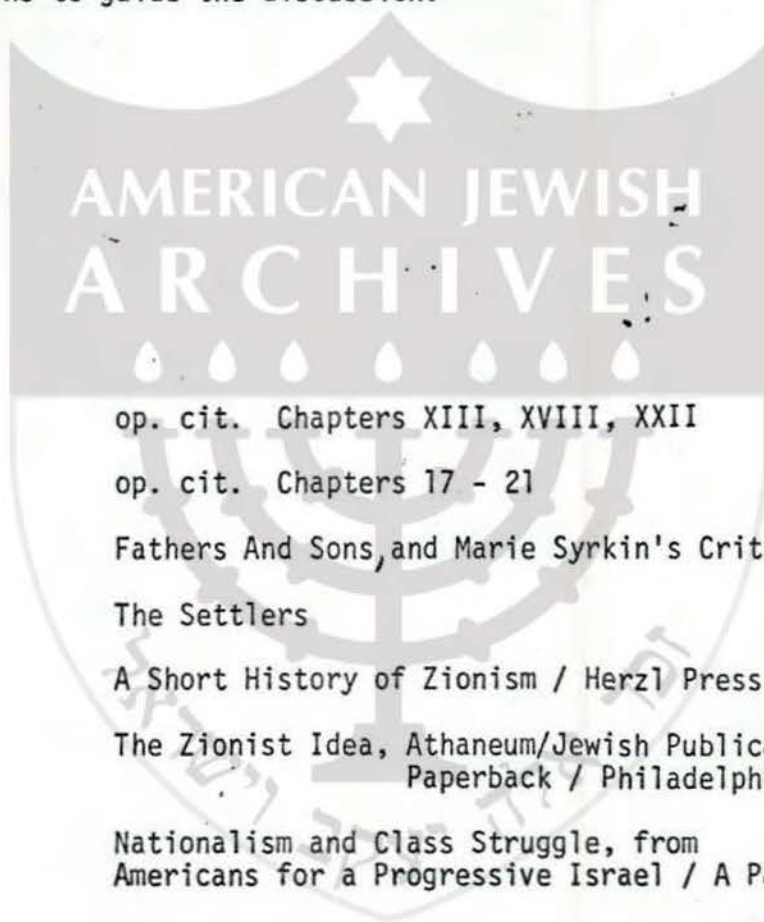
Zionism And The Birth of Israel - Unit VI / Continued 6

Program Suggestions / Continued

6. If available, show one of three video-tapes of Israeli TV programs on the different aliyah groups that created the collective societies of Kibbutzim.
7. Use the questions to guide the discussion.

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BOOKS SENT TO YOUNG LEADERSHIP CABINET

*file
Young
Leadership*

1963

April "Life is With People" - Mark Zborowski and Elizabeth Hergog
May "The Saving Remnant" - Herbert Agar
June "Facts About Israel" - Jewish Agency Report
July "This is our Strength" - Golda Meir
August "A People's Epic" - Walter L. Field
September "The Final Solution" Gerald Reitlinger
October "Israel Today" - Ruth Gruber
December "The Course of Modern Jewish History" - Dr. Howard M. Sachar

1964

April "As Sheep to the Slaughter" - K. Shabbetsi
May "Rabbi and Minister" - Carl Herman Voss
June "Israel" - Joan Comay
July "From the Ends of the Earth" - Dr. Howard Morley Sachar
September "What is this Jewish Heritage" - Ludwig Lewisohn
November "Foundations of Israel" - Oscar I. Janowsky
December "Ancient Israel" - Harry M. Orlinsky

1965

January "Israel Today" - Jewish Agency Report
February "The Jews in our Time" - Norman Bentwich
March "Pictorial History of Israel" - Jacob A. Rubin and Meyer Barkai
April "The Signal Fires of Lachish" - Rivka Guber
May "To Die with Honor" - Leonard Tushnet
June "Miracle of Israel" - Robert Gamzey
July "The Great Jewish Books" - edited by Samuel Caplan and Harold U. Ribalow
August A volume on the Talmud (Talmud Series Subscriptions)
September "What It Means to Be a Jew" - Dr. Charles E. Shulman
October "I Never Saw Another Butterfly"
November "A Basic Jewish Encyclopedia" - Rabbi Harry Cohen
December "Facts About Israel 1964-1965" - Israel Ministry for Foreign Affairs

1966

January "Jews, God and History" - Max I. Dimont
February "Ben Gurion Looks Back" - Moshe Pearlman
March "By the Skill of Their Hands" (story of ORT)
April "The Deputy" - Rolf Hochhuth
May "Kibbutz - Venture in Utopia" - Melford E. Spiro
June "The Story of Judaism" - Bernard J. Bamberger
September "The World of the Talmud" - Rabbi Morris Adler
October "Jews and Arabs" - S. D. Groitoin
November Commentary Report - "Hannah Arendt on Eichmann" - Norman Podhorots
and "Jewish Resistance to the Nazis" - Oscar Handlin
December Commentary Report - "A Journal of the Warsaw Ghetto" - Chaim A. Kaplan

1967

January "Where I Stand" - Hank Greenspun
February "Jews of Silence" - Elie Weisel
March "Moshe Sharett" - Walter Eytan
April
May A JOURNEY OF BROTHERHOOD - (Eshkol in Africa)
June TZEDAKAH - A Way of Life - Dr. Azriel Eisenberg
July
August
September "The Insecurity of Freedom" - Abraham J. Heschel
October "Israel's Call for a Negotiated Peace" - Abba Eban
November "The Case for Israel" - Frank Gervasi
December "Refugees in the Middle East: A Solution in Peace" - Office of Information,
Israel

1968

January Transcripts of Speeches from UJA National Conference (December)
 February "The Victory" - Pictorial Record of 6-Day War
 March Abba Eban's Address before UN Security Council, June 6, 1967 (Record)
 April "Facts About Israel" - 1967
 May Bound Volume of 1967 Near East Report
 June LP Record - General Chaim Herzog radio commentaries during 6-Day War
 September Israel's Programme of International Cooperation
 October Mission Survival
 November "Covenant" - Robert Gamzey
 December "Israel on the Seventh Day" - Ruth Gruber

1969

January "Jews in Arab Countries" - Abraham S. Karlikon
 February "From Conflict to Understanding" - Ernest Stock
 March "If Israel Lost the War" - Chesnoff, Klein, Littell
 April Pamphlets - Arab Terror, Anti-Semitism - Tool of Soviet Policy
 May "Challenge of Israel" - Misha Louvish
 June "The 28th of Iyar" - Emanuel Feldman
 September "Survival for What?" - Zvi Kolitz
 October Stephen S. Wise: "Servant of the People" - Edited by Carl Hermann Voss
 November "Countdown in the Holy Land" - Lester Velie
 December "Israel, and Echo of Eternity" - Abraham Joshua Heschel

1970

January
 February Publications circulated by various national Jewish organizations
 "A Beggar In Jerusalem" - Elie Wiesel
 March Publications circulated by various national Jewish organizations
 April "Israel the Reality" - edited by Cornell Capa.
 May
 June Articles from American Professors for Peace in the Middle East.
 July "A Continuing Task" - Oscar Handlin
 August
 September
 October "The Pledge"
 November 50th An. Keren Hesod
 December " One Generation After" Elie Wiesel

1971

January "David's Sling" - Shimon Peres
 February "The Meaning of Judaism" - Gittleson
 March " The Seventh Day"
 April "Forged in Fury"-Elkins
 May "Near East Report" - Volume XIV
 June "The Jews" - Howard Fast
 July -
 August -
 September "The Bunker" - Charles Goldstein
 October "Soviet Jewry Today and Tomorrow" - Boris Smolar
 November "Let My People Go" (Ed Ginsburg distributed)
 December "Jews Without Money" Michael Gold

BOOKS SENT TO YOUNG LEADERSHIP CABINET

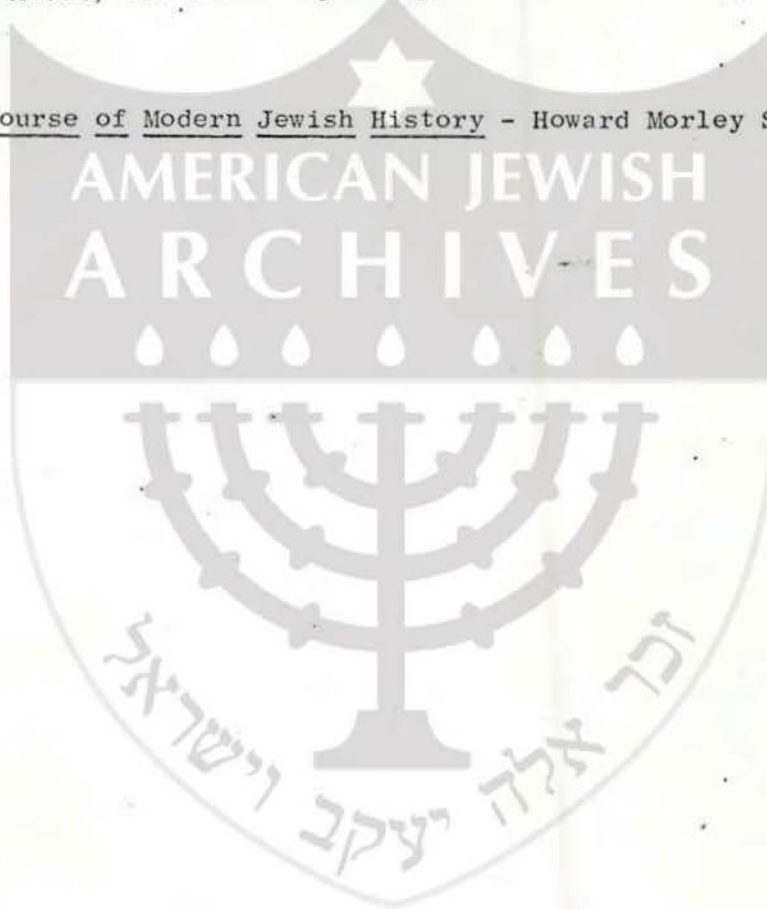
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February "A Jewish Reader"- edited by Nahum N. Glatzer
March Hebrew learning record - "Hebrew Through Conversation"
April two Haggadahs - "Let My People Go" (Soviet); Israeli Haggadah
May "...SO FAR" - Meyer Weisgal
June & "Israel, The Arabs & The Middle East" edited by Irving Howe & Carl Gershman
"The Soviet Jewish Question: Dimensions & Perspectives" Prof. William Kore
July "The Sabbath Eve Seder"- Simeon J. Maslin & Max Janowski
August -
September "Hannah Senesh Her Life & Diary"
October "Yacov Dan - For You"(Record)
November "Azeit, the Paratrooper Dog " - Motta Gur

1973

January

Course of Modern Jewish History - Howard Morley Sacher



from: **Michael A. Pelavin**, chairman, young leadership cabinet



United Jewish Appeal • 1290 Avenue of the Americas • New York, N.Y. 10019 • (212) PL 7-1500

January 26, 1973

TO: YOUNG LEADERSHIP CABINET

FROM: MICHAEL A. PELAVIN

This note is to bring everyone up-to-date on recent developments in some of our major programs for 1973. I think that we are off to a very solid start and I hope that the enthusiasm and creativity that many of you have demonstrated so far will continue through the year...

Warsaw Pilgrimage

A number of our men have already received visas from the Polish Government and it appears that we will not be prevented from going ahead with this program. I have attached the projected itinerary for your information.

A considerable amount of background material has been researched and developed for participants on this mission. If you would like to receive this literature - even though you are not going to Warsaw with us - just drop a note to Howard Stone.

I would also add that April 29 will be the official commemoration date of the uprising in the ghetto and I would urge that you plan an appropriate program, either as a regional cabinet or through your own community.

Summer Institute

It gives me great pleasure to inform you that Allen Pollack has agreed to direct our Summer Institute in Israel and will accompany the group as scholar-in-residence. Any one who has spent an hour with Allen in an informal setting can imagine what two weeks will be like! It should be a once-in-a-lifetime intellectual and emotional experience.

Allen has just returned from Israel where he met with Jewish Agency personnel and Israeli academicians to begin sketching out the program in detail. The basic concept is to create "a living institute" through which participants will be able to study history in the places where it was made and through the minds of those who made it.

For example, Israeli history will not just be studied in a classroom: we are planning to spend a full day with Yigal Yadin at an archeological dig... to study Hasidism by living with a Hasidic family in Jerusalem for one

Shabbat...to study the birth of Israel in a seminar at David Ben Gurion's kibbutz, with Ben Gurion and others who were instrumental in the state's creation.

As I already advised you, the 20 couples who will be participating will live at the Hotel Sholom in Jerusalem, and we are exploring the possibility of placing children in an Israeli day camp if you wish to come as a family. The program will allow three free days and the cost will be about \$900.00 per person. Space is becoming scarce, so if you want to join this group please write to Allen Pollack, at the office, as soon as possible.

Cabinet Judaica Program

Our 1973 cabinet Judaica program has now been completed and will be mailed to you under separate cover this week. (If you have not as yet read chapters 2, 3, 5, and 7 in the Sachar book, you must sit in the back of the room at the next cabinet meeting.)

As part of this program, we have taped a dialogue with the leading authority in each of the "Major Themes in Modern Jewish History" that we will be studying. This is an incredible coup, and now makes the cabinet the possessors of one of the most significant collections of Jewish scholarship on tape.

You will soon be sent the first two tapes in this collection, as the "book-of-the-month" selection for February. They are: "An Overview of Modern Jewish History" with Professor Salo Baron of Columbia University and "Emancipation and the Jews" with Arthur Hertzberg.

Leadership Development Program

Also completed is the long-awaited Leadership Development program based on substantive Judaica study. In essence, we are suggesting that Leadership Development programs in communities be two-year commitments...that in the first year participants learn about their Jewish identity, history, heritage and some current issues and only in the second year begin to study local organizations and communal agencies. Under separate cover I will send you the outline for Leadership Development units in the following areas: Modern Jewish History; Basic Judaism; World Jewry; Soviet Jewry; History of the American Jewish Community; Israel.

Included in each unit are model programs for groups, model retreat programs and material for self-study.

In addition to utilizing this material when you are called upon to help organize a Leadership Development group, you might also bring it to the attention of the professional in your community with Leadership Development responsibility...use it to start a small study group in your own home with friends who share your interests...and so on.

About half-a-dozen communities have volunteered to be used as pilot cities for implementing the program on an experimental basis. If you're interested in pursuing this further, contact our Leadership Development National Vice Chairman, Millard Cummins.

Solicitor Training and Fund Raising Seminars

I am delighted to announce that Neil Norry of Rochester, N.Y., a National Vice Chairman of the cabinet and one of our ablest and most experienced campaigners, has agreed to devote a large amount of his time to helping cabinet members become better solicitors. If you have a specific campaign responsibility in your community he'll be glad to help you plan your strategy and program. But, we think you'll find it a more effective use of his time and yours to invite him in to your region to review solicitation techniques with cabinet members, or key workers in the division you are responsible for.

Regional Round-Up

Perhaps the most exciting work of all, however, is being done by regional cabinets and individual members throughout the country. The creative ways in which you are using such tools as the IDF program, conferences, missions, etc., is a thing of great joy. Here is just a random sampling of what's going on across the country (with sincere apologies to the many other challenging programs that a lack of space prohibits my mentioning here).

The members of Region # 4B led by R. Alan Rudy have completed a comprehensive study of communities in Eastern Texas and Louisiana. They will meet again in a few weeks to spend a Shabbat together as well as to develop plans for impacting on the communities understudy...To involve uncommitted young men and women in Northern New Jersey, Sandy Hollander and the members of his regional cabinet are planning a major weekend conference for late this spring... ..In Southern New England, regional chairman Mark Gassner and his cabinet members are planning to come together with their families for a Passover Seder with one of the leading Jewish personalities available through the program Irving Bernstein has developed for us. In addition, this region is also involved in setting up Leadership Development programs for a number of small communities in that geographic area...In Chicago, Herb Wander and his regional cabinet have planned a monthly get-together for study and for cabinet planning. They hope to reach out into smaller communities in the Chicago area...In the San Francisco bay area regional chairman Al Frank and his members are developing wide-ranging plans for capitalizing on the success of the November's highly successful colloquium...Ken Miller and the men from the Carolinas and Virginias have developed plans for involving new Young Leaders from a number of target cities. Their next meeting will be a weekend retreat sponsored by the Leadership Development group of Norfolk, Va. led by cabinet member Bob Copeland...

These are but a few examples of the highly creative and well-thought-out activity that is in evidence across the country.

MAP/is
attach.

INTERNATIONAL YOUNG LEADERSHIP PILGRIMAGE TO THE WARSAW GHETTO AND CONVOCATION
IN GREAT BRITAIN

Preliminary Program

Saturday, March 17

Depart New York for Amsterdam at 6:10 PM, KLM flight # 642. Arrive Amsterdam 7:10 AM, meet European Young Leaders for flight to Vienna on KLM 255, departing at 8:15 AM.

Sunday, March 18

Morning

All participants gather in Vienna, visit Shoenu

Afternoon

Visit Holocaust Documentation Center, meet with Simon Wiesenthal

Evening

Lecture on "The Development of Modern Anti-Semitism in Europe and the Rise of Nazism"

Followed by slide presentation on the Warsaw Ghetto

Overnight: Intercontinental Hotel, Vienna

Monday, March 19

Morning

Depart as a group for Warsaw on Austrian Airways Flight # 621, 11:40 AM

Afternoon

Visit Jewish Historic Institute in Warsaw and meet with representatives of the Jewish community

Evening

Attend performance of the Warsaw Philharmonic Orchestra

Overnight: Europejski Hotel, Warsaw

Wednesday, March 21

Morning

Pilgrimage to Auschwitz

Afternoon

Depart for Warsaw

Evening

Group discussion

Overnight: Europejski Hotel, Warsaw

Thursday, March 22

Morning Depart for London, Lot Air Lines # 345, 8:10 AM

Afternoon Free

Evening Reception in the home of Michael Comay, Israel's
Ambassador to Great Britain

Dinner in the homes of London's Young Leadership group

Overnight: Carlton Towers, London

Friday, March 23

Morning Lecture on "A Global Review of Jewish Life Today
and Projections for the Future"

Afternoon Lecture on "The Meaning of the Holocaust for Our Lives"
Group discussion followed by Kabbalat Shabbat

Evening Free

Overnight: Carlton Towers, London

Saturday, March 24

Evening Free until the evening

Formal Closing Banquet (Black tie)

Overnight: Carlton Towers, London

Sunday, March 25

Depart for New York
TWA flight # 703, departs 12 Noon, arrives 2:35 PM
(747)

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UNITED JEWISH APPEAL

NEHEMIAH LEVANON --- YOUNG LEADERSHIP EXECUTIVE COMMITTEE

WALDORF ASTORIA HOTEL --- SEPTEMBER 15, 1972

Mr. Chairman, dear friends,

I actually would have preferred to have a conversation form of questions and answers and say merely that I feel that much is known about this problem and that people are emotionally and more than emotionally involved - and then proceed to the questions. But since my host insisted that I give an opening statement, I will try and give you a short sum-up of the ad hoc situation as it is and then answer your questions.

I am deeply interested in equipping you with full knowledge of the situation since I know that you are not the kind of people that have to be inspired - you're a crowd that already is equipped with inspiration. Now, dear friends, in the fall of 1968, - I'll give you hard facts-- in fall of 1968, out of the blue, at the initiative of the Soviet government, after a break of over a year since the Six Day War, they renewed permits for emigration for purposes of family reunification. The procedure previously was that the Jew who wanted to emigrate to Israel wrote to his relatives- he received an affidavit which was a kind of invitation and he applied for permission to leave the Soviet Union in order to join his relatives in Israel. This was the official procedure -- before the Six Day War, up to eighteen hundred Jews a year were allowed to leave this way - at the beginning mostly old people, and sick people. But in '66 and the first of '67, there began to be ordinary Jewish families who were allowed to leave.

Now, since they reopened it, at their own initiative, the Soviet authorities, as far as they're concerned, opened a "Pandora's Box" -- within the first two years, during '68 and '69, up to thirty thousand Jews from the Soviet Union requested affidavits and started applying. During those same two years about four thou-

sand Jews were allowed to leave. So at the end of '69, there was a backlog of about twenty-five or twenty-six thousand Jews who had asked for affidavits and were still awaiting permission to leave. And at the end of '69, there was a backlog of about twenty-five or twenty-six thousand Jews who had asked for affidavits and were still awaiting permission to leave. During '70 and '71, especially during '71 when the emigration increased, - during 1971 thirteen thousand Jews were allowed to leave - and in the same year forty thousand Jews asked for affidavits. So by January '72 we had between fifty and sixty thousand Jews who had asked for affidavits and were not yet permitted to leave. Between January and today, about twenty thousand Jews were allowed to emigrate and again more than forty thousand Jews, no fifty thousand Jews, asked for exit permits. So by now the situation is that about eighty-six, eighty-five, eighty-six thousand Jews have asked for permits to emigrate and have not been able yet to emigrate.

At this rate, if the same rate of emigration continues and the rate of new applicants continues, we will, by the end of this year have about a hundred thousand outstanding cases of Jews that have requested affidavits and haven't been allowed yet to leave. Now all of this, dear friends, is happening while the Soviet authorities have continued intimidation, harassment, pressures, even arrests.

We can safely assume that what the Soviet leaders publicly said, they actually believed - both Kosygin and Brezhnev said, "yes, we do know that there's a small minority of Jews who would like to leave for Israel, some of them because of religious reasons, some of them because they're nationalists, some of them because they have relatives - but this is no problem at all, because they are a small minority, an insignificant minority, so we are allowing most of them to go. There are certain categories of people who we won't let go, those of military age, because we are not going to increase the military potential of Israel, but that's the policy."

Now we can assume that this was their impression, and that they perhaps failed to recognize that inside the Jewish community a tremendous pressure had developed; allowing a little of this pressure to get loose had caused it to grow

even more. Now, the policy of letting the Jews go had certain limits. The idea of the Soviet authorities was that there are Jewish communities who are, as far as the Soviet regime is concerned, lost souls - Georgian Jews who are religious Jews, hopelessly so - Baltic Jews - West Ukrainian Jews - Jews that come from communities that were included in the Soviet Union only after the Second World War with strong Jewish attachment - "these are lost souls so we will let them go." But the Soviet regime also decided that every effort would be made to prevent this movement of Jewish awakening from reaching Russia Proper and the Ukraine Proper, where the absolute majority of Soviet Jews resides - the largest Jewish concentration in Moscow which is half a million, with a quarter of a million in Leningrad and Kiev. So it is in these places that the Jews feel maximum pressure and intimidation. The regime decided also to allow the "expendable" Jews go, those who are not so important to the economy. Now, Allan told you that whatever their expectations were the results were different - the pressure grew, the numbers increased - not only did the numbers increase but an entirely new segment of the Jewish community has applied to emigrate during the last year - Jews from the top layers of Soviet society, aristocrats, scientists in the highest positions, the most affluent, prosperous Soviet citizens. The regime never expected Jews in these brackets to apply to emigrate. You see, to this terribly materialistic regime, it was unthinkable that a Jewish academician or a Jewish professor who had everything - prominence, high income, a bright future - should suddenly decide to go to Israel.

And the KGB knows that behind these first applicants is a much larger number who are still sitting on the fence; still watching what will happen to those Jews who risk applying in full knowledge that it might be years before they'll be allowed to go and that they risk losing their jobs and being left in a horrible limbo. Professor "X," who is great in his field is unable to work anymore and is left in this terrible situation.

We must realize why the Soviet government has taken this step of applying a tax for what they call the reimbursement of the state, to pay the state back for

the education of those who wish to leave for capitalist countries. I want to be honest with you that when we first got the news about the tax, we were optimists and thought perhaps there is something positive here - that perhaps they will let all Soviet Jews who can pay the tax emigrate because they want hard currency. But very soon it became quite clear that this was not the case because what did happen is that they did not allow those Jews with high diplomas or important positions or those who they had refused previously to go, even if they could pay the tax. Not a single one of those who previously were refused an exit permit was given an exit permit on condition of payment. All they did was allow those Jews of lesser importance with diplomas, who they previously would have allowed to go anyway, to go - but only after they had paid the tax. So it is obvious that the prime target is to put on a lid, to limit as far as possible the number of Jews who will proceed to ask for permits to leave.

We should understand that this measure is blackmail, and since we all know that giving in easy to blackmail means there will be more blackmail, we made the decision not to pay the blackmail. It wasn't an easy decision because we knew that we are actually hurting these Soviet Jews badly, hurting them badly, and nobody can guarantee that tomorrow there won't be another decree that will stop the exit completely. I repeat what I said yesterday - even if we had hypothetically received the most secret information right from the Kremlin that the Russians are not going to back-pedal on this tax, that it's a lost cause for us to fight because they're going to stick to it no matter what - even then it would be our duty to give them the greatest possible fight we can to make them pay for it, because if we don't, tomorrow there'll be another decree for other categories of Jews, or an increase in the tax, or any other trick they can invent.

So the first thought in our struggle against the tax was to try to break it or at least substantially reduce it. Then we had to consider what would happen if we failed to prevent it or to make them think twice on whether to proceed with it. Now since we have already inflicted suffering on some of those Jews who got an

exit permit but who couldn't afford the tax, our responsibility is even bigger, even if the suffering is temporary. We say to fight this decree; we have to mean it, we have to do it. But I want you to remember that while we face this challenge, the immigration proceeds, Jews are coming out - and it is our duty to make it a success; to make it as easy as possible for them, to teach the world a lesson or two and to encourage them.

Thirty thousand Jews will come - some categories will be excluded because of this ransom, at least temporarily. More Jews without diplomas will come. The percentage now in '72 has been about eighteen percent who have a diploma of some kind that now they have to pay for. So this is a fairly complicated situation.

I want to be frank and honest with you since you are the Young Leadership. I'm warning you that this is only the beginning of a tremendous struggle that you might be carrying on when I'm retired from my job. The situation is complicated - the whole world might turn its back to our struggle because there are reasons to wish accommodation with the Soviet Union, detente, improvement of relations, and other valuable reasons - so the world might be extremely cool to us and we will have this furious feeling. I was in London during Munich, you know, and I watched the television, and watched life going on and knew that although the Israeli hostages were dead, life went on. And I was still in London when the president of the Olympic Committee, making his speech during the memorial service, announced that the games should go on and received the biggest applause.

So we will have to deal with a world that is determined that the show shall go on and we will have to conduct our struggle with tremendous strength. I wish every Jew success in this business, and I wish you personally success. But, you know, I'm not cynical, I'm frank and honest with you in saying that success is absolutely vital to us because this will mean strength and we will need a lot of strength, and you will have to get many many more people of all ages to get involved deeper. For we have taken on a great, great task and it will take tremendous financial and political effort. Sometimes finances will be more important,

sometimes political pressure will be more important - usually they'll go together - and we have to be strong and influential all over the world, first and foremost here.

Not for a moment do we feel helpless - concerned and worried, but not helpless. Now we shouldn't feel for a moment helpless with regard to the task of saving Soviet Jews because I think one of the most important ingredients of their awakening is the feeling of strength.

You know, I want all the explanations - how did it happen that this big Jewish awakening appeared after the Six Day War? The best explanation I heard came from a man who was in prison for a time in the Soviet Union who told me, "you know one of the arguments we have among ourselves was 'why did it happen that under Stalinist terror, marshals of the Soviet Army, commissars, high party officials, etc., collapsed the moment they were arrested, with no resistance whatsoever? And the same kind of people in the hands of the Nazi Gestapo resisted and perished? What's the difference?' We can't suspect that the Gestapo was less efficient in intimidating and breaking a human being than the KGB. The answer was the element of loneliness." He says that under the Stalinist terror the moment you were arrested you were the loneliest creature in the world; all your friends deserted you, your ideology wasn't worth anything, your whole past nothing; your children denounced you and sometimes your wife too - you were helpless and this loneliness can break the strongest man. Now while in the hands of the Gestapo in the prisoner of war camps those Russians had a feeling that the whole of Russia was behind them, that hundreds of millions were behind them, that there was a power behind them and so they resisted. He said the same thing has happened to us - that these Jews in the Soviet Union have dared to awaken because they know that they have the pressure of world Jewry behind them - that the people of Israel and the Jews of the world are behind them. They know that so many lawyers in the West are Jewish and so many of the media are in Jewish hands.

So you have to convey to your friends that we'll need a lot of political pressure,

that we'll need a lot of political pressure, that we'll need a lot of money. We don't know what tomorrow will bring us. We only know what today is. We will teach the world a lesson. We, were unhappy that only thirty thousand Soviet Jews arrived and I know that you would be glad to hear from me a belief that a hundred thousand are coming and what you would do is immediately discuss how best to conduct the campaign in order to absorb them better. So, we'll be strong, we will help them and we'll get those Jewish out, we will save them we will pass very difficult times and, friends, be strong, be strong and be proud of yourself. I thank you.

QUESTION

Has the Soviet regime tried to justify the decree?

LEVANON

They say "What's the noise about? All we ask is to be reimbursed with the money - it's not against the Jews only, it's a general decree - there aren't that many emigrating - maybe they're interested but not applying." Now one more thing I want to tell you I didn't mention before. Though you live in the States you will understand it very well. There is a horrible anti-Semitic undertow to the whole decree. This will be a decree possibly very popular to the uneducated Soviet masses. You know what they are doing? They're saying "look at those Jews-the state spent so much money on them and they're leaving us. We will make them pay through their noses. They were educated at the expense of the toiling masses - and Jews are not toilers, they're not workers, they're all of them middleclass, all of them professionals, so the toiling masses of Russian people are not settling their accounts with those people that exploited them, got good education and then said goodbye to them - let those people pay for it now" So the decree will be popular and it will raise anti-Semitic tension - it's a classic anti-Semitic trick.

QUESTION

What kinds of pressures are meaningful from outside?

LEVANON

I think that the Soviet Union is more interested than ever in getting many things

from the west, credits, trade, technology, and they must feel that because of this decree it will be more difficult to get these things. The second field is the economic field. They must feel that the atmosphere caused by their outrage is hurting them. We should never overestimate our abilities and when people sometimes ask me "shall we declare a boycott or not?" my answer would be that we should do everything that we know we can succeed in doing because if we fail we boomerang very badly - we speak of a boycott but if they don't feel it financially, then, then we have failed, and failed badly - so it is better not to speak about boycotts. But whatever, wherever we can find a way of making them feel that what they're doing is not helping them we should take that way - I'm not going into details. The third field is a very important one. They are badly behind the western world in the spheres of science: they are looking for cooperation, they are going out of the way to get western scientist to conventions, scientific conventions, to get their own scientists invited to western conferences and so on, so we have to mobilize scientist Jews and Jews all over the world to deny them this cooperation. And I know that the tax they put on the educated Jews outraged, scientists all over in Europe; it outraged British scientists for instance. In the Society of Science they had two hundred and sixty outstanding scientists sign a petition, which they're publishing in every scientific publication in Britain. This is the type of thing we must do - find ways of getting the Russians to feel that this hurts them. If we can get scientists to protest, scientists to boycott their conventions, and write letters to Russian scientists saying, "look, this thing hurts you badly" - it will be helpful because scientists are in close contact with one another. It's very, very important, terribly important, that you and every community should find ways to let your representatives in the Congress and Senate know how bitterly and badly you feel about it also.

QUESTION

Have the Russians put themselves into a position where a modification or a retraction of their stand would be an embarrassment to them; cause them to lose

face; to be accused of backing down under Jewish or American pressure?

LEVANON

Again, this question is a good question, a legitimate question, and an honest one. It's not easy for a great power that is a totalitarian regime to back down after decreeing a decree. But I think they left themselves loopholes. But this should not be what concerns us. If we do fail in getting them to remove this decree, we have to make them pay for it otherwise they'll come up with a worse thing - it's obvious, you see, that if the Jews decide to pay, to drum up the few hundred million dollars they need for it, then the regime will think up something else - something worse. So we must make the regime feel that even if it gets its way with this decree it will have to pay for it - to pay for it with tremendous damage to its interests and so on - this, this is our target.

QUESTION

What will be the short and long term effect, if any, on those Soviet Jews not included in this decree - will there be any reduction of the numbers of applications from those who do not have their degrees?

LEVANON

You know, there's a question of short term effect and long term effect. The short term effect might be - I'm not sure but I can make an intelligent guess and it is made on the basis of the little information that we have already from those Jews that arrived since this decree. This short term effect might be that many Jews who don't have any diplomas will now apply in a hurry. Maybe next year they will apply in a hurry because they will be afraid that maybe the decree will be expanded to include them. It might even be that Jews who have diplomas will decide to apply immediately, feeling that the time will soon arrive when all applications will be rejected. But there is no doubt that there will also be Jews who were thinking of applying, or were close to it and who will now decide "look, let's wait it out, I haven't a chance, my family has three people with college educations, and at

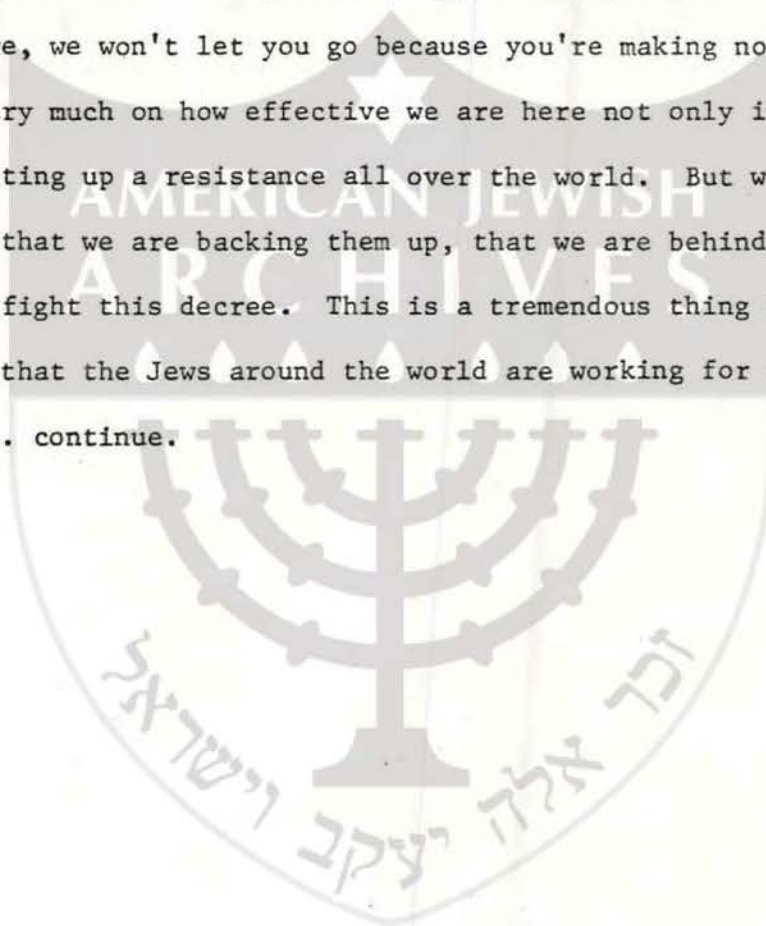
thirty five, forty thousand dollars for them it's absolutely unthinkable, impossible for us to pay, so we will wait it out. The long term impact of this "waiting it out," is a very dangerous one because if these people lose faith, if they feel that the Soviet authorities have really found a way to break them - and this must be terrible, then a really bad spirit will set in. I want to tell you one thing, as it happens the masses of immigrants are not the better educated people, and not the people with diplomas, but simple, plain Jews who come en masse. Ask an ordinary Jew, ask him "why are you going" - and don't give him much time - and he won't speak about the Six Day War, the Jewish heritage, he will simply say (in Hebrew) "Jews are going, Jews have to go, everybody's going, it's time to go." It's a feeling of having to go now or losing the future - but not more than this. The moment they are stopped they are at a loss and become confused. You know I very often resent when the new immigrants come to us in Israel and say "look you must make a special effort for Mr. "X", because he's a great physicist, you must get him out because he'll do a lot of good in Israel." To this, I reply "Look, you are talking like a Soviet, like a Soviet citizen, you're not talking like a Jew because we will make the same efforts for a lame cobbler that we will make for a great physicist - if he's a Jew we'll get him out - don't come up to me and tell me how valuable he is for Israel - he's valuable for Soviet Jews because once he dares to apply other Jews will dare to apply." We don't have much time, we don't have much time, we can't play around with them and say "look you will wait for years and years."

QUESTION

Do you think that the academicians and the diploma holders that are being restricted by this decree will apply the same kind of internal pressure that the early activists and the young students exerted back in the late 70's and '71?

LEVANON

I'm worried, I'm worried. You know history never repeats itself - in fact, for instance in '71 the immediate result of this pressure was that the Soviet regime decided to get rid of the troublemakers, to let them go. So then the Jews decided that the more trouble they made, the easier it would be to get out. But now the policy of the regime has reversed, now it says "okay, you are making noise, so you will stay here, we won't let you go because you're making noise." You see it will depend very much on how effective we are here not only in resisting the regime but in putting up a resistance all over the world. But we must make these Soviet Jews feel that we are backing them up, that we are behind them, that we have ways in which to fight this decree. This is a tremendous thing for them, to give them the feeling that the Jews around the world are working for them. So let's not tire, let us continue.



RANSOM IN JEWISH HISTORY

YLC Executive Committee Meeting

(9/14/72)

*Young
leadership*

HOWARD STONE:

I will re-emphasize what Donald has said because it's important as you conduct regional cabinet meetings that an established policy of the cabinet is to devote a period of time to deepening our own knowledge of Judaica, of our history and tradition. As you work on your own agendas for your own cabinet meetings, please keep this in mind. Arden and the staff are prepared to assist you in any way.

These days, the ten days between Rosh Hashanah and Yom Kippur are called the Days of Awe, Yomim HaNoraim. There's another meaning to the word nora... It's not awesome, but awful, terrible. And I suspect that it's easier for us to relate, to be moved by the awful and terrible events of these last few weeks than it is to really come to grips with the awesome nature of the high holy days, with their magnificent promise for our individual lives, for improving our lives.

First, we heard the shattering news of the obscene exit fees that the Russian government is demanding - this odious act of extortion. And then, last week, the monstrous murders in Munich and the cynical reaction of the world. So it's for those reasons that Don thought that rather than devote our discussion today to the High Holy days, which would have been the normal thing to do, it would be useful for all of us to spend a little bit of time talking about ransom, about Jewish laws concerning ransom and the role it has played in our history.

Because, listen, the thing that we have to understand is that the fees that the Russians are charging, in order to free Jewish academicians are quite literally ransom; they're blackmail; they're extortion; they're cut from the same cloth as the demands that were made by the animals in Munich.

We put a few pieces in your kit that give the basic facts as we understand them about the fees. Nehemiah Levanon will be with us tomorrow; he knows more about what's going on there than anybody else. So I don't think there's any need to go into the facts.

The one thing that Levanon probably won't talk about tomorrow, though, is the point I want to make. It's the thing that you have to know, and remember, and understand, without very much cerebration but deep inside your gut, and that is that this is not an isolated incident in our history, it's not a passing perversion on the part of the Kremlin. The simple fact is that people have been selling Jews for thousands of years and no one has cared, and no one cares today and no one probably ever will care, except for other Jews - and that's the thing that we must never forget.

I have a personal belief that that kind of knowledge is instinctive with Jews, that it's in our genes already, it's in our chromosomes, it's part of the psychic baggage that we schlepp with us from one generation to the next. But for you, as the leaders of the cabinet, as leaders in communities it's not enough to have it intuitively. You have to have some actual facts in your heads. So what I want to try and do, as briefly as I possibly can, is give an overview of the subject, is to try and review some of the facts.

I don't think that the subject is mentioned explicitly in the bible at all, although, there are implicit references to it. In Leviticus, for example, there's a line that says "thou shalt open thy hand that thy brother may live in thy house," something along those lines, and it's passages like this that have been taken to implicitly refer to ransom.

But it is discussed in length in the Mishna which is a compilation of the oral laws. And at that time the Tannaim, the rabbis who compiled and codified the Mishnaic laws, had already found it necessary to include provisions against paying excessive ransom.. The Mishna sets limitations on the amount of ransom that should be paid - usually it's the price that the man would get if he were a slave. Let's put that into an historical

perspective - the Mishna was compiled around ~~250~~ the year 200 in the Common Era. Now who remembers when the first temple fell?

VOICE

586.

HOWARD STONE:

Very good. We came back about a hundred and fifty years later. The second temple fell in the year 70..... and by this time our people were wandering all over the world. Actually, they had been for generations. The Assyrians conquered the Kingdom of Israel, in about 720 - so we can actually date the Diaspora from about 720 BCE.

So it's self-evident that if the Mishna was already talking about setting limitations upon how much one should be paying, that under Assyrian rule, under Persian rule, during both commonwealths, under Greek rule and under Roman rule the practice of taking Jews captive for ransom was quite common.

The basic text for the rules concerning ransom, the basic text for the rules concerning Jewish life in general, of course, is the Talmud. That was compiled in its final form around the middle to the end of the fifth century in the Common Era and by then there were Jewish communities in Greece, Italy, Egypt, Germany, Russia, Spain -- I put a map into your kits, there, that shows the dispersion of the Jews, which may make it a little clearer. The Talmud was the rules of life that they referred to in all of these dispersions, wherever they went to, and the rules governing ransom in the Talmud are quite lengthy and they're very complex.

The basic one is simply this: it's a duty, it's a mitzvah, to ransom a fellow Jew. And let me make it clear that when the rabbis talked about ransoming captives they used the term to mean any Jew who's held unjustly or who's constrained against his will - clearly the Russian thing fits into that definition. It was not simply regarded as a duty and as a mitzvah it was considered of paramount and of utmost important. It takes precedence, according to the rabbis, over feeding the poor, over any other form of charity, and money, that's set aside for any other purpose, even for the

bought the material with which to build the temple, you're supposed to sell it and take that money to free captives - so in your soliciations if someone talks to you about a building fund drive you can cite chapter and verse. There's a story that's told in the talmud that emphasizes the importance of it. When a rabbi, Pinchas ben Jair, took money to ransom captives a river split open for him to allow him to cross and hurry him on his way - and the only other time water split was the Exodus. So although it wasn't the Red Sea, it was a little river, that's the kind of a level we're talking about.

In fact the rules are very clear: if you delay in fulfilling this duty, you are regarded as having spilt the blood of the captives. If you don't ransom your fellow Jews, you are regarded as a murderer. So that's how important this duty is in our Jewish tradition. I won't go into all the rules because we are short of time, but there are a few that have particular relevance.

First of all, the talmud gives us the orders of priority in which people are supposed to be ransomed. The first are women - the rape of Jewish women, you know, was a very popular pastime and the rabbis recognized that first you must get the women out. Your mother takes precedence over anybody else - but once you get through with women the next class of people, the next category of people are the scholars, the academicians. In fact if your father and your teacher are both being held for ransom, you are obligated first to get your teacher out, and only then your father.

With the Russian scholars, the Russian academicians there's a different problem because they have said no - they've gotten the message to Israel that they do not want this ransom paid even if it means prolonged suffering, even if it means prolonged humiliation, even if it means that they may never reach the shores of Israel. I suspect that the eleven guys who were killed in Munich would have said exactly the same thing - they were Jews, they were Israelis - above all they were Israelis - and I think they knew that to give in to this kind of evil would only generate new atrocities.

And we have historic precedence for that, too. There are many instances, the most famous I think is that of Rabbi Meir ben Baruch. He lived in Rottenberg, which of course isn't very far from Munich, around the end of the 13th Century. He forbade the Jews of Rottenberg to ransom him for precisely that reason: he did not want to establish a precedent of having these feudal kings holding rabbis for ransom, and he died in prison.

It didn't do much good. The truth is that through the centuries, right down through our history, it's been open season. In Muslim countries, that would be the 7th through the 12th century, something like that, whenever there was a revolt or a disturbance Jews were captured for ransom. It was a very common practice for pirates on the high seas to capture Jews on business. During the Middle Ages it was a way for feudal kings to extort money to fatten their treasuries, and usually the Jews that they took captive were those who were accused of a blood libel or something comparable.

By the way one of those reasons that it's been relatively easy to ransom Jews is that they kept the sabbath and they kept Kashruth and so they made lousy servants and lousy slaves. Yehuda Halevi, for example, a poet who lived in Spain, took this aphorism "as the Jews have kept the sabbath so has the sabbath kept the Jews" - and he says in this instance it's literally true; because you kept the sabbath you have not been held as slaves.

Now the next question, then, is where did the money come from to pay the ransom? That may be our problem, too. Many communities had special funds for this purpose. There was a very well-known one in Venice, it was called The Society of the Supporters of the Fund For Ransom of Captives, it was like a big gifts division: it was only wealthy people; it taxed its members. In fact, taxation right through history has been the rule and not the exception.

If there wasn't enough money in one community, then the officer in charge of charity - because every Jewish community had an officer who was in charge of collecting charity - would be sent into other communities and if a Jew from Spain was captured in the Crimea, for example, the Jews of that area would raise the money: they wouldn't send a bill to the community in Spain, it was an obligation. I brought a little thing here from a history that gives some idea: "communities would spend large sums for this purpose; special officers were appointed for the task - many of the regulations of the Council of Lithuania" - this is Eastern Europe where Jewish community Councils were the governing bodies" - "concerned the ransom of captives, for the Tartar raids from the Crimea during the 16th and 17th centuries, made the ransoming of the captives a frequent phenomenon in Jewish life" - and it goes on to many other examples of this type of fundraising.

In our own lifetimes Jews have had, of course, just too many opportunities to perform this mitzvah of ransoming captives. In this century, the ransom of captives has often taken the form of an excessive tax or an excessive exit fee. In Czechoslovakia, for example, Eichmann charged exorbitant sums to Jews who wanted to get out in '38, '39.

And Eichmann was also involved in one of the most infamous incidents of all, when in May of '44 he offered to sell 1,000,000 Hungarian Jews. This offer was carried by a Jew named Joel Brandt to the British, who promptly sent him to a prison in Cairo.

There is the story of the Rumanian children. The head of the Gestapo in Rumania, Karl Richter, together with Antonescu the Premier, offered to sell 70,000 children. This is when most of the Rumanian Jews had already been decimated and there were 70,000 children left. They offered to sell them for half a million dollars, the only condition being that there would be a country that would be ready to accept them so that they wouldn't wander all over the face of the earth and become a public issue. No country was willing to accept them. Not one. So they went into the ovens at Auschwitz.

There are many stories like that in our lifetime. Can I take a minute and tell a personal story, because in a sense it's how I first became involved in this work. I first went to Israel 12-13 years ago and I wasn't planning to go to Israel. I was going to go to Greece and ~~right~~^{write} the Great American Novel.

The only ship that was sailing to Greece was a ZIM line~~r~~, the SS Israel. It took us a week to get across the Atlantic and one evening the Captain announced that the next morning we would be near Gibraltar so anybody who wanted to see the Rock should be up on deck about 5 o'clock in the morning. And of course the whole boat came up at 5 in the morning and we were anchored underneath the Rock of Gibraltar, just before sunrise, and nobody could understand why we were standing still.

The lower deck of the boat had been roped off. No one was allowed on the lower deck and, you know, all these mad Israelis were up on the top deck in a light drizzle, just before dawn, trying to figure out why we were standing there. And off in the distance, coming from Africa, we saw a little light, and as it got closer and closer it turned out to be a boat, just a small little tugboat, but crammed, absolutely crammed with people. These, of course were Moroccan Jews that at that time had been literally bought. And as the boat came closer people just didn't know quite what to make of it ... they lowered the gangplank and the Moroccans started coming off and you could see they were obviously afraid. There was one old woman, just an ancient woman, who was carrying a package like this, bent over, and she was very afraid; She didn't even want to get off the tugboat. And the Israelis on the top deck suddenly started singing Havenu Sholom Alechem, in the rain, in the pre-dawn grey; and as they started singing it was as though she suddenly realized that it was okay, that she was home, and so she pulled what she was holding out from under her coat and it wasn't a package it was a baby. And then she held this baby up, in the rain, so she could show them what she was bringing to Israel. It was a very moving scene. I stayed on that boat and went with it into Haifa. And ~~when~~ I tried to talk to this woman in French and all she could say was "You bought.. you bought me.. you bought my grandson, and you brought us here."

It wasn't me who brought her of course, but it was the UJA, it was the Jewish Agency, it was you guys. And its still going on, we're still buying Jews. Some of these examples we can talk about: Rumania, Russia, and we can now talk about Morocco again. Some of them we're not allowed to talk about. Some are completely off the record....

What I'm trying to say is that what we're doing now is part of an historic continuum. This has been a part of Jewish life and it will probably still be going on long after we've left. We're not alone; there have been generations and generations and generations who have sat in a room just like this, and have done the same thing and that's why we're still here.

So I think the best conclusion would be just one short line from what Arden gave us in his report because it ties it all together; on Yom Kippur we burn the candles that are the constant reminder that there are pitfalls ahead of us as there have been pitfalls behind us, which could prevent us from doing all that is within us. The task of the Jew, after all, is to perfect the creation of man. We we go about the task, step by step, caring for men by caring for our brothers and educating ourselves to understand our needs, by demanding of ourselves that we make those needs understood."