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Young Leadership Cabinet. Miscellaneous. 1971-1973.

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IN FLIGHT

Howard Stone

31 July 73

Dear Herb-

A long flight home + a chance to scribble a long-overdue hello.

Washington was a lovely affair and I'm glad we did it and I'm glad Grammy could come and I'm glad you liked it. Your speech was criticized in the quarters where criticism was obviously going to come from-- but who cares?

The book-- even in the castrated final form-- has been almost reverentially received. Everyone is ordering copies for leadership development groups, for home study programs -- even for adult education groups in synagogues. I think we <sup>could</sup> print another 5,000 tomorrow and hardly dent the demand.

What I find interesting is the effect it has on people who've never met you. Those of us who have heard you speak read the book and hear you... we can see your face changing expression, your hands gesturing.

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IN FLIGHT

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I don't think I've ever been able to be coldly objective about the text as a text. So I want you to know that the enthusiastic reaction of "Strangers" is strong and genuine. The words work on their own, even without the dramatic presence.

So even if you don't want me to print them, hold on to all the old speeches. I have a hunch people will want to read them long after you've lost interest in them.

I heard that you met ~~with~~ with the summer institute and that it was a good session. The rest of the program seems to have been very uneven in quality but I really haven't had a chance to sit with participants yet. Next summer I want to put together an ulpan, in Israel, for cabinet members and their families. Any suggestions about facilities, auspices et. al most welcome.

What are your plans? Are you still coming here in Sept.? If so, will you be on the West Coast? I've put a good bunch together in San Francisco... they may even succeed in bringing Weintroub into

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line. They have 100 couples - all new to Federation - committed to a year-long intensive leadership development program. Kick-off is in September & they've asked me to find out if you'll be in the country and available then, any date.

I was camping in the Adirondacks when Louis Pineus died & only heard about it yesterday. I must confess that my first reaction was "What a spot for HAF" which I guess is grossly unrealistic - as well as not nice to the dead.

But enough. I may come over on the PM Mission (last days of Aug) & if so will find you. If not perhaps you'll be here in Sept.

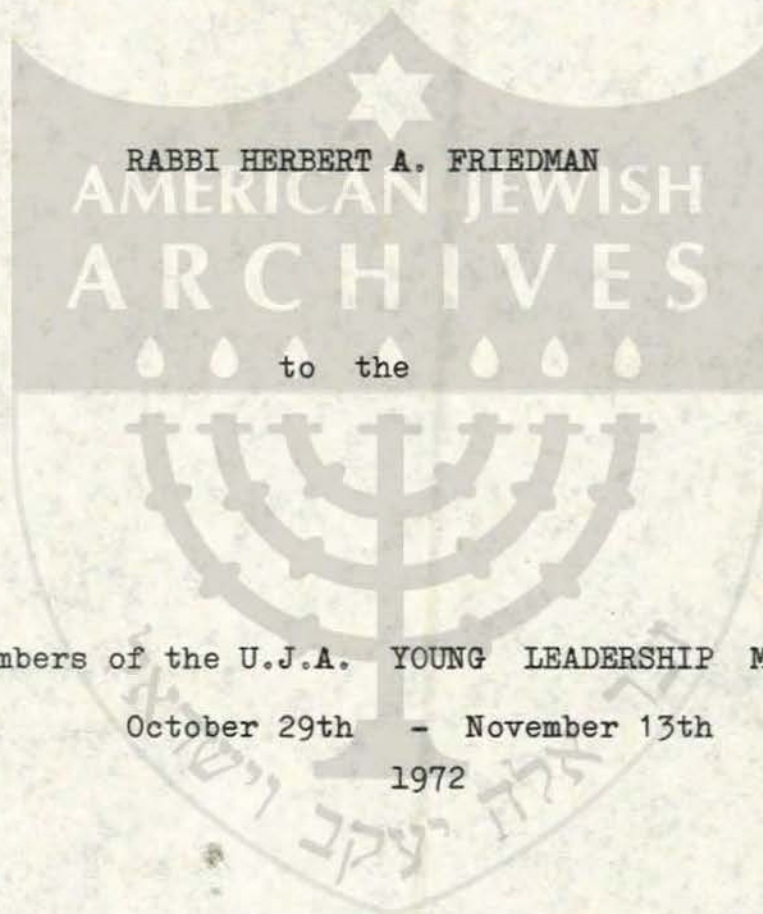
Y. L. Mission leaves for Vienna 4 Nov. & Israel a few days later so at worst I'll see you then. Let me know if I can do anything.

As ever

Howard

A D D R E S S

By



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Donald Benjamin

I see many smiling faces after 11 hours of riding today, I have been talking to a number of you since we got here and I see that you realize the importance of what we did and why we did it, so that you could see some of the things that help to make the totality of the picture about Israel, its problems, its concerns, its strengths, its weaknesses.

I'd like to take a moment before Herb starts speaking this evening, because the question has been raised on a number of occasions in the last 8 or 9 days about what is the Cabinet and what does it do and why does it exist and things of that sort. I told you when we left Vienna that the Cabinet was the dream of Herb Friedman, because he felt that there was a gap in the leadership of the American Jewish community and based upon his experiences he realized that as long as Israel would need us and that there would be problems in our local Jewish communities, that there was a need for a coterie of young men to become involved in the problems that concern the survival of Jews and Judaism and Israel and they would not wait until they were 50 or 60 years old to make their mark, but would start when they were in their 20's and their 30's, who would devote a great deal of time and effort because they want a better life for their kids and for themselves. And because they believe in this country that we are in today.

It's an exciting thing that happened as a result of that dream. Today, in the United States in 1972 there are 67 either present cabinet members or past cabinet members who are chairmen of UJA campaigns in the largest 100 cities in the United States and there are some 120 odd men who are presidents of the 200 or so odd federations in the United States who have been associated with this program. So this sounds like we have accomplished something. I think we truly have. This group has turned on in a sense the American Jewish community because we have shown our elders that we really care about it, that we are concerned about it, that we are ready to put our efforts forward, put our money where our mouths are and to do something to make it better.

I'd like to take a moment to introduce to you people who are part of this mission who are part of the Cabinet. I purposely did not do it earlier, because I wanted you to feel that this is as it is - a group of 81 people all identical, but I do think at this point that you should know who are cabinet members. As I call the names will you please stand up - Art Brown from Chicago, Conrad Giles from Detroit, Dave Gill from Los Angeles, Robert Kadis from Goldsboro, Larry Roth from Syracuse, Arnold Sweet from Dallas, Wayne Wisbaum from Buffalo, Neil Cooper from Boston, Clifford Isroff from

Akron, Art Roth from Albany, Norm Sanet from High Point and Bill Wedren from Cleveland.

They are representatives of a cabinet of 200 strong who are doing their things and this is the guy that's responsible for it. Herb, do your thing.

Herbert Friedman

Somebody's doing something. Nobody will want to tape this one, this is a different kind of a speech altogether. This is a speech which is to be given at 9 o'clock in the morning to people who have had a very, very small breakfast a very, very long night's sleep, who have sharp pencils and pads, who are very, very alert and bright and who are capable of analyzing carefully and critically and substantively long columns of figures with decimal points and percentages and that's exactly the condition you are in right now. So that I am doing the thing that I was asked to do, but I think that if you are smart you will have fallen asleep long before I get done and then when I get through with all of this somebody will wake up and ask me a provocative question and we decide whom to shoot tomorrow morning. Then we'll get back on the track to where we were once before.

However, there are some penalties you have to pay for this wonderful, wonderful trip you're having. You are allowed to drive all along the Lebanese border for 12 hours, you are allowed to do all kinds of marvellous and wonderful things. You should hear what's being planned for you here now, oh boy. Therefore what you have to do to pay for that is digest these figures. Once you digest those, you will know more than any young leader, middle age leader, old leader, baby leader, geriatric leader. Nobody knows these figures, not that they aren't available because they are all printed in the documents. I didn't make them up out of my head or memorize them, but nobody reads the figures. So if you come home with one little piece of paper like this, you will seem like some fantastic kind of guru who went there on top of the mountain in Haifa where Elija one sacrificed to the prophets of Ba'al and you learned all of this magic stuff and you came out knowing things that nobody knows. So I would recommend that you take the back of the menu with a pencil, write this thing down and I'll explain it to you and if you have already used the menu for passing notes to each other then you're wasteful.

Here's what this is. Don is very very insistent that you people get to take over by evolution, not by my means, the American Jewish community. Now you've done it two-thirds of the way, you got to do it the other third of the way. These figures will explain to you what the campaign in America

means in terms of human needs here in Israel. Now let's stop all the horsing around and let's get to realize what's all this money raised for, what's done with it and I think you can get one or two kinds of speeches. You can get a speech of gorgeous fantastic oratory telling you what's done with the money and you'll never know when it's all over. After you come out of the fog of hypnosis you won't know what the speaker said because he didn't give you any facts. He kept telling you that he didn't want to burden you with facts, so he didn't and so you don't know any. The other way is digest a few figures the hard way and then the whole picture will come very clear as to what Israel's needs are outside of the field of security which doesn't show on this chart.

Now what this chart has got is this and people who are out of range of it, if they just move their chairs and get into range, there are three columns on the left here, this one, this one, and this one, are three columns of figures for the present fiscal year. This up here says 1972/73. The fiscal year that we are now in which goes until March 31st, this is now November, we are two-thirds through the fiscal year and so these are current figures. The column on the right here, the one thin column on the right is for the fiscal year 73/74 beginning April 1st '73 but these figures on this column really apply to the 1973 UJA campaign, next year's campaign that you're preparing for now. Okay. I have put the total on the top in case I got down the bottom here and it got obscured and you couldn't see it. The total of these three columns.

The first column here says budget of needs - 775 million dollars. In other words, and that's the one big word in this talk tonight, 'if' - if 775 million dollars had been raised, if it had been raised and made available, that's the amount that was really and truly needed and underneath it there are 10 items which add up to 775 and these are the items which show how 775 million dollars could have been spent if it had been made available.

The second column shows the reductions that were made in these 10 items because 775 wasn't available. The third column shows the operating budget, for 465 was made available. 465 million was made available, not 775 million. It was 310 million dollars short and 310 million dollars short meant that a lot of things had to be cut and the cuts are right down here in this middle column.

Okay, now that's the framework of this table. Now let me begin with the items. Immigration...for immigration we wanted to spend 74.7 million out of a total of 775. We didn't have 775. We had to cut this down to 57 million. Right - instead of spending 74½, we could only spend 57. We cut 17.4 million or 24%. There was a 24% cut on that



item. The figures that are in the parentheses are the percentages of the cut, just statistically interesting, that's all.

Under social welfare services we wanted to spend 55, we wound up being able only to spend 28 - we had to cut 27 - almost 50% had to be cut. Under health services 84.3 - we cut it way down to 34.3 - we knocked off 50 million or 60% got knocked off in the category of health and by the way I'm going to go back over these and explain to you not in great detail, but just very quick sentences what got cut out. Education here in this column means high school education and pre-school education. Let me tell you one thing about education in Israel because it's very interesting and as parents this subject is close to you. Primary school education in Israel is free and its compulsory and it's obligatory by law and the government has to pay for it and you can't spend one penny on it, because no tax deductible money can be spent on something which the government is obligated to do by law. Pre-school education, 3-year old and 4-year old and high school education from the 9th grade to the 12th is not obligatory by law, not compulsory in this country, not free in this country and so we can spend money on it.

So education in this category refers to three and four year olds and from the 9th grade to the 12th. We wanted to spend 57.8 million - we could only take 33.6 We had to cut off 24 million or almost 45%. Higher education is universities - 88 million, we had to cut off 15½, we only spent 72½. You paid for almost the whole bill of higher education in this country - about 75% of it you paid for. What the kids in this country can pay for by tuition is pitifully small. You had to put 88 million dollars into that pot, but you didn't have that much. However, this is one item that we cut down very little, we only cut this down 18%. Health we cut down 60%. Higher education we only cut down 18%. These are value judgements you have to make and it's very hard to make value judgements like that, it's the most painful thing in the world to sit at a meeting and figure out how should you cut and what should you cut and in what proportion and where's the priority and is the priority with the body or is the priority with the mind. And we have decided the priority is with the mind. And that's why health got a big cut and the care of the body takes a big cut, but the care of the mind takes a small cut.

Youth care we had originally started out saying that we needed 31 million, could only spend 19, cut of 12 - that's 40% almost. Agricultural settlements, I want you to know what that refers to, it does not refer to kibbutzim which are mostly independent and self-sufficient, it refers to moshavim which take in new immigrants, lots of new immi-

grants. We try to settle as many people as possible on the land instead of in the cities, but when you take new immigrants who are not farmers and you push them out onto farms, you have got to assist them, you got to put in training, you got to put in cows which they kill through neglect and you got to put in more cows and they ruin the chickens because they don't know how to handle them, so you got to supply more chickens and the amount of waste - well that's the wrong word - the amount of attrition that takes place through inexperience. The learning process is expensive, that's all. So everything that's called support of agricultural settlements - we're taking in new immigrants - 43 million - we had to knock off 10 million of it and only spend 33. Housing, the biggest single item of the whole ten - 298, almost 300 million. If we had raised 775 we would have spent 300, almost 3/8, the biggest hunk, on housing. Because that's the greatest need and so housing took the biggest cut. We cut it right in half, 50% knocked off 150 million and spent 150 million. Administration is nothing - 3 million. We cut that down a half a million to 2.6. Debt service - if you don't pay the interest and something on the principle, then your credit is no damn good and we are carrying a debt load now which is so enormous that it's almost 40 million dollars a year in interest. We owe almost 400 million dollars - we are paying almost 10%. And the debt service you can't fool around with very much. We cut it ten percent - instead of 38.7 - 34.7. But we didn't have much room to play with there because you better keep your line of credit with the banks in proper shape, or you can't go borrow next time.

Let me go to next time and let me show you the figures in this column here. For the next coming fiscal year 73/74, but forget the '74, it's really 1973 - from April 1st until December 31st of 1973 is 9 months and it spills over for the first 3 months of '74. The total would be 785 instead of 775, but you really have to look at the breakdown. Immigration - we thought we would be able to spend 74 - we should really spend 89 next year, because of the increased number of Russians coming in. Now I don't know what the hell we're going to be able to spend, because if we don't raise 785 and it doesn't look to me right now as though the next year's campaign is going to make that kind of a jump as it should, we are going to have to cut this budget too. What we'll be able to cut this 89 down to depends on how many Russians come in.

Social welfare we said 55 and we only spent 28, next year we are budgeting it for 74 instead of 55. Again, because we keep hoping that we can take a crack at the poverty problem that I told you all about, or something about.

Health - we're budgeting it for way less - 65 - I mean we have such a bad situation with it this year - 84 and only spending 34 - that we said, what the hell, why kid ourselves, and we know that if we get in trouble with next year's budget that that's the first item we're going to slash again. So the hell with it, no sense putting it in at 85 - put it in at 65 to begin with and you'll cut it down from 65 to 25 maybe. If you've got to cut something, that's got to take the biggest cut again.

Education - 57.8 up to 65. Higher education 88, down to 83, because what we're saying is that the universities have got to go do more and better fundraising on their own. You got one or two ways of handling it. Either a moratorium in which they are not allowed to raise any money in the United States at all which was the case two years ago which I was very much in favour of and if they are not allowed to raise any money at all, then we've got to foot the whole bill, but if they are out of the way as fundraising competition, then the UJA campaign can raise more money and that's why I was very much in favour of the moratorium two years ago. I was in favour of retaining it this year. I was outvoted. There is no moratorium this year. The universities are all out on their own raising money in the States. Therefore, if that's the case then let them go and really raise money and let us get more and more and more off the hook. I mean either or. Either they don't raise any money, then we got to foot the whole bill and have a better campaign because they don't raise money, or if you think the other way, that they can raise a lot of dough and not interfere with us, fine, then let them really raise a lot of dough and let us a little bit off the hook on this item. Now it isn't much from 88 down to 83, but it's a symbolic move downwards. Youth care - 31 up to 36. Agricultural settlements - about the same, 43, 45, that's just an inflationary factor of a couple of million dollars. It will cost a couple of million more next year to do the same thing we're doing this year. Housing - 300 - 284 - it's a purely arbitrary figure, completely arbitrary. We could have made it 350. You can do as much or as little as you want in the field of housing. Administration is the same 3.1, putting it in at 4 - interest is the same - 38.7, here it's 40. That's a round number. So next year looks like 785 - 775 million.

How much will we have available next year will depend upon how good the campaigns are around the world. Where did this 465 million come from? The campaign in the United States we're assuming will produce 275. The campaign from other countries will produce 90. Contributions here in Israel will produce 25, can you believe that, on top of their taxes and on top of everything else. God bless them.

Fifty million borrowed in the United States on the credit of the UJA, 25 million borrowed in other countries on the credit of the UJA. Add up those five items what have you got - you've got to have 465, you better have.

Now, that may look complicated but I really think if you grab that chart and look at it, it's quite simple. This is all based upon an immigration of approximately 60,000 persons of whom approximately 30,000 are Russians. The items that come here under immigration are - I'll just read them off fast - documentation, that's the red tape business that you pay off in Russia, a thousand bucks for the normal visa, not ransom tax for the academic persons. Everybody costs a thousand bucks, a little more now, about 1,100. Special services for professionals, constructing of new hostels to put them in as the immigration gets bigger, social integration, loans and grants for special cases for equipment, doctors, dentists, architects who need professional equipment, financial aid during the transition period, adjustments, all other items under immigration and absorption including absorption centers, maintenance of families for six months, etc. You all know that picture pretty well.

Under social welfare services comes old age grants, relief payments, construction of homes for the aged. We cut that out completely, one of the things we cut out here. We had 8 million dollars put in for building homes for the aged - we cut out eight million dollars - zero was allocated for building homes for the aged - zero. I mean if you are going to slash 310 million bucks, you got to cut out a lot of things, so even 8 million dollars for homes for the aged causes a lot of suffering on 15-20,000 old people and only saves you eight million, but if you don't chop off every eight million you can put your fingers on, you'll never get to chop out 310. Education I told you about. Scholarships for high schools. We had 25 million in scholarships for kids. Do you know what it costs to go to high school in this country? It costs about 1100 or 1200 pounds a year. You know what it costs to go to university - 900 - it costs more money to go to high school than it does to go to university. And we have to throw some money into the high school program in order to provide scholarships for kids of sephardic families and poor families and Russian immigrant families who aren't on their feet and they're not making it. But if you came to this country as a new immigrant from your western background with your emphasis on education and your special Jewish belief on education, isn't the first thing that you would want to do is to get your kid into school if he's of high school age and if you can't afford 1200 pounds, because that's roughly two months wages, two months wages for a year's tuition for a kid, supposing you got two kids, how do you take four months wages to send two kids to high school?

You can't do it. We have budgeted 25 million dollars for scholarship aid for kids for high schools. We wound up really allocating 8½ million. We chopped the item hard and we did a hell of a lot of damage and we hurt a lot of families. But what are you going to do, the money isn't there.

Higher education I told you, that's the university. There are 7 universities in this country, 45,000 students going to higher institutions in this country, that's all. Out of 2½ million Jews we got 45,000 going to university. No good. No good. We ought to have a hundred, we ought to have 200. If we are not the people of the Book, what are we?

Youth care and training, that's mostly institutions for retarded kids and orphaned kids and sick kids and handi-capped kids, it's not a lot of money to talk about 30 million dollars being required for youth care in a whole nation, what's 30 million dollars and we can't even spend that, we spent less than 20.

Agricultural settlements, I told you what that was. Housing, that's clear. Where we did the big chop by the way was we wanted to allocate 40 million dollars for housing for young couples in this country. We cut it in half, we only took 20. We wanted to build 203 millions of dollars of apartments for immigrants - we cut it in half, we took 113. So we hit the two areas the hardest where the people were the most needy and the general administration and the debt, you can't do a damn thing about that. All right, full stop. That's enough. I'm not kidding you, it seemed like I was horsing around in my opening remarks, but I wasn't. I tell you in all seriousness that there is no president of a federation or chairman of a campaign or top member of the Executive Committee of the UJA or any city in America where a guy could give these figures as quickly and as neatly and to know the details of what the breakdown is on this as I have just given to you in 20 minutes and if you know this, you know the guts of what this campaign is all about.

I said that there is an item missing here, this is security and I just want you to understand one thing. When we want to take money and put it into a welfare program like this and we can't do it because we can't raise enough, what happens. The service that was supposed to be performed gets cut, or the Government of Israel has to come in and pick up the tab. Now the Government of Israel is limited by one very simple thing - its defense costs. And the Government of Israel is today spending a fantastic proportion of its annual budget, over 40% on defense. So if we can't put as much in housing as we should put in and if the Government of Israel says. Look, you guys can't build the houses for the young couples, but we better get the housing for the young couples or their morale will sag and there will be a big crisis in the country.

If the Government of Israel is going to pick up the rest of the tab for the housing, where are they going to take the money from, they are going to take the money from defense. And that's a very tough decision to put them up against the ropes and force them to make that decision and that's what we did to the tune of 310 million dollars worth. We made them decide that either they would cut the services or they'd steal the money off the security budget with all the risks that that implies and that's why it's a very serious thing. If there were no security problem behind this and if we said, Well gee whiz, we wanted to do 775 million worth of work, but we couldn't quite make it, we only can do this 465 worth, Mr. Government, please you want to do the other 310, pick up the tab sir, less than half - we're doing more than half of it and if the Government had the leeway to do that it wouldn't be such a serious matter, but as strapped as the government is with the war problem, that 310 becomes impossible. They can't meet it. That's over a billion two hundred million pounds. The whole budget of this country is only 17 billion pounds. The whole budget. So to pick up a billion two that we fall short on, they can't do it, no way. So the net result is the services get cut and get cut.

Now, you got the picture clearly and if you really take these figures down and if you really understand them for this year and for next year, boy you're way up on top of intellectual and statistical comprehension which lies behind the emotional comprehension that you're getting now. I'd like to finish and then I'll answer questions, by talking about this emotional comprehension. The emotional comprehension means that you say, I am emotionally identified with this. I am part of this. I am with this. I am committed to this. Come what may I am committed. And I have talked to you in Vienna about the word commitment and identifying your life with the survival of this country and the people in it and its future and the future of all Jews who have to come here. Now I'd like to tell you that one boomerang has come back to me from this heavy emphasis that I gave you on long range commitment. The boomerang that came back was my God, the guy is telling us that we are going to have to fight a war for another generation, that we are going to have to take in immigrants for another generation, the guy is telling us we have to be committed for another generation. The figures that the guy is giving us are overwhelming and the boomerang that comes back is people start to say. The problem is too big for us. How many people here in the last three or four days have said that or thought it, let's be honest, hands up. How many people have said it or thought it? Damn few, I'm surprised to see, okay.

I would like to reassure you that the problem is not too big for us, or for you, that is. No matter how hard it's going to be, no matter how overwhelming these figures may seem to be, it's not too big for us to handle, it's just not, because what

we've handled in the past 25 years that have brought us up to this point has been much harder and much tougher than what we have yet facing us in the future. What we have got to go, the road we have got to traverse yet is nowhere near as difficult before we see the light at the end of that long tunnel, because if you can possibly project yourself back 25 years ago and think of what that tunnel looked like from 1948 and it looked like it would stretch endlessly forever. In this city of Haifa in 1948, 1948 there were scores and scores of thousands, 100, 150, 200,000 people living in tents on the lower slopes of this city where there are now apartment houses and every time you drive around this city and you look at the apartment houses creeping up the side of the hill, think in terms of canvas tents and if you began in 1948 to look ahead and say! My God, I have a quarter of a million people living here under canvas who came from camps in Europe, what the hell am I going to do with them, how am I going to digest them? There was no hotel like this hotel in the city of Haifa 25 years ago, there was no food to eat, there was no printed menu for food to eat. There was a very simple thing. Eggs were rationed, you got one a week. The diet for protein was frozen fish that was imported from Norway. You ate it till it came out of your ears, three meals a day. If you looked at the thing in 1948 and said: Where the hell is the light at the end of the tunnel, you couldn't see it, but when we compare the road we've travelled up till now with the road that I'm laying out ahead of you that has yet to be travelled, the future is much easier than the past. There is no need to be oppressed by a feeling that the problem is too big to solve. The problem is horrendous, the figures are going to go up and up and up and up every year, this is 775, 785 million. A few years from now we'll be talking about a thousand million. It's a billion. But do you want to know something. The campaign in America can raise a half a billion dollars. The campaign around the world can raise a quarter of a billion dollars instead of a hundred million. Money isn't what it was 25 years ago. Money is so relatively cheaper now and easier and floats more swiftly.

The task ahead is long, it's going to require your commitment for your lifetime, not five years and not one year and not three years. But it's not insuperable. Nobody could say that in 1948. Anybody who stood up in 1948 and said: The task is not insuperable, I promise you, I guarantee you success. Anybody who stood up and said that in 1948 was not a prophet, he was simply a fool and nobody talked that way. In 1948 people talked with great great bravery and with great confidence about a dream that they wanted to work to make true and they wanted to lay their lives down to make it come true and the war of 1948 took an awful toll -6,000 people, when the population of the country was 600,000. One percent of the people died in the War of Independence. That's a staggering figure. One percent of the people died. And even with

that willingness to give life, no leader would have dared to have made an assertion that he would guarantee the safety and the security and the success of the country - no.

Today, today, responsible leaders can guarantee that to you provided there is a measure of support from a loyal, resilient, flexible Jewish people in the world. In other words, we are in a position to promise you much more today than we were 25 years ago and that should be a very encouraging thing. I'd simply like you to think of it this way. Every year that goes by that we have to fight a war blood and treasure are lost. Every year that goes by that we have to fight to take in more immigrants, money and nervous energy and we'll have all kinds of casualties of men who will die of heart attacks from overworking themselves to build this country, but look, every year that goes by, I don't care if we're fighting a war, I don't care if we're pressed with immigration, I don't care what problems we have, every year that goes by we're one year older and one year stronger and one year richer and one year closer to ultimate maturity and let's go on like this for 25 and all that will happen at that point is that we will have a population of five or six million like I keep telling you and I don't care if these figures go to 2,000 million which they could very well go to by 25 years from now. So what. So the Jews of the world will be raising 1,000 million and we'll still be cutting the needs in half, but look at where we'll be, look at where we'll be 25 years down the pike from now.

So I don't want anybody ever to have the feeling that no matter how hard the job is, that it's an impossible one or that it's a self-defeating one or that it's too big for us to handle or that what's the use of my effort. You see the point is when you get into that frame of mind you say to yourself, what's the use of my effort, what can I do about this, what's the difference if I give another 1,000 dollars, what's the difference if I work another year harder, what's the difference if I take chairmanship, what's the difference if I steal time away from my wife and my kids, none of it matters, I as one person can't do anything about this. This is too big for me. That's the mood that I don't want to set into any one brain for one minute, because it's not true.

Every extra 1,000 dollars does count and when you guys get together tonight to start putting some money on the table, put it on the table in the right quantities and every extra 1,000 and every extra 5,000 does count and every extra year of labour that you give to this thing does push it one inch further ahead and every other additional human being that you can mobilize to volunteer to enlist in this work does push it ahead another inch. And look, I'm not interested in anything more than getting



ahead inch by inch by inch by inch. I don't believe in seven league boots and I'm not looking for any miracles. You give me inch by inch by inch, that's a yard and a yard and a yard, pretty soon it becomes a mile and a mile, another year's gone and we're a hundred thousand Jews bigger and stronger and another mile is another year and we come to 1982 and 1992 and 2002 and pretty soon the job is done. And you'll look back and you'll say! How did it happen, it seemed to have been so tough. Was it really so tough? Yes, I'm not minimizing it, very tough, but given the support which you are capable of giving, it's absolutely within reach.

Take the figures, realize that we bit off a lot when we hoped to have 775 to spend. We are not foolish, knowing that instead of having 775, we only have 465 you could say: Why don't you get realistic, why take 785 as next year's starting budget. Well, that's realism, Jewish style. Realism united way style is to cut the 785 to 466. It's not the way we do things. We are going to keep shooting for the moon, shooting for the moon and one day we are going to find ourselves walking there and we're not sure how we got there. But I'm sure how we got there, I know how we got here. A bunch of crazy people saying nothing's impossible. Crazy people here primarily with a few crazy supporters over there. Today the number of supporters over there gets bigger and bigger and bigger, thank God, and then the crazy people here don't look so lonesome and so few anymore. And that's how we got up to this point - the 25th anniversary - and that's how we'll celebrate the 50th year anniversary by having the ranks of the crazy house fill and fill and swell with a bunch of fanatical devotees to the cause that's bigger than all of us, that sweeps us off our feet and makes us do illogical and irrational things.

Tonight one of you guys is going to do an irrational thing as regards the amount of money he gives. Hopefully, more than one and then you will go back and say to your wife! You know what I did, and she'll look at you and she'll think to herself, Oh, the nut and then she'll say, Yeh, but you know what, so what, maybe he's right. And that's why I believe by the way that on some of these missions the wives ought to come along because when they understand it and they are behind their husbands on this thing, they are pushing instead of pulling and holding back and that's good. No, this is not too big a job and let's never hear that anymore. Let's just deal with the practicalities of whether next year we ought to cut education and increase housing or next year cut housing and increase health. I mean those are the only problems we have to deal with, that's all. How to get through next year and next year and next year and build something here so great and so fantastic that it was all worthwhile in the end.

I think that's the moral for the day. I am going to see you once more on this mission. We are trying to fix a time for it on Thursday when I want to talk to you not about this, and not about the necessity for a whole lifetime of commitment, but I want to talk to you about the city of Jerusalem. I want to talk to you about some of the history and the poetry and the magic and the mystery which is up in that cool mountain air and we are going to meet Thursday afternoon some place as soon as Howard and David fix a place and I hope they pick a place where we can stand on top of a hillside somewhere and look out over the city and that's where I'll meet you for the last time and say goodbye. That will not be much of an opportunity for the asking of questions. That's just sort of pure poetry and you can't bring it down to any mundane level by saying: What's the price of the three submarines from Vickers or how much does it cost to send a kid to kindergarten. so, the reason I'm telling you that is this tonight is the last chance for questions on any and all subjects except political assassination. The same Jewish Agency, this by the way I assumed you understood it, I didn't put it up on the top, this is not the Government of Israel budget - this is the Jewish Agency budget. That's the name of the philanthropic organization here in Israel that takes the UJA monies from around the world. Didn't you have somebody from the Jewish Agency talk to you - Chinitz, he talked to you, he explained that all. This is the Jewish Agency budget, so the new immigrant makes out his mortgage, he signs a form to the order of the Jewish Agency. The Jewish Agency has in its safe hundreds of millions of dollars worth of mortgages signed by new immigrants. How in the hell do you think the Jewish Agency goes out and borrows 400 million dollars? That's the collateral. It's fantastic. If you could run your own business that way, it would be great. To get a guy to sign a piece of paper called a mortgage which on your books then becomes an asset, when the guy who signed it doesn't have a damn thing behind him and isn't going to pay, but you take that piece of paper and you go out and you borrow against it and banks in this world will loan you hundreds of millions of dollars against that portfolio. Now, what's the reality, do the immigrants pay back - yes - some of them do. Every year the Jewish Agency gets in a few million dollars, 7,8,10, million dollars of immigrants who came here 8 years ago and 10 years ago and 12 years ago and they signed a mortgage -- by the way, nobody presses them, the sheriff doesn't go, nobody is dispossessed, little Eva is not put out in the cold. The bank doesn't come. None of that deal. But the guy gets on his feet and he feels he's got a debt and he feels he wants to pay it back so that the next immigrant coming in will have some dough, there will be some dough to build a house for him. So I would say somewhere between 7 and 10 million a year comes back paid in by immigrants of previous years. Very nice, you spend

200-300 million, every year, and you get seven or 8 or 10 or 12 or something comes in and that's fine, it's okay. I don't know if that answers your question.

Question : Basically my question was what and when will Israel be solvent ?

Friedman : The answer to that will be number one, when the GNP rises to the point where you will have a per capita income of 3 or 4 thousand dollars per year - 2,500 per year. Number two, when you don't have such a huge defense drain. Number three, when you don't have such a huge immigration load. Those are the times when the extraordinary expenses will not be occurring and your normal income will rise so you can produce enough revenue from taxation on that income to meet normal expenses. Normal revenue from taxes, to meet normal expenses of running a country.

Right now you have abnormal expenses of defense and immigration which includes housing in relation to the ability of the population of pay for it by taxation. That's why you need all the help from the outside. So the time will come when the extraordinary expenses will diminish, the internal income will rise and therefore the taxation on it will rise and therefore the external income will no longer be required and that's when it will balance off and become self-sufficient.

In this budget what we had allocated there we had put down, allocations to existing hospitals for equipment, development and research, 20 million dollars. What we cut was 20 million dollars, so we gave them zero. We put in an item of construction of new hospitals, 25 million dollars, what we cut was 25 million dollars. There hasn't been a new hospital built in this country for 8 years. You know how the population has grown in eight years. I don't know, I suppose in eight years the population has grown three-quarters of a million people. Three-quarters of a million people. You have a fixed ratio, there's at least one doctor here who produces new population - maybe there are other doctors here, there's a fixed ratio which doctors know about of so many hospital beds per thousand population. Our population here increased three-quarters of a million persons in eight years in the course of which time we didn't construct one new hospital bed. And God help you if you get sick in this country. It's shitty. You can't believe how bad it is. I could take you to the best hospital in this country and you would just vomit because the minute you walk in the whole corridor is full of beds, the corridor, there's no such thing in this country as a private room, except in one hospital. Everything is four people in a room and the pushing and the scrambling and the screaming with the nurses to get through between the beds carrying food and linens and clean linens and soiled and bedpans and flowers, it's just unbelievable.

Do you know what the word bedlam referred to in 17th century England ? Well, that's what hospitals are like in this country. To go 8 years without constructing one new hospital. It's absurd. Absolutely absurd. I mean it's the one thing that's shameful about this country and I pray every day - it's the only one thing that I got almost a phobia on, I hope to God I never get sick because I swear I will not go into hospital. I'll stay sick at home, I don't care what the hell the sickness is.

Now that was under hospitals, health services. We had started out to do 84 million, these two items alone were 45. The ones I just said. Allocations for improvements to existing hospitals and constructions of new hospitals. And those 45 we chopped out completely. There's an item called hospitalization of mental cases. We wanted to put 10 million into it. We have a lot of problems in this country, let's face it, people who have been through frightful experiences in their lives, beginning from Hitler on and down all the way through, Jews in Iraq watching their families being hung up on the gallows on a public square, I don't know if you have been reading about it lately. The problems of the Jews in Iraq. It's in the papers in the first three or four days while you're here. Our Jews have gone through horrible experiences, Hitler or Arab countries or communist countries, pogroms, wild anti-semitism in Poland, all post-war, and it has disturbed many people mentally. Now I want to keep in balance, we don't have a country full of crazy people, but we have a country with many many people in it who have been through terribly terribly emotional situations where they get emotionally disturbed, maybe that's a better word than mentally, emotionally disturbed. And they require hospitalization or they require home care and they are poor and they can't pay for it themselves and we have put in an item of 10 million dollars for hospitalization and care of mental and emotional cases, and chopped it from 10 to 2½. So they are disturbed, so they're disturbed, so we can't help them. So, what are you going to do, can't help them. So I don't know if that's clearer about what came under health.

Question: Re income tax of Israelis.

Friedman: The income tax system is the highest in the world. That's really saying something. I think the best way to answer it for you, really the best way, is to explain what's called here a loksh. A man's pay cheque here comes to him in the form of a long piece of paper where his gross salary is put down at one side and then the deductions of what's taken off for this tax and that tax and this forced loan and this compulsory loan and this voluntary loan which is compulsory and then what he's got at the other end of this long loksh. Okay, Mike, you got a loksh in your pocket - Mike is an Israeli guy, typical guy, makes a good salary Israeli standard and you'll see what he begins with and what he ends with.

When you get up to - a thousand dollars in 4,200 pounds. A thousand dollars or 12,000 bucks a year in the States, take a normal situation, one wife and two kids, normal deductions on a guy who earns 12,000 bucks in the States the tax would be a couple of thousand dollars. If it's 20% it would be 2,400 bucks - 25% would be 3,000 bucks. That's it, tops. Here if you are talking about 4,200 pounds a month - you begin at 40%, by the time you get up to about 2,000 pounds or 500 bucks a month you are fifty and sixty percent. The last 500 bucks you are at 87%. If you take it across the whole board, if you start with 4,200 gross, you probably wind up with 1,800, 1,900 maybe 2,000. There's a saying in this country that it doesn't matter a God damn what you earn, you wind up with 1,000 pounds, that's all and that may be right.

Question: Where are the other 30,000 immigrants coming from and what about the JDC budget which is outside of this ?

Friedman : The other 30,000 are coming from a whole miscellaneous host of places. No one item very big. Nothing more than three of four or five thousand. Iran, Turkey, Algerians who live now in France, Tunisians from Tunis and also from France, Moroccans, free-world people, Canadians, Europeans, English and Americans, maybe four or five thousand this year, 5,000 maybe, Rumanians - Russians is Russians, but there are Jews from other Iron Curtain countries. Those are about the main places where the other 30,000 Jews are coming from. Call it 3,000, 4,000, 5,000 each from seven or eight places. I forgot, Latin America a couple of thousand. I mean when you are drawing from seven or eight places at two, three, four thousand each, you hit 30,000 very fast and that's about it.

The second question about the JDC budget, the JDC budget this year I think was 26 million dollars or 25 of which it gets from the UJA about 21. It gets almost its entire budget from the UJA and it gets a couple of million bucks from outside sources. It gets a little money from Latin America, it gets a little money from Canada, it gets a little money from Germany, but 90% of its money comes from the UJA. Where is it spending it, where does the UJA spend about 25 million. It's spending about 40% of that or about 10 million here in Israel. Have you visited the Malben. The Malben takes about 7 or 8 million a year. There's a program among some orthodox yeshivot for about a million a year. There's a program among Ort schools - JDC is giving to Ort about 3 million of which about a million is spent here in Israel. So they are spending about 10 million here. They spend about 3 million sending packages behind the Iron Curtain although we never say that in writing. In writing you remember the name that Feder told

He used the phrase "relief in transit" - RIT which sounds like rest in peace. And you know why that name was picked many many years ago, because the idea was that the Jews living in Russia were only in transit and they wanted to get out of Russia and until they got out we had to send them packages inside. So about 3 million a year gets sent inside Russia. About a million and a half gets spent in Morocco - about a million gets spent in Iran - about 2 million gets spent in France for the Algerian and Tunisian Jews - about 2 million gets spent in Rumania for poor Jews who live there - I don't know, how far are we now - that's about it.

Their budget, contrary to the Jewish Agency pretty much balances. If they start out with a budget of needs of 25 million, 26 million, they find that they can almost make it, they don't have to cut very much, because they don't try to do an open end job. They do a closed end job.

Question: What about the Iraqi Jews ?

Friedman: Do me a favour and don't ask me for the details. Iraq is situated next door to a country called Iran, that's all I will tell you. We get them out of Iraq by clandestine means, difficult means, in which people have lost their lives, been wounded, who tried to help from the outside and people from the inside trying to escape have been arrested, turned back, put in jail and tortured, so its not a fun and games thing at all, it's a real tough bloody operation and if they get across the border at all they get across into Iran. In Iran we have no trouble picking them up and bringing them here, but how they get out of Iraq over to Iran through the mountains is something I'd rather not be specific about for obvious reasons. The information won't really do you much good and could do some people a lot of harm. I hope that satisfies you.

We don't have anywhere near as many to go as we have already gotten out. We have a successful scarletpimpernel type of rescue operation which is fraught with danger but which works and its not a big volume thing, but it's continuous and steady, with casualties, but it goes on and we do it. That's really a chutzpahdike question - someone sits in his secure living room and says: Why don't you get Jews out of Iraq. First of all he doesn't even know where it is and secondly he's really impuning the dangerous activities of a lot of dedicated people.

It doesn't get the publicity for another reason, not because it doesn't have the volume. We don't want it to get the publicity. We cringe every time anything appears about it. We wish nobody knew about it. We would be able to get them out faster.

נר י"ב

CABLE DATED APRIL 30

PLEASE ADVISE HAF OK BRING PICTURES FOR STONE MAY 9 STOP

STONE INQUIRING IF SLIDES CAN BE INCLUDED AND NUMBER OF CHANGES

IN MANUSCRIPT STOP

KLEIN



May 3, 1973

Mr. Howard Stone  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, N.Y. 10019

Dear Howard:

The following are the names and addresses of the people to whom I would appreciate your sending invitations for June 2:

, Dan Friedman 551 State Street Box 193 Ann Arbor, Mich. 48104	Joan Friedman Munger - Box 35 Wellesley College Wellesley, Mass. 02181
Dr. and Mrs. Wayne Unice 2097 Cottonwood Drive Vineland, N.J. 08360	Mrs. Fanny Friedman 95 Barnett Street New Haven, Conn.
Mr. and Mrs. Stanley Friedman 271 Karen Drive Orange, Conn. 06477	Mr. and Mrs. Sam Friedman 203 Fairfield Drive Wallingford, Pa. 19086
Mr. and Mrs. Sam Rose 1161 Pontiac Street Denver, Colorado	Rabbi and Mrs. Philip Bernstein 140 Windermere Road Rochester, New York
M Mr. and Mrs. Charles Bensley 180 East End Avenue New York, N.Y. 10028	Mr. Norman Bensley and Fiancée 16 Park Avenue New York, N.Y.

Just to recapitulate, I will bring with me a set of photos for the montage on the program; a duplicate set of slides; and the manuscript itself. I will probably see you before you receive this letter.

As ever,



UJAPPEAL NEWYORK

APRIL 29, 1973

TO HOWARD STONE

HAVE SELECTED GROUP OF PICTURES FOR JUNE SECOND PROGRAM BUT TRYING  
FIND SOMEONE SEND THEM WITH. AM ARRIVING MESELF MAY NINTH LET ME  
KNOW IF THAT GIVES YOU ENOUGH TIME.

HAVE LOCATED DUPLICAT~~E~~ SET SLIDES AND WILL BRING THOSE ALSO FINAL  
APPROVED MANUSCRIPT

REGARDS FRIEDMAN

WJAPPEAL NEWYORK

TO HOWARD STONE

HAVE SELECTED GROUP OF PICTURES FOR JUNE SECOND PROGRAM BUT TRYING  
FIND SOMEONE SEND THEM WITH. AM ARRIVING MYSELF MY NINTH LET ME KNOW  
IF THAT GIVES YOU ENOUGH TIME.

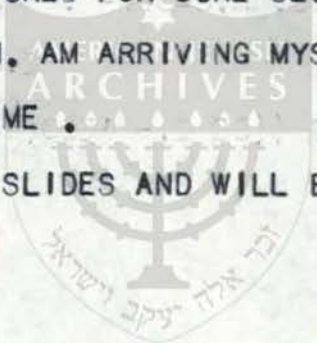
HAVE LOCATED DUPLICATE SET SLIDES AND WILL BRING THOSE ALSO FINAL  
APPROVED MANUSCRIPT

REGARDS

FRIEDMAN

✻  
WJAPPEAL62911

1973 JUN 29





# Young Leadership Cabinet

Howard Stone  
Director

30 April 1973

Dear Herb -

I've spent the better part of the day trying to write to you about the Warsaw trip, I can't.

It was a devastating experience, & I'm not up to putting it all together for myself, much less separating the personal from the professional.

But God I wish you were here to talk to for a while.

Until June 2 -

as always  
Howard

January 14, 1973

Mr. Howard Stone  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, N.Y. 10019  
U. S. A.

Dear Howard:

I have been giving a course at the Fundraising Institute of the Jewish Agency, here in Jerusalem, on the Young Leadership Movement.

Today I was talking about the educational devices and I referred to the procedure of sending out a "Book of the Month." One of the students asked me if I could provide him with a bibliography of what has been sent out, wither from the beginning or during the past few years. It seems to me that I saw such a list in print but I am unable to put my hands on it. Could you send it to me poste haste because I have only two more weeks together with these fellows and I would like to give them the list before they disperse.

Many thanks.

As ever,

Herbert A. Friedman

HAF:amg

1/2/72

file  
Young  
Leadership

Dear Herb -

I was very excited to learn in today's telex that you've edited the transcript of the Holocaust lecture. It does fill a hole. There are also some parts of the Q+A period in which you elaborated on that lecture that I think should be included. I'll take a crack + send it to you for approval.

In preparing background reading for Warsaw pilgrimage participants I came across the attached. Do you have any objections to my sending it?

By the way -- I think you know that I did p.r. for

21

the UAHC + HUC-JIR for a few years before Kal Drack hired me (he was their lay p.r. chairman). My fondest memory is Glueck + Eisenbrath "agreeing" to a joint publication provided that they both got equal space. (Sample attached for a giggle).

Anyway, I still know the people + "the line" + I hope you won't hesitate to ask if there's anything I can do for you.

We have tentative plans to devote the major part of the '73 retreat (Sept 12-16) to the '45-'48 program. I'll write to you in detail when IB gives me the green light.

Happy New Year to all - Howard

January 3rd, 1973

Mr. Howard Stone  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, N.Y. 10019  
U. S. A.

Dear Howard:

Enclosed is a letter of congratulations that I wrote to Michael Pelavin, but I find that I don't have his home address. Would you please forward it to him. Also, please send me a list of the Young Leadership Cabinet, with addresses, we really shouldn't be without it here in the office. Thanks.

I would like to go over the program of the proposed International Young Leadership Pilgrimage in March. I really want to try to join you for part of that, but the exact dating is very tricky. I see from your recent memorandum that you plan to be in Vienna on March 18th, then to go on to Warsaw and Krakow, then to London. Could you please let me have the exact dates in each city. If nothing else can be worked out with my calendar, then at the very least I would like to meet you in London for the convocation at the end.

This would really be an occasion for me to say farewell to the Young Leadership Cabinet, which I really want to do because the whole movement is so much a part of me. Incidentally, the theme for that convocation is just perfect, and I wonder who you have invited to speak on it.

With regard to your proposed Summer Seminar in Jerusalem, for which Alan Pollock is working out the curriculum, let me assure you, even though I used the word "farewell" in the above paragraph, that if you want me to do anything for you in connection with that institute, do not hesitate to ask.

...../2

Mr. Howard Stone

January 3rd, 1973

Page 2

If you want me to talk to them I would be delighted, or if you want me to offer them hospitality at Caesarea, we could manage it for a group of 25 couples, which is the size that you are contemplating. Talk over the March program with Michael Pelavin and Irving Bernstein, and let me know the dates as soon as possible, for I would love to make plans to join you.

As ever,

Herbert A. Friedman

HAF:amg



file

## MEMORANDUM

Date December 13, 1972

To YOUNG LEADERSHIP CABINET

From Michael A. Pelavin

Subject

Those of you who were unable to attend the UJA National Conference last weekend missed a rewarding intellectual and emotional experience. Minutes of the full day Executive Committee meeting that preceded the conference will be sent to you shortly, and a transcript of all the major presentations at the conference will appear in a special issue of Cabinet Communiques in late January or early February.

However, a number of new programs were announced that will require prompt action on your part if you wish to participate in them. The purpose of this memorandum is to summarize these new activities....

1. International Young Leadership Pilgrimage to the Warsaw Ghetto and Convocation in London.

Plans were announced for an International Young Leadership Pilgrimage to Vienna, Poland, and London, from March 17 through 25. 100 young leaders, including 50 from the U.S.A., 25 from Great Britain, and 25 from other countries (e.g., Australia, South Africa, Austria, France, Belgium and Holland) will gather in Vienna on March 18, spend one day there studying the holocaust, then journey as a group to Warsaw for memorial services on the site of the Warsaw Ghetto. From Warsaw the group will proceed to Krakow where they will visit the former Auschwitz Concentration Camp. From Poland the group will then proceed to London for a convocation on the theme "From Holocaust to Rebirth and Beyond".

Participation in the U.S.A. delegation will be limited only to members of the Young Leadership Cabinet and their wives. The cost will be approximately \$650 per person.

Because of the great demand to participate in this once-in-a-lifetime opportunity, and the shortage of space, reservations will be accepted based on the following criteria:

1. Members of the Executive Committee will be given "right of first refusal".
2. Prior participation on a Young Leadership Mission is mandatory;

3. Cabinet seniority and activity will be the final criteria.

If you are interested in joining this pilgrimage, you must advise your regional chairman immediately.

2. Summer Seminar in Jerusalem.

This summer we will begin what will hopefully become an exciting annual program. The Institute will be, in essence, an intense course in Jewish civilization conducted by leading international scholars. Participants will live in a pension in Jerusalem, spend ten days studying "Major Themes in Modern Jewish History" (including field trips throughout Israel), plus four days of special programming which will be worked out by the participants themselves. Allen Pollack will coordinate the development of the curriculum with the academicians in Israel, and will help to lead the Institute, as Scholar-in-residence.

The program will be open to 25 couples, and the cost will be approximately \$900 per person, all inclusive.

Although details of the actual course itself will not be available for several weeks, I can assure you from the preliminary discussions that it will be a most exciting and challenging adventure. Once again, the demand will far exceed the number of places available. Therefore, if you are interested in this program, you must contact your regional chairman as soon as possible. Selection of participants for this program will be on a regional basis, but a prior visit to Israel with either a Young Leadership Mission or a regular UJA Mission will be a prerequisite.

These are but two of many exciting new developments that were explored in depth at the conference. I urge you to contact your regional chairman immediately if you wish to participate in either of them.

MAP:SRF

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

December 20, 1972

Dear Cabinet Member:

Those of you who attended our Cabinet Meeting at the National Conference in December have already received Course of Modern Jewish History by Howard Morley Sacher. Under separate cover I have sent this book to those of you who were unable to attend that session as the Young Leadership Book of the Month Club selection for January.

This book will also be the basic text in our 1973 Judaica program, which will explore "major themes in modern Jewish history." As you know, Allen Pollack, our National Vice-Chairman for Judaica, is in the process of developing a year long curriculum for the Cabinet in this subject. All of Allen's materials will be in the mail to you before the end of the year.

As part of this program you will receive every month a book, film or tape for use in your program of self-education. In addition, we will send you books and other material of specific relevance as they appear.

Traditionally, members of the Cabinet chip in \$25 to help defray the cost of this program. I know that you will find this a most worthwhile investment, and I urge you to send your check to Howard Stone at the office at your earliest convenience.

Best wishes for a very joyous New Year.

Cordially yours,

Michael A. Pelavin, Chairman

MAP:ser

# United Jewish Appeal Young Leadership Cabinet

1290 Avenue of the Americas, New York, N.Y. 10019 • (212) 757-1500

*file*

November 16, 1972

To: Executive and Field Staff  
From: Howard Stone  
Subject: Fall 1972 Young Leadership Mission

Attached please find a record of the gifts announced on the Fall Young Leadership Mission, including people from your community. If you have any questions, please don't hesitate to call.

Thank you for your cooperation.

HS/js  
Attach.

cc: GH, HH



- Chairman  
\*DONALD H. BENJAMIN,  
Essex County, N.J.
- Associate Chairman  
\*MICHAEL A. PELKIN,  
Firm, Michigan
- \*GARY S. RUBIN,  
Des Moines, Iowa
- National Vice Chairmen  
\*GARY A. AMINGOFF,  
Los Angeles, Calif.  
Western Area
- \*MILLARD M. CUMMINS,  
Columbus, Ohio  
East Central Area
- \*IRWIN S. FIELD,  
Los Angeles, Calif.  
At Large
- \*DONALD S. GOULD,  
Albany, N.Y.  
Conferences
- \*DONALD A. HODES,  
Westover, Mass.  
Eastern Area
- \*CLIFFORD J. ISROFF,  
Akron, Ohio  
Midwest
- \*NEALE D. KATZ,  
Chicago, Ill.  
West Central Area
- \*NEIL J. MORRY,  
Rutherford, N.Y.  
Special Projects
- \*JOEL PRICE,  
New York, N.Y.  
Greater New York
- \*DR. LEON I. POSKY,  
Yonkers, N.Y.  
Campaign Activities
- \*JOEL ROTENSTREICH,  
Birmingham, Ala.  
Southeast Area
- \*STEVEN SCHWARTZ,  
Wilkes-Barre, Pa.  
Leadership Development
- \*ARDEN E. SHENKER,  
Portland, Ore.  
Judicia
- \*CHARLES F. SUGERMAN,  
San Antonio, Tex.  
Southeast Area
- Ex Officio  
\*ROBERT MAX SCHRAYER,  
Chicago, Ill.  
Chairman 1971
- \*JAMES H. AGEIL,  
Akron, Ohio  
Chairman 1970
- \*SAMUEL L. RAPLAN,  
Minneapolis, Minn.  
Chairman, CJPWF Leadership  
Development Committee
- Director  
\*HOWARD STONE,  
New York, N.Y.
- Regional Chairmen  
I. JOEL ABRAMSON  
EDWARD BACKER  
DR. STEPHEN K. BAILIE  
DAVID H. BERNSTEIN  
BENJAMIN COLE, JR.  
IRVING L. CRAMER  
RONALD DANIELS  
JOEL R. FEIDELMAN  
WILLIAM FOGGIE  
ALVIN M. FRANK  
DAVID S. GERBER  
WILLIAM E. GOLDENBERG  
MAURICE L. HIRSCH, JR.  
DR. STANLEY A. HIRSCH  
SANFORD L. HOLLANDER  
JAY M. JACOBSON  
J. LIVINGSTON KOSBERG  
JOEL C. LEUCHTER  
JOEL A. LEVINE  
ROBERT S. LEVY  
STANLEY G. MARCUS  
DONALD H. NEWMAN  
BERYL NUSBAUM  
MITCHELL PASANSKY  
FRANK S. SCHNEIDER  
MICHAEL SCHWARTZ  
JOEL B. SHERMAN  
ROBERT J. SLOVIS  
HANS J. STERNBERG  
JOEL B. TAUBER  
HERBERT S. WANDER
- Cabinet Members  
WILLIAM H. ABRAMS  
MELVIN G. ALPERIN  
ALAN M. ALTSHULER  
NEIL AMBACH  
DAVID J. ASKANASE  
JAMES S. BAY  
MICHAEL D. BELDON  
BARRY BERMAN  
ROBERT J. BERTON  
DAVID BETTEN  
MICHAEL P. BRAININ  
EDWARD R. BRIDCA  
ARTHUR W. BROWN, JR.
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HARVEY M. BURR  
FRED BURSTEIN  
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RONALD S. COHEN  
WILLIAM C. COHEN, JR.  
ELLIOT H. COLE  
ROBERT O. COPELAND  
DAVID DIAMOND  
WILLIAM R. DONIGER  
JERRY A. DUBROF  
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GERALD D. HOROWITZ  
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STUART B. LERMAN  
HARRY A. LEVY  
DR. MYRON A. LIEBERMAN  
STEPHEN A. LUKKER  
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WARREN G. MILLER  
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MAX NATHAN, JR.  
PACY OLETSKY  
DR. ALLEN IS. PARELMAN  
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ALLEN POLLACK  
LOUIS I. POLLACK  
HERBERT L. PRUZAN  
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BERTRAM A. RAPOWITZ  
STEPHEN G. RIVEN  
NATHAN J. ROBOGEL  
LLOYD J. ROBINSON  
DR. DAVID B. ROSENBERG  
DONALD L. ROSENBERG  
NORMAN ROSENBLATT  
CARL ROSS  
NORMAN A. ROSSMAN  
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ALAN I. ROTHENBERG  
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R. ALAN RUOY  
HAROLD SADOWSKY  
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HERSHEL SHANKS  
LAWRENCE C. SHERMAN  
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MARVIN SILVERSTEIN  
MICHAEL SIMON  
PAUL D. SLATER  
DAVID W. SMERLING  
N. THEODORE SOMMER  
DR. JACK STANZLER  
LAWRENCE E. STEINBERG  
STANLEY P. STRAUSS  
GORDON R. SUGARMAN  
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JACK J. WILKOF  
WAYNE D. WISBAUM  
BARRY D. YAKER  
JULIAN ZANDER, JR.

	MEN'S GIFT			WOMEN'S GIFT	
	1972	1973		1972	1973
Gary and Nancy Bachus Wichita, Kansas	* 450	* 2,000		0	200
Sidney and Sybil Brounstein Washington, D.C.	25	500		0	100
Arthur and Anita Brown Chicago, Ill.	3,500	4,000		150	275
Irene Pantus Chicago, Ill.				2,600	3,500
Melvin and Eleanore Frank Providence, R.I.	* 6,000	* 8,000		300	400
Dr. Conrad and Marilyn Giles Detroit, Mich.	2,000	3,000		525	750
David and Elaine Gill Los Angeles, Calif.	1,000	2,000		135	200
Robert and Claudia Kadis Goldsboro, N.C.	0	2,000	See footnote # 1	0	365
Jeffrey and Judith Kirshbaum Los Angeles, Calif.	250	300		0	125
Neal and Barbara Kurn Phoenix, Arizona	2,000	2,500			365
Bertram and Susan Leopold Altoona, Pa.	1,000	2,500		75	300
Sheldon and Nancy Mann Chicago, Ill.	4,200	9,200	See footnote # 2	400	1,000
J. B. and Lynette Mazer Birmingham, Ala.	4,000	5,000		200	300
Dr. Elliot and Sharon Rivo Boston, Mass.	600	1,000		200	365
Laurence and Marsha Roth Syracuse, N.Y.	3,300	6,000	See footnote # 3	300	365
Donald and Marilyn Schaffer Dallas, Texas	1,200	2,400		500	600
Larry and Jane Sherman Detroit, Mich.	3,400	4,000		1,300	1,500
Arnold and Janice Sweet Dallas, Texas	1,250	2,500		500	600
Gary and Marsha Tankenoff St. Paul, Minnesota	10,000	15,000		750	1,000
Wayne and Janet Wisbaum Buffalo, New York	2,000	2,500		200	365

## MEN'S GIFT

## WOMEN'S GIFT

	MEN'S GIFT			WOMEN'S GIFT	
	1972	1973		1972	1973
Richard and Elizabeth Blankstein Boston, Mass.	1,500	2,000		400	600
Neil and Deanna Cooper Boston, Mass.	3,000	4,000		NOT ANNOUNCED	
Alexander (Sandy) & Maureen Ellenberg San Jose, Calif.	7,500	8,500		1,000	1,250
Robert and Patricia Friedman Albany, N.Y.	1,000	2,000		100	150
Louis and Barbara Henston Essex Cty., N.J.	6,000	9,000		800	1,000
Clifford and Judy Isroff Akron, Ohio	NOT ANNOUNCED			400	500
Dr. Sheldon and Doris Konecke Washington, D.C.	1,500	2,000		0	200
Jordan and Jane Lefko Cleveland, Ohio	225	700		NOT ANNOUNCED	
Dr. Herbert and Elaine Lieb Essex Cty., N.J.	1,700	2,500		425	500
Marvin and Grace Migdol Dallas, Texas	250	500		0	100
Richard and Deborah Polonsky Worcester, Mass.	1,500	2,500		125	300
Sanford(Sandy) and Carole Rosenblum Albany, N.Y.	NOT ANNOUNCED			100	125
Arthur and Nancy Roth Albany, N.Y.	NOT ANNOUNCED			100	125
Harry and Joan Samet High Point, N.C.	4,250	6,000		100	500
Norman and Sylvia Samet High Point, N.C.	6,000	10,000		500	500
Alan and Dorothy Soclof Cleveland, Ohio	750	1,000		40	150
Michael and Josene Steinberg Boston, Mass.	500	1,000		36	100
William and Marlene Wedren Cleveland, Ohio	5,500	8,000	See footnote # 4	125	300
Steven and Marilyn Winig Albany, N.Y.	100	1,000		0	150
E. Richard Yulman Albany, N.Y.	2,000	5,000			

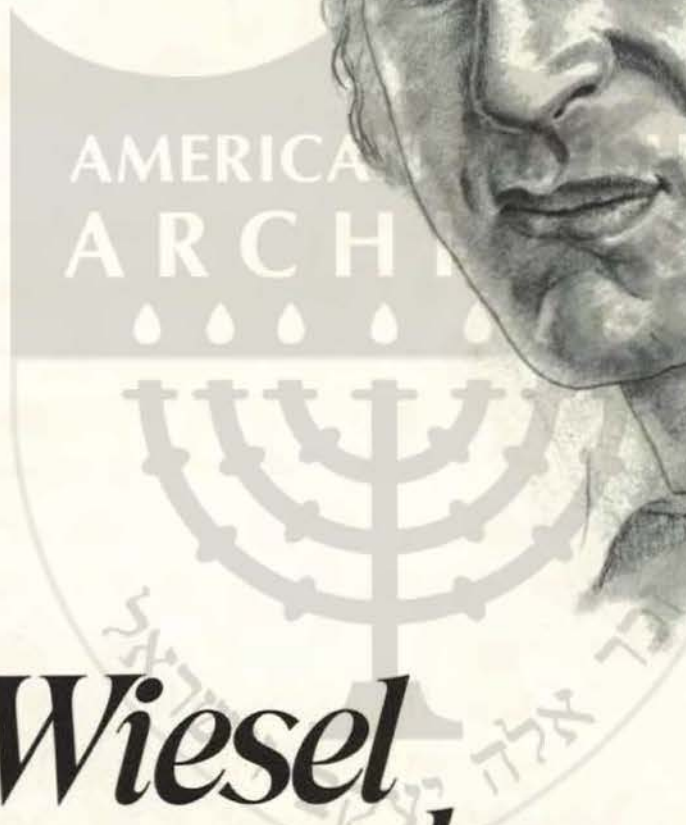
FOOTNOTES

FALL YOUNG LEADERSHIP MISSION

1. This is a personal gift from Mr. Kadis who also contributes to a family gift which he will endeavor to increase.
2. The Mann gift in 1972 was \$12,500 - 6,000 from the company and \$6,500 from the Foundation. Of this, Sheldon's share was \$4,200 in 1972. In 1973 he will increase his share to \$9,200 and will endeavor to push the company and foundation gifts up to somewhere between \$27,500 and \$32,500.
3. This is a personal gift over and above his share of the corporate gift. He pledged a minimum of \$4,000 towards the corporate gift for 1973.
4. This represents \$7,000 for the corporate gift and \$1,000 as a personal gift.



Young  
Leadership



*Elie Wiesel*  
*asks...*  
*What do I want*  
*with you?*



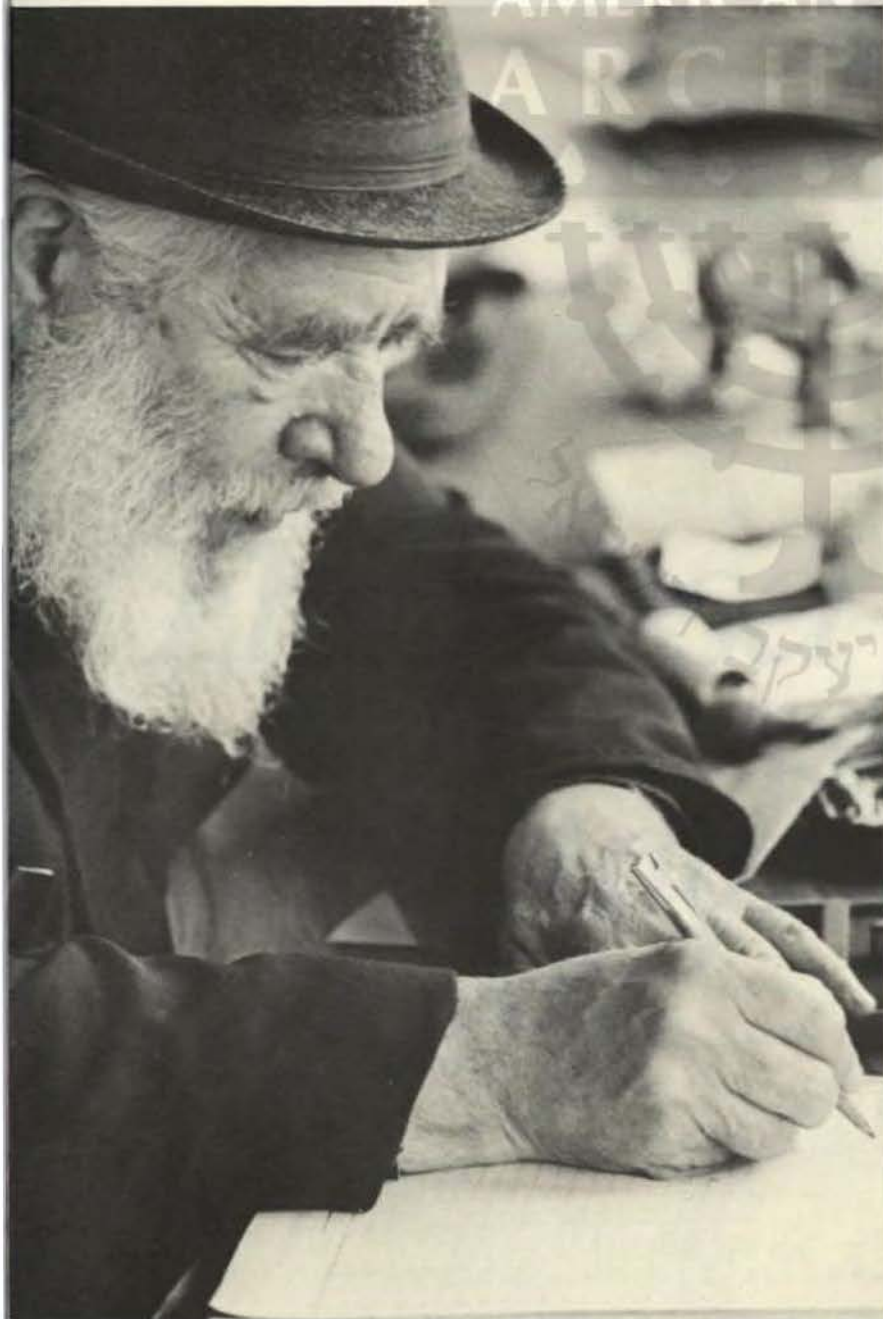
I cannot put into words what I or any Jewish child of the Holocaust felt when he faced the executioner or when he witnessed the death of his father. I can only say that we children of the Night had but one wish left, and it was a burning desire: to survive and tell our story. For we were convinced that what was happening to us was shrouded in such secrecy that *not even God knew about it*. Forgive me, but I must tell you that, had we known in 1944 that American Jewry *knew* and did nothing — I believe our despair would have been so overwhelming, the pain so unbearable, that many more would not have survived. That is why we must not close our ears to The Jews of the Soviet Union today. Yet what I bring back from Russian Jews who have experienced 55 years of devastating oppression is not their fear, but their hope and their prayer. Exit from history? They refuse! Instead they risk everything, lives and livelihoods, on a dream — a dream of building a new world in Israel. But we must help them. After all, we are six million Jews in America. Think about that figure and what it suggests. Think of the responsibility it implies! We must let the Jews in Russia know that they are not alone and that they are not forgotten, that they are on our minds and that we link their fate to ours. I appeal to your heart, to your mind, I ask you to touch history at this moment by extending a helping arm. Please do it now; we still have time.

*From an address entitled "From Holocaust to Rebirth" given at the Council of Jewish Federations and Welfare Funds General Assembly on November 14, 1970 in Kansas City, Mo.*



AMERICAN JEWISH

ARCHIVES





### Family Retreat

On October 20-22, 1972 the first YLC Family Retreat will take place at the Jug End Resort in South Egremont, Massachusetts. The idea of a family retreat is totally unique to YLC planning...and one of the most exciting events in YLC history. The weekend will incorporate a Sabbath experience with an in-depth analysis of such themes as "Our relationship to Israel and Soviet Jewry" and "The meaning of Jewish Identity." In addition to workshops, presentations, and special Sabbath services, the retreat will provide an opportunity for children to explore the same conference themes as the adults through drama, arts and crafts, song and dance. Jointly sponsored by the Leadership Development Committee of the CJFWF the Retreat will highlight; Dr. Aryeh Neshier, expert on Middle Eastern Affairs; Dr. Allen Pollack, Professor of history at Yeshiva University; Rabbi Richard Israel, Boston Area Hillel Director; Theodore Comet, Director, CJFWF, Leadership Development Committee and Yaakov Dan, prominent Jewish folksinger and actor.

YLC Mission to Israel

The drama of Soviet Jewry has provided millions of Jews throughout the world with a history of the Jewish people in microcosm...all the suffering and courage of a people fighting for freedom. To explain these events in dimensions which one can relate to is difficult..for there is too much we still do not understand. The Young Leadership Mission to Israel from October 29 - November 13 will offer an opportunity for the participants to gain an in-depth understanding of the Soviet Jewish immigration and the needs of the people of Israel. The Mission will stop in Vienna and visit with transmigrants from Soviet Russia at Schonau Castle. Schonau is the staging point from which Jewish immigrants to Israel finally receive direct aid in their long struggle for freedom. Before leaving for Israel and a busy 12 day schedule, the group will visit the somber remains of the Concentration Camp at Mauthausen and meet with Simon Wiesenthal, the "Nazi-hunter". This first "leg" of the Mission will set the tone for the next week and a half of learning the needs and programs of the people of Israel. Sold out since June, the Mission will be led by Don Benjamin, Chairman of the YLC.

1973 Mission to Israel

The Missions scheduled for 1973 will also include Vienna and a detailed look into Soviet Jewish immigration to Israel. Presently there are two Missions scheduled for 1973.

March 4-19 and November 4-19

Costs are, of course, subject to change but the 1973 missions are budgeted at \$1,025 per person including all meals, hotels and transportation.

CJFWF General Assembly

From November 8-12, the CJFWF will hold its 41st General Assembly in Toronto, Canada and a number of sessions will be held specifically for young leaders. YLC members are urged to attend. The program will include a proposal for a comprehensive curriculum to be jointly developed by the Cabinet and CJFWF.

### West Coast Colloquia

In an effort to stimulate wider participation in Young Leadership programs on the West Coast, the YLC will conduct two one-day colloquia in Los Angeles and San Francisco on November 16 and 17, 1972. While the individual seminars are extremely important for their content alone they represent a new direction for the YLC conference program: Condensed, highly educational one day programs to act as the magnet for attracting new participants into community Leadership Development groups. The Los Angeles and San Francisco regional meetings are similar in content with Leonard Fein and Allen Pollack discussing "Why Be Jewish" and Dr. Aryeh Neshet analyzing, "Israel and Soviet Jewry." In addition there will be workshops and small seminars.

## AMERICAN JEWISH ARCHIVES

UJA National Conference

The focal point for UJA's campaign for 1973 will be, of course, the Annual Conference in New York City on December 6-9. Previously the YLC has been a part of the conference which not only kicks off the new campaign, but reflects on the accomplishments of the one just completed. This year, the YLC will have a "conference within a conference." A symposium, Israel and American Jewry: the next 25 years, will bring together some of the leading thinkers of our age. Elie Wiesel, the noted Jewish author will provide his special insights to the suffering and courage of the Jewish people, while Allen Pollack will bring us up-to-date on the struggle of Soviet Jewry. There will also be a breakfast meeting with Yigal Allon. For new members of the Cabinet a special orientation session is planned on Thursday evening.

### International YLC Conference

The Uprising in the Warsaw Ghetto was one of the most inspirational acts in the history of World War II. It has provided the Jewish people with a deathless symbol of courage. The Young Leadership Cabinet is planning a trip to Warsaw to commemorate the 30th anniversary of the uprising next April. It is hoped that Young Leaders from around the world will join the US group in an international day of reflection. From Warsaw, the group will travel to London for the first International Young Leadership Conference. It is hoped that the meeting will provide young leaders with a unique opportunity to share in strengthening world-wide Jewish identity. Tentatively planned is a symposium on the theme "Jewish Survival and Renewal Through the Ages", and sessions devoted to strengthening fund raising campaigns throughout the world.

### Leadership Development

The Young Leadership Cabinet's role in developing leadership development programs has, up to now, been relatively passive. While the Cabinet has encouraged communities to initiate new programs, provided speakers and advisors, it has not actively been involved in formulating and implementing local programs. Recent studies, however, have indicated a real need for more direct assistance to federated as well as non-federated communities in this area.

Together with the Leadership Development Committee of the CJFWF, the Young Leadership Cabinet has proposed the development of a concrete program of curricula, speakers, texts, audio visual aids, etc. The fundamental premise upon which the YLC-CJFWF program is based is the generally accepted need to deepen the "Jewish" content of LD programs. There are five components of the proposed program:

1. The American Jewish Community--its history and sociology; its communal organizations.
2. Jewish Communities around the world--The problems that major Jewish communities face and the prospects for the future.
3. Israel--understanding the problems the people of Israel face and the relationship of the American Jewish Community to the Jewish State.
4. Judaica--the basic components and themes of Judaism and Jewish tradition.
5. Major themes of Jewish history.

The YLC-CJFWF program is still in the formulative stages. But it is clear that leadership development will assume growing priority in overall YLC efforts.

### Judaica

The Cabinet has been hard at work developing a comprehensive program for deepening members' knowledge of their Judaic heritage. A year-long curriculum has been created for 1973 dealing with MAJOR THEMES OF MODERN JEWISH HISTORY. The purpose is to provide an understanding of the broad sweep of events and forces which have effected Jewish life since the French Revolution. As part of the program, all "CABINET BOOK OF THE MONTH CLUB" materials will deal with this theme which will also be the main focal point of Judaic study at Cabinet meetings.

The self-study programs of the Cabinet are meant to broaden the scope of the Cabinet members so that they can better perform the vitally needed activities of a leader in the Jewish Community both locally and nationally.

### Operation Breakthrough

For the past two years UJA's Operation Breakthrough has been engaged in the process of systematically locating men who have been, unfortunately, only on the fringe of UJA-supported activities. Operation Breakthrough has proved that the wealth of the Jewish community is so great that even the present record level of UJA campaign represents but a fraction of the potential and that the basic marketing principles of research, analysis and "sale" psychology are applicable to the "business" of fund raising.

Because of the importance of this work both immediate campaigns and the long range success of the UJA, the YLC has accepted responsibility for playing a major role in the expansion of the Breakthrough program. The YLC will be involved in developing lists of prospects, research and analysis, solicitation and follow-up. Such involvement in UJA programs is important in fully realizing each members potential in leadership roles.

### Operation Upgrade

As its name implies, Operation Upgrade strives to increase the level of giving for prospects with known potential. Such prospects include contributors rated between \$1,000 and \$10,000 who have been judged by the leadership of their local community as capable of significant increases. Last year's pilot project involved more than 100 solicitors in 25 test communities and extensively utilized the solicitation skills of Cabinet members. The Upgrade solicitors work with lay leadership in assigned communities covering five-seven cards per day. Upgrade serves as an excellent training ground for new members providing them with the opportunity to travel with more experienced Cabinet solicitors. If you wish to participate this year, write to Jerry Countess at this office.

THE YOUNG LEADERSHIP CABINET OF THE U.J.A. CABINET COMMUNIQVES 1290 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10019



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## POINT OF VIEW

An interview with  
**ALLEN POLLACK**

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POINT OF VIEW:

AN INTERVIEW WITH ALLEN POLLACK



Q.

Why in your opinion is Israel central to the survival of the Jewish people?

A.

First as a physical homeland for those who need it. More important, perhaps, is that if the Jewish people are to survive, there must be a place in which they can evolve something which is uniquely Jewish, a place in which they have the possibility of autonomously developing a Jewish culture.

Given the nature of the free society in the West, the only place where an authentic and unique Jewish culture can now evolve is in the State of Israel. We wish to show our children and ourselves what it means to be Jewish, and we talk about a Jewish approach to life -- Unfortunately, for too long, all that we've had is a past at which to look. We all too often merely talk about what was, when. A State of Israel can today evolve that Jewish approach to life, that uniquely Jewish approach to the world. that would show why being Jewish is different from just being a good person.

Q.

But why can't it be done in the American community?

A.

In America individual Jews can prosper, and individual Jews can be creative. However, they are not creative Jewishly, because for that you need a Jewish environment. The difference between an Amos Elon, and a Phillip Roth is that Amos Elon is a Jewish writer while Phillip Roth is a writer who happens to be Jewish. You also had Jewish writers in Eastern Europe, or wherever the Jews lived as a community. However, the only way it could be done in America is if something disastrous would happen, and if American Jewry was ghettoized.

Q.

What you're saying is that Jewishness can only develop in a ghetto, and that it has no meaning to one who does not live in a ghetto?

A.

Not all Jews have to live in this "totally Jewish world," but there must be such a Jewish world that can maintain the creativity from which Jews all over the world, no matter where they live, will be nurtured. A Jewish community can prosper and succeed in America only if it's closely tied to Israel. Israel can provide that spiritual thrust to enable Jews here to maintain positive identity. Until now, such identity depended on the memories of parents and grandparents from that last period of Jewish creativity in Eastern Europe. The Jewish community in America to this day rests too much on memories of what the shtetel produced, and memories of what Hitler did.

Q.

What other roles can Israel play?

A.

I believe that there is Jewish contribution to humanity as a whole. The Jews should survive not only for their own sake - but for the benefit of all mankind. To play this role most effectively you need an independent Jewish State. Israel can serve, for the world, as the model of the moral image the Jews should project in terms of certain attitudes toward man. Another role is to evolve a kind of society that can also be a model for mankind. If you build an Israel merely to be a state like any other state, then you've defeated your purpose. The Jewish State was to be a model in terms of human relationships, relationships of man to man. The experiments in Israel, in the kibbutz, and in the Histadrut, are examples of the contributions that Israel can make for the people living there, - but also models for the world in terms of the kind of society man should endeavor to create. The State of Israel is important for Jews all over the world, as a living society based on certain Jewish premises, and therefore the best model of what it means to be a Jew.

Q.

What attitudes do you think most Jews have toward Israel?

A.

It used to be people said we help Israel because Israel needs us. Now there's much greater acceptance of the fact that we need Israel. Most people can't see themselves as Jews without Israel. Many of them for reasons they can't verbalize - and some of them for the wrong reasons: - some, for example, may be attracted to the new image of the militant Jew they perceive. It really comes down to this: Israel is the only positive thing with which many identify Jewishly in the world today. They don't have a positive reaction to the religious institutions with which they may be affiliated; they don't find anything else meaningful. Israel, however, is alive, and positive and Jewish.

Q.

Come back to the survival of the Jewish people. Why should anybody really care about that?

A.

The Jewish people have to care about it for their own reasons, and the Christian world has to care about it because of its historic relationship to the Jews. In other words Jewish survival is more important for the world at large than the survival of just another people. Every people and nation has the right to survive. However, for the world as a whole, the Jewish people are in a different category. Because of what the Jewish people have suffered throughout history, the Jews are not just like any other people: we were more persecuted than any other because of what we represent; and that makes us different than gypsies, or Armenians or any of the traditionally persecuted peoples.

As far as the Jewish people are concerned, we're a people like any other people and therefore inherently have a right to survive. Part of the problem is that some Jews have accepted the "hang ups" that Christian world has about us, questioning our very right to exist. Actually, no people needs justification for survival. The Poles don't have to justify themselves to anyone, neither do the Belgians, and neither should the Jews. However, in addition, given everything that we've gone through, the thousands of years of Jewish history, we have evolved something, the maintenance of which is not only good for us, but can serve an important purpose for all mankind. We have the same inherent right as everybody else, and also a special rationale and special obligation.



**Olympic flame: 1972**

S - Sharef  
M - McDonald  
SOU - Soustelle  
G - Granados  
P - Prittie  
L - Louvish  
SA - Sacher  
PE - Pearlman

I. PRE - STATE

A. ARMED RESISTANCE

1. Sternists assassinate Lord Moyne in Cairo 6 Nov. 44, as British representative, and for his role in repressing illegal immigration.
  - a) Weizmann announced that the death of the British minister grieved him as deeply as death of his own son in battle.
  - b) "open season" began in Palestine hunting terrorists
  - c) Irgun & Stern gang worked together - & negotiated with Haganah
2. United Resistance Movement - Tenuat La-Meri - lasted nine months - Nov. 1945 to Aug. 1946 (Sou: 140-41)  
Haganah armed resistance ended on that date - they confined themselves to Aliyah Bet. Other 2 fought on.
3. King David episode - 22 July 1946 - a reaction to Black Saturday 29 June 1946 (Sou: 143-144) 2700 leaders arrested.
4. General Barker's Order of Day (P.124)

B. ILLEGAL IMMIGRATION ( Sou: 152)

1. What is illegal immigration? (G:47)

C. UNSCOP COMMITTEE - affected by Exodus episode (S:14-15)

appointed May 9 reported Sept.1	<u>favor partition</u>	<u>Opposed</u>	<u>Abstain</u>
	Canada	India	Australia*
	Czechoslovakia	Persia	*because there was no unanimity
	Guatemala	Yugoslavia	
	Holland		
	Peru		
	Sweden		
	Uruguay		

D. UN VOTE - 29 NOV. '47: 33.13.10 (See list on chart)

E. GUERRILLA WAR (L:106-107) (SA: 34-36) (Sou: 189-200)

1. Deir Yassin, Kastel, Jaffa, etc.

F. WEIZMANN-TRUMAN EPISODE ( S: 230-244)

1. W met T on 19 Nov. '47 and persuaded him not to cede Southern half of Negev to Arabs, to appease them & get them to accept partition
2. W wrote 10 Feb. '48 asking to see President again & was refused. T wrote discouragingly (S:238)
3. Eddie Jacobson intervened
4. T saw W Thursday 18 March - excellent conference
5. Next day Friday 19 March, Senator Warren Auston, head of delegation at UN did about-face, and proposed delaying creation of State and introducing a temporary trusteeship instead.
6. Monday, 22 March W called Eddie Jacobson, to urge him to keep trying. (S:234) T knew nothing of Auston proposal.
7. On 9 April, W wrote T to explain why trusteeship no good (S:242)

8. T sent W message on 23 April, night of Seder, saying he was prepared to fight State Dept., and go through with partition, but wanted Weizmann in U.S. W was due to return because 14 May was coming soon.
  9. On 13 May W submitted his letter to T asking for recognition (S:232)
- G. GUSH ETZION (S:247-255)
1. Attacked in Jan. '48
  2. The 35 set out from Beth Shemesh on foot - chopped down
  3. Rescue convoy organized end March
  4. Legion crashed through - final surrender 13 May midnight
- H. LAST BRITISH HIGH COMMISSIONER LEAVES (S: 256-267)
- I. FINAL DETAILS OF CEREMONY, Flag, Museum, etc. (S: 212-289)
1. B.G. foreboding
- J. U. S. RECOGNITION - midnight Friday night - British left (S:296)
- K. TEXT OF DECLARATION OF INDEPENDENCE
- L/ B.G. - THOUGHTS ON INDEPENDENCE DAY (Pe:9-12)

## II. STATEHOOD

### A. WAR OF INDEPENDENCE

#### 1. April 6 - June 11

- a. Seize control interior communication; take road to Jerusalem; capture all major towns in Galilee. Castel, Haifa - Safed.
- b. Arab attack would be as follows: Jordan legion vs. Jerusalem; Syrians and Lebanese into Galilee; Syrians and Iraqis into Jordan Valley; Egyptians from south. About 50,000 men.
- c. Haganah defense had 9 brigades - 25,000 men: 3 to north; 2 to protect Tel Aviv; 1 to Ashdod; 1 to Northern Negev; 1 to defense of Jerusalem; 1 to struggle for highway.
- d. Story of the four howitzers (Sa 41)
- e. Old City lost May 28
- f. Highway - Burma Road - opened June 9, two days before truce.
- g. Eshkol's role - (P 132 -135)
- h. Colonel Marcus killed at dawn June 11 - day of truce.

#### 2. Truce - June 11 - July 8

- a. Yadin regrouped (Sa 46)

#### 3. One Army - (L 117; Sou 218-222)

Irgun, Altalena - June 20

#### 4. Second fight - July 8 - 18

- a. Took Lydda, Ramle, Nazareth, all north

#### 5. Bernadotte episode + Assassinated September 14 (M 67 ff)

#### 6. Third fight October 15 - 30 - Operation Ten Plagues -

break Egyptian line - Gaza to Hebron; Faliya pocket, Nasser; Beersheba.



7. Third truce, November 1 - December 21
8. Old Roman road recalled by Yadin - and prepared for attack on El Auja - December 22 - January 8
9. Six thousand dead - one person out of every hundred

B. British pressure on Israel for withdrawal from Gaza and Sinai - December 31, 1948

C. Israeli shooting down of five British planes over Sinai, Jan. 7, 1949

D. Incomplete about-face, Bevin announced release of Jews from Cyprus, plus on January 29, 1949, British recognition.

E. Armistices

Talks began on Rhodes, January 12, 1949, concluded with:

Egypt - February 24

Lebanon - March 23

Jordan - April 3

Syria - July 29

F. First election, January 1949

G. First U.S. \$100 million loan, plus de jure recognition.

H. On May 14, 1949 - Israel joined UN as 59th state.

- III Arab refugee issue
- IV Large immigration - law of return
- V Putting people on soil - Lachish moshavim
- VI Water projects
- VII German reparations
- VIII Sharett
- IX Dispersal of population - development towns
- X Fedayeen and 1956 campaign
- XII Industrial development - including aircraft plus arms industry
- XII Eichmann episode - 1960
- XIII Education
- XIV Social welfare problems
- XV Eshkol career and personality
- XVI Six Day War
- XVII Golda, Career and the hard road to peace

\*\*\*\*\*

B.G. Quotes

\*\*\*\*\*

Challenges of future.

*file*

*1077 7112 - 61*

TO: HOWARD STONE UJAPPEAL NEWYORK

THANKS TO YOU AND DON FOR BIRTHDAY CABLE VERY MUCH APPRECIATED STOP  
REGARDING VIENNA WILL BE HAPPY GO ALONG WITH YOUR SCHEDULE STOP  
I PLAN ARRIVE FROM LONDON LATE AFTERNOON OR NIGHT SUNDAY OCTOBER  
TWENTYNINTH WILL BE AT YOUR DISPOSAL MONDAY THRU WEDNESDAY STOP  
I WILL FLY WITH YOU TO TEL AVIV STOP  
I WILL THEREFORE DO BRIEFING ON HOLOCAUST AND ALSO WILL DO BRIEFING  
ON ISRAEL WHILE IN VIENNA AND AM SURE EVERYTHING WILL WORK OUT STOP  
RE BALANCE OF PROGRAM IN ISRAEL STOP  
AM ALSO SURE WE WILL WORK OUT ALL DATES TO YOUR SATISFACTION STOP  
CONCERNING WEDNESDAY NOVEMBER EIGHTH I WILL BE IN JERUSALEM AND CAN GIVE  
TALK ON SIGNIFICANCE OF THE CITY STOP  
RE MAUNSCRIPTS AM PLUGGING ALONG AND HOPE TO BE FINISHED WITHIN THE  
NEXT TWO WEEKS STOP  
BEST REGARDS

FRIEDMAN

UJAPPEAL62911

September 14, 1972

Mr. Howard Stone  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, N.Y. 10019  
U.S.A.

Dear Howard:

Here is the remainder of the 1971 manuscript. You may recall that the first 51 pages were typed by Goldie. She was able to understand my writing. I recommend, therefore, that you use her to do the balance of the job.

I will start on the 1972 manuscript just as soon as possible.

I would like you to discuss with me the production plans for these manuscripts. I think you must certainly include the outlines as well as the texts. You might also give some thought to including the maps. Perhaps you had already planned to do all this. Drop me a note and let me know about your thinking.

Happy New Year.

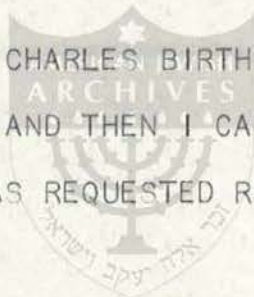
As ever,

Herbert A. Friedman

TO: BERNSTEIN IN UJAPPEAL NEYORK NEWYORK

TELL FRANCINE TO POSTPONE SON CHARLES BIRTHDAY PARTY FROM OCTOBER  
THIRTYFIRST TO NOVEMBER FIRST AND THEN I CAN CARRY THROUGH YOUNG  
LEADERSHIP PROGRAM IN VIENNA AS REQUESTED REGARDS

FRIEDMAN



1077 תמוז תש"ל

2236 JEVAG IL.....  
VIA WUI  
2236 JEVAG IL

*[Handwritten signature]*

*file*

FRIEDMAN  
JEVAGENCY  
JERUSALEM ISRAEL



SEPTEMBER 12

YOUNG LEADERSHIP WOULD LIKE YOU GO WITH THEM MAUTHAUSEN  
OCTOBER THIRTYFIRST AND THEN FLY TOGETHER ISRAEL NOVEMBER  
FIRST STOP WEISENTHAL CURRENTLY SCHEDULED SPEAK EVENING OCTOBER  
THIRTIETH STOP IF WEISENTHAL CANCELS THEY WILL WANT YOU DO  
HOLOCAUST EVENING THIRTIETH STOP YOU ALSO SCHEDULED DO  
OPENING BRIEFING ISRAEL NOVEMBER FIRST STOP GOOD TO HEAR  
ABOUT LONDON PROGRAM KNOW YOU WILL DO EXCELLENT JOB  
RECRUITING INSPIRING AND TRAINING SOLICITORS AS WILL AS HELPING  
THEM IN 1973 PLANNING STOP JUST LEARNED FROM CHARLIE FRANCINE  
COMING TOMORROW WILL GIVE HER BEST WISHES FOR NEWYEAR  
PERSONALLY MY VERY BEST TO YOU

1977 SEP 12!

REGARDS IRVING

2236 JEVAG IL

TO BERNSTEIN UJAPPEAL NEWYORK

MICHAEL SACHER ASKED ME TO GIVE HIM TWO WEEKS IN OCTOBER IN LONDON  
TO HELP RECRUIT INSPIRE AND TRAIN KEY SOLICITORS AS WELL AS MAKE  
OVERALL PLANS FOR 1973 STOP I AGREED STOP TOLD HIM I WOULD CABLE YOU  
AND GIVE HIM FINAL CONFIRMATION BY WEDNESDAY STOP TOLD HIM I FELT  
I SHOULD BE HERE DURING OUR STUDY CONFERENCE AND WOULD COME TO LONDON  
OCTOBER FIFTEENTH THIS WORKS OUT WELL ANOTHER REASON STOP  
DON BENJAMIN AND STONE REQUESTED LONG TIME AGO THAT I WORK  
WITH THEIR MISSION IN VIENNA STOP PLEASE INFORM THEM THAT I CAN NOW  
MEET THEM LATE SUNDAY AFTERNOON OCTOBER TWENTYNINTH TO DO MATTHAUSEN  
SCHONAU ANYTHING ELSE THEY WANT AND WILL FLY WITH THEM TO ISRAEL  
ON THIRTYFIRST STOP  
HAPPY NEW YEAR

FRIEDMAN

September 11, 1972

Mr. Howard Stone  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, N.Y. 10019  
U.S.A.

Dear Howard:

As you know by now I will be able to meet the Mission in Vienna, and I will be coming from London, on Sunday, October 29, Austrian Airlines Flight 452, due to arrive in Vienna at 1:55 p.m.

I will fly with you from Vienna to Israel on October 31, so please tell Rubinfeld to save a seat for me. Arrange your schedule in Vienna to make the most of my presence. It is a three hour drive from Vienna to Matthausen by 'bus. If you want to do that on Monday, October 30, then I could talk to the people all during the 'bus-ride (give them a proper explanation about the camp and the whole Nazi period) and answer questions in the 'bus on the long drive back. At any rate you asked me to meet you there, and I am delighted to have been able to work it out.

As for the program in Israel, I have noted the following things in my calendar; and I want you to confirm them: Wednesday, November 1 I would do the full (at least two hour) briefing. Sunday, November 5 the group was going to be in Caesarea, and I agreed to meet them for lunch, probably at the hotel. These two commitments may have long since changed so please let me know.

Regarding the goddamn manuscripts, I swear by Allah's beard that I will force myself to finish them in the next few weeks and get them to you before your Executive Meeting in mid October. Don Gould was a very loyal messenger of yours and impressed upon me the urgency of completion. Is there a date by which you want them?

Happy New Year.

As ever,

Herbert A. Friedman



list of initials

I. PRE-STATE

A. ARMED RESISTANCE

1. Sternists assassinate Lord Moyne in Cairo 6 Nov 44, as British representative, and for his role in repressing illegal immigration.

- e) Weizmann announced that the death of the British Minister grieved him as deeply as death of his own son in battle
- b) "open season" began in Palestine hunting terrorists
- c) Irgun & Stern gang united together - + negotiated with Haganah

2. United Resistance Movement - Tenuk ha-Meri - lasted nine months - Nov 1945 to Aug 1946 (Sou: 140-41)

Haganah armed resistance ended on that date - they confined themselves to Aliyah Bet. Other 2 fought on.

3. King David episode - 22 July 1946 - a reaction + Black Saturday 29 June 46 (Sou: 143-144)

4. General Barker's Order of Day (P. 124)

B. ILLEGAL IMMIGRATION (Sou: 152)

27,000  
children  
mutilated

1. What is illegal immigration? (G: 47)

~~UNSCOP~~  
C. UNSCOP committee - affected by Exodus episode (S: 14-15)

appointed May 9  
reported Sept 1

Favor partition

Canada  
Czechoslovakia  
Guatemala  
Holland  
Peru  
Sweden  
Uruguay

opposed

India  
Persia  
Yugoslavia

abstain

Australia  
\* because  
time and  
no unanim

D. UN vote - 29 Nov 47 : 33 - 13 - 10 (see list on chart)

~~in March 48 - US retraction, to trusteeship suggestion (M: 12)~~

E. Guerrilla War (L 106-107) (Sa 34-36) (Sou 189-200)

1. Deir Yassin, Kufra, Jaffa, etc.

F. Weizmann - Truman episode (S 230-244)

1. W. met T. on 19 Nov 47 <sup>and</sup> persuaded him not to cede Pakistan.  
Southern half of Neger to Arabs, to appease them + get them to accept a
2. W. wrote 10 Feb 48 asking to see President again + was refused. T. wrote  
disparagingly (S 238)
3. Eddie Jacobson intervened
4. T. saw W. Thursday 18 March - excellent conference
5. Next day Friday 19 March, Senator Warren Austin, head of US delegation  
at UN did about-face, and proposed delaying creation of State, and introducing  
a temporary Trusteeship instead.
6. Monday 22 March W. called Eddie Jacobson to urge him to keep trying.  
(S 234). T. knew nothing of Austin's proposal.
7. on 9 April, W. wrote T. to explain why trusteeship no good (S 242)
8. T. send W. message on 23 April, night of Seder, saying he was prepared  
to fight State Dept, and go through with Pakistan, but wanted Weizmann  
in U.S. W. was due to return because 14 May was coming soon.
9. on 13 May W. submitted his letter to T. asking for recognition.  
(S 232)

G. Bush Station (S 247-255)

1. attacked in Jan. 48
2. The 31<sup>st</sup> set out from Beth Shelem in fort - chipped down
3. Rescue convoy organized <sup>and</sup> March
4. Legion marched through - final surrender 13 May midnight

H. Last British High Commissioner Leaves (S 256-267)

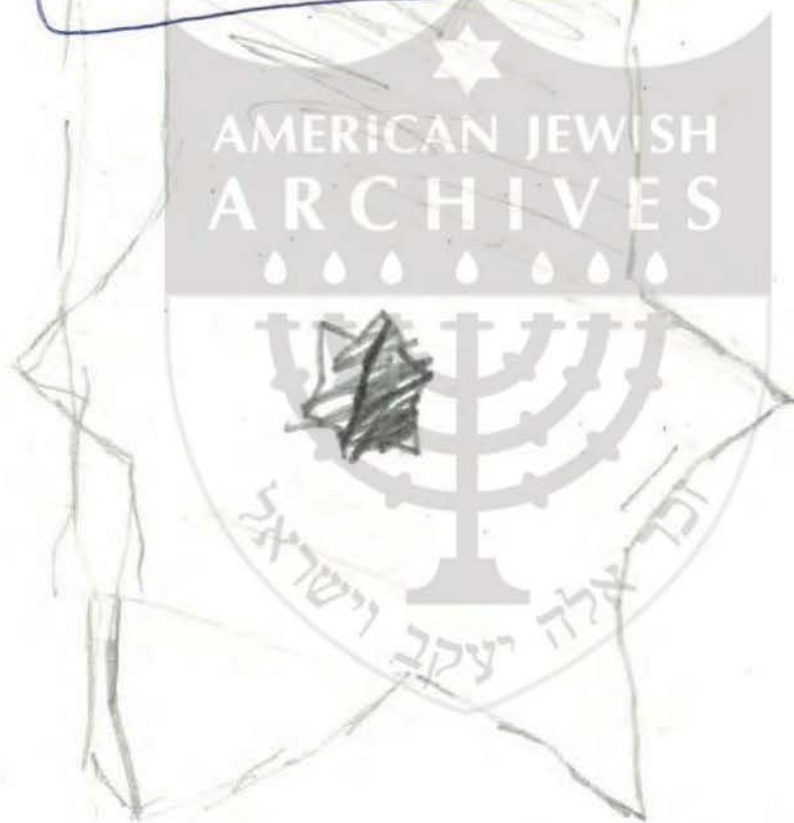
I. FINAL details of Ceremony, Flag, Museum, etc. (S 272-289)

P.B. FORBODING

J. U.S. recognition - midnight Friday night - British left (S 296)

S = Sharif  
M = McDonald  
Sou - Soustelle  
G - Granados  
P - Prittie  
L - Louvish  
Sa - Sacher  
Pe - Pearlman

1158



K. TEXT OF DECLARATION OF INDEPENDENCE

L. BG. THOUGHTS ON INDEPENDENCE DAY (P. 9-12)

## II. STATEHOOD

### A. WAR OF INDEPENDENCE

#### 1. Apr 6 - June 11

- a. seize control internal communications; take road to Jerusalem; capture all major towns in Galilee. Castel; Haifa - ~~only~~ Safed
- b. Arab attack would be as follows: Jordan legion vs. Jerusalem; Syrians & Lebanese into Galilee; Syrians & Iraqis into Jordan valley; Egyptians from south. About 50,000 men
- c. Haganah defense had 9 brigades - 25,000 men: 3 to north; 2 to protect Tel Aviv; 1 to Ashdod; 1 to northern Negev; 1 to defense of Jerusalem; 1 to struggle for highway.
- d. Story of the four hostages (SA 41)
- e. Old City lost May 28
- f. Highway - Burma Road - joined June 9, two days before <sup>truce</sup>
- g. ~~Eschke's note - (P 132-135)~~
- h. Col. Marcus killed at dawn June 11 - day of truce

#### 2. Truce - June 11 - July 8

- a. Yadon regrouped (SA 46)
- ~~b. ~~Beirut episode (SA 47)~~~~
4. Second fight - July 8-15  
a. took Lydda, Ramle, Nazareth all north.
5. Bernadotte episode - Sept 14 <sup>assassinated</sup> (M 67 ff)
6. Third fight Oct 15-30 - Operation Ten Plagues - break Egyptian line - Gaza to Nebem; Faluja pocket, Nasser; Beer Sheva
7. Third Truce ~~Oct 30~~ <sup>Nov 1</sup> Dec 21
8. old Roman road recalled by Yadon - and repaired for attack on El Auja - Dec 22 - Jan 8
9. Six thousand dead - 1 person of every 100
3. One Army - (L 117; Sou 218-222)  
begin, Afula - June 20

- from Gaza Sinai
- B. British pressure on Israel for withdrawal - Dec 31, 1948
  - C. Israeli shooty down of 5 British planes over Sinai - Jan 7, 1949
  - D. In complete about-face, Ben-Gurion announced release of Jews from Cyprus, plus on 29 Jan<sup>49</sup> British recognition.

## E. Armistices

Talks began on Rhodes Jan 12, 1949, concluded with:

Egypt - Feb 24

Lebanon - Mar 23

Jordan - Apr 3

Syria - July 29

F. First election Jan 1949

G. First U.S. <sup>100<sup>th</sup></sup> loan, plus de jure recognition

H. On May 14, 1949 - Israel joined UN as 58<sup>th</sup> state.

AMERICAN JEWISH  
ARCHIVES



דבר אלהים יעקב ישראל

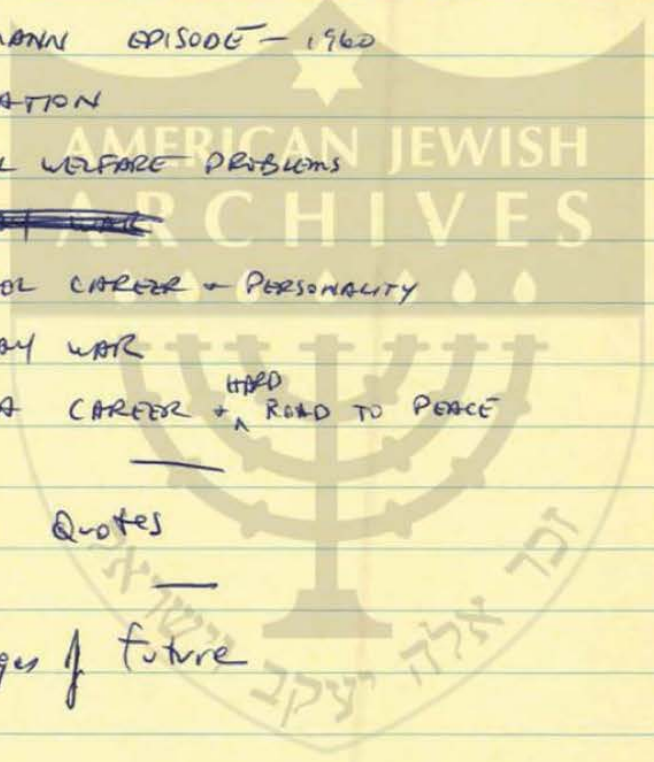
~~SHARETT~~ ~~SOMETHING~~



- III ARAB REFUGEE ISSUE
- IV LARGE IMMIGRATION - LAW OF RETURN
- V PUTTING PEOPLE ON SOIL - LACHISH MOSHAVIM
- VI WATER PROJECTS
- VII GERMAN REPARATIONS
- ~~VIII~~ - SHARETT
- ~~IX~~ DISPERSAL OF POPULATION - DEVELOPMENT TOWNS
- X FEDAYEEN + 1956 CAMPAIGN
- XI INDUSTRIAL DEVELOPMENT - INCLUDING AIRCRAFT PLUS ARMS INDUSTRY
- XII EICHMANN EPISODE - 1960
- XIII EDUCATION
- XIV ~~FOR~~ SOCIAL WELFARE PROBLEMS
- ~~XV~~ ~~SOMETHING~~
- XVI ~~FOR~~ ESHKOL CAREER + PERSONALITY
- XVII SIX-DAY WAR
- XVIII GOLDA CAREER + <sup>HARD</sup> ROAD TO PEACE

B.G. Quotes

Challenges of future



12 May 1972

Mr. George Silverman  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, N. Y. 10019

Dear George:

I need 5 maps to be made from this book: pages  
pages 96, 97, 104, 108 and 109.

I also need one chart made from the  
attached negative, unless, by some chance,  
you have saved the actual chart itself  
from last year's lecture.

Save the negative for me, and also I  
would like to have the 5 new negatives,  
plus, of course, the book.

You know the room in which my lecture  
will be given, and you know the sizes  
which you made last year. So, just do  
the same.

See you soon.

HAF:SS

Long March of Israel  
Jacques Loustelle  
American Heritage Pub. Co. 1969

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My Mission in Israel  
James G. McDonald  
Simon & Shuster 1951

---

Under Fire  
ed. by Donald Robinson  
W.W. Norton & Co. 1968

---

From The Ends of The Earth  
Howard M. Sachar  
World Pub. Co. 1964

---

Three Days  
Ze'ev Shaulf  
Doubleday 1962

---

Ben Gurion Looks Back  
Moshe Pearlman  
Simon & Shuster 1965

---

Eshkol - The Man & The Nation  
Terence Pittie  
Pitman Publishing Corp. 1969

---

Challenge of Israel  
Misha Louvish  
Israel Universities Press 1968

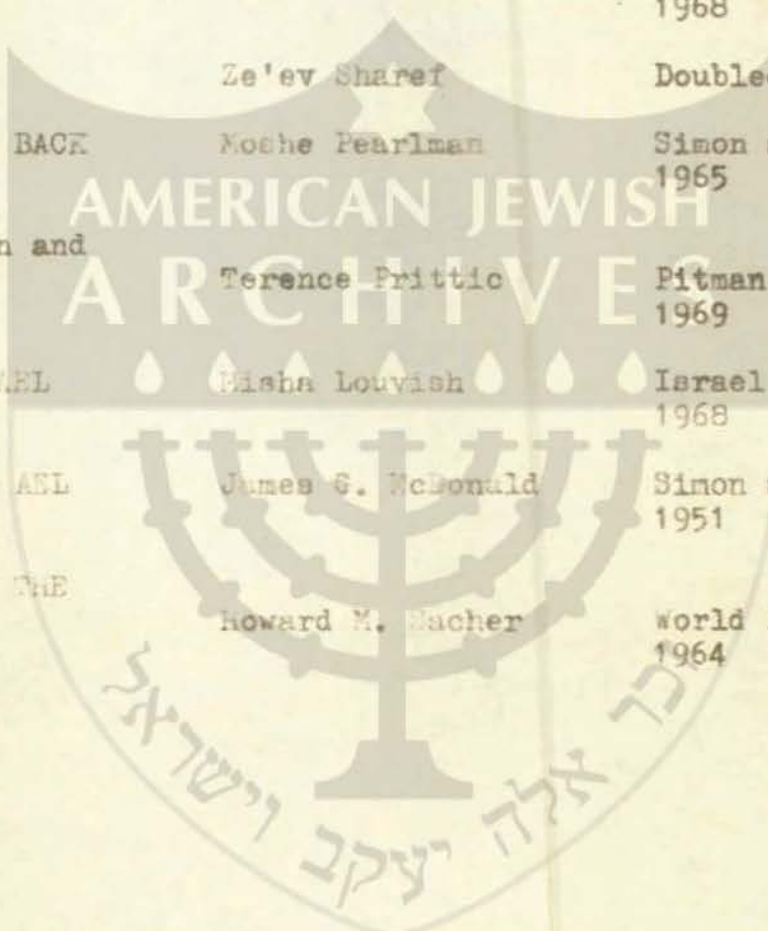
AMERICAN JEWISH  
ARCHIVES





YOUNG LEADERSHIP BIBLIOGRAPHY FOR HAF LECTURE AT RETREAT IN GLEN COVE  
IN JUNE ON SUBJECT "FIRST 25 YEARS OF ISRAEL'S EXISTENCE."

- |                                     |                           |                                    |
|-------------------------------------|---------------------------|------------------------------------|
| LONG MARCH OF ISRAEL                | Jacques Soustelle         | American Heritage Pub. Co.<br>1969 |
| UNDER FIRE                          | edited by Donald Robinson | W.W. Norton and Co.<br>1968        |
| THREE DAYS                          | Ze'ev Sharef              | Doubleday 1962                     |
| BEN GURION LOOKS BACK               | Noche Pearlman            | Simon and Shuster<br>1965          |
| ESHKOL - The Man and<br>the Nation. | Terence Prittic           | Pitman Publishing Corp.<br>1969    |
| C ALLIANCE OF ISRAEL                | Eisha Louvish             | Israel Universities Press<br>1968  |
| MY MISSION IN ISRAEL                | James G. McDonald         | Simon and Shuster<br>1951          |
| FROM THE ENDS OF THE<br>EARTH       | Howard M. Wacher          | World Publishing Co.<br>1964       |



## MEMORANDUM

*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

### MEMORANDUM

To: Young Leadership Executive Committee & Regional Chairmen

From: Donald H. Benjamin

Subject: Community Counseling Program

Date: February 16, 1972

As you know, the Young Leadership Cabinet has been asked to begin a pilot project in conjunction with the UJA Field Department in selected communities throughout the country.

The basic idea of the project is to have teams of young leaders serve as consultants to community campaigns, working directly with the field representative and the Executive Director. In this way it is hoped that cabinet members will deepen their knowledge of campaign techniques and community problems while strengthening the campaign in communities that are not achieving their full potential.

There are two stages in the execution of this program: analysis and action. Here is a step-by-step rundown of how the program should work (with the clear understanding that cabinet members can take as much latitude with this outline as they need due to the circumstances in their particular communities).

- Chairman
- \*ROBERT MAX SCHRAYER, Chicago, Ill.
- Associate Chairmen
- \*DONALD H. BENJAMIN, Essex County, N.J.
- \*MICHAEL A. PELAVIN, Filadelfia, Mich.
- National Vice Chairmen
- \*MILLARD M. CUMMINS, Columbus, Ohio
- Membership and Placement
- \*IRWIN S. FIELD, Los Angeles, Calif.
- Leadership
- \*DONALD A. HODES, Worcester, Mass.
- Eastern Area
- \*CLIFFORD J. ISROFF, Akron, Ohio
- East Central Area
- \*DR. WILLIAM H. 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.J.
- 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, Cleveland, Ohio
- Chairman CJRF Leadership Development Committee
- Director
- \*ERNEST N. SPICKLER, Assistant Director
- \*JOEL S. FRIEDMAN
- Regional Chairmen
- I. JOEL ABERMSON
- MELVIN G. ALPERIN
- GARY A. AMINOFF
- DAVID BACCKER
- DAVID BETTEN
- ROBERT CAPLAN
- MILTON R. CORWIN
- ALAN H. DAVIS
- JOEL R. FEIDELMAN
- WILLIAM FOGLE
- ALVIN M. FRANK
- MARVIN A. FREDMAN
- DAVID S. GERBER
- WILLIAM S. GOLDENBERG
- DONALD S. GOULD
- MAURICE L. HIRSCH, JR.
- DR. STANLEY A. HIRSCH
- SANFORD L. HOLLANDER
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1. Assignment of Teams

Regional Chairmen are responsible for selecting the cabinet members assigned to a given city.

2. Meeting with UJA Staff

The Regional Chairman should then advise his Area Vice-Chairman who has been selected. It is the responsibility of the Area Vice-Chairman to arrange an initial meeting with the team, the Regional Chairman, the UJA Field Representative and his supervisor. Howard Stone and Martin Peppercorn are to be advised of all such meetings. The purpose of this meeting is to share information about the community, its leadership, its problems and to work out a modus operandi agreeable to all.

3. The next meeting should be between the team members, the field representative, the Executive Director Campaign Chairman, and the President of the Federation of the city. This is to acquaint them with the program and to secure their thinking on how the team can best be used in his city. The meeting can be held on the same day as the meeting described in Paragraph 2.

4. Analysis

It is self-evident that a thorough analysis of the community's campaign must be made. This should include the community's giving history, broken down into its component parts; campaign patterns; utilization of UJA resources, etc. Attached are sample forms that you may find useful in this analysis.

5. Meetings with Community Leaders

When the analysis is completed, a second meeting with the Executive Director and his campaign leadership should be held to review the findings and to offer concrete recommendations for improvement.

6. Action

It is not enough simply to suggest what should be done. Team members must be prepared to step in and do the work themselves. Depending upon the community, this might be anything from arranging Operation Upgrade visits to assisting in cash collection.

At all stages, Regional Chairmen are expected to submit periodic reports to their Area Chairman with copies to the UJA office.

If you have any questions, please don't hesitate to call me, Howard Stone, or Martin Peppercorn.

DHB/brg  
Enc.

CC: UJA Executive & Field Staff



CAMPAIGN ANALYSIS FORMS

These forms are designed to assist you in developing an analytical model of the campaign in the community which you are serving as a consultant. There is no ideal model which could be used as a basis of comparison, but if you think it would be useful to measure your city with another of comparable size, such information can be obtained from Martin Peppercorn.

Name of Community:

Executive Director:

Campaign Chairman:

Size of Jewish Community:

Description of the Structure of the Community:



1971 RESULTS

Amount Raised:

Number of Contributors:

Amount of Cash Collected in 1971:

Cash Outstanding from Prior Years:

Cash Outstanding from 1971:

Total Cash outstanding:



\$50,000 and over Contributors:

Number:

% of Total Contributors:

Percentage of Total they Contributed:

\$10,000 to \$49,999 Contributors:

Number:

% of Total Contributors:

Percentage of Total they Contributed:

\$1,000 to \$9,999 Contributors:

Number:

% of Total Contributors:

Percentage of Total they Contributed:

\$500 to \$999 Contributors:

Number:

% of Total Contributors:

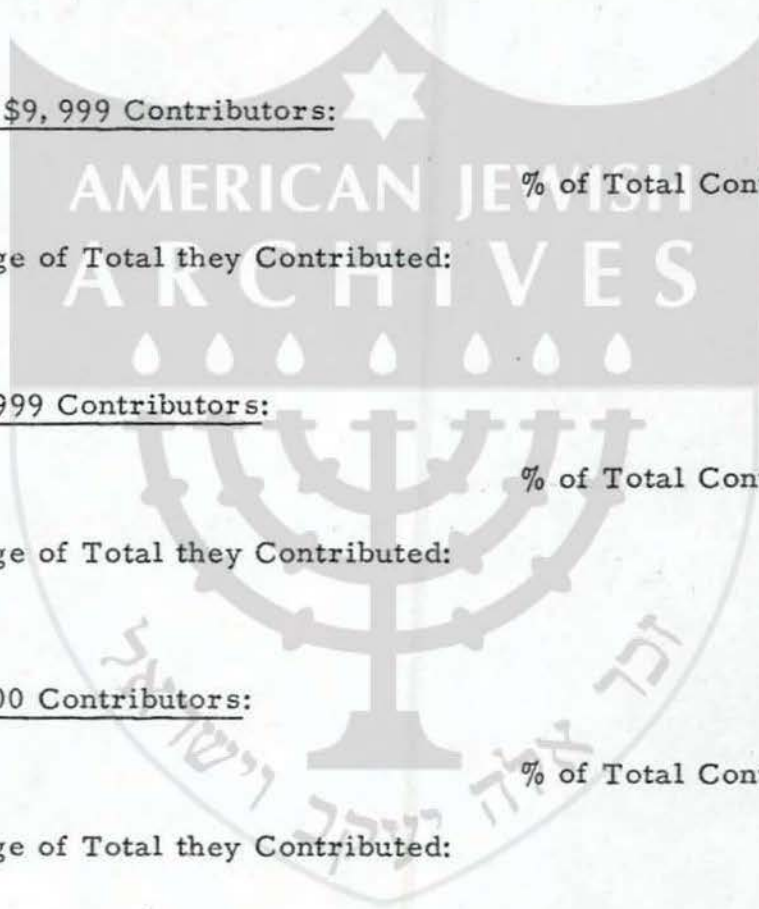
Percentage of Total they Contributed:

Under \$500 Contributors:

Number:

% of Total Contributors:

Percentage of Total they Contributed:



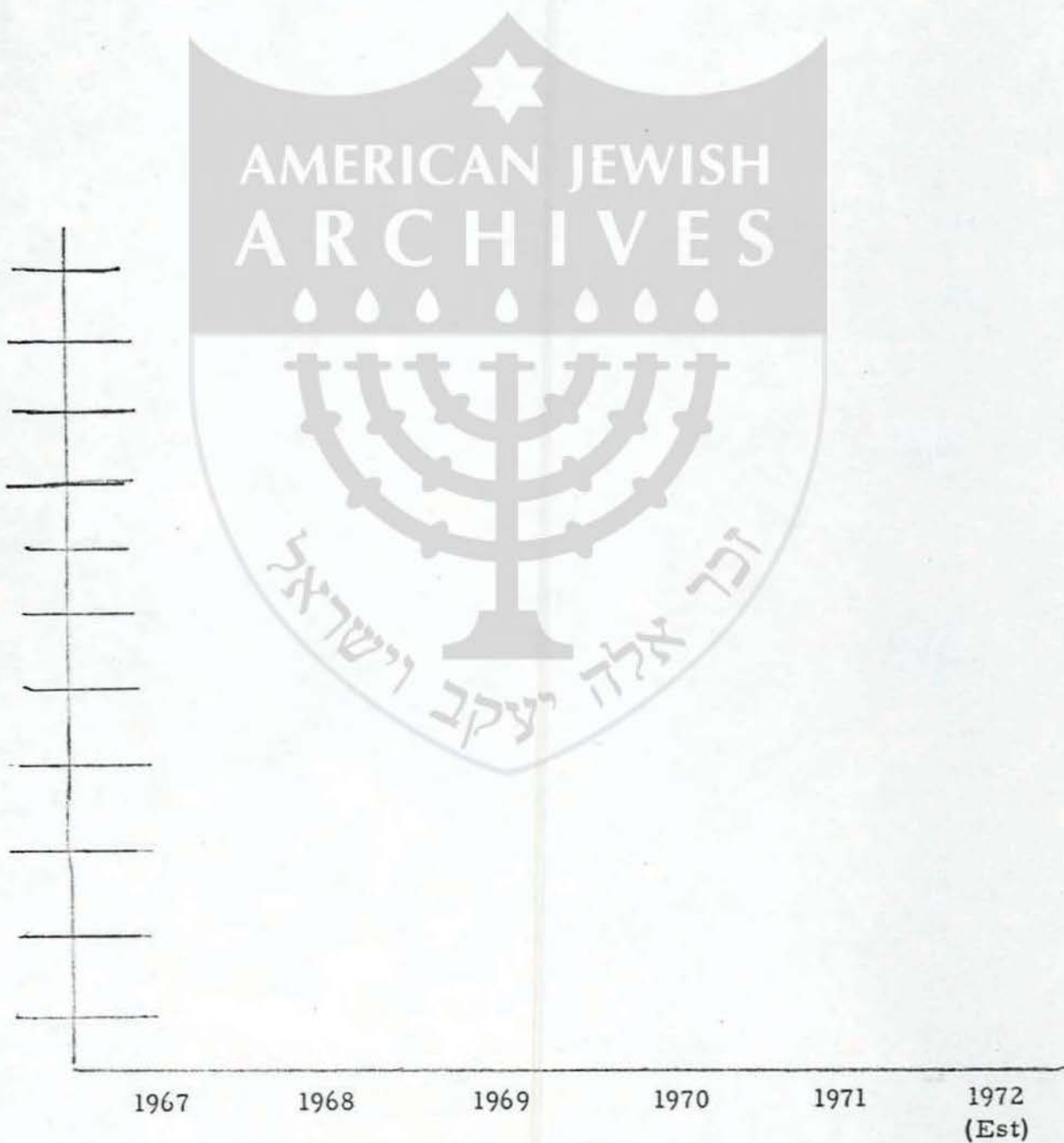
1967:

1968:

1969:

1970:

1971:





ANALYSIS OF 1971 GIVING

DIAGRAM "A"

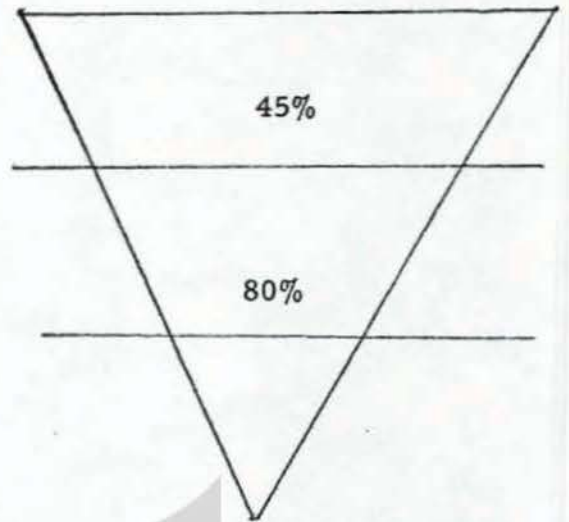
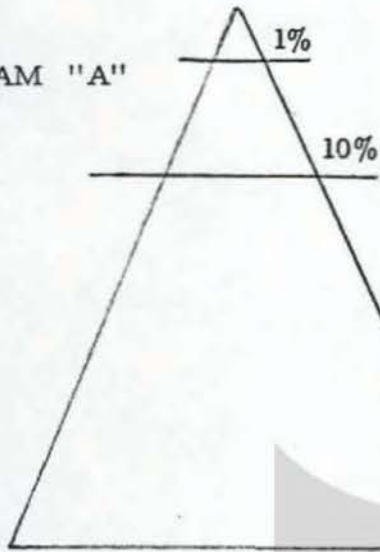
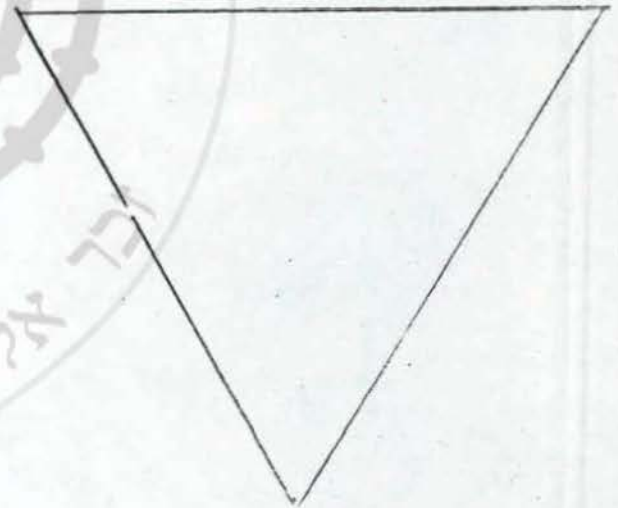
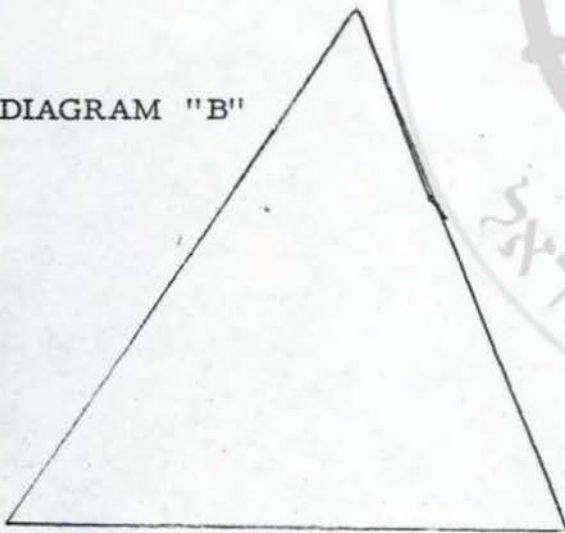


DIAGRAM "B"



The National giving pattern is within the range given in Diagram A. By entering the figures for your community in Diagram B, you should be able to get a rough idea of how close you are to this norm.

CAMPAIGN CALENDAR

Most community campaigns follow a regular seasonal pattern.  
What activities traditionally take place in your community during:

SEPTEMBER:

OCTOBER:

NOVEMBER:

DECEMBER:

JANUARY:

FEBRUARY:

MARCH:

APRIL:

MAY:

JUNE:

JULY:

AUGUST:



## UTILIZATION OF NATIONAL RESOURCES

It has become evident that there is a correlation between the success of community campaigns and the extent to which communities have utilized resources available from UJA and CJFWF. Therefore, it should be useful to know the following:

1. Did someone from the community participate in the Prime Minister's Mission?
2. How many people participated in the National Study Conference in Israel?
3. Attendance at the General Assembly?
4. Attendance at the National Conference?
5. Number of participants on Operation Israel Flights?  
Participants \_\_\_\_\_ Flights \_\_\_\_\_
6. Was CJF's Worker's Training Program used?
7. Is there an ongoing leadership development program?
8. Participation on Young Leadership Missions?
9. Was Operation Breakthrough Used?
10. Has the community used UJA's PR materials?

CAMPAIGN TECHNIQUES

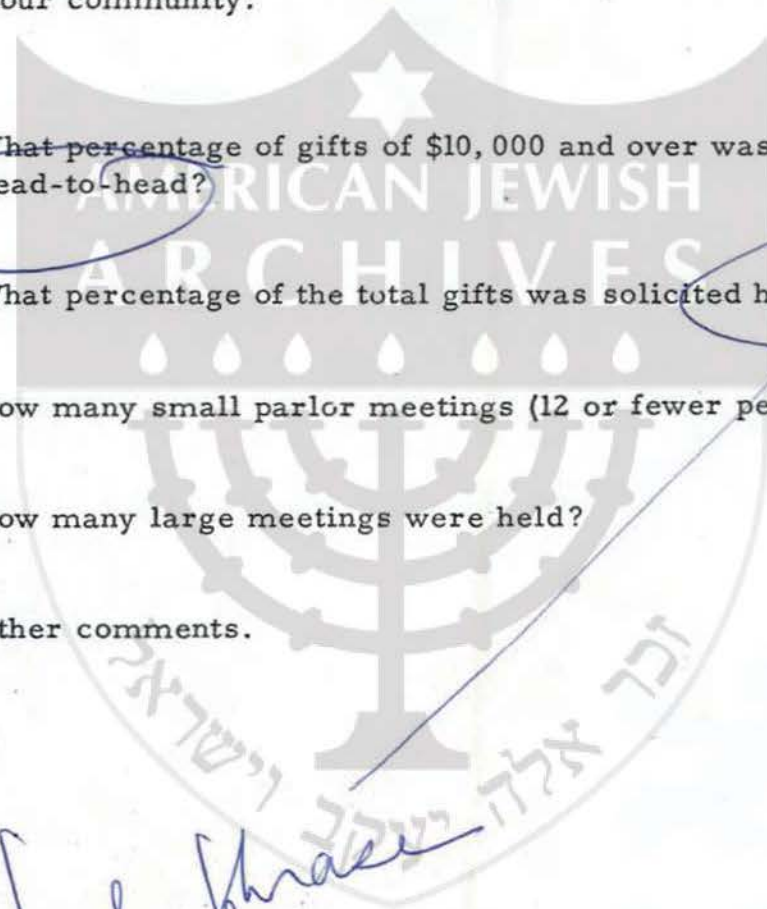
Most campaign experts attribute the dramatic increases around the country in recent years to a philosophy that is summed up as follows:

"Big meetings raise small money; small meetings raise big money."

Here are some starter questions to guide you in analyzing the techniques used in your community.

1. What percentage of gifts of \$10,000 and over was solicited head-to-head?
2. What percentage of the total gifts was solicited head-to-head?
3. How many small parlor meetings (12 or fewer people) were held?
4. How many large meetings were held?
5. Other comments.

*bad phrase*





# United Jewish Appeal

## YOUNG LEADERSHIP CABINET

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

To: Executive Committee

From: Donald H. Benjamin

Date: February 27, 1972

On February 2, 1972, you were sent a background paper on the program and structure of the Cabinet. That paper also contained a summary of seven new proposals.

The following are detailed expositions of each of these seven recommendations.

DHB/brg  
Enc.



- Chairman
- \*ROBERT MAX SCHRYVER, 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.
- Leadership
- \*DONALD A. HODES, Worcester, Mass.
- Eastern Area
- \*CLIFFORD J. ISROFF, Akron, Ohio
- East Central Area
- \*DR. WILLIAM H. LIPPY, Warren, Ohio
- All Large
- \*NEIL J. NORRY, Rochester, N.Y.
- Special Projects
- \*JOEL PRICE, New York, N.Y.
- Grater New York
- \*MALCOLM M. ROSENBERG, Roanoke, Va.
- Talent 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.J.
- Conferences
- \*RODNEY E. SHENKER, Portland, Ore.
- Western Area
- Ex Office
- \*JAMES H. NOBIL, Akron, Ohio
- Chairman, 1970
- \*GORDON ZACKS, Columbus, Ohio
- Chairman, 1969
- \*HENRY J. GOODMAN, Cleveland, Ohio
- Chairman C.J.F.W.F. Leadership Development Committee
- Director
- \*ERNEST N. SPICKLER
- Assistant Director
- \*JOEL S. FRIEDMAN
- Regional Chairmen
- 1. JOEL ABRAMSON
- MELVIN G. ALPERIN
- GARY A. AMINOFF
- EDWARD BACKER
- DAVID BETTEN
- ROBERT CAPLAN
- MILTON H. CORWIN
- ALAN H. DAVIS
- JOEL R. FEIDELMAN
- WILLIAM FOSGLE
- ALVIN M. FRANK
- MARVIN A. FREDMAN
- DAVID S. GERBER
- WILLIAM S. GOLDENBERG
- DONALD S. GOULD
- HAURICE L. HIRSCH, JR.
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\* Executive Committee

HOME STUDY COURSE IN JUDAICA

The purpose of the proposed home study course in Judaica is to give cabinet members an opportunity to increase their knowledge of their Jewish heritage.

There are a number of alternative means of accomplishing this.

The Executive Committee is being asked to approve of the concept in principle and to determine the most preferable method.

- ✓ A. The program can be developed in cooperation with the Rabbinical Advisory Council and young Jewish intellectuals. Under this plan, representatives of the Rabbinical Advisory Council and the Cabinet would jointly develop a curriculum for a comprehensive course in Jewish history, culture and observances. A young professor or Rabbi in each of our twenty-four regions would be chosen to "teach" this course. Once a month, or once every other month, he would meet with all cabinet members within the region, and their wives, for a full day. He would, ideally, teach the material, assign specific research projects to individuals for the following meeting and provide a syllabus for home study between meetings.

This concept has already been discussed with the Rabbinical Advisory Council and they are very enthusiastic about it. They believe it would help to dispel the image of UJA as strictly a fund-raising organization that is currently prevalent among the nation's Rabbis. Allen Pollack has assured us that there will be no difficulty in securing the cooperation of young professors.

From our point of view, it would help to strengthen the Regional structure of the Cabinet. It would also be relatively inexpensive.

New members would receive a text covering the course elements covered before they joined.

- No B. Another alternative is to commission leading authorities, in specific fields, to develop a home study course utilizing cassettes, slides and textual material. Clearly this would be an expensive proposition, but it does have the advantage of involving leading Jewish scholars. It lacks, however, the personal contact of Alternative A.

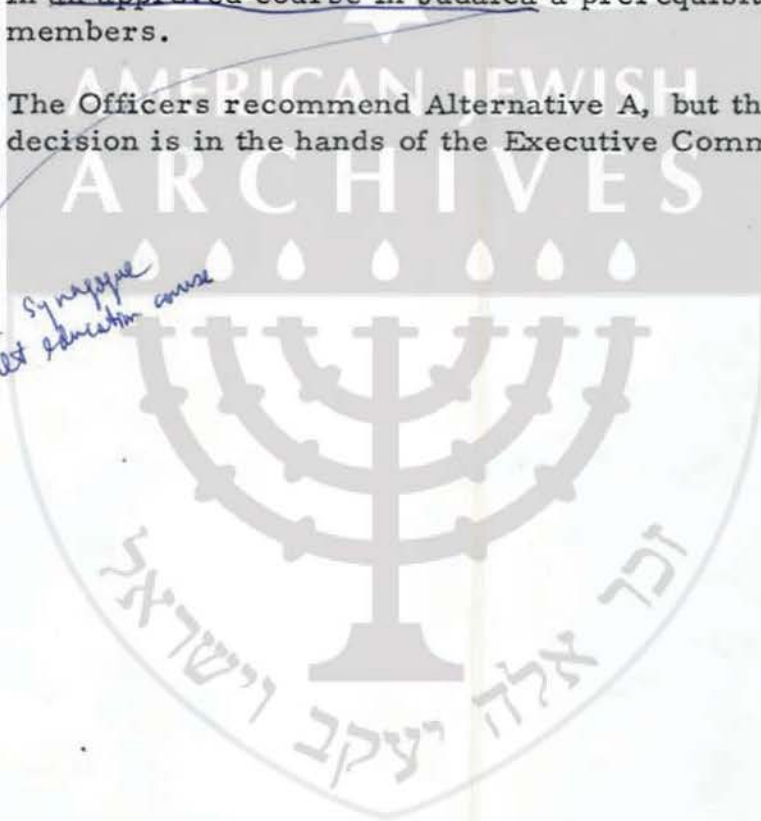
HOME STUDY COURSE IN JUDAICA (Continued)

*No*  
C. Another alternative which might be considered is expanding the annual Retreat to a 5-day program, inviting wives, and bringing in these same Jewish scholars to teach their specialty for half a day. All of the material would then be transcribed, audio visual aids added, and the whole package made available to the cabinet and to new cabinet members as they join.

*✓ several good pamphlets*  
D. Other means of strengthening ones knowledge do exist. For example, adult study groups in synagogues, B'nai Brith programs, etc. A final alternative is to make participation in an approved course in Judaica a prerequisite for cabinet members.

The Officers recommend Alternative A, but the final decision is in the hands of the Executive Committee.

*✓ in a synagogue adult education course*



SUMMER MISSION TO EUROPE AND ISRAEL

The purpose of this mission is to:

NO

A. Deepen our understanding of contemporary Jewish life by meeting young leaders in major Jewish Centers throughout Europe and,

YES

B. To enrich our knowledge of, and identity with, our Jewish heritage by visiting places of significant historic interest.

Itinerary

Departing New York - July 3

July 4-6 Prague or Bucharest

July 7-9 Vienna

July 10-14 Jerusalem

July 15-17 Amsterdam

July 18-20 London

Return to New York July 21

Summer  
1973

Costs: Approximately \$1,200 per person

Program:

NO

Prague -

Tours - Medieval Ghetto, Jewish Museum, Jewish Cemetery, Jewish Town Hall 5 Ancient Synagogues, etc.

Meetings - with representatives of the Jewish community of Prague.

YES

Vienna -

Tours - Visits to JDC Office, Mathausen, Schoenhau, the Medieval Ghetto in Eisenstadt

Meetings - with JDC officials (including, hopefully, some who could come over from Geneva), Russian immigrants, and Sabbath services at the old Synagogue in Vienna.

YES

Israel - Prior participation in a Young Leadership Mission to Israel is a prerequisite for participation on the Europe Mission. Therefore our program in Israel will cover different ground. Basically, we see little touring, but a look at Israel from an historical point of view; for example, we would begin with a day of programming on the emergence of the State; followed by a day of touring to places related to that period, not covered in Missions, such as Tel Chai, the Kibbutz founded by Warsaw Ghetto fighters, etc. We would use speakers who could make this period come alive. Then we would go into the period from 1948 to 1967 with emphasis on the great many ethnic communities in Israel and this could be a rewarding, educational experience. As we then look to the future, we would hope to concern ourselves in the last day of programming with the problem of poverty.



SUMMER MISSION TO EUROPE AND ISRAEL (Continued)

Amsterdam -

No

Tours - The Old Jewish Section including the Ann Frank House, the Portugese Synogogue, Museum, etc.

Meetings - with young leaders of the Amsterdam Jewish Community.

London - Here we believe that we can arrange for the Young Leadership Movement of England to serve as our hosts and guides. Indeed, we might consider inviting the officers of the Young Leadership Movement in England to join us on the entire trip.

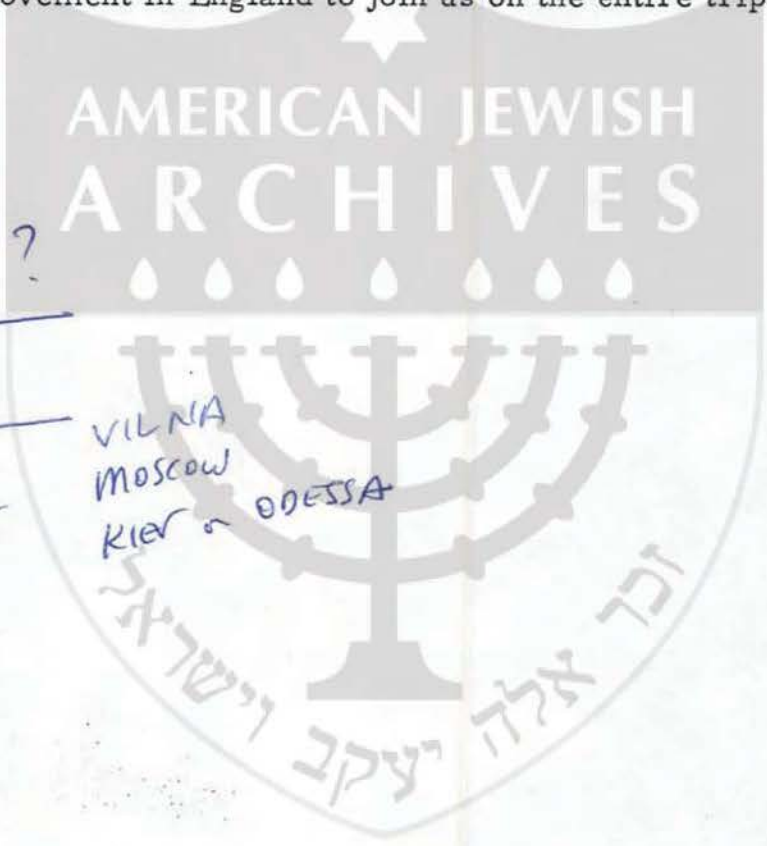
?

GENEVA  
MUNICH

BERLIN

AUSHWITZ

RUSSIA



?

VILNA  
MOSCOW  
KIEV  
ODESSA

HOME STUDY COURSE IN HEBREW

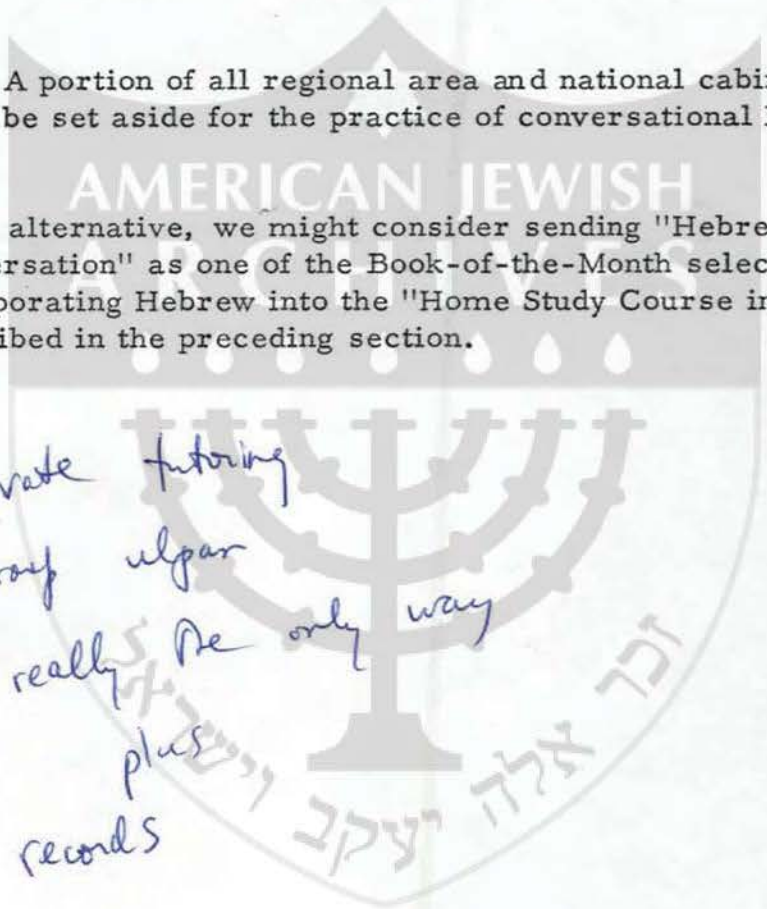
BEAUTIFUL

The Officers believe that all cabinet members should have a working knowledge of basic Hebrew. We further believe that it is our function to provide the means for acquiring this knowledge. Therefore, we recommend that:

- A. All cabinet members be strongly urged to purchase -- through our office -- the Jewish Agency Home Study Course, "Hebrew Through Conversation." This is a 14 lesson course using records and a textbook. The cost is \$4.00.
- B. A portion of all regional area and national cabinet meetings be set aside for the practice of conversational Hebrew.

As an alternative, we might consider sending "Hebrew Through Conversation" as one of the Book-of-the-Month selections, or incorporating Hebrew into the "Home Study Course in Judaica", described in the preceding section.

but private tutoring  
or group ulpan  
is really the only way  
plus records



CHANGING THE YOUNG LEADERSHIP CALENDAR

We recommend that the cabinet year run from June through May. In this way, the annual Retreat will become a new member's first exposure to the cabinet. In addition, it would allow us to formally structure other meetings designed to strengthen both the regional structure and our overall impact on the campaign. A suggested calendar year is as follows:

June:	Retreat (with a one day orientation meeting for new members in advance)
July:	Meetings of Regional Chairmen by area.
August:	Regional meeting of cabinet members.
September) October )	Initiation of programs . . . Regional Conferences . . . Area wide cabinet meetings.
November:	General Assembly
December:	National Conference
January:	Regional Meetings
February:	Regional Meetings
March:	Area meetings of Regional Chairmen (including evaluation of cabinet members)
April) May )	Regional Conferences and selection of new cabinet members

Assuming that there is a consensus of positive opinion, certain technical questions must be resolved.

For example, should a new cabinet be formed this June or should the current cabinet remain in office for a year and a half?, etc.

*Sept*  
*June 1973*

## STRENGTHENING THE ROLE OF THE REGIONAL CHAIRMAN

We believe that the first major break in the "chain of involvement" comes at the level of the Regional Chairman. That role must be strengthened through the delegation of responsibility and authority. In part, this could be accomplished through the revisions in the calendar discussed in the following recommendations and through the Home Study Course in Judaica.

In addition, we recommend that Regional Chairmen be given responsibility for:

- A. Executing the community counseling programs;
- B. Supervision of assignment of cabinet members to specific communities;
- C. Service as the "clearing house" for speakers or solicitors needed in their region or personnel requested from their region;
- D. Identifying communities in need of Leadership Development Programs and initiating such programs.



SELECTION AND ORIENTATION OF CABINET MEMBERS

The entire procedure for selecting cabinet members, their orientation once selected, and removing them from the cabinet if they don't work out, needs review.

We recommend that a committee be formed for this purpose with instructions to report back to the Executive Committee by May 1st.



TASK FORCES

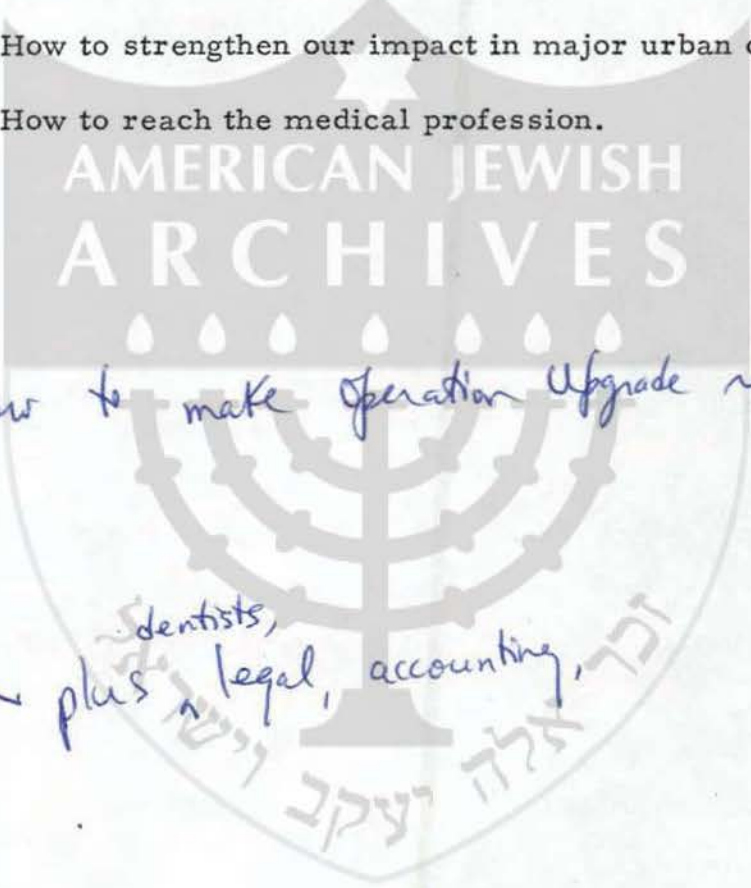
To involve many cabinet members and begin the long range planning processes that we need, we recommend the formation of Task Force to study specific problems, prepare recommendations by the Retreat.

Specifically, we believe a Task Force should be created in each of the following areas:

1. How to reach the one million Jews between the ages of 25 and 40 .
2. How to strengthen our impact in major urban centers.
3. How to reach the medical profession.

*i.e. - how to make operation Upgrade really work*

*dentists,*  
*plus legal, accounting,*





# United Jewish Appeal

file

## YOUNG LEADERSHIP CABINET

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

January 10, 1972

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Rabbi Herbert A. Friedman  
 The Jewish Agency  
 P.O. Box 92  
 Jerusalem, Israel

Dear Herb:

I am sorry you had to learn about my leaving the United Jewish Appeal from outside sources. I was in hopes that you were kept up to date on all the details of my departure.

Be that as it may, you should know that it was a very difficult decision to make. After all, I have spent 26 years with the United Jewish Appeal and the last eight as Director of the Young Leadership Cabinet. Of course, one of those eight years was as an Associate National Campaign Director. My life has been dedicated and will be dedicated to Israel. That is the only reason, I was able to make the decision. As National Campaign Director for the American Committee for the Weitzmann Institute of Science, I feel I can help bring additional the free dollars to the State of Israel through the Institute.

I want to personally thank you for all the opportunities you gave me and all the situations you put me into in which I was brought to the attention of the people who have given me this excellent opportunity. I will be ever grateful to you, not only from knowing you but from everything you have taught me.

I hope my leaving UJA will not mean that we will no longer be friends. I shall cherish our friendship forever. I hope it will continue for many years to come.

Best regards.

Sincerely,

Ernest N. Spickler

ENS/cn

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- DAVID DIAMOND
- IRA H. DUBINSKY
- JERRY DUBROFF
- BURTON L. ECHLER
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- ERWIN C. ZIEGELMAN

\*Executive Committee

from HOWARD B. STONE

5 Jan 72

file

Herb--

As you know, I've been assigned the Young Leadership division when Ernie leaves in a few weeks. I know how much YL is your 'child' and if you have a few minutes one day, I'd be most grateful for your thoughts about what it could and should be doing... and what my role should be.

Thanks, teacher.

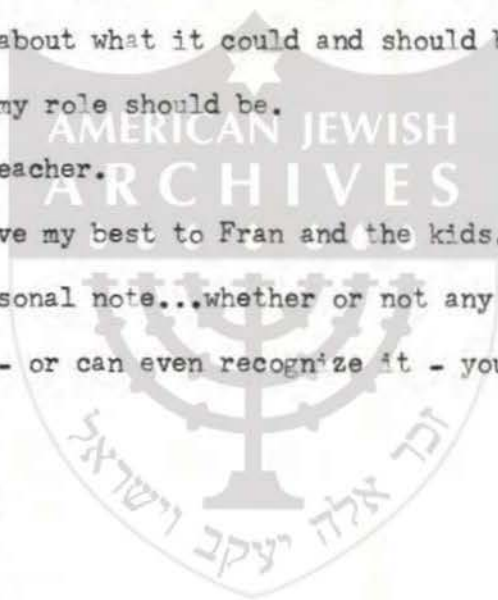
Please give my best to Fran and the kids.

And a personal note...whether or not any one will admit it - or can even recognize it - you are sorely missed.

Cheers-



1-







# United Jewish Appeal

## YOUNG LEADERSHIP CABINET

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

*file*



December 23, 1971

Rabbi Herbert A. Friedman  
c/o Jewish Agency  
P.O. Box 92  
Jerusalem, Israel

Dear Herb:

Just having an overflow crowd and a standing ovation for you on Friday, December 10, in my mind was not enough. I must add my personal thanks as well as those of the entire Cabinet for making the weekend a success for Young Leaders.

I shall be in touch with you shortly outlining the schedule for Young Leadership. Hopefully you will be able to fit yourself into our plans.

Best regards to Francine, David and Charles.

Sincerely,

Donald H. Benjamin

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- WAYNE D. WISBAUM
- BARRY D. YAKER
- DAVID J. YOUNG
- ERWIN C. ZIEGELMAN

YOUNG LEADERSHIP MISSION

November 2nd to 15th

Tuesday, November 2nd

7:30 p.m. Arrival at Lod Airport, LY 200  
Transfer to Accadia Hotel, Herzlia  
Dinner with high ranking officer  
*Chinitz*  
Overnight Accadia Hotel

Wednesday, November 3rd

7:00 a.m. Breakfast  
7:30 Briefing  
8:45 Depart for JDC/Malben in Natanya  
9:30 Visit Malben  
11:00 Visit Absorption Center, Pardess Hanna  
1:00 p.m. Lunch at Hotel Semadar, Caesarea  
Visit Caesarea  
Return to Hotel  
Dinner and overnight Accadia Hotel

Thursday, November 4th

8:00 a.m. Depart for the Jordan and Beit Shean Valleys  
10:30 Visit Border Settlement, (Massada, Sha'ar Hagolan,  
Gesher)  
12:30 p.m. Lunch at Ein Gev  
2 - 2:30 Study in depth, Poverty in Beit Shean  
Return to hotel  
Dinner and overnight Accadia Hotel

Friday, November 5th

Early departure - 7:30 Depart for Jerusalem  
11:00 a.m. Visit Yad Vashem, Military Cemetery  
Lunch at hotel  
Sightseeing in Mea Shearim, ending at the  
Western Wall, (Friday late afternoon)  
Dinner and overnight King David Hotel

Saturday, November 6th

9:00 a.m. Visit the Old City and the Jewish Quarters  
Visit Israel Museum

12:30 p.m. Kiddush at the home of the President of Israel,  
Mr. Zalman Shazar

7:30 p.m. Dinner with the British Young Leadership  
Mission, speaker, Mr. Simcha Dinitz,  
Political Advisor to the Prime Minister

Overnight King David Hotel

Sunday, November 7th

8:30 a.m. Depart for Nachal Gilgal

9:30 Visit a Nachal settlement  
Visit Jericho  
Visit Qumran and the Dead Sea  
Return to Jerusalem  
Lunch at hotel  
Afternoon visit to Bethlehem  
Free

Dinner and overnight King David Hotel

Monday, November 8th

8:30 a.m. Sightseeing of Mt. Scopus, Mt. of Olives,  
Ramat Eshkol and the new city  
Lunch at hotel

8:00 p.m. Depart for Haifa via Ramallah, Nablus, Jenin  
Dinner with Lt. Commander Bob Porat, Israel  
Navy

Overnight Dan Carmel Hotel

Tuesday, November 9th

7:00 a.m. Leave Haifa for the Golan Heights  
Drive along the Har Dov road, Mt. Hermon,  
Israel/Syria border

11:00 Visit Army strongholds

1:30 p.m. Lunch at the Tel Aviv Hotel, Safed  
Return to hotel

Dinner and overnight Dan Carmel Hotel

Wednesday, November 10th

1:00 p.m. Leave hotel for the Israel/Lebanese border  
Visit Idmit and Shtula  
Lunch at Zor Restaurant, Akko  
Visit Akko  
Return to Hotel

Dinner and overnight Dan Carmel Hotel

Thursday, November 11th

8:30 a.m.  
10:30

Depart from hotel to visit Air Force Base  
Visit Air Force Base  
Return to Hotel via Bat Yam and Holon  
Lunch at the Dan Hotel with Mr. H.A. Friedman,  
Executive Vice Chairman, United Jewish Appeal  
Afternoon free

8:00 p.m.

Dinner with Mr. Moshe Rivlin,  
Director General of the Jewish Agency

Overnight Dan Hotel

Friday, November 12th

7:30 a.m.

Departure for Massada via Beer Sheba and Arad  
Visit Massada

1:30 p.m.

Lunch at Nof Arad  
Return to hotel

Dinner and overnight Dan Hotel

Saturday, November 13th

7:30 p.m.

Free  
Optional tours to Eilat or Sharm El Sheikh  
(Santa Katerina)  
Dinner with Minister Shimon Peres,  
Minister of Transport

Overnight Dan Hotel

Sunday, November 14th

7:30 p.m.

Free day  
Cocktails and Farewell Party with  
Mr. Zelig Ghinitz, Representative of  
United Israel Appeal.

Overnight Dan Hotel

Monday, November 15th

Departure for Lod Airport



*file 23/9/71*

# UNITED JEWISH APPEAL

ON BEHALF OF UNITED ISRAEL APPEAL, JOINT DISTRIBUTION COMMITTEE, NEW YORK ASSOCIATION FOR NEW AMERICANS

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

CABLE ADDRESS: UJAPPEAL, NEW YORK

September 7, 1971

Dear Herb:

Each year in the past you have purchased an appropriate piece of glass to be given to the outgoing Young Leadership chairman. The gift is usually given at their own session.

Therefore, I would very much appreciate your arranging for such a piece of glass. One of the boys on the Study Mission can bring it back to the States so that we can have it mounted properly for the December conference.

Many thanks.

As ever,

*Lang*

2/60487

15 Ibn Gavirol  
Jerusalem  
02/66921

13 September 1971

Mr. Ernest N. Spickler  
United Jewish Appeal  
1290 Avenue of the Americas  
New York, N. Y. 10019

Dear Ernie:

I have your letter. Please permit me to comment very briefly. The Stratton is closed by November 10, so we cannot repeat what we did with the July mission. Furthermore, I have committed to Barzilai for the night of November 10 to talk to his English Young Leadership mission.

I have put down the morning of November 3, as you requested, to do a full briefing job, with map, for several hours. We will take the whole morning beginning from 9:00 o'clock until lunch. I will give them the inspirational shot you are looking for.

Regarding the English mission tying in with you, I will discuss this with Barzilai and see what he wants. Then I will be in touch with you, to see if you agree. Don't worry, I will not commit you.

Regarding the "courageous" act you took of dropping the over-age couples, I will give you the bronze star. Had you not done so, you would have gotten the purple heart.

Love and kisses,

HAF:SS



# United Jewish Appeal

## YOUNG LEADERSHIP CABINET

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

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- \*HENRY J. GOODMAN, Cleveland, Ohio
- \*ERNEST N. SPICKLER
- \*JOEL S. FRIEDMAN
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- MELVIN G. ALPERIN
- FRANK A. AMINOFF
- EDWARD BACKER
- DAVID BETTEN
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- ALVIN M. FRANK
- MARYIN A. FREEDMAN
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- THOMAS I. KLEIN
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- STANLEY D. MARCUS
- DONALD H. NEWMAN
- BERYL NUSBAUM
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- MICHAEL D. BELDON
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- BRUCE S. BERRY
- DAVID H. BERNSTEIN
- JEROME L. BRAUN
- EDWARD R. BROIDA
- MORTON N. CENTER
- IRVING L. CRAMER

Rabbi Herbert A. Friedman  
Villa Section  
Caesarea, ISRAEL

Dear Herb:

I am in receipt of your letter regarding your visit and discussions with Norman Rossman of Orlando, Florida. At your request, I have followed up today, September 2, and I find that Norman is out of town and will not be back until after Labor Day. I left word for him to call me. However, if he does not call me, I will try him again next week.

Also, thanks for keeping me abreast of your discussions with Richard Kane of Wilmington, Delaware.

Enclosed you will find the tentative itinerary for the November Mission drawn up by David Shenhabi. Also enclosed is a copy of a cable I received from Barzilay.

According to the tentative itinerary, I see that on November 10, we will be coming down from Ayelet Hashachar through Caesarea to Tel-Aviv and the Dan Hotel. I would like to recommend that we do the same thing we did in July -- spend the day travelling, touring Caesarea and then having dinner with you and Fran at the Stratton where you do that marvelous history lesson. I do not recommend that you invite the group to your home for cocktails as we will have a large group this time and it will be too crowded.

This seems to eliminate the night of November 10 when you are asked to speak to the London group. Perhaps you could do it the night before. I have discussed Barzilay's other requests with Don Hodes, the Chairman of the Mission, and Benjamin and Schrayer and they agree it is definitely a worth-while set up. However, I do not know what the schedule of their group is and so it is difficult to recommend the days that we get together or the day that we are meeting with the Prime Minister. If you have their schedule, any day you suggest we will work into it. I will not be responding to Barzilay until I hear from you.

- RONALD DANIELS
- DAVID DIAMOND
- IRA H. DUBINSKY
- JERRY DUBROF
- BURTON L. ECHLER
- JAMES W. EFFRON
- KENNETH C. ELIAS
- EDWIN M. ELLMAN
- LEONARD J. FEIN
- CHESTER FIRESTEIN
- SIDNEY FORBES
- RICHARD L. FREUNDLICH
- RICHARD M. GABERMAN
- RAYMOND M. GALANTE
- DONALD F. GALLOP
- HARRY D. GASSNER
- ALAN K. GUDWITZ
- DR. CONRAD L. GILES
- ALAN GINSBURG, JR.
- LAWRENCE V. GOLDBERG
- JONATHAN GOLDEN
- RABBI JOEL S. GOOD
- DAVID GREENBERG
- DR. IRVING GREENBERG
- WILLIAM L. GROSS
- BARRY HAIMAN
- JACK M. HAIMS
- M. ROBERT HECHT
- DEAN J. HEITLER
- DOUGLAS M. HELLER
- DAVID B. HERMELIN
- THEODORE W. HIRSH
- THOMAS L. HOFMEIER
- GERALD D. HOROWITZ
- DR. JOSEPH M. HURWITZ
- MILTON S. ISAACSON
- FRANKLIN A. JACOBS
- JAY M. JACOBSON
- RICHARD JAFFA
- DONALD A. KAHAN
- DONALD KAHN
- I. SAMUEL KAMINSKY
- I. JOEL KANE
- RICHARD L. KANE
- ROBERT KAPLAN
- NEALE D. KATZ
- CHARLES F. KEVIN
- LAWRENCE B. KURSTEIN
- THOMAS J. KLUTZNICK
- J. LIVINGSTON KOSBERG
- MERWYN M. KRULL
- MARVIN L. LADER
- LESLIE M. LAWRENCE
- SAMUEL LEAR
- MICHAEL D. LEAVITT
- STUART G. LERMAN
- DAVID H. LEWIS
- HARRY A. LEVY
- DR. LARRY M. LIEB
- DR. MYRON A. LIEBERMAN
- WILLIAM M. MARCUS
- MARC L. MARKS
- DR. BERNARD P. MENDELSON
- JAMES A. MEYER
- CHARLES R. MICHAEL
- WARREN C. MILLER
- DR. ROLAND W. MOSKOWITZ
- MAX NATHAN, JR.
- DAVID K. PAGE
- RONALD O. PERELMAN
- RICHARD C. POLINSKY
- JOEL C. POLLOCK
- LEWIS RABINOVITZ
- SHELDON RABINOVITZ
- ROBERT D. RAPAPORT
- GARY A. RAYPOWITZ
- MICHAEL RASANSKY
- MARTIN REINGOLD
- STEPHEN S. RIVLIN
- LYDIA L. ROBINSON
- DR. DAVID B. ROSENBERG
- DONALD L. ROSENBERG
- DR. SELIGMAN ROSENBERG
- NORMAN ROSENBLATT
- NORMAN A. ROSSMAN
- EUGENE ROTH
- GERALD I. ROTH
- ALAN I. ROTHENBERG
- DR. ROBERT M. RUBIN
- R. ALAN RUDY
- JAN P. SALTZMAN
- RICHARD SCHULTZ
- MICHAEL SCHWARZ
- SANFORD F. SEPLOW
- HERSHEL SHANKS
- F. RICHARD SHAW
- DONALD P. SHELDON
- JOEL B. SHERMAN
- DAN K. SILVERBERG
- PAUL B. SLATER
- NORMAN SLOAN
- NORBERT J. SLOVIS
- HERBERT J. SOLOMON
- ROMNY L. SOLON
- THEODORE SOMMER
- SIDNEY STAHL
- DR. JACK STANZLER
- MICHEL P. STERN
- HANS J. STERNBERG
- STANLEY P. STRAUSS
- LOUIS B. SUBMAN
- MICHAEL G. SUTIN
- JOEL D. TAUBER
- NORMAN L. TRAUBER
- RONALD H. USEM
- MERVIN VERBIT
- HERBERT S. WANDER
- MARSHALL N. 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

The group in November will be arriving in Israel on November 2 in the morning, non-stop from New York. You ought to arrange your schedule to brief them the following morning, November 3.

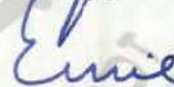
You should know that I returned from the July Mission to find that we had eight couples who had passed their 41st birthday and were signed up to go on the November Mission. We followed your advice and with an Executive Committee decision, we asked the eight couples to switch over to an Operation Israel trip. An appropriate letter was written to them - a good one, I think - and except for two or three couples who are still giving us a little hard time, we are now down to 115 people, including me, all within the age category of 25 - 40 and a real good group. We are leaving four spaces open as we need two more Cabinet members as the group now consists of a Chairman, Don Hodes, and four Cabinet members. The group will need three buses and so we need six Cabinet members as bus leaders and solicitors - two for each bus..

With regard to Everett, I wrote to Michel from Europe and he has followed up with him. You should know a fast friendship has developed with the Everetts and the Banjamins. I will stay on Michel.

I hope this letter find you, Fran, and the children enjoying good health and I look forward to hearing from you.

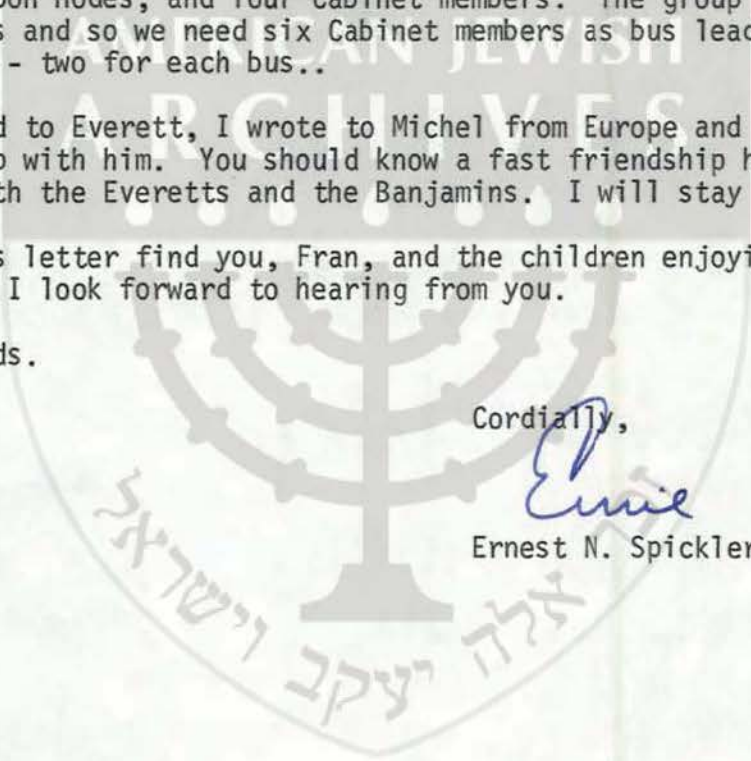
Best regards.

Cordially,



Ernest N. Spickler

ENS:ms  
Enc.





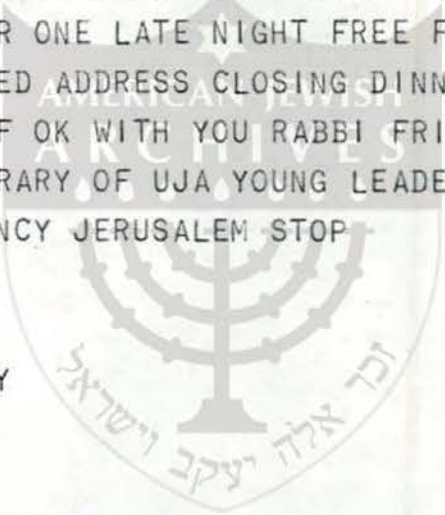
lex Western Union International, Inc.

30.8.71

*Spickler*

TO: ERNST SPICKLER UJAPPEAL NEWYORK  
JPA YOUNG LEADERSHIP MISSION ARRIVING ISRAEL FOURTH NOVEMBER LEAVING  
ELEVENTH NOVEMBER THIRTY TO FORTY PARTICIPANTS STOP  
TREVOR CHINN MYSELF WOULD LIKE OUR MISSION JOINING YOURS WITH MEETING  
PRIME MINISTER AND FOR ONE LATE NIGHT FREE FOR ALL DISCUSSION STOP  
HERBERT FRIEDMAN AGREED ADDRESS CLOSING DINNER OUR YOUNG LEADERSHIP  
NOVEMBER TENTH STOP IF OK WITH YOU RABBI FRIEDMAN IS WILLING INCLUDE  
THESE EVENTS IN ITINERARY OF UJA YOUNG LEADERSHIP STOP TELEX JPA  
ISRAEL OFFICE JEWAGENCY JERUSALEM STOP  
THANKS REGARDS

BARZILAY



International Tel