

TR-3798 Transcription

Friedman, Herbert A. Conference call to United Jewish Appeal  
workers. 19 November 1957.

SHALOM SANTIT:

Good afternoon, gentlemen, in all parts of the country. This hookup has been setup almost in a hurry. There was no intention on our part to talk to you this fall. The job done in the spring was so well done that we were lulled in the thought that it will continue, but looking at the status report that you submitted on November the 1<sup>st</sup>, I began to get panicky, and the executive vice chairman felt the same way. The reports submitted on November the 15<sup>th</sup> corroborated my feeling, intensified it, and therefore this telecast. I will talk to you in detail about the campaign later on. [01:00] Meantime, our executive vice chairman will speak to you. The next voice you hear will be of Rabbi Friedman.

HERBERT FRIEDMAN:

Thank you very much, Mr. Santit. In a sense I wish this were a telecast because if it were you could see my face and you could see that at this moment I'm really quite annoyed, and there isn't any sense in mincing words about it. Mr. Santit referred to the fact that the record was good this spring and it was. And

when the occasion came for compliments they were given, and they were truthfully and honestly with a great feeling of gratitude on my part for the work you had been doing. But when I look at the figures now, and that's the only way I have to judge anything, I am really shocked and dismayed and very, very upset by the condition in which I think we find ourselves at this moment. There are several points I'm going to talk about and I'm not going to mince words.

The first thing I want to talk about is what you call the status report of the campaign. [02:00] To me it means simply this:

There are 405 officially organized fall campaigns that we keep on the books, and of 405 fall campaigns, I want you to know that there are 137 of them in which no fundraising has started, and this is the 19<sup>th</sup> of November. One-third of the fall campaigns haven't even been started, and I think that's simply unforgiveable because you know, as well as I do, that from the 19<sup>th</sup> of November on we have maybe three, four, five effective weeks of work. And you also know perfectly well that what isn't brought in now falls through the grate because everybody starts thinking about 1958 and it's our money that goes down the drain. Now I think that I'd like an accounting from somebody as to why one-third of the campaigns of the fall haven't begun to produce

a dollar yet. And while I'm talking about that [03:00] with this great fine job that was supposed to have been done in the spring, there are 692 campaigns in the spring and of those 263 don't have a final figure yet. I think there's no excuse for that. No final figure and I'm not talking about large cities, Chicago or Detroit or Philadelphia where there may be confusion about the last few thousand dollars and where a final figure technically isn't on the books but effectively we do know what the final figure is. I'm talking about communities where apparently the spring campaign hasn't been finished. Two hundred and sixty-three aren't, just a few large communities where there may be an accounting problem. Two hundred and sixty-three means that there may be millions of dollars of loose money lying around at the end of the campaign, and therefore I want you to know that there's an extreme amount of displeasure here in the front office in regard to these two problems. [04:00] One hundred and thirty-seven out of 405 on the fall is one-third; 263 out of 692 in the spring is one-third. Maybe we can do with one-third less staff if we're only getting one-third of the results not finished in the spring and in the fall at this stage of the game. This is ridiculous. And I'd like everybody simply to sit down and try to think through in his own mind and in his own heart what the problem is and what's wrong, and whether it's

because some outside factors are stymieing you and stopping you or whether because you haven't got your heart in it the way you had in the spring. I don't want to say anymore about it now. I just want to leave the problem right where it is, in your lap. And the way you've solved things in the past, you've got to solve this one too.

Now the second matter that I want to talk about is this: Cash. We started out with a campaign dating it theoretically from September the 1<sup>st</sup> expecting [05:00] it to run for the balance of the year in which we announced a total cash figure that we wanted from all sources; the regular campaign, the special fund of 1956, the rescue fund of 1957, credits of what were paid back to banks included, because we count that as cash, and for the first time in many a year we set a relatively low cash figure for the achievement period from September 1<sup>st</sup> to December 31. We set it at \$30 million. And I remember having a meeting here with the assistant field directors and the supervisors and the executive side in which all of them admitted to me that \$30 million was certainly low, was certainly reasonable, it wasn't pressing anybody's nose to the grindstone, it wasn't demanding the impossible from people. For once I was told we've got a figure that we think we can achieve. Well, I'd like you to know

very simply that as of the close of last night, November the 18<sup>th</sup>, last night, [06:00] of the \$30 million that we're trying to achieve, we have \$8,300,000. Now that's ludicrous. We ought to go out of business if that's our performance. I've just come back from Israel and I don't want belabor you with that but I can tell you that they're -- they've got every single right in the world to stop the whole program. Stop the boats and stop the planes and stop the UJA and tell somebody else to raise their money for them. I know that there are a lot of extenuating circumstances. I know that the market is off, and I know that we normally get in at this time of the year lots of collections in the form of securities which people give us, which have appreciated in value as the stock market goes up and they pay their pledges in stock and they can't do that this year because their securities have not appreciated, and I know there's a gloomy atmosphere about business, and I know all of that. None of that, gentleman, rationalizes or explains to me why on November the 19<sup>th</sup> we stand [07:00] at \$8 million out of \$30 million which was considered to be reasonable. Now in the middle size communities and in the smaller communities particularly, you, you, our field men not going through any boards or budget committees or executive committees or executive directors whom you always say stymie you. In the middle size and the smaller

communities you can dig out that money. And the fact that you're not doing it is a very, very disturbing sign to me. And I want you to do it. Every visit that you make to a community, every call that you make, every time you talk to an executive, to a lay leader, to anybody who has any influence on the campaign, you just push this matter of cash. Look, it's a clear and simple thing. You can't keep up any program. You can't keep up a flow of immigration. You can't keep Israel going with this kind of money, [08:00] \$8,300,000 since September the 1<sup>st</sup>. All right, that's enough of that.

Now there are two other matters I'd like to talk about. One is this conference that's coming up in December. I want to explain it to you so that you're not caught short and that you're not embarrassed by not being in on our thinking as to how this was planned. We planned it so that the meeting on Friday, December the 13<sup>th</sup>, was a closed meeting so to speak. Now don't take me literally. If a man from a community where you're working shows up at the door, we're not going to keep him out even though he might not have been invited. It's a closed meeting in the sense that we made up a selected list of people to be invited. It's a list of about 600 people from all over the country. It's a quality list because that meeting on Friday, December the 13<sup>th</sup>

has got to be a quality meeting. If the right people are there and they take up the question of another special fund [09:00] and they vote another special fund, if they are the right people then what they do will be automatically accepted in the communities. In other words, it can't be a rump meeting. It can't be a meeting of second and third raters. It can't be people who don't have the right. Leadership has the right to set the pattern for 1958, and we want a top leadership meeting for Friday, December 13<sup>th</sup>. Three hundred people, quality people make up a top leadership meeting. Now most of the followup for the attendance for this meeting isn't going to be in your hands. It's in the hands here in the front office where the assistant field directors and the executive personnel are going after the right people to attend. However, there will, may be assignments to some of you. If you get assignments of people to bring to that Friday the 13<sup>th</sup> meeting, please be diligent about it and remember the special quality of the thing we're trying to put across. [10:00] Now, the Saturday and the Sunday, December 14<sup>th</sup> and December 15<sup>th</sup>, there we want wide open maximum attendance. There we want everybody. Bring people. Bring cash. And I want to inform you, if we haven't had a chance to tell you already, that we have a very special guest who is coming to speak at that meeting, Mr. Sharett who still is in the opinion of many of us

the most thoughtful and intellectual and persuasive person of the top caliber in Israel who could be brought to the United States. Now while it's true he holds no official position in government at the moment, he was the prime minister and he was the foreign minister and there inheres in those two positions the active control of the affairs of Israel. So that Mr. Sharett is as close as we can come to the top person in the country. He's going to speak at the Saturday night dinner. That should be a drawing card and I think we ought to plug it. [11:00] I want you to know he will also speak at the Friday session but as I say, that's closed, and so we're not advertising it. Therefore, as far as the December conference is concerned, please do your best to bring the right people for Friday if you are asked to do so, and for Saturday and Sunday everybody. We'd like a very good [shtimong?], a good mood to accept what the special fund meeting does on Friday.

Now the fourth and last thing I'd like to talk to you about is this June conference which has received a great deal of ballyhoo, the June 1958 conference in Jerusalem. There have been a large number of inquiries, many, many, many. Hundreds of telephone calls and letters and telegrams and -- there's a lot of talk about it, but we have nothing hard and firm in the way



of reservations. When I say nothing, I [12:00] don't know, there may be 20, there may be 60. I'm talking about quantity. Now I know people need time to make up their minds about a thing like this. You don't decide today that you're going to go to Europe right away. You talk it over with your family but sooner or later people must sort of be guided and forced into a decision. I'd like you to try to begin to tie up as much as you can. Don't talk just vaguely about it but begin to try to press a little bit for a harder and a firmer decision on people's minds. June is only seven or eight months away. People need six or seven months to make up their mind to make an overseas trip. If you begin to get people whom you think some calls from the National Office would persuade, please advise us. Don't do that too much. I'd like you still to keep it as a field job. I'd like to say what I said before in September when I met many of you, that we're going to send a lot of staff over next year [13:00] and the staff that we send will have to be dependent upon the number of people that we send and upon the areas from which those people come, and that's how we're going to be able to pick who should -- which staff should accompany the mission next June.

A wonderful program has been worked up. You can really promise them something extraordinary. The prices are quite, quite the

lowest that any group is going to be able to produce, and I know what other groups are going to be able to offer. The Hadassah tour and the Zionist tour and there will be a half a dozen of them. Nobody will come within hundreds of dollars of what we're offering it for. So we've got an attractive price and a fine program, and I'd like you to begin to try to button things down as much as you can.

Now just a word and I'm finished about the mood down at New Orleans at the general assembly in which I think you're probably all very interested. I didn't play it coy down there. I made a clear speech in which I called for another special [14:00] fund for 1958, and it was reported that way in the New York Times and so I was really firing the opening gun down there. There was no argument about the need. I described what the immigration picture would look like for 1958. Give or take a little bit it will be approximately 70,000 people going into Israel and about 10,000 people will have to be resettled elsewhere in the world so that 80,000 people will have to be taken care of and that's a big load. It's not 100,000 and I'm not promising it, but 80,000 is a big load plus last year's backlog. The question down in New Orleans was not one of skepticism about the need. The question was how can we raise the most money; with a special fund or

without a special fund. And we told them that we thought with a special fund was the technique to raise more money. Many communities agreed, Boston [15:00] and Cleveland and Rochester, New York, and many of them. Many didn't, Baltimore and San Francisco and other communities spoke against. Point is that I raised the question down there. It got a very good pro and con discussion, no conclusion. The conclusion will be reached at our meeting in the middle of December. Now, we fired the opening gun. There are still two important questions that we have not decided on the inside, and I'm talking to you privately and confidentially. We haven't decided the amount of this. We haven't decided the name. If any of you have any ideas about what we ought to call this, I'd be very happy to hear from you.

That sums up what I wanted to talk to you about. I wanted to lace it into you about the fall communities. I wanted to lace it into you about the cash, and now take that lacing and take it with love and with affection [16:00] because the reason that I'm hard is because we're desperate. And then the other two items, the December conference in which you have a very great role to play to make it a success, and next June's conference in which you have the decisive role. That doesn't lie in anybody's hands but yours. Nobody here in the front office, nobody on the

executive staff can make that conference a success except you. So take those two things, work toward them but basically and fundamentally and day and night and without sleep and let or (inaudible). It's on the fall campaign and it's on the cash. Now Mr. Santit, if you have anything else to say, I think I'm through.

**SHALOM SANTIT:**

Gentleman, after I'm through speaking to you please do not hang up. Herbert Friedman will close this broadcast or telecast or what have you [17:00] with a few words after we go through some of the communities. Now, I intended to mention everyone's name and to go into in detail on some of the communities involved. Unfortunately, there isn't enough time so therefore omission of a name does not mean good, bad or indifferent. It means simply that there isn't enough time to talk about but we'll try to do the best we can. I can only tell you what I read in your memoranda and what I read in your reports. I have not written them, you have. You have made the record and I'm only citing the record that you have made.

Mr. [Aaronson?] you have 13 fall communities of which 12 are in fundraising. With the exception of Portsmouth, New Hampshire the

record of achievement is very poor in the entire area. There is no increase. There is no rescue fund, why? [18:00]

Mr. [Busse?] you were forced to leave your area in order to get into Boston, Massachusetts. Out of the 10 communities that you had only three were in fundraising. The largest community you have, Peabody, Massachusetts, and I warned you about Peabody. You are still retaining responsibility for Peabody, Haverhill, Salem, etc. Peabody really never to play skip a year because it is going off in the latter part of December. Isn't it possible to work a little more urgently in Peabody to make it go off in time because it is as true as we are all listening to each other now that Peabody will definitely miss a year some year if not this year.

Mr. [Chasen?], out of 12 communities only five are in fundraising. This area is lagging in time and those communities that are in fundraising do not show any appreciable increase over last year. With the exception of Bainbridge, Georgia, there is no rescue fund anywhere. Why? [19:00]

Mr. [Diskin?], you were given three, well let's say four, but three important communities; Davenport, Rock Island, Waterloo

and Cedar Rapids. In all of them you will raise less than last year. Why? I haven't heard any cries for help from you. I haven't read in your memoranda on these communities any attempts at some ingenuity, at some inventiveness, at some way of approaching the community that would be fruitful. Why is the Rock Island and Davenport and the Waterloo campaign, why is it so pedestrian. Why isn't business as usual? They are tough communities but something should have been done. You should have at least asked us to help you on that. I heard no cry for help from you. Why? I'm greatly concerned about this area, as small as it is, but it's valuable in dollars. [20:00]

Mr. Field, you have 10 fall communities nine are in fundraising. Dover is doing all right. New Brunswick started well but you and I know that New Brunswick has taken the bit into its own teeth and is running away with it but the rest is showing up very, very poorly. What happens in those -- in the Lindens, in the Hobokens, etc., Toms River hasn't started as yet. When are we going to wind up in that area?

[Chaim?], friend, you have 14 full communities and 10 are in fundraising. Not too bad, but none of the communities in fundraising show any increase over last year. In Herkimer where

you had a special fund last year, you haven't got a rescue fund this year. How are you going to wind up that? Jamestown, a sizeable community, not organized as yet. One of the largest community will go off in December. When will you campaign in the area?

Bernie [Galante?], you have a tough job in Lakewood. You know the story, they wanted to farm out the campaign and you are there to [21:00] show them what a good campaign a UJA man can run, please do that. We are trying to help you with as much as can. We're giving you speakers, we're trying to get lay people for you, but you will have to show the Lakewood people how funds are raised. I know, Bernie, that you can do it.

[Goldenhair?], out of 11 full communities only five are in fundraising. Bound Brook, New Jersey, your largest community is still not off the ground. What is going to happen in the area?

Harry, Harry Goldstein, you are in North Carolina sitting on 14 small communities. You have done a terrific promotion job in there. When are we going to count dollars? So far, the results are approximately the same as we saw them before. Is anything going to happen there?

Harvey Goodman, of eight communities you have five in fundraising. Coatesville, a sizeable community, very sizeable, Lebanon, Westchester, in every one of those you've raised less than last year. Why? [22:00] What is happening, what is going on? Where is your cry for help? Where is the ingenuity that a man of your maturity and a man of your tenure on the staff ought to have in approaching these difficult communities, I grant you that, but why is it so lackadaisical, why isn't business as usual? If it's business as usual, you get this type of result. When will you campaign in the smaller communities, they haven't even started.

Bob Herman, out of 17 fall communities 15 are in fundraising, fine. Schenectady, the largest community, showing up well. What about Poughkeepsie? Poughkeepsie is not doing so well. What about Plattsburgh, New York, not doing very well either. They're all behind last year. You will wind up behind. What is being done in these communities to make the campaign fruitful?

George [Cate?], out of 17 small fall communities only five are in fundraising. This is inconceivable. Now your area [23:00] has been split up. We brought [Merken?] into the area. You will have



less to do but it requires doing. It can't be done just sitting still.

Mr. [Kessler?], out of 21 small fall communities only eight are in fundraising so far, dollar wise poor even in those eight. What is going to happen to your area? This area has also been split up. Some of it has been given to Merken but whatever remains, you will have to show results in those, and you will have to wind them up by the end of the year.

Martin [Klein?], I would to know why in Charlestown, which is a sizeable community, why we are not doing so well in Charlestown. What is happening in Goldsboro? What is happening in the White Will zone? These were good communities. What is happening in there that we have such a poor showing in there? Please understand, doing the same as you did last year is a poor result [24:00] in the year 1957 with the rescue fund. The rescue fund throughout the country showed an increase over 1956 approximately 65-70%. Getting no increase means losing money for the United Jewish Appeal. Why are we doing so poorly in those -- in those good communities?

[Jess Kappel?], out of nine fall communities six are in fundraising. No rescue fund anywhere. No increase anywhere. Jess, you did a marvelous job in the spring. What is happening to you in the fall, what is going on?

[Sima Lesser?], out of 19 fall communities 13 are in fundraising. Now you did pretty well in Elyria, Ohio but what is happening in Hamilton? You ride the campaign, you're supposed to be concluded on November the 20<sup>th</sup> and so far you show \$6,000. We put our \$9,000 in OVs. Tomorrow is the 20<sup>th</sup>, what's going to happen? Springfield, Ohio is a sizeable community, not started. Lima the same way. When? [25:00]

Mr. Levinson, you have seven communities out of 11 in fundraising. No increases anywhere except \$5,000 on the rescue fund in Middleton. Why is Middletown better than any other community? I thought Middleton was not so good. What's happening to the rest of the communities?

Frank Lewis, 12 fall communities nine in fundraising. Very fine job in Racine but how about Appleton, that's the biggest community. What is happening in Appleton? Moving very slowly and

is not showing so well. You will have to push very hard to get results.

Mr. [Lickman?], you sent me, in addition to your status report, three or four memoranda explaining your status report. Now I read them all. I confess I don't understand them all but I read them. And after all the explanations the fact remains that with the exception of Eveleth, where you had a campaign because they had no campaign in 1956, the rest is just nonsense. It's pedestrian all the way through, and out of 17 fall communities five haven't started [26:00] as yet. Well, what are those explanations, what are you doing in there?

Milton Lieberman, you've just taken over the Catskills. There's a lot of grief there. There's a lot of wind up there. You don't have too much time to get through there. Please do before the snow goes down or you'll be snowed in there. You won't be able to get to Baltimore.

Jack [Merkes?], on the largest community that you have, you tell us that you raised \$22,000 in Aurora but no comparative figures. How are you doing in there; good, bad, indifferent or are you afraid to tell us? Put down a comparative figure. Why is Elgin

moving so slowly? You have fundraising in several communities, only three of it are fundraising but you're moving very slow even in the fundraising communities.

[Myer], I deliberately avoided talking about your men. You have a very good gimmick. You take the cash away first and then you make the communities pay for it, that's all there is to it. But you're doing pretty well in Johnstown, you're doing pretty well in Charleston [27:00] and your men are doing pretty well in McKeesport. Let's hope that throughout the entire area, the area hardest hit by steel, you will be doing pretty well. Anyway, we've got the cash.

Mr. [Neimand?], we had a conversation before you went into your fall area. You have 20 small communities, only eight are in fundraising. What is going to happen to the other 12, when? Rabbi Friedman said that we have three, four or five weeks of campaigning. Only the first figure is correct. We have only three weeks of campaigning. The week of Christmas is not good. The week of -- before Christmas is not good. All of your customers in the small communities are merchants. They're not going to pay any attention to you. We only have about two and a

half to three weeks of intensive solid campaigning. What are you going to do with those 12 small communities?

Jim [Pollock?], out of the seven communities five are in fundraising. You're doing pretty well in Pawtucket, pretty well in Lemis there but you'll have to push, [28:00] push, push very hard to wind up on the good side of the ledger.

Hyman [Rappaport?], you have only six communities but tough ones. Five are in fundraising. Wichita, Little Rock and Waco will wind up a little ahead of last year if the OV's can be cleaned up, so you'll have to clean up the OV's and you'll have to push very hard on the others.

[Judge Wright?], out of 10 fall communities seven are in fundraising. Hammond, Michigan City and Lexington may wind up a little ahead of last year, but you'll have to do a lot of work in East Chicago, it's showing up poorly. It's a very late start and it is something to worry about. You have to get on it.

Hank Rosen, I know what you're up against in Newark. You're the chairman, you're the solicitor, you're everything in the campaign. Nobody's doing a darn thing in the community but

you'll have to live with it and you'll have to stick with it. I thought that this year we might come up with something in Newark that would help. Unfortunately, the time went through with jockeying [29:00] with leadership that doesn't mean a thing. That's our error, not yours.

Ed, Ed Ruben, out of 10 fall campaigns you have only five in fundraising. You did a pretty fine job in the spring but what's going on in Bridgeton and Vineland and Wildwood? The news is not too exciting in there. Can't you give it a little tougher push? I know you can.

Sam [Sabloski?], out of 14 communities eight are in fundraising and your biggest campaign, Benton Harbor, Jackson, Kalamazoo, and Muskegon are not even off the ground. When is it going to happen?

Bill Schwartz, out of 13 communities only six in fundraising. I suggest, Bill, that you sit down with Mr. [Neverstack?] and have a good heart-to-heart talk. Let us see whether you can come up together with something that will wind up the area without bad losses to the United Jewish Appeal.

Mr. [Seiger?], you have only three fall communities. Youngstown and Gary [30:00] are pretty fair but Grand Rapids, God forgive you.

[Lou Singer?], well, you're with -- you have 11 campaigns and 10 are in fundraising, and we have cash from nine communities but no increases. I think a little better job can be done by a good hard push.

Mr. [Taub?], out of 18 fall communities 12 are in fundraising. There are a few small increases here and there but the rest are not showing up well. You've got a long way to go. Is there anything radically wrong in the area? You did a fair job in the spring, what is happening in the fall? I'd like to understand it.

Bill, all you did in Jacksonville was practically futile and the last visit of [Radburg?] helped it. Now, I don't know what can be done here to revive Jacksonville to some degree but, please, [31:00] the other five communities that you have, try to do something about it.

Manny [Witheroff?], you have the three best communities in the United States. Why there isn't a man on the staff that wouldn't love to work in Bayonne or in Canton or in Wilmington. I'll say this much, these three tough communities are showing the most substantial increase over last year, and that is remarkable. Please, do not show up the staff too badly, will you, but continue. And I'll tell you something else, the quicker you wind up in those communities and there are many OVs outstanding, the quicker you get to Philadelphia, you will not go there until you wind up. I am not going to put \$50,000 in jeopardy in Bayonne nor in Wilmington, I think about \$85,000 still outstanding, so please wind up as fast as you can. I promise you, you won't get them.

Now, gentleman, that about finishes the roster of the men. I have omitted several names. [32:00] I want to say this much to you. Neither Mr. Friedman nor I have any pleasure, as Mr. Friedman puts it, lacing it into you. I don't like it; he doesn't like it. I'd rather like to pay compliments, so would he. Please, there are only three more weeks of campaigning. Sincerely, honestly, with a feeling of urgency and emergency, go to it and wind up in good order. Now Mr. Friedman.



**HERBERT FRIEDMAN:**

Mr. Santit, I'm glad you ended on that note because really that's, that's the right note on which to end. Gentleman, look, this situation really can be salvaged by hard work. There's very little doubt in our minds that it can be otherwise we wouldn't have bothered with this telephone call to you. I just want you to remember what we're doing here. We're not a business corporation. We're not selling soap. We're not matching quotas of dollar [33:00] profits that the profits are down so much for any given period of days or weeks. This isn't just money. You know perfectly well what happens with this money and there's no need for us to be cynical among themselves -- among ourselves. This money really does save life. We're not kidding our contributors. We're not kidding you. The Polish movements have slowed down considerably and there's fear and there's anguish and there's panic in men's hearts. These movements have slowed down not for any objective external political reason. Nobody's putting any difficulties in the way. The reasons are financial. The Polish government wants dollars instead of zlotys. We've been getting away with it for months now using a soft currency, and they've got a right to ask for hard currency to pay for transportation which [34:00] they provide in the form of boats or trains. If the movements have slowed down it's because we

have slowed down on the amount of money and therefore I say it's not a cold, hardhearted business proposition, it's an honest to God lifesaving proposition in which we're engaged here. And we've shown before that we can pull out of trouble. We have shown it before. We've done a fine job if you take the last two, three years of helping Israel and the Jewish people through moments of danger and crisis and difficulty. I would simply hate like anything to see the last few weeks of this year go into a slump which will mar a good record. And not only a good record but which will cause people who are unknown to us to be forced to wait and languish and worry because somewhere along the line something has happened and the man [35:00] in Poland doesn't know why he isn't being moved. He doesn't know what the trouble is in some town in the United States. All he knows is he's not going. Now this is the kind of inspiring knowledge which ought to keep us working as hard as we possibly can because we are a core of lifesavers. The means that we use are the dollar bills. The accumulation of those dollar bills is in your hands.

When we get together a few months -- a few weeks from now at the time of the staff conference at the end of December, gentleman, I would like to wipe out this telephone hookup from my mind and from yours. I'd like to forget that it ever had to take place.

I'd like us to be able to come together the last week in December and say to ourselves that once again we came through a tough period and we did it well. I just beg of you fellows, let's do it again. Let's keep doing it. Let's remember why we're doing it [36:00] and let's salvage the situation which we tried to describe now. Thank you very much for listening and I'll see you all in a few weeks at the end of December.

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