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Communications Committee, 1985-1993.

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RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS  
PRESIDENT 838 FIFTH AVENUE NEW YORK, NY 10021-7064 (212)249-0100

September, 1993

From: Rabbi Alexander M. Schindler  
To: Congregational Presidents, Rabbis and Administrators  
Re: The UAHC Communications Study and Survey

Last summer, to help determine our communication effectiveness and needs, we circulated a Mail Survey designed by the National Executive Service Corps. To our great satisfaction, the response was significant.

2000 questionnaires were mailed to rabbis, presidents and administrators. Marketing researchers tell us that a response of 15%-20% is very good for a targeted, identified group. We received a response of 27%. I thought you might be interested in the breakdown:

Total Participants:	261 Rabbis
	194 Presidents
	78 Administrators
	<u>533</u>

Geographic areas of respondents:

192	Northeast
53	Mid-Atlantic
114	Midwest
60	Southeast
60	Southwest
41	Far West
13	Canada
<u>533</u>	

Size of Congregation:

200	Under 250 memberships
86	251-400
91	401-600
<u>156</u>	Over 600
<u>533</u>	

-over-



Age of Congregation:

8	Less than 5 years
55	5-15 years
92	16-30 years
373	More than 30 years
5	unspecified
533	

Our purpose was to gain your reaction to our communication efforts. My purpose today is to share our response to your input.

In General:

Your response indicated the high degree of appreciation of the UAHC and its programs. It also indicated a concept of our movement that our day-to-day synagogue operations sometimes take for granted.

Dissemination of UAHC Information:

There was a large measure of awareness of the UAHC mailings, i.e. Your UAHC Update, program information, special mailings, etc. It was unclear, however, what happened to the information once it was received and how it was shared with the congregational membership.

TWO IDEAS EMERGED;

1/ RJ Plus

It was suggested we increase utilization of Reform Judaism and we created a new section in Reform Judaism magazine called RJ Plus. With each issue, readers are made aware of the abundance of UAHC Programs and Special Events. The response, measured in terms of requests from readers, shows RJ Plus to be a welcomed addition.

2/ UAHC-Congregational Liaison:

We are instituting liaison between the UAHC and your congregation by requesting that you designate one of your vice-presidents to serve as liaison between your Board and the UAHC. Your liaison will receive the periodic UAHC mailings and should report at your Board meetings. This will provide your leaders with first-hand knowledge of events throughout the movement and will enable them to pass on relevant information to the appropriate individuals and committees within your congregation.

If you have not already done so, please forward the name of your UAHC liaison to: Arthur Grant, UAHC, 838 Fifth Avenue, New York, NY 10021.

### Critical Comments and Insights:

Many comments were received relating to the duplications in programming and mailings. This has caused us to begin a study of our organizational structure to see how program development can be better coordinated. We are working on it and you should notice results soon.

### Our Image:

Another concern identified was the lack of an overall cohesive "image and identity" to the material that we distribute. We will address this as well with greater coordination, updated technology and a universal communications approach.

### We Are A Large Movement - And Too Few Know It:

This was underscored. Since the preponderance of opinion was that recognition of the sweep and connection of the movement was desired, this concern gave us pause. How does the average congregant relate to being part of the largest group of synagogue affiliated Jews? The answer often is: "He/she usually doesn't!" How many of our congregations include the UAHC logo on their congregational bulletin masthead? How many bulletins have a regular column about UAHC offerings - camps, Israel experiences, adult kallot, publications, etc.? How many congregational letterheads bear the message "Member of the Union of American Hebrew Congregations," and how many have a UNION Shabbat? We hope to expand the numbers thanks to your expression of concern.

This study has been important. "To see ourselves as others see us" is vital to communications, program development and impact. Your involvement and feedback in the work of our movement is invaluable.

May the New Year bring the blessings of good health, happiness and fulfillment to you, your loved ones and your fellow congregants.





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BS

Rabbi Daniel B. Syme  
UAHC Department of Education

10  
DRAFT  
a letter

Alex -

Rosenberg is in  
Israel until 2/9.  
I will return 2/16  
and call him. I  
suggest a supportive  
response to Kurz.  
Now leaving door  
open to a push in  
two weeks. We could  
bring her to the Day  
School Conference.



from the desk of:

BS

Rabbi Daniel B. Syme  
UAHC Department of Education

to "turn her on" if  
Rosenberg feels it's  
worth it. I will  
let you know as soon  
as I hear any thing.





RABBI ALEXANDER M. SCHINDLER  
PRESIDENT

UNION OF AMERICAN HEBREW CONGREGATIONS  
838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

April 27, 1992  
24 Nissan 5752

Dear Friends:

The Union of American Hebrew Congregations has embarked on a very important project which requires your participation. It will take but a few moments of your time to aid us in this crucial endeavor.

To better serve our member congregations, we have engaged the National Executive Service Corps (NESC) to conduct a comprehensive study of our communications. The NESC is a highly respected national consulting service which utilizes retired business executives to help non-profit organizations operate more efficiently. Our objective is to determine the effectiveness of the UAHC'S internal and external communications (and to pinpoint those elements that might need strengthening).

In December the three-person NESC team of communications specialists began their study by reviewing all of our written communications. They have also interviewed every UAHC officer and department head, as well as all staff members responsible for printed materials. Interviews are now being held with regional directors, senior staff and board members.

We are now at the final, and perhaps the most crucial stage of the survey: we must have the reaction of our constituents, the rabbis, presidents and administrators of our member congregations. To accomplish this with minimum cost and maximum efficiency I urge you to complete the enclosed questionnaire candidly and with thoughtful consideration. Please return the completed survey as quickly as possible in the enclosed envelope.

All responses will be treated in the strictest confidence by the NESC. I urge you to aid us in this critical endeavor by giving the questionnaire serious consideration. Your input is vital to the study. When the study is completed, you will receive a summary of the NESC findings.

Your cooperation will be deeply appreciated. With warm good wishes, I am

Sincerely,

Alexander M. Schindler

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# UAHC

## Communications

### Study

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Return to:

NESC

c/o Mr. Bert Hochman

440 East 56 Street

New York, NY 10022



Union of American Hebrew Congregations  
838 Fifth Avenue, New York, NY 10021-7064





# A UAHC Communications Study

The UAHC has retained a team of communications consultants from the National Executive Service Corps to conduct a comprehensive study of its communications activities - the effectiveness of the material; the vehicles used; the delivery system; etc. - in an effort to make the overall function more useful to member congregations. As part of this study, we are asking those in leadership positions to complete the following questionnaire. It should take only about 10 minutes of your time, but will provide important data for the development of new UAHC activities as well as the enhancement of the current communications programs. Your responses, which we hope will be as complete as possible, will be kept confidential. All recipients of this questionnaire will receive a summary report of the survey findings.

Please use the enclosed stamped envelope to send your response directly to the consulting team.

This questionnaire is concerned with ONGOING regular publications currently distributed by UAHC to a general mailing list made up of Congregational Presidents, Rabbis, Cantors, Educators and Administrators. The numbers will enable us to computerize the responses for more accurate analysis.

1. By circling the appropriate number in the space provided, please indicate your degree of interest in the following publications:

ID # \_\_\_\_ (1-5) **CARD I**

	Familiar With	Read Regularly	Read Occasionally	Never Read	
UAHC Update	1	2	3	4	(6)
Reform Judaism Magazine	1	2	3	4	(7)
Compass	1	2	3	4	(8)
Just For You	1	2	3	4	(9)
Regional Newsletter	1	2	3	4	(10)
Social Action BRIEFINGS	1	2	3	4	(11)
Inter-Religious Briefings	1	2	3	4	(12)
ARZA Bulletin	1	2	3	4	(13)
KADIMA Bulletin	1	2	3	4	(14)
NFTB Magazine	1	2	3	4	(15)
NATA Journal	1	2	3	4	(16)
NATE Newsletter	1	2	3	4	(17)

2. On a scale from 1 - 5, with 5 the highest rating, rate the usefulness of the publications to your congregational work. If currently using a publication, please rate on the same 1 - 5 scale, its editorial quality.

	Usefulness	Editorial Quality
UAHC Update	_____ (18)	_____ (30)
Reform Judaism Magazine	_____ (19)	_____ (31)
Compass	_____ (20)	_____ (32)
Just For You	_____ (21)	_____ (33)
Regional Newsletter	_____ (22)	_____ (34)
Social Action BRIEFINGS	_____ (23)	_____ (35)
Inter-Religious Briefings	_____ (24)	_____ (36)
ARZA Bulletin	_____ (25)	_____ (37)
KADIMA Bulletin	_____ (26)	_____ (38)
NFTB Magazine	_____ (27)	_____ (39)
NATA Journal	_____ (28)	_____ (40)
NATE Newsletter	_____ (29)	_____ (41)

3. Please indicate, by circling the appropriate number, which of these publications you receive personally, pass on to others, or do not receive but would like to receive.

	Receive Personally	Pass On	Would Like
UAHC Update	_____	_____	_____ (42)
Reform Judaism Magazine	_____	_____	_____ (43)
Compass	_____	_____	_____ (44)
Just For You	_____	_____	_____ (45)
Regional Newsletter	_____	_____	_____ (46)
Social Action BRIEFINGS	_____	_____	_____ (47)
Inter-Religious Briefings	_____	_____	_____ (48)
ARZA Bulletin	_____	_____	_____ (49)
KADIMA Bulletin	_____	_____	_____ (50)
NFTB Magazine	_____	_____	_____ (51)
NATA Journal	_____	_____	_____ (52)
NATE Newsletter	_____	_____	_____ (53)

4. Because REFORM JUDAISM plays a unique role in UAHC's communications activities, we would like you to spend the next few moments answering some questions specifically about this publication. As you did in question 2, please check your responses to the following statements, using the scale of 1 - 5.

**Useful Source  
in General.**

**Useful Source on  
UAH Activities**

**Effective  
Vehicle**

\_\_\_\_\_ (54)

\_\_\_\_\_ (55)

\_\_\_\_\_ (56)

List up to 3 topics you would like to see covered most frequently in REFORM JUDAISM.

\_\_\_\_\_ (57)

\_\_\_\_\_ (58)

\_\_\_\_\_ (59)

5. Which of the following statements best expresses your opinion?  
(CHECK ONE)

UAHC sends out too many publications. \_\_\_\_\_ (60) (GO to 5a)

UAHC should have more publications. \_\_\_\_\_ 2 (GO to 5b)

UAHC sends out about the right number of publications. \_\_\_\_\_ 3

a) Recognizing that several of these publications are aimed at special constituencies within the congregations (educators, social action chairs, etc., etc.), which publications would you like to see eliminated? (Enter below)

b) Publication (61)

\_\_\_\_\_

Why?

\_\_\_\_\_ 62

\_\_\_\_\_ 63

\_\_\_\_\_ 64

c) In which subject areas would you like to see more or new publications? (Enter below)

d) Subject Area (65)

\_\_\_\_\_

Why?

\_\_\_\_\_ 66

\_\_\_\_\_ 67

\_\_\_\_\_ 68



6. Please indicate by circling the appropriate number whether you agree or disagree with the following statements.

	Agree		Disagree		
	Strongly	Mildly	Strongly	Mildly	
a) UAHC does a good job of communicating with the leadership of its member congregations.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(70)
b) UAHC publications give me useful ideas for my congregational activities.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(71)
c) I use material from UAHC publications for my sermons/speeches/seminars.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(72)
d) UAHC publications generally tend to be unfocused.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(73)
e) UAHC publications are well presented.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(74)
f) Member congregations need UAHC's leadership and its resources.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(75)

7. Have you ever seen the UAHC Annual Report? (76)

Yes \_\_\_\_\_ No \_\_\_\_\_  
(If YES, please answer 7a, 7b and 7c)

a) Do you receive it annually? (77)

Yes \_\_\_\_\_ No \_\_\_\_\_

b) Do you find it useful? (78)

Yes \_\_\_\_\_ No \_\_\_\_\_

(If YES, go to 7C) (Go to 7D) (79-2) (80)

c) Please tell us in what ways you find it useful.

CARD II

\_\_\_\_\_ 6

\_\_\_\_\_ 7

\_\_\_\_\_ 8

d) How would you improve the Annual Report?

\_\_\_\_\_ 9

\_\_\_\_\_ 10

\_\_\_\_\_ 11

8. Which of the following statements applies to you?

	With NY Headquarters (12)	With Regional Office (13)
I have frequent personal or phone contact with UAHC.	_____ 1	_____ 1
I have infrequent personal or phone contact with UAHC.	_____ 2	_____ 2
I have no contact with UAHC except through the written materials I receive.	_____ 3	_____ 3

9. When was your congregation last visited by a representative of UAHC?  
Please check the appropriate response. (14)

- Within the last six months \_\_\_\_\_ 1
- Within the last year. \_\_\_\_\_ 2
- Within the last two years. \_\_\_\_\_ 3
- To my knowledge, never. \_\_\_\_\_ 4

a) If you have been visited by UAHC, would you please describe in a few words the purpose of the visit?

\_\_\_\_\_ 15

\_\_\_\_\_ 16

\_\_\_\_\_ 17

10. UAHC always seeks to improve its communications with your congregation. Please rate on a scale of 1 - 5 your opinion on the degree to which communications could be improved through the following activities.

a) More frequent personal visits by UAHC  
representatives. \_\_\_\_\_ 18

b) The use of videotapes and audio  
cassettes in some instances rather than  
printed publications. \_\_\_\_\_ 19

c) More regional/subregional meetings. \_\_\_\_\_ 20

d) What other activities could UAHC sponsor  
that would improve communications with  
your congregation?

\_\_\_\_\_ 21

\_\_\_\_\_ 22

\_\_\_\_\_ 23



11. We would be interested in any other comments you care to make about UAHC's communications activities.

\_\_\_\_\_ 24

\_\_\_\_\_ 25

\_\_\_\_\_ 26

And now just a few more questions that are important to our survey.

A. What is your function in your congregation? (28)

Rabbi \_\_\_\_\_ 1

President/Chair \_\_\_\_\_ 2

Administrator \_\_\_\_\_ 3

Other \_\_\_\_\_ 4

B. How large is your congregation? (29)

Fewer than 250 member units \_\_\_\_\_ 1

250-400 member units \_\_\_\_\_ 2

401-600 member units \_\_\_\_\_ 3

more than 600 member units \_\_\_\_\_ 4

C. Where is your congregation located? (30)

United States

Northeast \_\_\_\_\_ 1

MidAtlantic \_\_\_\_\_ 2

Southeast \_\_\_\_\_ 3

Midwest \_\_\_\_\_ 4

Southwest \_\_\_\_\_ 5

Far West (including Hawaii & Alaska) \_\_\_\_\_ 6

Canada \_\_\_\_\_ 7

D. What type of community do you serve?

(31)

Large metropolitan area	_____	1
Small city	_____	2
Suburban community	_____	3
Rural area	_____	4

E. How old is your congregation?

(32)

Less than five years	_____	1
5 - 15 years	_____	2
16 - 30 years	_____	3
More than 30 years	_____	4

F. (FOR RABBIS ONLY)

How long have you been a rabbi?

(33)

Less than 5 years	_____	1
5 - 15 years	_____	2
More than 15 years	_____	3

Thank you very much for your cooperation. Your evaluation will be of great help to us in giving you an even better UAHC.





TO: Mel Merians  
Bernard Isaacs  
Jerome Somers  
✓ Rabbi Alexander Schindler  
Rabbi Daniel Syme  
Rabbi Eric Yoffie  
Robert Koppel  
Joan Greenberg  
Rabbi Allan Smith  
Edie Miller

*file*

FROM: Iris Vanek and Arthur Grant

SUBJECT: NESC Study of UAHC Communications

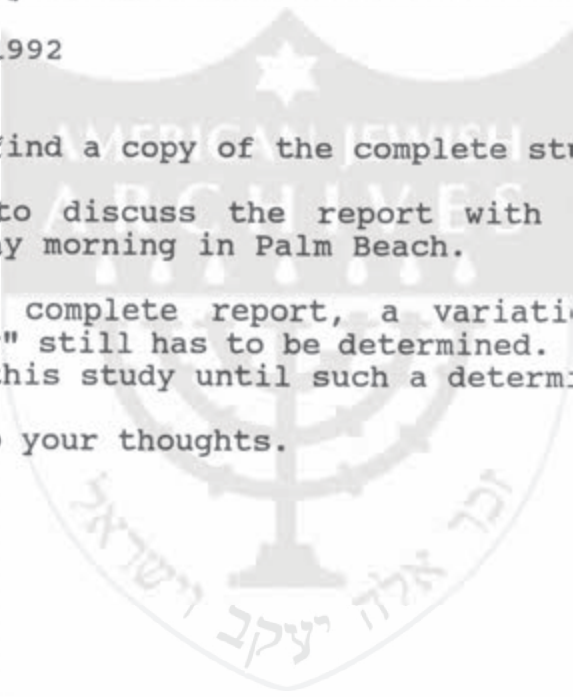
DATE: October 5, 1992

Enclosed, please find a copy of the complete study.

It is our plan to discuss the report with the Communication Committee on Friday morning in Palm Beach.

Who receives the complete report, a variation of it, or an "executive summary" still has to be determined. Therefore, please do not circulate this study until such a determination is made.

We look forward to your thoughts.



**NATIONAL EXECUTIVE SERVICE CORPS**

**FINAL REPORT**

**UNION OF AMERICAN HEBREW CONGREGATIONS  
COMMUNICATIONS STUDY**

838 Fifth Avenue  
New York, NY 10021



**Submitted by NESC**

Miriam Goldfine  
Volunteer Consultant

Bert Hochman  
Volunteer Consultant

Elliott M. Sanger, Jr.  
Volunteer Consultant

Walter H. Gutman  
Director, Management Consulting

September 21, 1992

## TABLE OF CONTENTS

I. BACKGROUND .....	1
II. THE ASSIGNMENT .....	2
III. METHODOLOGY .....	4
IV. FINDINGS	
Part 1 — Interviews .....	7
Part 2 — The Mail Survey .....	22
V. CONCLUSIONS AND RECOMMENDATIONS .....	41
APPENDIX .....	53
A. List of Persons Interviewed	
B. Rabbi Schindler Letter	
C. Survey Questionnaire	
D. NESC Description	
E. Consultants' Biographical Data	
(Mail Survey Computer Printout on File at NESC)	



## **L BACKGROUND**

Dedicated to the principles of Reform Judaism, the Union of American Hebrew Congregations (UAHC) is a religious and educational organization with a membership of approximately 850 reform congregations, large and small, throughout the United States and Canada with about 290,000 member units.

The Union's primary function is to serve its member congregations. It accomplishes this by developing programs and workshops to enable them to enrich Jewish education, outreach and spirituality; assisting them to better manage their fiscal resources and the administration of their congregations; and generally strengthening the vitality of the Reform movement. In implementing these functions, UAHC maintains an extensive but unstructured pattern of communications to its member congregations.

Most of the Union's member congregations do not possess the resources to realize these aims individually, but through the Union they draw upon the strength of a national organization to achieve these ends. The Union supplies materials and other aids and fosters an interchange of ideas among fellow members.

The oldest institution of its kind in North America, the Union was founded in 1873 in Cincinnati by Rabbi Isaac Mayer Wise, the founder also of the Hebrew Union College. To this day, UAHC is the patron of the Hebrew Union College-Jewish Institute of Religion, with which it shares in UAHC membership dues.

UAHC is professionally headed by a president, Rabbi Alexander M. Schindler, two vice presidents and several department heads. It has 13 regional councils and federations in the U.S. and Canada, which directly serve the congregations in their respective areas. A Board of Trustees of 180 lay persons is ultimately responsible to a General Assembly of the membership, representing all member congregations, which meets every other year. Its most recent Biennial was in Baltimore in October 1991.

## **II. THE ASSIGNMENT**

National Executive Service Corps (NESC) was asked by UAHC to study and evaluate its organizational communications on various levels.

NESC, a nonprofit organization with affiliates in most major U.S. cities, acts as management consultants to other nonprofit organizations, utilizing the career expertise of retired executives in such areas as finance, administration, merchandising, computer systems and communications, to name only a few.

Principally, UAHC wanted answers to several broad questions pertaining to the efficiency of its communications activities. These activities embrace the means by which information about the Union flows to all of its audiences — its own headquarters staff and employees, its regional offices, the leadership of its member congregations, the members of those congregations and the general public.

The NESC study examines the quality and effectiveness of these activities in considerable detail. Initially, the Union posed these questions:

- A. Do the leaderships of UAHC's member congregations have a clear understanding of what UAHC stands for, and how can UAHC best answer the question asked by so many congregations: "What does UAHC do for me?"
- B. Are the UAHC publications and other materials what the member congregations want and feel are relevant? Are they properly targeted to reach the right people? Are they properly coordinated and goal-oriented?
- C. How can internal communication be improved, from management to staff, from staff to staff within headquarters, from headquarters to regional offices and from the regional offices to the congregations?
- D. Should the Union's communications structure, including its Communications Committee, be reorganized and, if so, how?



### III. METHODOLOGY

In undertaking this study, NESC called upon three highly qualified volunteers, all of whose professional careers before retirement were in the field of communications: Miriam Goldfine, formerly Vice President, Marketing and Public Relations of Towers Perrin, a management consulting firm; Bert Hochman, formerly Associate Public Relations Director of Lever Brothers Company; and Elliott Sanger, formerly Manager, Corporate Relations of The New York Times Company (see Appendix E for detailed biographies). The NESC project coordinator was Walter Gutman.

Several introductory meetings, beginning late in 1991, were held with Arthur Grant, UAHC's principal contact with NESC, in order to define the parameters of the study. Mr. Grant was extremely helpful in providing essential background information and acting as liaison with the NESC team for the duration of the project.

The first phase of the study began with an examination of the principal UAHC publications. This was followed by interviews conducted by the NESC team at 838 Fifth Avenue with all of UAHC's principal officers, all department heads, representative lay members of the Board of Trustees including the current and immediate past chairmen, selected Board Committee chairpersons, including past and current chairpersons of the Communications Committee, and directors of affiliated organizations, among others. Those interviews, generally conducted by all three members of the team, continued for several months. (A complete list of the persons interviewed is contained in Appendix A to this report.)

The second series of interviews was held at seven of the 13 UAHC regional offices. Interviews were conducted with each of these regional directors, his/her staff and, when possible, rabbis, presidents or other officers of local congregations.

The regional interviews were conducted in Boston (Northeast Council); Chicago (Great Lakes Council/Chicago Federation); Dallas (Southwest Council); New York (New York Federation of Reform Synagogues); Paramus, NJ (New Jersey/West Hudson Valley Council); Philadelphia (Pennsylvania Council/Philadelphia Federation); and San Francisco (Northern California Council/Pacific Northwest Council).

In all, 74 interviews were conducted with individuals who in some substantial way are connected with the Union.

The third stage of the study was a mail survey to the rabbis and lay leadership of member congregations. This survey, accompanied by a letter from Rabbi Alexander M. Schindler stressing the importance of the study and urging a prompt response, was mailed to approximately 2,000 congregational leaders. A total of 533 replies was received, a gratifyingly high 27 percent return. (An additional 31 responses were received after the cutoff date, bringing the total to 564, but too late to be included in the tabulation.)

The final stage of the study consisted of assessing and distilling the massive input of individual comments and suggestions from the interviews and the results of the mail survey in order to arrive at general conclusions and specific recommendations regarding UAHC's communications.

The NESC consulting team is satisfied that its extensive fact-finding and research (interviews, discussions, observations, mail survey, etc.) has provided it with a broad spectrum of information and insights into UAHC's communications apparatus — its strengths, weaknesses and problems. The findings and recommendations, therefore, are based on a thorough and impartial examination of the salient facts.

#### IV. FINDINGS

The consultants' findings are divided into two parts. The first is based on what the consulting team learned from its 74 interviews at various managerial and staff levels of UAHC and from a sampling of congregational leaders.

The second part is based on the responses to the mail survey sent to congregational leaders. The survey findings in some cases confirm the findings of the personal interviews and in other cases are somewhat at variance with them.

It should also be noted that this presentation of findings is not without some interpretation by the consultants. Their appointed task was to examine the pertinent facts, discuss them with most of the UAHC persons involved and develop some professional perceptions about them before proceeding with their more specific conclusions and recommendations.

In reading the findings and recommendations in this report, it becomes apparent that some communications issues cannot be isolated from the organizational structure of the Union. While this report is not an examination of UAHC's organizational structure, some of the recommendations necessarily involve organizational changes.



## Part 1 — Interviews

In the first series of interviews (primarily with UAHC executives and department heads), the consultants encountered widespread criticism, to varying degrees, of the Union's multi-faceted communications -- with its own people at headquarters, its regional offices, its Board of Trustees, the leadership of member congregations and, finally, the nearly 300,000 congregant families of its affiliated synagogues.

As the interviews progressed through the various organizational levels, it became clear that virtually everyone found fault with UAHC's modes of communication but that, like the weather, little was being done about it.

### 1. Lack of Communications Strategies and Goals

The NESC team's most basic finding is that UAHC has not developed a specific, practical and professional communications strategy in support of the Union's goals. Nor has it been able to define the individual goals and strategies of the total range of its communications activities. Some of the material produced by various departments, each operating as a separate entity, is generally not being read. This is due in large part to the sheer quantity of published materials, and also to the fact that it is not properly distributed at the congregational level, thereby limiting its intended audience.

For an organization whose many services depend upon a professional communications approach, the fact that the Union has no defined communications goal or strategy is, at the very least, surprising. The interviews revealed that while the Union's leadership appears to have a clear idea of the movement's mission, it has been unable to define it clearly for

others, both within and outside UAHC. In fact, the consultants were led to believe that the average congregant may not know of UAHC's existence, or even care.

2. No Coordination of Communications

Another finding that also gets to the heart of the Union's communications questions is this: for an organization so dependent on communications, the UAHC exercises virtually no coordination in the planning and production of published materials.

Each department operates pretty much as an individual "fiefdom" with little awareness of corresponding activities in other departments. Operating in this manner, there is bound to be a certain amount of duplication of effort as well as a lack of standardization and quality of output.

While realizing the need for a greater effort to establish some coordination function governing UAHC communications, several officers expressed concern about the possible cost of such an effort.

In summary, the consultants found that no organized communications structure now exists, yet all sorts of individual communications efforts abound, with no set goals, strategies or coordination.

3. Negative Attitudes Toward Communications

Most of the comments about the Union's communications, both within the headquarters building and with the congregations,

were focused on negatives. Typical among these were:

- "Almost non-existent."
- "There is little communication within the building."
- "The only communication that really works is personal relationships."
- "One office doesn't know what the other is doing."
- "There is no focus, no year-to-year plan."
- "We are remote from our constituency."
- "Nobody knows who we are."
- "We overcommunicate and don't do it well."
- "As we've gotten bigger, communications have become worse."
- "We sometimes talk too much to ourselves."
- "More people, less paper, is what we need."

Only one officer supported the current communications setup:

"Our communications are effective, but I wonder if the recipients have the time, energy or desire to read our materials."

From these interviews, the consulting team concludes that the near unanimity and/or strongly critical negative attitudes at all levels concerning the Union's current communications modes provides conclusive enough evidence that some major change is necessary.

#### 4. "What Does the Union Do for Us?"

Particularly worrisome, it seems, are these perennial questions asked by congregational religious and lay leaders: "What does UAHC do for us? Are we getting our money's worth?"



It appears that, to many, there is an amorphous perception of the Union's mission — a mission that, at least to some, is largely irrelevant. There are those who believe that UAHC is primarily a service organization devoted to helping congregations initiate meaningful programs and manage their affairs — goals that they perhaps could not attain without aid from UAHC. Others claim for it a loftier purpose: that it exists mainly to maintain and foster the Reform Judaism movement. Or is the most widely held perception a combination of the two?

Another not insignificant part of the problem of congregational perception of the Union's mission is its actual name — Union of American Hebrew Congregations. "Reform Judaism" is not even suggested. This further contributes to a fuzzy image of the Union. The consulting team was made aware of unsuccessful past efforts to change the Union's name. A name change, however, does not appear to be a priority of the Union's leadership at this time.

5. Does the Union Listen?

There is also a question as to whether the Union's leadership is listening to the expressed needs of its members. "The UAHC," said one interviewee, "talks more than it listens." Another said it manifests a "we know best" attitude. The consulting team found that the regional offices are better tuned to the needs of the congregations than is the New York leadership because of their closer relationships with the congregations in their areas.

A common complaint by the regional offices was that they are not consulted in the planning process, particularly regarding program materials, even though they are in a better position to judge the congregations' needs.

6. Communications Committee

"Singularly ineffective" is the description applied to this committee by a senior UAHC official. With all due respect to the dedication and involvement of certain committee members, the consultants share this view. This lack of effectiveness is understandable, since the committee has no specific mandate and only vague goals.

The committee (actually a committee of the UAHC Board) meets twice a year. It counts within its membership very few, if any, professional communicators. It keeps an eye on Reform Judaism and claims to have been instrumental in establishing its new format. Meanwhile, it has been unsuccessful in producing a worthwhile videotape on the work of the Union and does not appear to have any involvement in the published materials that go out to congregations. While the committee in recent years appears to have correctly identified many of the Union's communications problems, it seemingly has failed to work effectively toward practical solutions. However, the consulting team has been informed that the committee has had some success toward standardization of UAHC graphics and logo.

In a major problem area so totally lacking in direction and coordination, the Communications Committee has had little impact on the Union's communications activities. The new chairperson says the committee needs to develop a master plan and a redefinition of its functions.



7. Communications at "838"

At the New York headquarters, where UAHC activities and policies originate, the consultants heard numerous complaints that most people work in virtual isolation, that one program department doesn't know what the others are doing, that the Union operates as a number of separate entities rather than as parts of a single organization and that there is a lack of coordination of the communications activities. All this leads inevitably to low morale and little sense of teamwork.

These are the conditions under which all UAHC publications are planned, developed and published.

The prevailing view at "838" among senior executives and department heads alike was that departments simply don't talk to each other; further, that in the absence of any integrating force in the building, the reality is a collection of "fiefdoms," each calling its own communications signals.

In an effort to overcome these problems, monthly department head meetings were initiated. The consultants were told these have evolved into "show and tell" sessions and do not provide much substantive information. At the same time, the "executive cabinet" apparently has created morale problems among some non-members who feel they are cut out of any policy-making role. One official acknowledged that the cabinet "has created a sense that all others are outside looking in. It's a good recipe for bad morale."

Many agreed that the sharply vertical dimensions of the building on a small land plot is a major contributing factor to a lack of communications, since only a few departments can occupy the same floor. Efforts are currently being made to alleviate the situation by relocating affinity groups on the same floor.



8. A Mass of Mailings

UAHC mails a massive amount of materials to its member congregations — more than 800 separate pieces a year, consisting of publications produced on a regular monthly or quarterly basis and one-time materials such as reports, guides and memoranda that are issued as required.

Copies of most of these materials were made available to the NESC team, which was immediately struck by the cumulative volume as well as a lack of standardization in visual appearance and writing style.

A basic element of any organization's published materials should be a cohesion of readily recognizable graphics and format, which is not evident in UAHC's output.

Another vital question concerns the sheer quantity of material put out by UAHC. The consultants were told in their interviews that most recipients (i.e., congregational leaders) are overwhelmed by the volume of mail they receive from the Union and, as a result, much of it is not even read. (The results of the mail survey, summarized in the next section, somewhat contradict this finding.) The problem of quantity makes it difficult for recipients to put priorities on the importance of the various mailings and who should get what. In some cases, much of it goes into files or is tossed out.

There are also the questions of how much of the material is relevant and fills the needs of the congregations, whether it gets the attention of its target audiences and whether the sheer volume is too much for anyone to absorb.

"I get all this stuff in the mail and I can't read everything," says one congregational leader. Another at headquarters says, "I know for a fact that some of our material isn't read." Another says it's not the quantity, but that it's not targeted properly. Yet another thinks it is a question of quantity: "We overcommunicate and we don't do it well." Another says simply, "It's overkill." And finally, there was the view that congregations "are so inundated with paper that they throw up their hands."

This pattern of opinion clearly represents the sense of the interviews. There was no doubt that the staff, regional officers and congregational leaders shared in a solid consensus that the Union produces too much paper.

9. The Problem of Distribution

Along with the problem of too many materials is the problem of their distribution. It is an overriding issue. No matter how good or useful the publication, if it doesn't reach its target readership, it can't do the job. There is an obvious need for each publication to target its key people in each congregation and to keep those lists current.

The regional offices should be able to do this, but apparently no one has pressed the right buttons. It appears that the regionals could play an active and helpful role in bringing mailing lists up to date.

The consultants were told that when published materials reach the rabbi and/or president at each congregation, they are frequently not distributed to the interested parties. For example, do outreach materials actually reach the persons with



responsibility in this area? Do materials on administration and finance reach the administrator? Unless it is individually addressed, the answer is often no. The delivery system too long has received a priority too low.

In any case, updated mailing lists — or better still, one centralized mailing list for all, with special segments — should be within the capability of UAHC.

These findings on distribution point up the fact that for the many dollars the Union is spending on producing all of its published materials, many of them are never even received by the proper parties.

10. "Reform Judaism"

At the present time, Reform Judaism provides the only direct communication between UAHC and the individual members of its congregations. As such, the magazine occupies a unique and vital position in any examination of UAHC communications.

Quite consistently, virtually all those who were interviewed agree that Reform Judaism is a far better magazine than it was just a few years ago. "It has a sharper focus," said one typical interviewee. Another says it has undergone a "tremendous improvement." The consultants found it to be easily one of the most positive aspects of the Union's communications.

UAHC executives feel strongly that Reform Judaism must become the bearer of the Union message, most specifically with an insert in each issue devoted to news of, and messages



from, the Union in order to familiarize the congregants (as well as temple leaders) with its activities. Says one ranking official, "We have to make congregation members recognize our importance, who we are, what we do. They have to learn this from us, not from the synagogue." The first of these inserts appears in the fall 1992 issue.

The consultants were told that many congregants don't understand why they receive the magazine, unaware that it comes to them as a result of their synagogue's membership in the Union. One estimate is that Reform Judaism is read by about 40 percent of the families that receive it. National advertising is a problem, since most large advertisers seem to steer away from so-called "ethnic" publications.

The consultants' overall view of Reform Judaism is that it has made great strides in recent years. This view is reflected in the results of the mail survey. Nevertheless, the consultants discovered a variety of opinions as to how much of a "house organ" it should become for the Union, and how the UAHC story might best be presented. The coming months, as the new UAHC insert emerges, should provide new insights.

#### 11. Turnover of Congregational Leadership

One recurring note of frustration was the fact that UAHC is forced into a never-ending recognition problem about itself due to the continuous turnover of congregation lay leadership and the resulting problems in establishing close and lasting ties with these important officials. Clearly, this is a major communications problem that never ends, but one that demands an ongoing effort.

"It's a job that's never finished," said one official. Without a doubt, this appears to be one of the more challenging aspects of the Union's communications efforts.

## 12. Regional Offices

The regional offices, the most direct link between UAHC and member congregations, have the ability to offer the personal contact that so many interviewees said is the most effective of all forms of communication. They are in the best position to deliver UAHC's services and to help congregations implement UAHC's programs. Yet, the consultants were told that even though they are in the best position to judge congregational needs, the regional offices are rarely if ever consulted on the planning and development of new programs. Nevertheless, they are called upon to implement them locally.

Most of the seven regional directors interviewed appear to be dedicated individuals who believe they are the Union's best and most direct means of communication with the congregations. But hampered by small staffs, most regional directors say they are unable to carry out their programs as they would like and still maintain regular personal and telephone contact with congregations in their areas, not to mention servicing their other needs.

The consultants also found that some of the regional offices feel a distinct sense of isolation from headquarters and remote from the decision-making process. One said it could be as much as three months without in-person or telephone contact with headquarters. Another said that when it comes to policies and activities "we're like two different organizations. It frequently seems that we are the last to know."

13. Value of Personal Visits

One consistent thread in the interviews was the opinion that printed materials (or even high-tech materials such as videotapes) can never substitute for the personal, face-to-face visit. "We need less paper, more people," said one UAHC officer. Another commented: "The only communication that really works is personal relationships. People don't trust our communications any more than they would from a corporation."

The regional directors apparently make every effort to have each congregation in their territory visited with some regularity. The mail survey indicates that 47% of all congregations were visited in the last six months, 65% in the past year and 86% over two years. Thus, the current UAHC goal of congregation visitations is being achieved. Considering the effectiveness of these visits, still higher levels should be encouraged.

14. Annual Report

The annual report, was called "incomprehensible" by one interviewee. At best, the consultants would call it "puzzling." A publication of Maintenance of Union Membership (MUM), production and content are left to that department apparently with no direction from UAHC leadership.

The report is not primarily a review of the preceding year, which is the usual function of an annual report. The centerpiece of the Union's report, and the element that commands most attention, is the listing of each congregation's dues and percentage of assessable base paid to the Union. This



has also apparently proved to be troublesome when congregations see what they perceive to be inconsistencies in dues payments in relation to their own.

The report also presents the financial tables for the preceding year, but little thought or creativity seems to go into the textual matter. The report consequently is drab in appearance and format and certainly not an image-builder for the Union.

As far as the consultants could determine, the annual report appears to have little impact other than for its listing of MUM fees. Those who do read it agree that it needs much improvement.

15. Biennials

One temple Board member said that he comes away from the Union's Biennial conventions with a "Jewish high." A Union officer says, "The Biennial is our No. 1 communications tool." It appears clear that the Biennial, or General Assembly, is one of the Union's best forms of communication with its member congregations, largely for its opportunity for direct, personal contact with large numbers of people and for the exchange of meaningful ideas on a personal level.

One of the great plusses of the Biennial, several said, is the opportunity it offers for face-to-face talks with those who have been no more than faceless names. Yet, the consultants were told, only about 50% of member synagogues are even represented at the Biennial, which one officer called "a damning figure." However, the member synagogues in attendance represented 83% of total congregational membership units.

Generally, the Biennial got high marks, as did the off-year Biennials held by the regions. The high point of the 1991 Biennial in Baltimore, the consultants were told, was the stirring keynote address by Rabbi Schindler. Yet there was miniscule pickup in the general news media on this or other highlights of the convention.

There is no doubt that the tremendous amount of planning that goes into the Biennial is worth the effort. The Biennial provides a major opportunity for meaningful communications with the congregations and for building goodwill for the Union, but a more professional approach to planning these communications is lacking.

16. External Communications Counsel

The function of telling the outside world about the Union is now the responsibility of a public relations firm, Richard Cohen Associates, which has particularly strong connections with the Jewish press. Cohen is perceived by some within the Union as largely a PR man for Rabbi Schindler. Cohen says, however, that he is also in constant touch with UAHC department heads, looking for stories and trying to place them. It would appear that this relationship could be more productive.

17. Use of Advanced Technology

The Union thinks in terms of the printed or spoken word, said many of the interviewees. A number of them said that it's time that the Union, at the very least, flirt with modern technology. Among the items suggested were a fax network, greater use of videotapes (sometimes in place of printed materials) computer data bases and voice mail.

An antiquated telephone system at 838 Fifth Avenue is sorely in need of modernization. The telephone is a public relations tool, and an up-to-date phone system would aid in handling messages and inquiries in a faster and more efficient manner.

"We are light years behind corporations in the use of technology," said a senior Union official. "We must cut down on the time between receiving a request and giving the answer."

18. Lack of Library or Reference Center

There is no one place where all the materials issued by the Union (including those of the regional offices and possibly materials issued by member congregations) are gathered together to be used for reference. This is due to the fact that each department of UAHC operates independently with no central coordination. It would appear quite obvious that some centralized publication/reference center is long overdue.



## Part 2 — The Mail Survey

A seven-page questionnaire covering the wide range of UAHC communications activities was mailed at the end of April to a combined total of some 2,000 rabbis, presidents and administrators/executive directors of all congregations affiliated with the Union. The questionnaires were accompanied by a letter from Rabbi Schindler, noting that the objective of the study was to determine the effectiveness of UAHC's communications and to pinpoint those elements that might need strengthening.

The response was surprisingly high for a mail survey of this type. A total of 533 replies — amounting to 27% of the mailing — was received and these constitute the results of this study.

In considering the results, it should be kept in mind that this survey involves the opinions and feelings of UAHC's leadership group (i.e., rabbis, presidents, administrators) and not that of the congregants. For further reference, a copy of Rabbi Schindler's accompanying letter and a copy of the questionnaire are included as Appendices B and C of this report.

**Note:** All percentages are rounded and therefore may not add up to 100%.

Participants in Survey (533)

<u>Total Participants</u>		<u>% of Total</u>	<u>Rabbis' Length of Service</u>		
			<u>Less than 5 Yrs.</u>	<u>5-15 Yrs.</u>	<u>More than 15 Yrs.</u>
263	Rabbis	49 %	3 %	17 %	29 %
194	Presidents	36			
78	Administrators	15			

Geographic Areas of Respondents

192	Northeast	36 %
53	Mid-Atlantic	10
112	Midwest	21
60	Southeast	11
60	Southwest	11
41	Far West	8
13	Canada	2

Size of Congregations

200	Under 250 Families	38 %
86	250-400	" 16
91	401-600	" 17
156	Over 600	" 29

Age of Congregations

8	Less than 5 Years	2 %
55	5-15 Years	10
92	16-30 Years	17
373	More than 30 Years	70

Rabbis made up about half of the respondents; rabbis and congregation presidents combined for 85%. The Northeastern and Mid-Atlantic states accounted for 46% of the respondents.

1. Familiarity With UAHC Publications (Total Respondents)

	<u>Read Regularly</u>	<u>Read Occasionally</u>	<u>Familiar With</u>	<u>Never Read</u>
Reform Judaism	70 %	13 %	14 %	1 %
UAHC Update	39	35	12	11
Compass	14	36	11	34
Just for You	20	20	7	47
Regional Newsletter	51	26	9	11
Social Action				
Briefings	40	37	8	12
Inter-Religious				
Briefings	27	37	6	25
ARZA Bulletin	38	37	9	14
KADIMA Bulletin	3	15	7	66
NFTB Magazine	11	26	8	49
NATA Journal	20	30	8	38
NATE Newsletter	8	22	8	56

Reform Judaism magazine commanded the highest readership/familiarity ratings, thanks to its UAHC-wide circulation. Highly respectable readership ratings — combining the "Read Regularly" and "Read Occasionally" categories — were also indicated for Regional Newsletter (77%), Social Action Briefings (77%), ARZA Bulletin (75%), UAHC Update (74%) and Inter-Religious Briefings (64%).

Receiving low readership ratings, in most cases due to their limited circulations, were KADIMA Bulletin (18%), NATE Newsletter (30%), NFTB Magazine (37%) and Just for You (40%). Each of these publications correspondingly has a significantly large "Never Read" tally.



## 2. Usefulness/Editorial Quality of UAHC Publications

	<u>No. Re- spondents</u>	<u>Usefulness Ratings</u>		<u>No. Re- spondents</u>	<u>Editorial Quality Patings</u>	
		<u>High</u>	<u>Low</u>		<u>High</u>	<u>Low</u>
Reform Judaism	516	71 %	13 %	426	79 %	8 %
UAHC Update	450	37	37	294	52	18
Compass	373	28	48	230	48	21
Just for You	345	28	52	204	44	30
Regional Newsletter	429	36	38	290	33	31
Social Action						
Briefings	442	41	31	311	51	18
Inter-Religious						
Briefings	399	29	47	249	42	23
ARZA Bulletin	445	34	40	302	54	16
KADIMA Bulletin	254	6	83	107	18	38
NFTB Magazine	330	9	76	175	26	38
NATA Journal	383	26	55	238	49	22
NATE Newsletter	306	14	71	156	33	35

Reform Judaism again received the highest ratings for "usefulness." Of the other publications, Social Action Briefings was the only one to receive an affirmative usefulness rating (41% vs. 31%), while UAHC Update and Regional Newsletter just about broke even. The most negative ratings for "usefulness" were received by KADIMA Bulletin, NFTB Magazine and NATE Newsletter.

The number of responses fell off sharply in rating "editorial quality;" this is not indicated by the percentages which are based on whatever responses were received.

Among those responding, Reform Judaism was highly rated. The only other publications rated highly for editorial quality by over half the respondents were ARZA Bulletin, UAHC Update and Social Action Briefings.

3. Distribution of UAHC Publications

	<u>Receive Personally</u>	<u>Pass It On</u>	<u>Would Like to Receive</u>	<u>No Answer</u>
Reform Judaism	93 %	16 %	1 %	7 %
UAHC Update	80	17	2	18
Compass	48	15	10	42
Just for You	45	12	6	49
Regional Newsletter	75	16	4	22
Social Action Briefings	75	28	4	21
Inter-Religious Briefings	62	14	5	33
ARZA Bulletin	78	16	1	21
KADIMA Bulletin	19	5	5	75
NFTB Magazine	42	6	5	54
NATA Journal	55	11	4	41
NATE Newsletter	34	9	8	58

Apart from Reform Judaism magazine, UAHC Update, ARZA Bulletin, Regional Newsletter, Social Action Briefings and Inter-Religious Briefings have a high level of personal distribution among the leadership group.

Distribution was substantially lower for some of the others: KADIMA Bulletin, NATE Newsletter, NFTB Magazine, Just for You and Compass, due in large part to limited circulation. This was also the apparent reason for large "No Answer" percentages in these instances.

For all the publications, a higher percentage of rabbis than presidents said they receive them. The difference was especially significant for Compass, Social Action Briefings, Inter-Religious Briefings, NFTB Magazine, NATA Journal and NATE Newsletter.

4. Reform Judaism Magazine

	<u>High Ratings</u>			
	<u>Usefulness</u>	<u>Editorial Quality</u>	<u>Receive Regularly</u>	<u>Pass It On</u>
All Respondents	71 %	80 %	93 %	16 %
Rabbis	75	76	95	22
Presidents	65	84	91	10
Administrators	70	84	89	12

Reform Judaism magazine received high ratings across-the-board, both in terms of usefulness and editorial quality. The rabbis attested to its usefulness by a higher percentage than other respondents (75% vs. 65% for presidents). Fully 95% of the rabbis said they receive it regularly and 22% of these said they pass it on to others.

Although the great majority of rabbis (76%) gave Reform Judaism high ratings for editorial quality, they did so by a somewhat smaller margin than did the presidents and administrators (84%).



Topics You Would Like to See Covered Most Frequently in  
Reform Judaism

63% Reform Trends/Issues

- Aspects of Reform Jewish practice/ritual changes/trends (37%)
- Spirituality (13%)
- Reform movement issues (11%)

40% Social Action/Current Events

- Social action/moral issues, i.e., the homeless (18%)
- Current events/political topics/news (16%)
- Israel (12%)

38% Temple Matters

- Organization/management (17%)
- Programming (16%)

30% Family Matters

- Outreach (13%)
- Intermarriage (10%)

17% Education

By far the largest response, almost two-thirds, was for material dealing with Reform trends and issues. Social action/current events received a 40% response and temple-oriented subjects were noted by 38%. Family subjects (30%) and educational topics (17%) were the only other matters to receive more than a 10% response.

There were wide swings in preferences of the responding groups on several of these most-listed subjects. These swings were most noticeable on Reform trends, temple and family topics.

<u>Subject</u>	<u>Total</u>	<u>Rabbis</u>	<u>Presidents</u>	<u>Administrators</u>
Reform trends/issues	63 %	76 %	48 %	42 %
Social action/current events	40	41	40	33
Temple matters	38	31	43	58
Family matters	30	22	39	42
Education	17	19	14	21

5. UAHC Publications

	<u>Total</u>	<u>Rabbis</u>	<u>Presidents</u>	<u>Administrators</u>
UAHC sends out too many publications	58 %	59 %	62 %	46 %
... sends out right number	35	35	31	44
... should have more publications	2	2	2	5

A majority of respondents (58%), particularly rabbis and presidents, feels that UAHC sends out too many publications. However, when asked which ones should be eliminated, no more than 10% of those responding identified specific publications for elimination (see below). The rabbis and presidents shared the feeling about there being too many publications; administrators were somewhat more divided.

About a third of the rabbis and presidents feel that UAHC sends out about the right number of publications, compared with 44% of the administrators. Only a fractional segment of all groups think UAHC should have more publications.

Which UAHC Publications Should Be Eliminated?

(207, or 39%, of the total respondents answered)

All percentages of response to this question are based on the 207 who expressed opinions.

Thirty-seven percent of those responding feel that one or more publications should be eliminated.

About 10% of these respondents feel that five publications should be eliminated: NFTB Magazine, Inter-Religious Briefings, KADIMA Bulletin, NATE Newsletter and Just for You.

Seventeen percent of those responding feel that certain publications should be consolidated or combined with other UAHC publications.

Two publications were not included on any elimination list: Reform Judaism and Social Action Briefings.

How/Why Publications Should Be Eliminated?

(176, or 33%, of the total respondents answered)

- |     |  |
|-----|--|
| 29% | Merge/consolidate publications                         |
| 26  | Meaningless/useless                                    |
| 22  | Cut down on mailings/target audiences more effectively |
| 13  | Cost too much  |
| 10  | Insufficient time to read all of them                  |



Subject Areas Where You Would Like to See More/New Publications

(132, or 25%, of the total respondents answered)

33%	Temple management
21	Reform trends/issues
16	Family matters
15	Educational subjects

Reasons for More/New Publications

(94, or 18%, of the total respondents answered)

19%	Help/promote Judaism
14	More ideas the better
12	To help run a better congregation
12	Growing need to focus on future

6. The Respondents Were Asked Whether They Agree or Disagree With Various Statements:

"UAHC Does a Good Job of Communicating With the Leadership of Member Congregations."

	<u>Agree Strongly</u>	<u>Agree Mildly</u>	<u>Total Who Agree</u>	<u>Disagree Strongly</u>	<u>Disagree Mildly</u>	<u>Total Who Disagree</u>
All Respondents	33 %	43 %	76 %	9 %	11 %	20 %
Rabbis	24	51	75	10	13	23
Presidents	43	34	77	7	9	16
Administrators	37	41	78	13	8	21

All three groups think UAHC does a good job of communicating with congregation leadership. The degree of approval is highest among the presidents. About half of the rabbis register mild agreement. Of course, the affirmatively-worded statement encourages agreement.

"UAHC Publications Give Me Useful Ideas for My  
Congregational Activities."

	<u>Agree Strongly</u>	<u>Agree Mildly</u>	<u>Total Who Agree</u>	<u>Disagree Strongly</u>	<u>Disagree Mildly</u>	<u>Total Who Disagree</u>
All Respondents	24 %	53 %	77 %	5 %	14 %	19 %
Rabbis	25	56	81	4	13	17
Presidents	22	48	70	6	17	23
Administrators	24	51	75	8	14	22

The solidly affirmative response to this statement was most heavily engendered among the rabbis with 81% agreement.

"I Use Material from UAHC Publications for My  
Sermons/Speeches/Seminars."

	<u>Agree Strongly</u>	<u>Agree Mildly</u>	<u>Total Who Agree</u>	<u>Disagree Strongly</u>	<u>Disagree Mildly</u>	<u>Total Who Disagree</u>
All Respondents	14 %	40 %	54 %	15 %	19 %	34 %
Rabbis	19	50	69	11	19	30
Presidents	11	30	41	21	18	39
Administrators	8	27	35	14	22	36

This statement produced a lower rate of agreement and somewhat higher disagreement than did the previous questions, although the rabbis agreed by better than 2-to-1. Presidents and administrators were about evenly split.

"UAHC Publications Generally Tend to Be Unfocused."

	<u>Agree Strongly</u>	<u>Agree Mildly</u>	<u>Total Who Agree</u>	<u>Disagree Strongly</u>	<u>Disagree Mildly</u>	<u>Total Who Disagree</u>
All Respondents	7 %	19 %	26 %	27 %	38 %	65 %
Rabbis	9	23	32	25	39	64
Presidents	7	14	21	30	35	65
Administrators	3	20	23	24	41	65

All three groups disagreed with this statement by about a two-thirds margin, with the presidents showing the lowest level of agreement (21%).

"UAHC Publications Are Well Presented."

	<u>Agree Strongly</u>	<u>Agree Mildly</u>	<u>Total Who Agree</u>	<u>Disagree Strongly</u>	<u>Disagree Mildly</u>	<u>Total Who Disagree</u>
All Respondents	27 %	53 %	80 %	2 %	10 %	12 %
Rabbis	26	54	80	2	13	15
Presidents	28	52	80	3	6	9
Administrators	33	48	81	3	10	13

This statement produced across-the-board agreement at the 80% mark and low levels of disagreement.

"Member Congregations Need UAHC's Leadership and Its Resources."

	<u>Agree Strongly</u>	<u>Agree Mildly</u>	<u>Total Who Agree</u>	<u>Disagree Strongly</u>	<u>Disagree Mildly</u>	<u>Total Who Disagree</u>
All Respondents	55 %	27 %	82 %	4 %	8 %	12 %
Rabbis	59	27	86	1	8	9
Presidents	50	27	77	6	9	15
Administrators	55	26	81	5	6	11

This received the highest overall level of agreement (82%), with the rabbis reaching 86%.



7. UAHC Annual Report

	<u>Receive It Annually</u>		<u>Is It Useful?</u>	
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
All Respondents	93 %	4 %	54 %	44 %
Rabbis	98	1	49	51
Presidents	83	11	56	40
Administrators	99	0	70	29

Distribution of the UAHC annual report apparently is well handled. Fully 98% of the rabbis and 99% of the administrators said they receive it annually, with the presidents indicating an 83% level.

As for usefulness, the combined total was 54% affirmative. However, the rabbis were about evenly divided, leaning toward the negative. The presidents at 56%, and the administrators at 70%, upheld the affirmative.

In What Ways Do You Find the Annual Report Useful?

- 56% Finances
  - Dues/info re MUM dues/where money goes
- 39% Comparisons Between Congregations
  - What other congregations are paying/comparing our congregation to others

16% Shows what UAHC Is Doing/Services and Programs

Clearly, by far the greatest degree of interest in the annual report stems from the annual MUM report listing the dues collected by each congregation and the percentage of assessable base payments made by each. Much less attention is focused on financial information about UAHC as well as its services and programs.

How Would You Improve the Annual Report?

(Note: 60% of the respondents gave no answer to this question. The response here is based on the comments of the 202 who answered.)

- 33% Urged the inclusion of more information re programming and goals/plans/the past year's activities/articles with more substance
- 25% Suggested that the annual report be simpler and shorter, smaller and less glossy
- 10% Recommended more financial information

Although the major degree of respondent interest in the previous question was focused on the dues payment listings, the strongest suggestions here are for more information about UAHC programs and activities.

8. Personal/Phone Contact With UAHC

	<u>Contact With NY HQ</u>			<u>Contact With Regional Office</u>		
	<u>Frequent</u>	<u>Infrequent</u>	<u>None</u>	<u>Frequent</u>	<u>Infrequent</u>	<u>None</u>
All Respondents	22 %	45 %	20 %	45 %	41 %	8 %
Rabbis	33	49	10	56	35	5
Presidents	7	36	37	28	50	14
Administrators	24	55	13	47	39	6

Respondents in all three groups indicate a fairly low level of contact with New York headquarters. More than one-third of the presidents say they have no contact at all.

The responses clearly indicate far closer communication with the regional office. More than twice as many respondents say they have frequent contact; only 8% state they have no contact at all.





9. Last Time Congregation Was Visited by a UAHC Representative

	<u>Geographic Area</u>					<u>Size of Congregation</u>		
	<u>Total</u>	NE/Mdl. <u>Atl.</u>	<u>South</u>	Mid- <u>west</u>	<u>West</u>	<u>Under</u> <u>250</u>	250- <u>600</u>	<u>Over</u> <u>600</u>
Last 6 Months	47 %	49 %	47 %	47 %	39 %	40 %	49 %	54 %
Within Past Year	18	17	20	13	27	16	22	15
Within Past 2 Years	21	21	21	21	24	22	22	19
Over 2 Years	4	3	—	12	2	8	1	3
Never	7	7	8	8	5	11	5	6

These data suggest an impressive pattern of visits by UAHC representatives to congregations in all areas of the U.S. and to congregations of all sizes. Forty-seven percent of all congregations were visited during the last six months, almost two-thirds (65%) during the past year and 86% over the past two years. This coverage pattern indicates ongoing linkage between the UAHC and its member congregations at least in statistical terms.

Only in the case of congregations of under 250 families did the frequency of visits taper off slightly, but even 56% of this group reported visits within the past year.

Purpose for Visit by UAHC Representative

- 47%   Trainer/adviser/consultant functions  
          Workshop/seminar/leadership training  
          Help in programming
- 26%   Speaker/participant roles at  
          events/conferences/services
- 10%   To discuss what UAHC does
- 10%   To explain MUM/dues levels

Almost half (47%) of the visits to congregations are devoted to training and consulting roles, along with providing help in programming (the Outreach Program was mentioned most). The impression here is that the total range of UAHC interfacing with the congregation, apparently maintained in the great majority of cases by the regional offices, is neither ceremonial nor perfunctory but keyed to the affairs and concerns of the congregations.

10. Degree to Which Communications Could Be Improved Through ...

(Note: Data based on respondents who gave high ratings)

	<u>All Re-</u> <u>spondents</u>	<u>Rabbis</u>	<u>Presidents</u>	<u>Adminis-</u> <u>trators</u>	<u>No</u> <u>Answer</u>
More frequent personal visits by UAHC representatives	35 %	39 %	33 %	31 %	23 %
Wider use of videotapes and audiocassettes	24	26	20	28	28
More regional/subregional meetings	20	18	18	31	31

None of these suggested activities designed to improve communications with congregations evoked any real enthusiasm. In fact, the number of respondents not answering at all was greater than those giving highest ratings for the second and third activities.

What Other Activities Could UAHC Sponsor to Improve Communications?

There was just a scattering of responses (30%) to this question, which suggests a preference on the part of participants to respond to specific ideas rather than to volunteer their own.

Among the 162 responses, the activities most mentioned were:

- More contact, even by tele-conferences
- Regional seminars/help for small temples
- Workshops/specialized workshops
- Provide consultants/advisers
- Provide material for various programs
- Assist with various committees
- Leadership/training development



11. Any Other Comments About UAHC's Communications Activities?

Among those responding (35%), the following subjects received the most comments:

59% Publications

- Too many mailings
- Too much money being spent on mailings
- Need for more focused mailings
- Too much duplication

30% Staff

- Not service-oriented/bureaucracy problem
- Pompous/rude on phone/do not follow up

10% Better UAHC Help

- Use resources better
- Small congregations need UAHC help

## V. CONCLUSIONS AND RECOMMENDATIONS

As the preceding findings clearly indicate, an overall structured organizational communications function, with a concomitant strategy, does not exist at UAHC. Communications, in many cases, is merely an adjunct to whatever program or service is being developed or distributed. In other instances, it is a well-intentioned but not a very high-priority or professional activity by those whose skills are elsewhere. Still, material is distributed and many of the individual pieces find receptive audiences among congregation leadership, as indicated by the mail survey. The strong criticisms that were conveyed to the consultants during the interviews relate more to the plethora of material, the weakness of the distribution system and a desire to fill a diversity of needs than to the content of any particular publication.

That leads the consultants to conclude that little of the material currently being distributed fosters the image of UAHC as a unified, vital organization relevant to the day-to-day life of the average congregant or congregation. Nor does it respond to the ever-present question: "What does the Union do for me?"

The consultants believe, therefore, that UAHC is at a critical decision point in determining the future of its communications efforts. They further believe that UAHC leadership is of similar mind as evidenced by the commission of this consulting study, the reception the consulting team has received by those interviewed and the response to the survey.

The choice facing UAHC is between living in the past and making a commitment to the future. Living in the past would allow each segment of UAHC to continue to attempt to reach its constituency (however that may be defined) in any way it thinks best, within its budgetary restraints. The "fiefdoms" discussed in the findings would

continue to exist. There would be little or no concern for consistency of message, style or quality or for overlap of information. And because the costs of communication are buried in departmental budgets, UAHC would continue to be unaware of its total expenditures in this area.

Certainly, new projects (e.g., a videotape, a new brochure, a newsletter) could — and undoubtedly would — be undertaken, but they would be geared to a particular issue or process, not part of any overall strategy. Because the costs of such efforts usually are not broken out, there would probably be no complaints that money for communications was being siphoned off from program and service development. The returns would probably be about what they are now — with much good work being done and much criticism arising from all sources.

Most unfortunate is the fact that any image-building for UAHC as an organization would be by happenstance.

If, however, UAHC desires to reap the benefits of effective organizational communications — benefits that not only inure to the communications process itself, but also to other aspects of UAHC's work — it will need to establish a structured and goal-oriented communications function. This would require a commitment to major change. The consultants believe, however, that a formalized communications effort is the only way UAHC will be able to serve its members with greater efficiency, to tell the UAHC story effectively and to earn the understanding and appreciation of its member congregants of the benefits of UAHC membership.

A formalized communications function could also address the information flow — more precisely, the lack thereof — within "838." As the findings noted, evidence of poor morale and a feeling of



isolation among the staff members at "838" surfaced continually in the consultants' interviews. Much of this can be blamed on the physical structure of the building, which severely limits the free flow of information. Unfortunately, the situation is made worse by a culture that engenders working within one's specialty and sharing information on a "need to know," rather than a "right to know" or "good to know" basis. Extra effort — and a real commitment to employee communications — is required to overcome these obstacles. To date, however, employee communications has received rather short shrift.

Another issue that could be addressed through a formal communications function is that of external communications, i.e., public relations. Currently, the role of Richard Cohen is extremely limited and no steps are being taken for a broad-based public relations program for UAHC as a whole.

These conclusions form the basis for the consulting team's recommendations, which follow:

A. Communications Function

The consultants strongly recommend that UAHC establish the position of Director of Communications and retain an experienced communications professional (\$75,000 to \$85,000 a year), reporting to the UAHC President, as a starting point for an ongoing communications function. He/she should also be assigned an assistant who may already be on the UAHC staff. Although financial considerations may pose problems in establishing a full-fledged communications function at this time, the consultants feel that this start should be made.

The director would take the lead role in developing a communications mission that supports UAHC's mission and in devising a strategy with goals and objectives to fulfill that mission (see Recommendation B). In implementing this strategy, the director would gradually bring a sharper focus and a structure to UAHC's communications activities. The Communications Director would also be charged with assisting the regional offices in their communications activities and in running an effective employee communications program at "838." He/she could also be helpful in promoting the biennial convention.

UAHC's long-range communications goal should be to set up a function with sufficient staff to carry out all the communications planning, budgeting, editorial (in all media), production and public relations activities of UAHC.

In the normal course of events, the Communications Director would be involved in all the activities outlined below, with major responsibilities in Recommendations B through I.

B. Mission and Strategy

UAHC leadership, in conjunction with the Communications Director and the chair of the Communications Committee (as outlined below), should:

1. Develop a communications mission statement that supports the overall mission of UAHC.

2. Develop a strategy to implement the mission statement which, by necessity, must identify and prioritize UAHC's audiences.
3. Support the strategy with specific communications objectives and goals for each UAHC program department.
4. Review these goals periodically throughout the year -- and adjust them, if necessary -- to ensure that they remain practical and on target.

C. The Organization's Name

The consultants believe this is an appropriate time for UAHC to revisit the question of the organization's name. Many of UAHC's image problems stem from its name and, therefore, they recommend that the subject, as sensitive as it may be, no longer be allowed to remain on the shelf. To this end, the consultants suggest that UAHC appoint a task force, whose members would represent a cross-section of the leadership and some communications acumen, to study the issue in light of UAHC's present goals and bring a recommendation to the Executive Committee within three months of its appointment.

D. Identity Issues

Clearly, the lack of consistency in UAHC's graphics is detrimental to whatever image it wishes to foster. Therefore, it is recommended that UAHC:

1. Develop, institute and monitor an organizational identity system that would set immutable standards,



spelled out in a manual, for the use of UAHC's mission statement, placement of logo, type faces, color schemes, etc., for all communications materials (publications, audiovisual materials, program materials and signage).

2. In conjunction with the administrative staff, extend the identity system to all UAHC printed material, e.g., stationery, labels, programs, invitations.
3. In conjunction with the UAHC Press, extend the identity system to its publications.

#### E. Publications

Each publication should have a clearly articulated purpose and a way of measuring whether that publication is fulfilling its purpose. Both the interviews and the survey responses reported being overwhelmed by the amount of materials. Therefore, UAHC should:

1. Develop goals and objectives for all departmental publications.
2. Coordinate publications of different departments and units to ensure no duplication of effort and the ability to leverage a publication, when possible.
3. Conduct periodic readership surveys to test effectiveness and audience interest.

F. Budget

The lack of information about the cost of UAHC's communications efforts is a major stumbling block for any future planning. It is necessary to appoint a task force of senior-level people to:

1. Conduct a study of communications costs by breaking them out of departmental budgets.
2. Establish cost-effective budgets for each unit's communications needs in conjunction with the leader of the unit.

G. New Publications

In its search for ways to reach out to individual congregants as well as to congregation leadership, UAHC should consider developing two new publications:

1. Annual Report: A publication to complement Reform Judaism as a second communication to each member of a congregation. It would give UAHC an opportunity to discuss its achievements in a given year and its plans for the following year. The annual report might be a fifth issue of Reform Judaism or become an adjunct to one of the regular issues. The current annual report, primarily a listing of congregation dues, does not function as an image-builder for UAHC.

2. Leadership Newsletter: A periodic (possibly quarterly) newsletter for congregation leaders (e.g., rabbis, presidents, administrators, board members) that serves as a timely vehicle for reporting on UAHC activities, and an exchange of information about the activities of congregations.

#### H. Employee Communications

The effectiveness of any employee communications program depends as much on the commitment and participation of senior management as on the specific vehicles used. With this in mind, the consultants suggest that UAHC:

1. Hold quarterly staff meetings at the level below department head, with appropriate senior-level executives acting as speakers to bring the staff up to date on UAHC activities.
2. Develop a bimonthly employee newsletter to cover the activities of UAHC, news of the people at "838" and other morale-building items.

#### I. Reference Library

Because serving its constituency is the primary goal of UAHC, it is recommended that the organization:

1. Establish and maintain a centralized reference library of all UAHC materials.



2. Consider ways to employ technology to gather, maintain and respond to requests for materials from UAHC staff and member congregations.
3. Have all telephone inquiries referred to the reference library, which would be responsible for giving an immediate response or tracking down the appropriate person to give a response.

J. "Reform Judaism"

The recent changes in format and content of Reform Judaism have been very well received, as the survey and the interviews indicate. Therefore, the publication should:

Maintain its current course, with emphasis on areas of trends and issues in Reform Judaism, social action and current events.

Adopt a new graphic system that supports the identity program when it is developed to ensure a consistency of look and image within UAHC.

Yet many unresolved issues remain. Among these is the extent to which Reform Judaism should reflect the UAHC and thereby build the Union's image with congregations and congregants. Therefore, the UAHC should appoint a five- to seven-person committee consisting of a UAHC executive, several members of the editorial advisory board, the chair of the Communications Committee, the editor of Reform Judaism and one or two professional communicators to develop a strategy for the magazine that includes a detailed plan to achieve the UAHC goal of making Reform Judaism the voice of the Union.

K. Communications Committee

The Communications Committee, however dedicated to the betterment of UAHC, is a behemoth in search of a mission, as currently constituted. If the committee is to be effective, UAHC must:

1. Chart a meaningful mission for the group that supports UAHC's communications goals and strategy.
2. Charge the committee with appointment of subcommittees to carry out projects that contribute to UAHC communications efforts.
3. Articulate the committee's relationship to the communications function and Reform Judaism (and its advisory board).
4. Appoint to the committee a number of members who have professional communications experience.
5. Name the head of the communications function and the editor of Reform Judaism as active members of the committee.

L. Regional Directors

The regional directors are the real UAHC to the vast majority of its member congregations. Although organizational issues were not within the purview of this study, it was obvious that the regional offices operate with very small staff and under tight budget restrictions. Yet, here is the group that is the primary answer to the vexing question: "What do we get for

our UAHC dues?" Recognizing the existence of broader organizational issues, the consultants nevertheless recommend that in the communications area, UAHC should:

1. Increase the role of the regional director as the conduit of information to member congregations and as the source of information from the congregations about the types of programs and services they seek.
2. Enhance the regional director's role as the spokesperson for and the representative of UAHC in his/her region. He and his staff are the ideal people to foster UAHC's need for more person-to-person contact with member congregations.
3. Ensure that the regional director is not only aware of but also participates in any national UAHC activities related to his/her area.
4. Encourage the regional directors to become mentors for upcoming congregational leaders.
5. Assist the regional directors by acting as an exchange for ideas from other regional offices.

M. Delivery System

UAHC must assign specific responsibility for developing an improved delivery system for its materials. Key to that system is an up-to-date, computer-based, centralized mailing list that can be accessed by title, region, activity, etc. Consideration should be given to enabling the system to be updated directly from member congregations or regional offices.

\* \* \*



Many of these recommendations are worded broadly, particularly those related to establishing an ongoing communications function. This is intentional because most of the foregoing activities can, and should, be shaped by those responsible for them. The consultants have attempted only to set forth the basics. In sum, then, the consultants believe UAHC should:

- Establish a professional communications function.
- Articulate its communications strategy and objectives.
- Revisit the name issue.
- Adopt a consistent identity system.
- Establish goals and objectives and budgets for all publications.
- Develop an annual report and leadership newsletter.
- Make a commitment to employee communications.
- Establish a reference library.
- Set a strategy for the direction of Reform Judaism.
- Develop a meaningful role for the Communications Committee.
- Enhance the communications capabilities of the regional directors.
- Modernize the delivery system.

The foregoing list follows the same order as the recommendations discussed earlier. Obviously, they should not be regarded with equal weight; some of them demand fairly prompt attention and consideration. The consultants feel strongly, however, that UAHC must establish a professional communications function and articulate its communications strategy and objectives.

APPENDIX



## PERSONS INTERVIEWED

**Note:** While the consultants interviewed most of those who could make a substantial contribution to its study, schedules or other commitments in a few instances prevented such interviews from taking place.

Rabbi Richard F. Address -- Regional Director, Pennsylvania Council, UAHC  
 Rabbi Renni Altman -- Dir., Task Force on the Unaffiliated, UAHC  
 Irving Belansky -- Northeast Region President, UAHC  
 Stuart L. Benick -- Managing Dir., UAHC Press  
 Joseph C. Bernstein -- Dir, Comm. on Synagogue Management, UAHC  
 Terry Bobrow -- Asst. Administrative Secretary, UAHC  
 Rabbi Howard Bogot -- Dir., Dept. for Religious Education, UAHC  
 Rabbi Alan Bregman -- Dir., Great Lakes Region, UAHC  
 Judy Brody -- Board member, Great Lakes Region, UAHC  
 Rabbi Steve Chester, Temple Sinai, Oakland, CA  
 Fred Cohen -- Dir. of Accounting, UAHC  
 Richard Cohen -- Richard Cohen Associates  
 Nelia David -- Dir. of Administration, UAHC  
 Judge David Davidson -- Vice Chairman, UAHC (D.C.)  
 Lewis Eisenberg -- Dir., National Federation of Temple Brotherhoods  
 Barry Epstein -- President, Temple Shalom, Dallas  
 Jan Epstein -- Vice Chair, UAHC (Atlanta)  
 Jane Evans -- Consultant, UAHC  
 Rabbi Daniel Freeland -- Regional Dir., New Jersey-Hudson Valley Council, UAHC  
 Marbel Frisbel -- Board member, Great Lakes Region, UAHC  
 David L. Garfield -- President, Federation of Reform Synagogues of Greater Philadelphia  
 Ina Glassberg -- Past president, Temple Beth Shalom, Needham, MA  
 Arie Gluck -- National Camp Dir., UAHC (Phila.) Dir., Camp Harlam  
 Allan Goldman -- Immediate Past Chairman, Board of Trustees, UAHC  
 Joan Greenberg -- Dir., Maintenance of Union Membership, UAHC  
 Edward Greene -- President, Southwest Council (Dallas)  
 Dru Greenwood -- Dir., Commission on Reform Jewish Outreach, UAHC  
 Lore Heinsheimer -- Past president, Penna. Council; member national board, UAHC  
 Trudy Herstein -- Secretary, Southwest Council, UAHC (Dallas)  
 Rabbi Morris Hershman -- Regional Dir., Northern California and Pacific Northwest Councils, UAHC  
 Aron Hirt-Manheimer -- Editor, Reform Judaism, UAHC  
 Bernard Isaacs -- Immediate Past Chair, Communications Committee, UAHC  
 Rabbi Larry Jacofsky -- Regional Dir., Southwest Council, UAHC (Dallas)  
 Rabbi Norman Kahan -- Dir., Small Congregations Dept., UAHC  
 Clive Kamins -- Board member, Great Lakes Region, UAHC  
 Rabbi Allen S. Kaplan -- Regional Dir., New York Federation of



Reform Synagogues, UAHC  
 David Kasakove -- Dir., Media & Communications, Dept. for  
 Religious Education, UAHC  
 Nancy Kasten -- Asst. Regional Dir., Southwest Council, UAHC  
 Dallas  
 Harold Kleinman -- President, Temple Emanu-El, Dallas  
 Steve Komar -- Board member, Great Lakes Region, UAHC  
 Robert Koppel -- Business Mgr., Dir. of Administration, UAHC  
 Mark Levy -- Baltimore & San Francisco Biennials chairman;  
 member, national board, UAHC  
 Stanley Loeb -- Chair, New Congregations Committee, UAHC  
 (Portland, OR)  
 Rabbi Paul Menitoff -- Dir., Northeast Region, UAHC  
 Melvin Merians -- Chairman, Board of Trustees, UAHC  
 Edith J. Miller -- Asst. to the President, UAHC  
 Nancy Pincus -- Administrator, Temple Emanu-El, San Francisco  
 Sheldon Prushan -- Vice President, National Board, UAHC (Phila.);  
 past president, Temple Beth Torah, Philadelphia  
 Paul Rockfeld -- Controller, UAHC  
 Rabbi Ken Roseman -- Temple Shalom, Dallas  
 Ellen Rosenberg -- Executive Director, Nat'l Federation of Temple  
 Sisterhoods (Director-designate when interviewed)  
 Michael Rukin -- Member National Board, UAHC (MA)  
 Rabbi Alexander M. Schindler, President, UAHC  
 Eleanor Schwartz -- Exec. Dir., National Federation of Temple  
 Sisterhoods  
 Rabbi Sanford Seltzer -- Director, Commission on Religious  
 Living, UAHC  
 Sharon Silverman -- Regional President, Northern California, UAHC  
 Rabbi Allan L. Smith -- Dir., Youth Division, UAHC  
 Jerry Somers -- Vice Chair., Communications Committee; Treasurer,  
 UAHC (Boston)  
 Debbie Stein -- Dir., Outreach, Southwest Council, UAHC (Dallas)  
 Ilene Stellar -- Northeast Region board member, UAHC  
 Rabbi Rifat Sonsino -- Temple Beth Shalom, Needham, MA  
 Margie Sweetzer -- Administrator, Temple Sinai, Oakland, CA  
 Rabbi Daniel B. Syme -- Senior Vice President, UAHC  
 Pat F. Vallone -- Dir., Production and Graphics, UAHC  
 Iris Vanek -- Chairperson, Communications Committee, UAHC  
 Paul Vanek -- Chair, Synagogue Management (Toronto)  
 Albert Vorspan -- Senior Vice President (Retired), UAHC  
 Diane Weiner -- Co-President, Temple Emeth, Teaneck, NJ  
 Thomas Wiener -- Pres., Main Line Reform Temple, Wynnewood, PA;  
 Board member, Fed. of Reform Synagogues of Greater Phila.  
 Dolores Wilkenfeld -- Vice Chair, UAHC (Houston), Immediate past  
 president, NFTS  
 Zelda Wise -- Board member, Great Lakes Region, UAHC  
 Rabbi Cary Yales -- Temple Isaiah, Lexington, MA  
 Rabbi Eric Yoffie -- Vice President, UAHC, (Exec. Dir., Assn. of  
 Reform Zionists of America when interviewed)  
 Rabbi Sheldon Zimmerman -- Temple Emanu-El, Dallas



RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS  
 PRESIDENT 838 FIFTH AVENUE NEW YORK, NY 10021-7064 (212)249-0100

April 27, 1992

24 Nissan 5752

Dear Friends:

The Union of American Hebrew Congregations has embarked on a very important project which requires your participation. It will take but a few moments of your time to aid us in this crucial endeavor.

To better serve our member congregations, we have engaged the National Executive Service Corps (NESC) to conduct a comprehensive study of our communications. The NESC is a highly respected national consulting service which utilizes retired business executives to help non-profit organizations operate more efficiently. Our objective is to determine the effectiveness of the UAHC'S internal and external communications (and to pinpoint those elements that might need strengthening).

In December the three-person NESC team of communications specialists began their study by reviewing all of our written communications. They have also interviewed every UAHC officer and department head, as well as all staff members responsible for printed materials. Interviews are now being held with regional directors, senior staff and board members.

We are now at the final, and perhaps the most crucial stage of the survey: we must have the reaction of our constituents, the rabbis, presidents and administrators of our member congregations. To accomplish this with minimum cost and maximum efficiency I urge you to complete the enclosed questionnaire candidly and with thoughtful consideration. Please return the completed survey as quickly as possible in the enclosed envelope.

All responses will be treated in the strictest confidence by the NESC. I urge you to aid us in this critical endeavor by giving the questionnaire serious consideration. Your input is vital to the study. When the study is completed, you will receive a summary of the NESC findings.

Your cooperation will be deeply appreciated. With warm good wishes, I am

Sincerely,

Alexander M. Schindler



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# UAHC

## Communications

### Study

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Return to:  
NESC

c/o Mr. Bert Hochman  
440 East 56 Street  
New York, NY 10022



Union of American Hebrew Congregations  
838 Fifth Avenue, New York, NY 10021-7064





# A UAHC Communications Study

The UAHC has retained a team of communications consultants from the National Executive Service Council to conduct a comprehensive study of its communications activities - the effectiveness of the material, the vehicles used, the delivery system, etc. - in an effort to make the overall function more useful to member congregations. As part of this study, we are asking those in leadership positions to complete the following questionnaire. It should take only about 10 minutes of your time, but will provide important data for the development of new UAHC activities as well as the enhancement of the current communications programs. Your responses, which we hope will be as complete as possible, will be kept confidential. All recipients of this questionnaire will receive a summary report of the survey findings.

Please use the enclosed stamped envelope to send your response directly to the consulting team.

This questionnaire is concerned with ONGOING regular publications currently distributed by UAHC to a general mailing list made up of Congregational Presidents, Rabbis, Cantors, Educators and Administrators. The numbers will enable us to computerize the responses for more accurate analysis.

1. By circling the appropriate number in the space provided, please indicate your degree of interest in the following publications:

ID # \_\_\_\_ (1-5) CARD 1

	Familiar With	Read Regularly	Read Occasionally	Never Read	
UAHC Update	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(6)
Reform Judaism Magazine	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(7)
Compass	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(8)
Just For You	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(9)
Regional Newsletter	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(10)
Social Action BRIEFINGS	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(11)
Inter-Religious Briefings	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(12)
ARZA Bulletin	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(13)
KADIMA Bulletin	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(14)
NFTB Magazine	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(15)
NATA Journal	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(16)
NATE Newsletter	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	(17)

2. On a scale from 1 - 5, with 5 the highest rating, rate the usefulness of the publications to your congregational work. If currently using a publication, please rate on the same 1 - 5 scale, its editorial quality.

	Usefulness	Editorial Quality
UAHC Update	_____ (18)	_____ (30)
Reform Judaism Magazine	_____ (19)	_____ (31)
Compass	_____ (20)	_____ (32)
Just For You	_____ (21)	_____ (33)
Regional Newsletter	_____ (22)	_____ (34)
Social Action BRIEFINGS	_____ (23)	_____ (35)
Inter-Religious Briefings	_____ (24)	_____ (36)
ARZA Bulletin	_____ (25)	_____ (37)
KADIMA Bulletin	_____ (26)	_____ (38)
NFTB Magazine	_____ (27)	_____ (39)
NATA Journal	_____ (28)	_____ (40)
NATE Newsletter	_____ (29)	_____ (41)

3. Please indicate, by circling the appropriate number, which of these publications you receive personally, pass on to others, or do not receive but would like to receive.

	Receive Personally	Pass On	Would Like
UAHC Update	_____	_____	_____ (42)
Reform Judaism Magazine	_____	_____	_____ (43)
Compass	_____	_____	_____ (44)
Just For You	_____	_____	_____ (45)
Regional Newsletter	_____	_____	_____ (46)
Social Action BRIEFINGS	_____	_____	_____ (47)
Inter-Religious Briefings	_____	_____	_____ (48)
ARZA Bulletin	_____	_____	_____ (49)
KADIMA Bulletin	_____	_____	_____ (50)
NFTB Magazine	_____	_____	_____ (51)
NATA Journal	_____	_____	_____ (52)
NATE Newsletter	_____	_____	_____ (53)

4. Because REFORM JUDAISM plays a unique role in UAHC's communications activities, we would like you to spend the next few moments answering some questions specifically about this publication. As you did in question 2, please check your responses to the following statements, using the scale of 1 - 5.

Useful Source  
in General.

Useful Source on  
UAH Activities

Effective  
Vehicle

\_\_\_\_\_ (54)

\_\_\_\_\_ (55)

\_\_\_\_\_ (56)

List up to 3 topics you would like to see covered most frequently in REFORM JUDAISM.

\_\_\_\_\_ (57)

\_\_\_\_\_ (58)

\_\_\_\_\_ (59)

5. Which of the following statements best expresses your opinion?  
(CHECK ONE)

UAHC sends out too many publications. \_\_\_\_\_ (60) (GO to 5a)

UAHC should have more publications. \_\_\_\_\_ 2 (GO to 5b)

UAHC sends out about the right number of publications. \_\_\_\_\_ 3

a) Recognizing that several of these publications are aimed at special constituencies within the congregations (educators, social action chairs, etc., etc.), which publications would you like to see eliminated? (Enter below)

b) Publication (61)

\_\_\_\_\_

Why?

\_\_\_\_\_ 62

\_\_\_\_\_ 63

\_\_\_\_\_ 64

c) In which subject areas would you like to see more or new publications? (Enter below)

d) Subject Area (65)

\_\_\_\_\_

Why?

\_\_\_\_\_ 67

\_\_\_\_\_ 68



6. Please indicate by circling the appropriate number whether you agree or disagree with the following statements.

	Agree		Disagree		
	Strongly	Mildly	Strongly	Mildly	
a) UAHC does a good job of communicating with the leadership of its member congregations.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(70)
b) UAHC publications give me useful ideas for my congregational activities.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(71)
c) I use material from UAHC publications for my sermons/speeches/seminars.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(72)
d) UAHC publications generally tend to be unfocused.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(73)
e) UAHC publications are well presented.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(74)
f) Member congregations need UAHC's leadership and its resources.	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	(75)

7. Have you ever seen the UAHC Annual Report? (76)

Yes \_\_\_\_\_ No \_\_\_\_\_  
(If YES, please answer 7a, 7b and 7c)

a) Do you receive it annually? (77)

Yes \_\_\_\_\_ No \_\_\_\_\_

b) Do you find it useful? (78)

Yes \_\_\_\_\_ No \_\_\_\_\_

(If YES, go to 7C) (Go to 7D) (79-2) (80)

c) Please tell us in what ways you find it useful.

CARD II

\_\_\_\_\_ 6

\_\_\_\_\_ 7

\_\_\_\_\_ 8

d) How would you improve the Annual Report?

\_\_\_\_\_ 9

\_\_\_\_\_ 10

\_\_\_\_\_ 11

8. Which of the following statements applies to you?

	With NY Headquarters (12)	With Regional Office (13)
I have frequent personal or phone contact with UAHC.	_____ 1	_____ 1
I have infrequent personal or phone contact with UAHC.	_____ 2	_____ 2
I have no contact with UAHC except through the written materials I receive.	_____ 3	_____ 3

9. When was your congregation last visited by a representative of UAHC?  
Please check the appropriate response. (14)

Within the last six months	_____ 1
Within the last year.	_____ 2
Within the last two years.	_____ 3
To my knowledge, never.	_____ 4

a) If you have been visited by UAHC, would you please describe in a few words the purpose of the visit?

\_\_\_\_\_ 15

\_\_\_\_\_ 16

\_\_\_\_\_ 17

10. UAHC always seeks to improve its communications with your congregation. Please rate on a scale of 1 - 5 your opinion on the degree to which communications could be improved through the following activities.

a) More frequent personal visits by UAHC representatives. \_\_\_\_\_ 18

b) The use of videotapes and audio cassettes in some instances rather than printed publications. \_\_\_\_\_ 19

c) More regional/subregional meetings. \_\_\_\_\_ 20

d) What other activities could UAHC sponsor that would improve communications with your congregation?

\_\_\_\_\_ 21

\_\_\_\_\_ 22

\_\_\_\_\_ 23

11. We would be interested in any other comments you care to make about UAHC's communications activities.

_____	24
_____	25
_____	26

And now just a few more questions that are important to our survey.

A. What is your function in your congregation? (28)

Rabbi	_____	1
President/Chair	_____	2
Administrator	_____	3
Other	_____	4

B. How large is your congregation? (29)

Fewer than 250 member units	_____	1
250-400 member units	_____	2
401-600 member units	_____	3
more than 600 member units	_____	4

C. Where is your congregation located? (30)

United States		
Northeast	_____	1
MidAtlantic	_____	2
Southeast	_____	3
Midwest	_____	4
Southwest	_____	5
Far West (including Hawaii & Alaska)	_____	6
Canada	_____	7



D. What type of community do you serve? (31)

Large metropolitan area	_____	1
Small city	_____	2
Suburban community	_____	3
Rural area	_____	4

E. How old is your congregation? (32)

Less than five years	_____	1
5 - 15 years	_____	2
16 - 30 years	_____	3
More than 30 years	_____	4

F. (FOR RABBIS ONLY)

How long have you been a rabbi? (33)

Less than 5 years	_____	1
5 - 15 years	_____	2
More than 15 years	_____	3

Thank you very much for your cooperation. Your evaluation will be of great help to us in giving you an even better UAHC.

## NATIONAL EXECUTIVE SERVICE CORPS

Nonprofit agencies are created to fulfill a vital human need in health, social service, education, arts or religion. With service rather than profit the goal, the search for leadership often focuses on commitment rather than management expertise.

In today's economic climate, all nonprofits are hard pressed to meet the growing demand for their services. If additional funding cannot be found, the only solution is greater efficiency — better management. The concentration is on survival.

\* \* \*

NESC is a 501(c)(3) nonprofit organization that provides management consulting assistance to other nonprofit organizations with the conviction that such assistance will help raise the level of effectiveness of all organizations in the voluntary sector.

To be effective, the objective of each consultancy must be sharply defined. Quite often, what the prospective client identifies as the problem turns out to be merely a symptom of the problem.

Preliminary screening enables NESC to identify the type of consultant(s) required. To fill the defined need, NESC then recruits men or women who have retired from successful business or professional careers with extensive experience in management. The consultants contribute their expertise and experience — only their expenses are paid. Typically, the consultant meets with the client, collects information, analyzes the facts, develops recommendations and writes a report. The consultant works part time for a limited duration.

The type of assistance offered covers a very broad spectrum including organizational structure, strategic planning, financial systems, marketing, funding strategy, resource allocation, management information systems, as well as board organization and operation.

We believe it is significant that a number of clients (and many consultants) have shown their satisfaction with the NESC experience by returning to NESC for additional assignments. Evidence of the caliber of the consultants, as well as the care with which they are matched with our clients, is indicated by the very large number who have been asked, upon completion of the assignment, to serve on the board of the organization they have assisted.

An inquiry to NESC assumes no obligation upon the part of the inquirer. An assignment is achieved only when NESC has introduced a qualified consultant and both the client and the consultant mutually agree to the undertaking.





**BIOGRAPHICAL DATA**

**MIRIAM GOLDFINE  
BERT HOCHMAN  
ELLIOTT M. SANGER, JR.**

Miriam Goldfine, Bert Hochman and Elliott M. Sanger, Jr. are the management consultant who developed this report for Union of American Hebrew Congregations.

Miriam Goldfine was most recently Vice President, Marketing and Public Relations of Towers Perrin, the international consulting firm, where she was responsible for worldwide communications. Prior to that, she was Executive Editor, Prentice Hall, and had held previous newspaper positions. Her professional affiliations include former Treasurer, Arthur W. Page Society, former President, Council of Communication Management and a member of Public Relations Society of America. She was also the founder of Consulting Public Relations Group. Ms. Goldfine holds a P.A. degree in Journalism from Ohio State University. Her nonprofit affiliations include Southampton Cultural Center.

Bert Hochman retired from Lever Brothers Company as Associate Public Relations Director, where he had responsibility for corporate communications, publications, product publicity, special events, speechwriting and press relations. Formerly, he was Night City Editor for The Brooklyn Eagle. Mr. Hochman is a former President of the New York Chapter of the Public Relations Society of America and was a recipient of its highest honor — the John Hill Award. He was also a member of the New York Heart Association's Council on Communications. Mr. Hochman is a graduate of Brooklyn College.

Elliott M. Sanger, Jr. retired from The New York Times Company in 1987, where he had served as the company's Manager, Corporate Relations. He spent his entire business career with the company and its radio station subsidiary. He was Promotion Manager for several years in the 1950's, after having served as Assistant Promotion Manager of the newspaper. Since his retirement, he has been a consultant in the areas of public relations and editorial services to both commercial and nonprofit organizations.



*Comments*  
I AM RABBI ALEXANDER SCHINDLER, PRESIDENT OF THE UNION OF AMERICAN HEBREW CONGREGATIONS, THE CONGREGATIONAL BODY OF REFORM JUDAISM IN NORTH AMERICA. *Free*

UNDER THE UNION'S AEGIS, THE REFORM MOVEMENT HAS EMERGED AS THE OVERWHELMINGLY PREDOMINANT SYNAGOGUE MOVEMENT ON THIS CONTINENT. WE REPRESENT NEARLY 850 CONGREGATIONS NOW, AND THEIR ROLLS HAVE LONG SINCE PASSED THE MILLION MEMBER MARK.

OUR BEGINNINGS WERE MODEST. ONLY 34 CONGREGATIONS RESPONDED TO THE CALL OF ISAAC MAYER WISE IN 1873, WHEN HE SUMMONED THEM TO FORM A UNION WHICH WOULD PROVIDE STRENGTH IN NUMBERS, RESOURCES FOR INDIVIDUAL CONGREGATIONS, AND AN IDEOLOGICAL COHESION THAT WOULD ENSURE NOT ONLY OUR SURVIVAL, BUT ALSO OUR CONTINUING GROWTH.

HE GAVE US THIS THREE-FOLD MANDATE:

FIRST, TO FURTHER THE DEVELOPMENT OF NEW CONGREGATIONS, NOT JUST IN NORTH AMERICA, BUT THROUGHOUT THE WORLD...TO LINK THESE CONGREGATIONS ONE TO THE NEXT, LARGE TO SMALL, ISOLATED TO URBAN, OLD TO NEW...AND THEREBY TO GAIN AND GIVE A STRENGTH TO WHICH NO CONGREGATION STANDING ALONE CAN ATTAIN.

SECOND, IT IS OUR TASK TO FURNISH OUR MEMBER CONGREGATIONS WITH RESOURCES REQUIRED FOR THEIR EFFECTIVE FUNCTIONING, BUT WHICH THEY BY THEMSELVES CANNOT CREATE.

LASTLY, THE UNION WAS GIVEN THE TASK OF ESTABLISHING A SEMINARY FOR THE TRAINING OF RABBIS, THE HEBREW UNION COLLEGE - JEWISH INSTITUTE OF RELIGION. WE CONTINUE TO MAINTAIN THAT HISTORIC INSTITUTION.

INDEED, FULLY HALF OF THE DUES PAID TO THE UNION BY ITS MEMBER CONGREGATIONS ARE SENT TO THE COLLEGE, TO TRAIN RABBIS AND CANTORS AND EDUCATORS, AND TO PROVIDE THAT RESERVOIR OF LEARNING -- THE SCHOLARS, THE LIBRARIES, THE ARCHIVES, AND MUSEUMS -- ALL OF THEM VITAL TO THE INNER LIFE OF OUR RELIGIOUS COMMUNITY.

THE UNION HAS BEEN TRUE TO THIS THREE-FOLD MISSION. IT HAS WITHSTOOD THE SANDS OF TIME AND REMAINS A BEACON OF LIGHT THAT RADIATES TO EVERY REFORM CONGREGATION, INDEED TO EVERY REFORM JEW, IN THE CONTINENTAL UNITED STATES AND CANADA.

BUT, LET ME BE MORE SPECIFIC. WHAT PRECISELY IS THE PROGRAM OF THE UAHC AND WHERE DOES IT MANIFEST ITSELF IN YOUR CONGREGATION?

EDUCATION, OF COURSE, IS OUR FIRST CONCERN AS JEWS. AND THE UAHC IS YOUR PRIMARY EDUCATIONAL RESOURCE. OUR AWARD WINNING SCHUSTER CURRICULUM INSTRUCTS STUDENTS FROM PRE-SCHOOL THROUGH CONFIRMATION.

AS I TRAVEL THROUGH THE LAND I SEE HOW WIDELY OUR CURRICULUM HAS BEEN ADOPTED AND HOW EFFECTIVELY IT HAS BEEN WOVEN INTO OUR CONGREGATIONS' EDUCATIONAL TAPESTRY.

WE ARE THE LARGEST PUBLISHER OF RELIGIOUS SCHOOL TEXT BOOKS IN THE ENGLISH SPEAKING JEWISH WORLD. JUST LOOK AT YOUR



SCHOOL'S BOOKSHELVES. YOUR UNION HAS HELPED TO FILL THEM.

IN ADDITION TO OUR BOOKS, YOUR TEACHERS ALSO RECEIVE NUMEROUS TEACHERS GUIDES AND EDUCATIONAL BULLETINS. THEY GLEAN AND SHARE IDEAS WITH EDUCATORS FROM ACROSS OUR VAST MOVEMENT. THEY ACQUIRE NEW IDEAS AND SHARE SUCCESSES, CREATIVE INNOVATIONS, AND SOLUTIONS TO PRESENT DAY PROBLEMS.

THE UAHC NETWORK IN PLACE HELPS EACH CONGREGATION TO PROVIDE THE BEST LEARNING EXPERIENCE FOR OUR CHILDREN.

FOR TOO LONG NOW, OUR EDUCATIONAL ENDEAVORS IGNORED THE NEEDS OF SPECIAL STUDENTS -- PEOPLE WITH HEARING, VISUAL, PHYSICAL OR LEARNING IMPEDIMENTS. WE ARE WORKING TO CORRECT THIS INJUSTICE. OUR LEHIYOT PROGRAM PROVIDES JEWISH INSTRUCTIONAL MATERIALS FOR ALL, EVEN FOR THESE FORGOTTEN ONES, THE DISABLED IN BODY AND SPIRIT.

BUT, EDUCATION IS NOT FOR CHILDREN, ONLY. STUDY IS A LIFE-LONG JEWISH ENDEAVOR. OUR ADULT EDUCATION PROGRAMS AND PUBLICATIONS PROVIDE YOU WITH OUTLINES FOR LECTURES, COURSES, DISCUSSIONS OF CRITICAL ISSUES, AND THE LIKE. AND THROUGH OUR RESOURCE SHARING COMPENDIA, CIRCULATED WITH OUR UAHC UPDATES, YOU CAN DISCOVER AND ADAPT ADULT EDUCATION ACTIVITIES THAT HAVE SUCCEEDED IN OTHER COMMUNITIES.

WATCH FOR ALL OF THIS MATERIAL, TAKE ADVANTAGE OF IT, SHARE YOUR SUCCESSES WITH US, AND TOGETHER WE'LL ENHANCE THE JEWISH LITERACY OF OUR PEOPLE.

FORMAL EDUCATION -- SUPPLEMENTARY AND FULL-TIME IN DAY SCHOOLS -- IS NOT OUR SOLE CONCERN. THE UNION IS ALSO EXTENSIVELY ENGAGED IN THE PROCESS OF INFORMAL EDUCATION.



FOR HALF A CENTURY, NOW NFTY, THE NORTH AMERICAN FEDERATION OF TEMPLE YOUTH HAS BEEN PROVIDING AN ENVIRONMENT IN WHICH OUR YOUNG PEOPLE CAN FLOURISH JEWISHLY. YOUTH CONCLAVES ABOUND. THROUGHOUT OUR 21 YOUTH REGIONS, THOUSANDS OF OUR YOUTH GROUPERS GATHER TO STUDY, TO LEARN, TO WORSHIP AND TO PLAY.

OUR NINE UAHC CAMPS ARE THE MOST EFFECTIVE VEHICLES FOR THE TRANSMISSION OF JUDAISM AT OUR COMMAND. WHETHER FOR A SUMMER SESSION OR A MID-YEAR WEEKEND RETREAT, THE CAMP EXPERIENCE IS UNIQUE. IT ENABLES US TO CREATE AN ENVIRONMENT WHICH IS REFLECTIVE OF OUR IDEALS AND THUS MAKES IT POSSIBLE TO REACH OUR STUDENTS' MINDS BUT THEIR HEARTS AS WELL. WE CALL OUR CAMPS "INSTITUTES FOR LIVING JUDAISM" AND PROPERLY SO. THE CAMP EXPERIENCE HAS A LASTING IMPACT. INDEED FULLY 90% OF OUR MOVEMENTS PROFESSIONALS -- OUR RABBIS, CANTORS, EDUCATORS AND COMMUNAL WORKERS -- ATTRIBUTE THEIR CHOICE OF CAREERS TO THEIR EXPERIENCES IN NFTY OR IN A UAHC CAMP.

WE ARE ALSO PRESENT ON THE COLLEGE SCENE. OUR ACTIVITIES ON CAMPUS DEEPEN THE JEWISH IDENTIFICATION OF OUR YOUTH, THEIR DEVOTION TO OUR FAITH AND OUR PEOPLE.

OUR YOUTH DIVISION ALSO SPONSORS SEVERAL SUMMER, SIX-MONTH AND FULL-YEAR PROGRAMS IN ISRAEL, TOURING, STUDYING, PARTICIPATING IN ARCHEOLOGICAL DIGS, ASSISTING COMMUNITY PROJECTS, AND WORKING ON KIBBUTZIM -- REFORM JEWISH KIBBUTZIM, LOTAN AND YAHIEL, IN THE ARAVA. LAST YEAR, WE EVEN HAD A GROUP OF 40 TALENTED BOYS AND GIRLS TOUR THE SOVIET UNION, TO TEACH HEBREW SONGS AND DANCES TO YOUNG RUSSIAN JEWS -- IN KIEV AND

LENINGRAD AND MOSCOW.

AS YOU SEE, WE'RE CONCERNED ABOUT OUR YOUTH, OUR FUTURE. BUT WE WANT TO RETAIN THEM NOT JUST DURING THEIR SCHOOL YEARS BUT THEREAFTER.

HOW DO WE MEET THIS CHALLENGE? JUST AS ONE EXAMPLE OUR TASK FORCE ON REACHING THE UNAFFILIATED RECENTLY CREATED THE UAHC PRIVILEGE CARD.

(HOLD THE CARD)

THIS CARD ENTITLES THE BEARER TO MEMBERSHIP PRIVILEGES IN EVERY REFORM CONGREGATION OF OUR LAND THUS SECURING THE LINK BETWEEN OUR YOUNG PEOPLE AND THE SYNAGOGUE.

ONES, THE DISABLED IN REFORM JUDAISM. THE DEPARTMENT OF OUTREACH FUELS STILL ANOTHER SIGNIFICANT PROGRAMMATIC ENDEAVOR OF OUR UNION. IT REPRESENTS REFORM JUDAISM'S RESPONSE TO THE PROBLEM OF INTERMARRIAGE. THIS DEPARTMENT HAS GENERATED A PLETHORA OF ACTIVITIES TO REACH OUT TO INTERMARRIED COUPLES, AND THEIR CHILDREN, AND THEIR PARENTS -- ALL IN THE EFFORT TO KEEP FAMILIES TOGETHER; TO GIVE ANYONE WHO WOULD JOIN US A PLACE WITHIN OUR SANCTUARIES AND IN OUR COMMUNITY; TO MAKE CERTAIN THAT THE CHILDREN OF THESE INTERFAITH MARRIAGES -- OUR GRANDCHILDREN -- WILL IN FACT BE JEWS AND SHARE THE DESTINY OF THIS PEOPLE ISRAEL.

EARLIER, I MENTIONED THAT WE ARE THE LARGEST PUBLISHER OF JEWISH TEXT BOOKS IN THE WORLD. THAT'S A FACT. BUT SOME OF OUR BOOKS DO MORE THAN JUST EDUCATE OR SELL. MANY ARE AWARD WINNING WORKS, SUCH AS THE NOTABLE "NUMBER ON MY GRANDFATHER'S ARM" AND "BUBBIE, ME AND MEMORIES", NOT TO



MENTION THE EXTREMELY POPULAR "JACOB THE BAKER" OR "THE JEWISH HOME". THE LIST GOES ON AND ON.

A FEW YEARS AGO, RECOGNIZING THE TERRIFYING REALITY THAT SUICIDE IS THE SECOND MOST COMMON CAUSE OF TEENAGE DEATH, WE COMMISSIONED DR. SOL GORDON TO WRITE, "WHEN LIVING HURTS", (HOLD UP) A BOOK FOR THE PREVENTION OF YOUTH SUICIDE. HAPPILY... AND SADLY, SCARCELY A WEEK GOES BY WHEN WE DON'T HEAR FROM SOMEONE WHO SAYS, I'M ALIVE TO-DAY BECAUSE I READ THAT BOOK. YES, WE TOUCH LIVES, AND WE SAVE LIVES ... THE UNION PROGRAM RESPONDS TO OUR PEOPLE'S CRITICAL NEEDS, WHATEVER THEY MAY BE.

OF OUR MANY PUBLICATIONS, ONE BOOK STANDS ABOVE ALL OTHERS. OUR TORAH COMMENTARY.

SO. THE CAMP EXPERIENCE (HOLD UP)

IT IS THE JEWEL OF OUR PUBLICATIONS PROGRAM -- THE FIRST SUCH COMMENTARY CREATED BY THE REFORM MOVEMENT IN ALL OF ITS HISTORY. IT'S IN ALL OF YOUR CONGREGATIONAL LIBRARIES, MOST OF YOUR PEWS, AND AN EVER INCREASING NUMBER OF YOUR HOMES. IF IT ISN'T, IT SHOULD BE. COMMENTARY MAGAZINE HAILED THIS WORK AS THE "FINEST JEWISH RELIGIOUS COMMENTARY IN ENGLISH, OR ANY OTHER LANGUAGE FOR THAT MATTER."

NOW, FROM ITS VERY INCEPTION, OUR REFORM MOVEMENT HAS BEEN COMMITTED TO THE CONCEPT THAT THE PURSUIT OF JUSTICE IS THE QUINTESSENTIAL TASK OF JUDAISM. THIS IS WHY THE UNION MAINTAINS A NATIONAL COMMISSION ON SOCIAL ACTION WHICH ENCOURAGES A WIDE RANGE OF PROGRAMMATIC SUPPORT FOR SYNAGOGAL ACTIVITIES IN THIS REALM.



OUR RELIGIOUS ACTION CENTER IN WASHINGTON PROVIDES YOU WITH A STEADY STREAM OF INFORMATION CONCERNING ISSUES ON THE NATIONAL AGENDA THAT DEMAND AN APPROPRIATE JEWISH RESPONSE. IT BESTIRS YOUR CONGREGANTS TO POLITICAL ACTION AND HELPS TO WEAVE THE VALUES OF JUDAISM INTO THE FABRIC OF OUR SOCIETY. THE CENTER IS ALSO THE FOCAL POINT OF A NETWORK OF COALITIONS THROUGH WHICH WE EXPRESS OUR RELIGIOUS CONVICTIONS IN THE NATIONAL ARENA. WE REACH OUT TO BLACKS AND HISPANICS, TO CATHOLICS AND PROTESTANTS AND MUSLIMS, TO MEN AND WOMEN OF DIVERGENT FAITHS AND EVEN CONFLICTING THEOLOGIES, EVER FORGING COALITIONS OF DECENCY TO REACH COMMON ENDS: TO OPEN THE EYES OF THE BLIND, TO LOOSEN THE FETTERS OF THE BOUND, TO BRING LIGHT TO THOSE WHO LIVE IN DARKNESS.

REFORM JUDIASM'S MESSAGE IS IMPORTANT HERE IN AMERICA. OUR MESSAGE IS IMPORTANT IN ISRAEL, AS WELL, THAT LAND OF OUR DREAMS DESPERATELY NEEDS A RELIGIOUS VOICE WHICH AMPLIFIES JUDIASM'S PROFETIC IMPULSE, ITS RELENTLESS QUEST FOR JUSTICE. OUR REFORM ZIONIST AFFILIATED ORGANIZATIONS, ARZA IN THE UNITED STATES AND KADIMA IN CANADA, ARE FIGHTING TO PROVIDE EQUAL RIGHTS FOR PROGRESSIVE JEWS IN ISRAEL. YOUR MEMBERSHIP IN THESE ORGANIZATIONS ADVANCES THIS SPLENDID ENDEAVOR.

TO RESPOND STILL FURTHER TO YOUR MORE SPECIFIC INSTITUTIONAL NEEDS, OUR DEPARTMENTS OF SYNAGOGUE MANAGEMENT AND SMALL CONGREGATIONS STANDS READY TO HELP YOU IN A VARIETY OF WAYS:

FROM FINANCIAL ADVICE TO ADMINISTRATION, FROM LEADERSHIP DEVELOPMENT TO STRATEGIC PLANNING, FROM ART AND ARCHITECTURE TO COMPUTERIZATION. FOR EXAMPLE, (HOLD UP) THIS RECENT WORK ON LONG RANGE PLANNING IS A MUST. EVERY CONGREGATION SHOULD

HAVE A PLAN, A DESIGN FOR THE FUTURE. THIS  
SELF-ADMINISTERED LONG RANGE PLANNING MODEL IS YOURS.

USE IT.

THERE IS A YEARNING FOR THE SACRED IN OUR TIMES AND YOUR  
CONGREGATIONS NEED TO PROVIDE IT.

THE UNION'S IMPACT ON THE WORSHIP EXPERIENCE IS SUBSTANTIAL.  
OUR COMMISSION ON RELIGIOUS LIVING STRIVES TO DEEPEN THE  
WORSHIP EXPERIENCE, TO MAKE IT AN EVER MORE REWARDING ASPECT  
OF OUR LIVES. THE COMMISSION ON SYNAGOGUE MUSIC SEEKS TO  
HEIGHTEN OUR APPRECIATION AND PERCEPTION OF SYNAGOGUE SONG.  
THE COMMISSION IS THE LARGEST PUBLISHER OF JEWISH LITURGICAL  
MUSIC IN THE WORLD. ONLY RECENTLY IT RELEASED SHAAREI  
SHIRAH, A (HOLD UP) NEW UNION SONGSTER THAT MAKES THE RICH  
MELODIES OF PRAYER ACCESSIBLE TO YOUR CONGREGANTS  
BEAUTIFYING JEWISH WORSHIP. IF THAT IS NOT OUR ESSENTIAL  
TASK, WHAT IS?

IN THE BRIEF TIME AVAILABLE, IT IS IMPOSSIBLE FOR ME TO  
TOUCH ON EVERY PROGRAM, EVERY SERVICE AND RESOURCE PROVIDED  
BY THE UNION OF AMERICAN HEBREW CONGREGATIONS. THAT IS WHY  
WE CREATED THIS PAMPHLET ENTITLED, [HOLD IT UP] "PROGRAMS &  
SERVICES" IT IS YOURS. PLEASE, READ IT CAREFULLY. IT  
DESCRIBES THE FULL RANGE OF OUR ACTIVITIES. AND AS YOU READ  
IT, THINK OF HOW MANY OF OUR PROGRAMS AND SERVICES HAVE  
FOUND THEIR WAY INTO YOUR TEMPLE'S LIFE.

INDEED, THE UNION'S ACTIVITIES ARE EXTENSIVE. WE HAVE ALSO  
ESTABLISHED A REGIONAL STRUCTURE TO FACILITATE YOUR ACCESS  
TO THEM -- FOURTEEN REGIONAL OFFICES THROUGHOUT THE UNITED



STATES AND CANADA, EACH WITH A HIGHLY SKILLED STAFF. I ASK YOU TO CALL YOUR REGIONAL DIRECTORS OFTEN. GET TO KNOW THEM. MAKE USE OF THEIR KNOWLEDGE AND TALENTS.

BUT THE UNION OF AMERICAN HEBREW CONGREGATIONS IS MUCH MORE THAN ITS EXTENSIVE PROGRAM. IT IS A UNIQUE PARTNERSHIP OF MIND AND PURPOSE, OF COMMITMENT AND ENERGY, OF PEOPLE AND VISION. THE BOARD OF THE UAHC IS COMPRISED OF LAY LEADERS LIKE YOURSELF, DRAWN FROM EVERY CORNER OF OUR FAR FLUNG CONSTITUENCY. OUR BOARD IS RESPONSIBLE TO THE GENERAL ASSEMBLY, OUR HIGHEST GOVERNING AUTHORITY, WHICH MEETS BIENNIALLY. THESE CONVENTIONS ARE THE TIME WHEN OUR SYNAGOGUE LEADERS COME TOGETHER AS A MOVEMENT TO SET POLICY, TO ELECT LEADERS, TO STUDY AND TO WORSHIP AS ONE FAMILY.

THESE ASSEMBLIES REFLECT THE VITALITY OF OUR MOVEMENT. THEIR SHEER SIZE IS IMPRESSIVE... THOUSANDS ATTENDED OUR MOST RECENT SESSION...MEN AND WOMEN, YOUNG AND OLD...IT WAS THE LARGEST SUCH CONFERENCE IN MODERN JEWISH LIFE. EVEN MORE IMPRESSIVE WAS THE INTENSITY OF THEIR DEVOTION TO THE SYNAGOGUE. INDEED, NOTHING IN ALL THE WORLD IS MORE INSPIRING THAN TO HEAR THE SH'MA INTONED, 4,000 VOICES STRONG!

THESE ASSEMBLIES, AND OUR REGIONAL CONVENTIONS, ALLOW YOU AS CONGREGATIONAL LEADERS, TO GIVE DIRECTION TO OUR WORK. ALL OUR PROGRAM AND POLICY DECISIONS ARE RESOLVED BY YOU OR YOUR REPRESENTITIVES AT THESE MEETINGS. IN THIS MANNER YOU BECOME OUR FULL PARTNERS. THERE IS NO "WE" AND "THEY" DIVIDING US. YOU, IN EFFECT, ALL OF YOU, ARE THE UNION OF AMERICAN HEBREW CONGREGATIONS.



OUR INTERACTION, OUR WORKING TOGETHER AS ONE FAMILY HAS MADE US WHAT WE ARE: A BURGEONING RELIGIOUS COMMUNITY, THE OVERWHELMINGLY PREDOMINANT SYNAGOGUE MOVEMENT ON THE NORTH AMERICAN JEWISH SCENE AND THUS THE PRIMARY GUARANTORS OF OUR PEOPLE'S FUTURE.

WE CAN RIGHTFULLY BE PROUD OF ALL THAT WE ACCOMPLISHED TOGETHER IN THE FIRST CENTURY OF OUR COLLECTIVE BEING: WE HAVE ENRICHED OUR ANCIENT TRADITION IN NUMEROUS WAYS.

WE HAVE CREATED A TRULY LIVING JUDAISM, A FAITH BOTH RESPONSIVE TO OUR PERSONAL NEEDS AND RELEVANT TO THE NEEDS OF OUR AGE.

TOGETHER, THROUGH THE UNION, THERE IS MUCH MORE THAT WE CAN DO, TO EXTEND REFORM JUDUASM, TO BUTTRESS OUR SYNAGOGUES. THEY ARE THE MAGIC INGREDIENT OF OUR PEOPLE'S WONDEROUS ENDURANCE -- THE ONLY PLACE WHERE JEWS ARE MADE, WHERE THE INDIVIDUAL SOUL AND THE COMMUNITY ARE BOUND.

LET US CONTINUE, THEN, TO JOIN HANDS AND HEARTS IN THE PURSUIT OF THIS MOST FULFILLING AND SACRED OF TASKS.

I THANK YOU FOR ALL YOUR HELP AND FOR ALLOWING ME TO SHARE THESE FEW MOMENTS AND THOUGHTS WITH YOU.

\*\*\*\*\*

[NOTE: HIGHLIGHTED MATERIAL IN BRACKETS IS FOR VIDEO  
TITLES]



*Communications*



COPY

RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS  
PRESIDENT 838 FIFTH AVENUE NEW YORK, NY 10021-7064 (212)249-0100

January 18, 1995  
17 Shevat 5755

Ms Iris Vanek  
66 Collier Street #8D  
Toronto, Ontario  
M4W 1L9 Canada

Dear Iris:

It was wonderful to see you and Paul at Holy Blossom Temple. I thought the evening went rather well.

I enclose herewith a copy of the letter to the Presidents of UAHC Congregations which Emily drafted and I attach thereto the letter which finally went out and which was written essentially by Eric Yoffie.

What bothers me is that Emily's letter was written after a three hour staff meeting during which we discussed our response in great detail and after a separate one hour long briefing by Arthur and Eric. None of this seems to have penetrated her thinking.

Of course, it is much too early to make any judgments concerning her abilities. It does take quite a while to absorb the culture of a national movement.

Still, I wanted you to have this comparative study just to tell you why, as far as I am concerned, the jury is still out.

It is always a delight to be with the two of you and I send you all our love - - mine and Rhea's.

Sincerely,

Alexander M. Schindler



# MEMORANDUM

January 3, 1995

TO: Rabbi Alexander M. Schindler

cc: Rabbis Daniel B. Syme, Eric Yoffie

FROM: Emily Grotta *EG*

RE: Richard Cohen Associates

I'd like to take this opportunity prior to our meeting with Aphrodite to share with you my thoughts about what we should expect from a public relations agency and some of my concerns about the performance of Richard Cohen Associates. These thoughts are based on my prior experience: you will recall that I worked for two different public relations agencies, where I was responsible for or worked on projects for more than 40 separate clients, and I managed the work of outside agencies (public relations, advertising and graphics) at HIP.

## Expectations:

A public relations agency serves three primary functions for a client:

- First, to execute the client's directives, providing counsel as to how to maximize the impact;
- Second, to anticipate and to identify opportunities, bringing them to the client's attention and executing them if the client desires to do so;
- And third, to provide ongoing counsel to the client, helping the client refine/define its messages and finding ways to best communicate the messages to a variety of targeted audiences.

Another way of expressing expectations is to define it in terms of "reactive" vs. "proactive" PR.

Reactive refers to those actions which respond to events, i.e., finding someone to answer a reporter's question, placing a story that the client desires to have placed, alerting the client to a news article that needs to be responded to, and other pro forma kinds of activities.

In proactive PR, the agency identifies and uncovers opportunities for the client. For example, a good agency executive anticipates news and creatively finds ways to have its client included. This might be the stories that appear around holidays and anniversaries or the "sidebars" that accompany major news events.



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Another trademark of good "proactive" PR work is the ability to ferret out news from clients. This is accomplished in the same way that reporters cover their beats; by speaking frequently with the client, being aware of projects in progress, identifying what is new or different about a project, and then shaping it into a news story.

Finally, a "proactive" agency is one that aggressively seeks placements for its clients, pitching reporters, editors and producers, speaking frequently with them to find out what kinds of stories they are interested in and newsmakers with whom they would like to speak. Good PR executives are always reading and watching, looking for new opportunities for their clients.

#### **Accountability:**

It should go without saying that an agency should periodically and regularly report to the client on the results of work undertaken on its behalf. (This includes supplying information about the media contacted on the client's behalf as well as discussion about the pros and cons of approaching various reporters, shows, etc.) The agency-client relationship works best when the client side is coordinated by one person, usually the in-house PR/communications person. This allows for the coordination of internal and external communications and consistency of messages, and assures that projects will not be lost in the shuffle and that each department or function that merits publicity receives it in a proper and timely manner.

#### **Billing:**

Agencies generally bill either on a retainer or hourly basis. (Occasionally, agencies are hired on a "project" basis, in which case the fee and scope of the work is predetermined.)

Under a retainer system, the agency agrees to do all work required for a monthly fee, regardless of the number of projects, hours, people working on it, etc. Support staff time is included.

Under the hourly system, each person in the office keeps track of hours and the client is billed for those hours at a rate commensurate with the person's expertise (i.e., secretary, account executive, vice president).

Out-of-pocket costs are billed either at cost or with a built in percentage fee (usually 10-20 percent). Unusual expenditures (hiring a photographer, printing costs, putting a story on PR Newswire, etc.) are always pre-approved by the client.

#### **UAHC Needs:**

Why does the UAHC need the services of an agency? In the broadest context, a PR agency should help the UAHC to:

- Maintain the voice/presence of Reform Judaism in Jewish press
- Enhance the understanding of Reform Judaism in Jewish and secular press
- Increase understanding in Jewish and secular worlds of Reform's missions, goals, distinctions.



To achieve these objectives, a PR agency should help deliver our messages through the media to several distinct audiences:

- The leaders/opinion makers of the Jewish world
- The leaders/opinion makers of the secular world (government, business, media)
- Reform Jews (the leadership of UAHC congregations, the affiliated, the non-affiliated, the intermarried, etc)
- Leaders of other religions, not-for-profit organizations, etc.

And there are many mediums (other than our internal communications program) that need to be used to achieve these goals:

- Jewish media (newspapers, magazines, radio, cable TV)
- Secular press (Major daily newspapers, national magazines)
- Major broadcast media (radio and TV network news, talk shows)

In the coming months, we can anticipate the need for agency assistance on several issues and stories that we would like to see publicized, including (but certainly not limited to!):

Name change

Change in leadership (lay and professional)

Outreach

Unaffiliated

Changing worship patterns and April conference on worship

Social Action (including April consultation)

Our activities in Israel, including the Israel RAC)

Jewish camping

College program

Separation of church and state

Jewish/Muslim relations (Chicago conference)

Out-of-town speeches (Rabbis Schindler, , Syme, Saperstein)

Biennial

Publications/Press

### Assessment of Richard Cohen Associates Performance

Based on their performance to date, I have concerns about the ability of the agency to provide the kind of PR counsel and work that we will require in the coming months.

First, I am concerned that they function in only a reactive mode. They do not anticipate news or seek out news; they do not even aggressively try to publicize the stories which we give them.

Two examples:

**The Tampa board meeting:** While there was not a lot of "news" coming out of the meeting,



the fact that we gathered in Tampa was enough of a news hook for local coverage of the movement. The Tampa and St. Petersburg papers should have done interviews with you prior to the meeting; local radio and TV interviews should have been arranged with you in advance for Thursday or Friday. You will recall that I sent Aphrodite a memo about our expectations prior to the board meeting; few if any of our directives were followed.

**Billings, Montana:** "One year later" is a natural story for every organization that covered it in the first place - and this was every major media, broadcast and print. A proactive agency would have arranged for Evelyn Shlensky and Rabbi Syme to be interviewed prior to their journey to Billings, would have arranged talk show appearances, etc.

In both cases, the agency failed to get any general media coverage (with the exception of the coverage of Sen. Specter), and coverage in the Jewish press was poor.

Second, I am concerned about the true extent of the agency's contact with the press, other than the Jewish press. However, as they have thus far refused to share any mailing lists with us, it is impossible to judge the true extent of their knowledge of the press or familiarity with it. (Note: It is common and accepted practice for agencies to review lists with clients; in fact, the client often reviews and approves the list before a mailing is made. I am not suggesting that they share phone and fax numbers or introduce us to reporters with whom they work; rather, it is our right to know whether they plan on going to the metro desk editor or the religion writer, the news desk or the producer of the morning talk show.)

Third, I have serious concerns about the way in which this agency follows - or better, fails to follow - instructions. I understand this is in part because I am new and that we are asking them to change the way that they have been doing business with the UAHC.

Fourth, aside from Is Levine's considerable knowledge of Reform Judaism and his ability to ghost write for you, I do not believe they have the writing and pitching skills necessary in today's world. The examples of releases and news advisories which they have shared with me are poorly written and will not achieve the desired goals. (If they had, as requested, shared them with me prior to distribution, I could have assisted in rewriting them.)

Fifth, I am not confident that they are able to accomplish what I see as an important priority: raising the profile Reform Jews in the New York City world, media and general.

### **Recommendations:**

I believe we need to give Cohen Associates an opportunity to perform to our level of expectations and that we should use the January 4 meeting to clearly articulate our expectations and the way we expect them to proceed.

First, we would agree that all outside PR work be coordinated by me in close work with you and Rabbis Syme and Yoffie. Obviously, my ability to anticipate your thoughts and approach

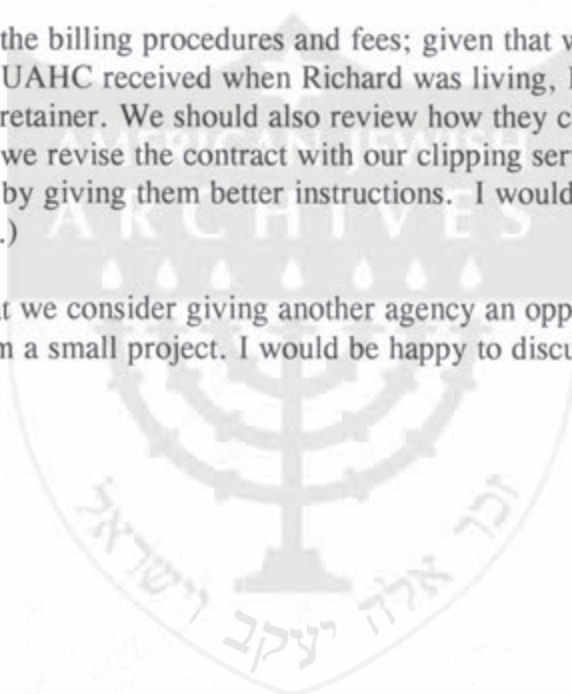
on any project will increase as we work together over time. You would direct Cohen Associates to work through me; I will give directions as to what we wish the agency to do, keep track of ongoing projects and screen requests for interviews, etc.

Second, we should set specific goals for placements. While we cannot specify which particular newspaper or talk show, we can set a targeted number. For example, we might request the agency place an op-ed piece in a major Jewish publication about the trends in worship and what they portend. We could also expect a certain number of radio interviews on the subject in conjunction with the April conference.

For each story/project, we would commit to paper a plan of action and our expectations.

Third, we should review the billing procedures and fees; given that we are not receiving the same level of service the UAHC received when Richard was living, I would recommend a reduction in the monthly retainer. We should also review how they charge out-of-pocket expenses. (I also suggest we revise the contract with our clipping service. I believe we can save considerable money by giving them better instructions. I would also like to have the clips sent directly to my office.)

Finally, I recommend that we consider giving another agency an opportunity to show you how they work but giving them a small project. I would be happy to discuss this with you.







איחוד  
ליהדות  
מתקדמת  
בריקה

# Union of American Hebrew Congregations

SERVING REFORM JUDAISM IN NORTH AMERICA  
PATRON OF HEBREW UNION COLLEGE-JEWISH INSTITUTE OF RELIGION  
838 FIFTH AVENUE, NEW YORK, N.Y. 10021-7064 (212) 249-0100

Rabbis Alexander M. Schindler, Daniel B. Syme, Eric H. Yoffie

FROM: Emily Grotta

RE: MUM Campaign

DATE: November 15, 1994

It is clear that over the course of the next year the board and the executive staff of the UAHC will spend a great deal of time on the issue of the MUM system. While I do not have specific recommendations as to what the outcome of the discussion will be or should be, I do want to recommend that we undertake a communications campaign to support the position determined by the UAHC leadership.

Those who seek reductions in dues and/or changes in the structure by which those dues are calculated are mounting an organized campaign. If we do not counter their arguments, our silence would be tantamount to conceding that their position is correct. This is not unlike a political campaign, in which many untruths will be said and positions and facts distorted. It is therefore crucial that the truth be told in a clearly stated and understood way.

The goal of those seeking change is to bring a resolution to the floor of the general assembly at the November 1995 biennial; certainly, they will not be satisfied unless a resolution is put forth.

As was discussed at the Cabinet meeting, the UAHC has three options:

- Fight any attempt to reduce the dues or change the way they are calculated
- Concede to the group's initial request for a one-year freeze, followed by a 5 percent reduction in each of the next two years, or
- Attempt to negotiate a mutually agreeable resolution.

In determining the course of action to be taken over the coming months, it is important to bear in mind the following:

- The tenor of the biennial has, over the past decade, moved from one of a "business session" to that of a spiritual, moving celebration. A fight over funding of the Union would be disruptive.
- There are important issues to be determined at the 1995 biennial, including a change in the name of the UAHC, the naming of a new president and the election of a new chairman.
- Any major fight will in the long run be harmful to the Union, as those who "lose" will be disillusioned and may drop out. A fight will only weaken the Union at a time it needs to gather strength.
- As the final biennial for the President, it is important that it be a harmonious and joyful event.

I therefore, would like to recommend that the attached guide our communications in the coming months.

cc: Art Grant  
Iris Vanek



## **MUM CAMPAIGN COMMUNICATIONS STRATEGY**

**GOALS:** The communications campaign should achieve the following objectives:

- Gather support for a unified position at 1995 Biennial.
- Communicate how the UAHC is financed and supported to all audiences.
- Provide those who will be determining the position with the necessary facts to make an informed decision.

**AUDIENCES:** In creating a communications program, the following audiences must be reached with our campaign messages:

- UAHC Board & appropriate committees
- Special Committee to be appointed at/after Tampa board meeting
- Delegates to Biennial
- Congregational presidents and other officers

**MESSAGES:** All communications about this issue, whether written or oral, formal or informal, should be consistent. Detailed messages will be developed as the position is determined and refined. However, all communications should include the following themes:

- The Union is open to new thoughts and ideas; it is willing to consider a new paradigm; the UAHC is not "digging in" but will listen, consider and act responsibly.
- The interests of the UAHC and the congregations are mutual, not conflicting; the union is only as strong as its member congregations.
- The strength of individual congregations depends upon a strong Union.

### **STRATEGY:**

- Use existing communications vehicles/opportunities to explain position/advance argument
- Create grassroots campaign with executive staff, officers, executive board members
- Distribute key messages, materials to those who will be speaking/writing/answering questions on issue
- Develop "bottom line/end point" internally prior to appointing committee

### **COMMUNICATION VEHICLES:**

- Annual report
- Reform Judaism
- Regional Biennials
- Handouts
- Committee packages
- Personal contact
- Congregational visits by UAHC officers, staff

### **INFORMATION/FACTS TO BE DISSEMINATED:**

The committee that is to investigate the issue should be provided with all relevant background information, including:

- Previous research on the issue (i.e., Klutznick, Rothschild I & II, Novick reports)
- NESC Communications study
- NESC Research document

- History of union spending/costs
- History of MUM process
- Synopsis of how relief is determined
- Summary of UAHC programs and services, yellow pages

This information should also be summarized for other communication vehicles. In addition, information should be prepared on the impact of suggested changes, i.e., a freeze and annual reductions of 5 percent.

**ISSUES TO BE CONSIDERED:**

- Question for many congregations is not whether they can pay, but whether they want to pay
- New UAHC president should have time/space to reorder/restructure
- Different congregations have different needs from union (i.e., large/small; urban/rural)
- Union's mission, strengths, purpose not well understood



# MEMORANDUM

COPY

December 22, 1994

FROM: Rabbi Alexander M. Schindler

TO: Emily Grotta

In response to your memo of December 21 relating to the Tampa Workshop report, there is very little doubt that "less paper and more people," is a well founded plaint and responding to it should be our foremost priority. I therefore think that we should take up the Board Members eagerness to "do more for the movement than simply attend two board meetings a year," and set up a well coordinated congregational visitations program functioning through the region and supervised by national (you).

To begin with, you might find out what is being done by Paul in New England because he, at least to the best of my knowledge, has a successful program in place. (But even he may teach more about what is happening in the region or what should be happening in the congregations than what the resources of the Union are).

If his pattern is solid, then it ought to be extended throughout the country and through all of our regions - - which will require both the training of personnel and providing them with resources which will enable them to carry out their work (a packet of speeches, points to be made, etc.).



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If we could put an effective congregation visitation program in place and couple this with regional or sub-regional meetings of presidents and/or vice presidents and congregational board members, we will go a long way toward overcoming the fact that most of our constituency, and that includes our foremost board members, know very little about what the Union is all about and we will also properly overcome what they charge us with, to wit, that we "do a lot of talking but rarely, if ever, listen."



# MEMORANDUM

December 21, 1994

TO: Rabbis Alexander Schindler, Daniel Syme, Eric Yoffie  
FROM: Emily Grotta  
RE: Attached report

Mel asked me to share with you for your thoughts and comments the attached, which is to be mailed to all board members as a follow-up to the Tampa board development workshops.



**Union of American Hebrew Congregations**

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DRAFT 2  
December 21, 1994

TO: UAHC Board Members

FROM: Iris Vanek, Chair, New Board Orientation  
David Dosamantes, Associate Director, Department of synagogue Management

RE: Follow-up from Tampa Workshops

We want to take this opportunity to share with you some conclusions from the board leadership training workshops. We appreciate the time and thought that those members who participated gave to the process; we learned a lot and gained insight into how board members perceive their roles and what can be done to make serving on the board a more meaningful experience both for the individual member and for the UAHC as an organization.

The workshops were so successful - and we heard from so many of you that we need to do it again, with more time devoted to it - that we will be holding expanded training at our Philadelphia meeting in May. We will devote several hours to the Project 2,000, which addresses many of the concerns raised in the Tampa workshops.

The following summarizes the concerns and issues raised during the workshops.

**The Role of the UAHC Board Member:**

There was a clearly articulated need to better define the role and expectations of the individuals who serve on the board and to make certain that they are fully informed as to what the Union is and how its goals, mission, services and purpose serve the movement for Reform Judaism.

In terms of expectations, some board members noted that they would like to do more for the movement than simply attend two board meetings a year. Clearly, there is a willingness to represent the Union to congregations - but there are no mechanisms in place to organize it.

There is also some confusion and misinformation as to whom the board members represent. Clearly, we need to do a better job in communicating that half the board is elected by the regions to represent the congregations in their regions. Furthermore, many expressed a desire for a better mechanism of reporting to and getting feedback from the congregations.

**Board Composition:**

Related to the issue of whether the board appropriately reflects the congregational membership is the issue of the general demographics of the board, i.e., is it too old and too male?

(Please note that these are issues that are being addressed in Project 2000 and will be discussed in Philadelphia.)



**Communications Issues:**

There is considerable concern that the Union's programs, services and mission are not understood or communicated and that they are therefore perceived as not being aligned to those of congregations.

Furthermore, it is clear that even many national board members do not clearly understand the UAHC's mission, programs, services and purpose. While they are ready and willing to represent the national board on the local level, they clearly feel inadequately prepared.

Those board members who are familiar with the union expressed a desire for additional training and the preparation of materials that would assist them in appropriately and consistently representing the Union.

Several participants made suggestions about ways to better educate member congregations about the Union and what it represents (see recommendations)

**Confusion about the relationship between the Union and its members:**

Because of a lack of understanding of their missions and roles and the inadequate communications between the member congregations and the national organization, there is some suspicion of the UAHC's leadership, both professional and lay.

This was expressed in a variety of ways. For example:

- Less paper, more people.
- More nuts and bolts, less esoteric programming
- Don't talk - listen.

The following recommendations are a summary of ideas generated during the workshops. Please note that some of them are already in place, but not well known, while others are being implemented.

## Board Leadership Training Workshop Recommendations December 1994

### Congregational issues:

- Coordinate visits by national board members to congregation board meetings
- Share successful regional/congregational programs and ideas with other congregations
- Have national board members be ex officio members of their congregational boards
- Involve congregational leaders on union committees, commissions etc.  
*Note: congregational leadership participation is invited and encouraged each year; we need to develop a better means to obtain participation*
- Prepare monthly material for temple bulletins  
*Note: some departments already do this; they will be coordinated into a monthly mailing to bulletin editors in 1995*
- Hold additional parlor meetings, not just to raise money but to discuss issues
- Identify one person at each congregation to be Union liaison
- Encourage rabbis to feature UAHC at committee meetings and services
- Distribute news articles after each board meeting to congregation bulletins
- Create specific campaign for rabbis to enhance their understanding of the Union
- Personally invite congregational presidents and vice presidents to regional and national meetings
- Hold more congregational board orientations on Union
- Regular updates on UAHC activities for board agendas
- New member mailings (i.e., now that you've joined Temple \_\_\_\_, you are also part of a larger organization, the UAHC)

### Board issues:

- Additional board training on role of board member, the union
- Develop scripted presentation on UAHC for board members to bring to congregations
- Create UAHC congregational committee
- Communicate to board members issues they can bring to local congregations
- Rewrite the Union mission statement with an eye to whether it is aligned with congregational needs  
*Note: This is being done as part of Project 2002*
- Rewrite job descriptions for Board members; define specific responsibilities and roles

# MEMORANDUM

November 16, 1994

TO: Executive Staff

FROM: Rabbi Daniel B. Syme

RE: Richard Cohen Associates

I have asked Emily Grotta, our director of communications, to coordinate all of our publicity efforts through Richard Cohen Associates. She will serve as the liaison between the UAHC and the agency and will give to them the direction and focus which we establish as our priorities. Emily will work directly with me and Rabbi Schindler on this effort.

I ask that you give Emily your full cooperation and keep her informed of programs, activities and publications which you think will be of interest to the press.



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*Communication  
(no file)*

June 20, 1994

Rabbi Alexander M. Schindler  
President  
Union of American Hebrew Congregations  
838 Fifth Avenue  
New York, NY 10021-7064

Dear Alex:

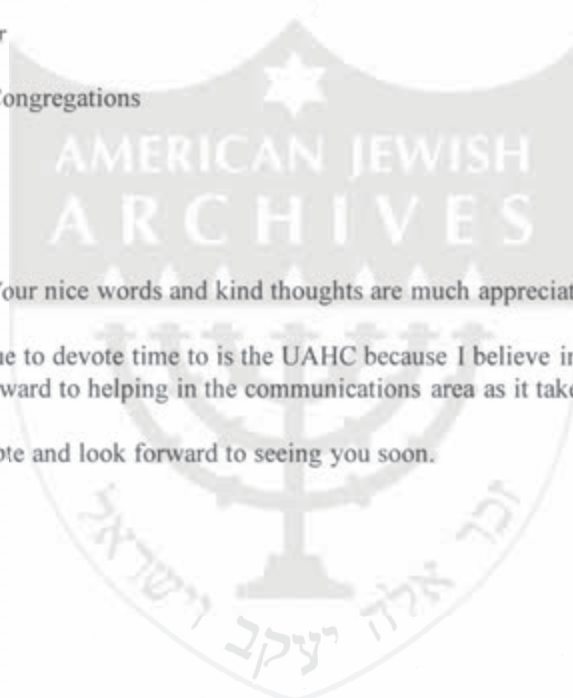
Many thanks for your note. Your nice words and kind thoughts are much appreciated.

One of the areas I will continue to devote time to is the UAHC because I believe in the organization and what it is striving to achieve. I look forward to helping in the communications area as it takes formal shape.

Again, thanks for your nice note and look forward to seeing you soon.

Sincerely,

  
Charles Lipton





COPY

RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS  
PRESIDENT 838 FIFTH AVENUE NEW YORK, NY 10021-7064 (212)249-0100

June 7, 1994  
28 Sivan 5754

Mr. Charles Lipton  
Ruder Finn  
301 East 57th Street  
New York, NY 10022

Dear Charles:

Your letter of June 1st caught me between an extensive tour of various meetings and engagements in the United States and our Board of Trustees meeting in Washington, DC this weekend. As a matter of fact, following the conclusion of that Board meeting, I will be leaving the country for meetings in Europe and Israel.

Thus, in haste I write to wish you well in your new endeavors as Senior Counselor to Ruder Finn. It is good to know that you will be keeping your hand in the activities of the firm while still managing to undertake projects which are of special interest to you. I wish you well.

At the same time, let me thank you for all of your efforts in helping the UAHC in regard to communications. We are deeply grateful for your wise counsel and generous sharing of your time and talents.

With fond good wishes, I am

Sincerely,

Alexander M. Schindler



CHARLES LIPTON  
CHAIRMAN OF THE BOARD  
RUDER • FINN, NEW YORK

*Wish him well  
thank him for his  
work for us.*

June 1, 1994

Rabbi Alexander Schindler  
Union of American Hebrew Congregations  
838 Fifth Avenue  
New York, NY 10021-7064

Dear Rabbi:

On June 30th, I will be changing my position at Ruder Finn, Inc. I will become Senior Counselor to the firm, no longer Vice Chairman. However, I will remain a director of the firm, retain my current stock ownership and become an ex-officio member of the Executive Committee.

Most importantly, I will continue to participate in specific public relations activities which I enjoy such as working on accounts of my choosing and being involved in special projects where the firm and I believe my talents can be of value. Consequently, I will continue to be in the office, at least, two days a week.

This was not an easy decision to make but after over 41 years of association with Ruder Finn, Audrey and I decided it was time to change my modus operandi. We want to have more time to spend on those activities we both enjoy such as visiting our West Coast family more and trekking to parts of the world where there are different cultures. Also, I intend to devote more time to the non-profit organizations with which I am currently involved. At the same time, I look forward to maintaining a relationship with the firm that has afforded so many years of mutual satisfaction and continuing to be associated with David Finn and others friends of long standing.

In my new position, I will miss the daily interaction with many of my colleagues but at least have the satisfaction of knowing I will be available when they feel my counsel can be helpful. Most of the professional staff at Ruder Finn was not born when I joined the firm in March, 1953. To many of them I have been both a mentor as well as a friend and will continue to do so.

As Henry Moore said, "Only if work is unending is life enduring." I agree. I shall continue to work, albeit in a different capacity and, most important of all, continue to enjoy my family and friends such as you in a different and hopefully enhanced manner.

Sincerely,

  
Charles Lipton



April 6, 1994

From: Rabbi Alexander M. Schindler

To: Arthur Grant

Walter Klein has requested an opportunity to speak to the Communications Committee about his suggested name for the UAHC. I do hope you can arrange to invite him to the next meeting to do so...if there is a meeting attendant upon the June Board session in Washington, Walter could easily get to DC.

Please be in touch with Walter, you have a copy of his original suggestion for the name "Tallit."





WALTER J. KLEIN COMPANY, LTD.

March 30, 1994

Rabbi Alexander Schindler, President  
Union of American Hebrew Congregations  
838 Fifth Avenue  
New York, NY 10021-7064

Dear Rabbi:

You are a wonder, reaching out across miles and time  
to warm us again.

Thank you for your letter, a treasure to us.

We will surely try to pay our respects next time we are  
in the city.

If it is proper, I would like the privilege of speaking  
for the Tallit name before your Communications Committee.  
Would that be appropriate?

We visit and talk with Sally Vidgoff, and her grandson,  
pretty often. The subject always begins with--you.

We are reveling in what I feel is the golden age of  
Judaism taking place in Charlotte, NC. So much good is  
happening I wish we could export it, as Italy  
exports tenors.

All the best,

Walter

*Dear -  
Please relay  
his request  
to But to  
urge him to  
make it  
possible  
for  
Walter to  
appear.  
He should be  
easy for com  
if there is  
a sub? 2  
committee.*

*Communications  
(new file)*

MEMORANDUM

*COPY*

November 11, 1992

FROM: Rabbi Alexander M. Schindler

TO: Rabbi David Saperstein

I read your Communications Study Analysis. Thank you so much for this helpful piece of work which you signaled at our Cabinet meeting. I am very happy, incidentally, that you come to these Cabinet meetings, you are an essential presence. Make it as often as you can.

I asked David Kasakove to pursue the matter of the VISN Network. It makes eminently good sense for us to join this group.





*Communication Comm*

March 20, 1992

From: Edie Miller

To: Art Grant and Iris Vanek

Just got Interreligious Currents "published by the UAHC Department of Interreligious Affairs." This is front cover page....the back page with mailing logo and place for address spells out UAHC...where does it note "Serving Reform Judaism in North America?"

The Draft FRJ NEWSLETTER didn't even note FRJ of the UAHC..but I gave Dan a memo on that and other comments.....

Should not ALL PUBLICATIONS OF THE UNION BEAR THE NEW MESSAGE? Our publications reach more people than the amount of letters sent from the Union so the message should be stated wherever possible.

The communications Committee has an inside job to do as well as an outside job!!!



Copy sent to AG with this note

Joint Communcat  
Com

(see file)

AMS to Arthur Grant:



Enclosed is Joe Glaser's  
response regarding the Joint  
~~Communications Committee~~ We  
still await word from Fred  
Gottschalk as to the HUC-JIR  
representative.

Founded in 1889

אגוד הרבנים המתקדמים

# CENTRAL CONFERENCE OF AMERICAN RABBIS

192 LEXINGTON AVENUE

NEW YORK, NEW YORK 10016-6801

FAX (212) 689-1649 (212) 684-4990

Office of the Executive Vice President

October 15, 1990

Rabbi Alexander M. Schindler  
838 Fifth Avenue  
New York, New York 10021

Dear Alex:

Thanks for your note about the Joint Communications Committee.

We used to have a PR Committee but it eventually worked out that its work was easier done (not necessarily more effectively) by Elliot Stevens, myself and some one we hired for each convention or, on rare occasion, for a particular project. As you know, PR is not particularly my bag. My theory is that quality will out and, in our particular CCAR circumstances, we're mostly interested in convincing our 1,550 members, with whom we have pretty close and continuous contact if nothing else, through the News Letter, that we are doing our job, or trying to, or open to their suggestions and criticisms.

Still, it doesn't hurt for the whole Movement to know what the CCAR does, as it is bound to strengthen their feelings toward the Movement, more narrowly, toward the UAHC, with which they see the CCAR closely connected. Also, as we're winding up our Centennial Endowment Campaign, the more people know about the Conference, the more likelihood there is that they will want to honor their rabbis through the B'Yad Chazakah program.

Now, to answer your specific question, Elliot Stevens will be the CCAR designate at this time for the Joint Task Force. I assume it will be Arthur Grant who will be in touch to set up a meeting. We'll be consulting here to see if we want to designate a chairman, but I think that for now, it isn't necessary.

All the best.

Shalom,

Joseph B. Glaser

JBG:sk

cc: Rabbi Elliot L. Stevens

## OFFICERS:

Rabbi Samuel E. Karff, President  
Houston, TX

Rabbi Walter Jacob, Vice President  
Pittsburgh, PA

Rabbi Joseph B. Glaser, Executive Vice President  
New York, NY

Rabbi Frederick C. Schwartz, Treasurer  
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Rabbi Eugene H. Levy, Recording Secretary  
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Brooklyn, NY

Rabbi Elliot L. Stevens, Administrative Secretary  
New York, NY

Rabbi Sidney L. Regner, Executive Vice President Emeritus  
New York, NY

Rabbi Jacob R. Marcus, Honorary President  
Cincinnati, OH





Full

cc A.G.

HEBREW UNION COLLEGE—JEWISH INSTITUTE OF RELIGION

Cincinnati • New York • Los Angeles • Jerusalem

THE PRESIDENT

3101 CLIFTON AVE. • CINCINNATI, OHIO 45220-2488  
(513) 221-1875

September 26, 1990

*Communications*  
Via FAX

Rabbi Alexander Schindler  
UAHC  
838 Fifth Avenue  
New York, New York 10021

Dear Alex:

RE: Your memorandum of September 19, 1990

I certainly recall the suggestion made at the Union's Executive Board meeting concerning a tripartite task force. Not only do I recall it, but if you will recall, I made it. It was my hope in making the suggestion that we once and for all combine our resources to publicize, in an expert and meaningful way, what our institutions do and have therefore accomplished.

After the last series of task forces, we did develop a modus operandi but somehow it broke down along the way. We have invited lay people to attend our Board meetings, our Overseers, our Budget Committee meetings. You name it. We have addressed boards of congregations. We have invited them to the College-Institute, etc. But we do this on our own. The Union does its own PR to its constituents and the CCAR addresses itself largely to the rabbinic constituency.

I suggest that we seek to coalesce our combined talents in a continuing liaison group which will interface between our congregants and our institutions. As far as HUC is concerned, we would look forward to contributing representatives of our Board of Governors, Boards of Overseers, student associations, faculty and alumni to such a task force. The UAHC and the CCAR would appoint representative groups of their constituencies to the task force.

After a period of orientation the entire task force, which should be of manageable dimensions, would assess the Movement's resources, activities and needs. In combination, we would get expert advice on how best to use our resources, such as the Reform Judaism magazine and the UAHC's annual report, HUC's bulletin and annual report, CCAR's publications, its newsletters, etc. We could then focus all of these more expertly on the issues that our congregations raise vis a vis their contributions to the national movement, namely MUM, and what they receive in return for their subscription. We need to find a true expert, or experts, who, after analyzing the present amalgam of activity, will advise us on the most effective way of using our resources, individually and collectively, in getting our message across to our constituency.

Rabbi Alexander Schindler  
September 26, 1990  
Page Two

At this preliminary stage, these are my suggestions and response to your memo. I wait to hear further from you or Alan as to how we might best proceed.

We are unable to attend the Denver meeting to which I understand we will be invited on October 20 due to the fact that we have our own Board of Governors meeting in New York and its scheduled activities. We are going to request that the congregations accord us an agenda item at that next meeting to present the case of the College and let them ask any questions they need to of us.

I have read very carefully the report on the MUM meeting held in Atlanta of 7/28-29/90. The contents of that make it very clear that the UAHC has its work cut out in explicating what it does to deserve the MUM share and that the College has its work cut out for it in explaining why it needs, not only what it now receives, but that which it raises outside the MUM context to fund the Movement's institution of higher Jewish learning with its considerable resources apart from that which supports rabbinic and professional training.

Regards and best wishes for a Gmar Chatimah Tovah.

Sincerely,

  
Alfred Gottschalk

AG/ns

*Com. Comite*

COPY

MEMORANDUM

DATE: October 5, 1990  
FROM: Rabbi Alexander M. Schindler  
TO: Dr. Fred Gottschalk, Rabbi Joseph Glaser  
COPY: Arthur Grant, Bernard Isaacs, Allan B. Goldman  
RE: The Tripartite Task Force on Communications

You will recall our correspondence concerning Fred's suggestion for the formation of a unified Reform Jewish approach to our problem of communications.

Why don't we try to get the ball rolling by having the Chairman and Director of the Union's Communications Committee get together with their counterparts of the College-Institute and the CCAR. Maybe they can come up with some ideas which "the big six" can then review and translate into unified action.

Let me know whom you would like to send to such a meeting so that we can take the initiative in convening it.

All the very best.





איחוד  
ליהדות  
מתקדמת  
באמריקה

# Union of American Hebrew Congregations

PATRON OF HEBREW UNION COLLEGE—JEWISH INSTITUTE OF RELIGION

838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100 CABLES: UNIONUAHC

## MEMORANDUM

DATE: August 30, 1990  
9 Elul 5750

TO: Members of the UAHC Executive Committee

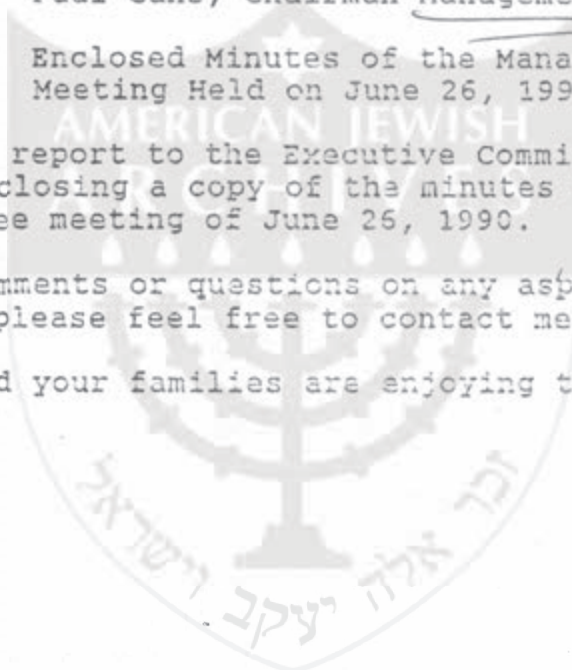
FROM: . Paul Gans, Chairman Management Committee

RE: Enclosed Minutes of the Management Committee  
Meeting Held on June 26, 1990

In lieu of an oral report to the Executive Committee in September, I am enclosing a copy of the minutes of the UAHC Management Committee meeting of June 26, 1990.

If you have any comments or questions on any aspect of the Committee's work, please feel free to contact me.

I hope that you and your families are enjoying the summer.



UAHC MANAGEMENT COMMITTEE

June 26, 1990

Meeting Minutes

Attendees: Paul Gans, Chairman, Henry Fruhauf, Harris Gilbert, Mark Greenstein, Judith Hertz, Allen Hochberg, William Pollack.

Staff: Robert Koppel, Cabinet, Yvonne Fink, Neilia Makadok, Merri Markowitz, Paul Rockfeld, Eleanor Schwartz

Paul Gans opened by thanking members for attending the committee meeting. He stated that the purpose of the meeting was to review and update members of the activities of the Management Committee and its subcommittees.

Topics discussed included:

I. Headquarters Facility Committee

Paul Gans reported that the Headquarters Facility Committee has received a space planner's report which indicated the amount of usable space within "838" and how much space is currently needed.

Presently, we are awaiting some additional information to determine the course of action which the UAHC will be taking. Should we decide to sell "838" and purchase a building in an alternate location, we would most likely use the services of a real estate advisor instead of a broker. The Committee is hoping to have the final report by the fall.

II. Transcontinental Music (TM)

A. History

Transcontinental Music was donated to the UAHC several years ago. It is the largest publisher of Jewish liturgical music in the USA. TM had been the equal responsibility of the ACC, CCAR, and UAHC. In the past, it ran a deficit of approximately \$25,- \$30,000 per year which was shared equally by the triad partnership. A few years ago, the ACC could no longer meet their commitment, the CCAR opted out of the agreement and eventually the UAHC became solely responsible for TM.

In 1988, a review of the structure of TM from a business point of view by Mel Merians, former Chairman of the Management Committee, and Bob Koppel led to the development of a financial management structure within the Music Commission. Rabbi Dan Frelander has been the primary staff person to direct the ongoing workings of the TM Management Committee.



## UAHC Management Committee Meeting Minutes - June 26, 1990

Currently, TM's financial Management Committee is comprised of:

1. Three members of the Commission on Synagogue Music representing equally, the ACC, CCAR and UAHC.
2. Three UAHC staff members; Bob Koppel, Rabbi Dan Freeland and Stu Benick. (Judith Tischler is the Staff Director of TM)
3. Three independent Jewish music publishers.

The purview of the TM Financial Management Committee is examination of sales, order fulfillment, and merchandise. The committee established the viability of TM on a financial basis with a long term goal of publishing at least one major profit producing project per year.

1988 - TM Produced SHAARAY SHIRA  
1989 - TM produced NETY'S FIFTY  
1990 - TM produced HIGH HOLY DAY CHORAL SELECTIONS

The result of the long term publishing plan resulted in elimination of TM deficits and establishment of a reserve fund of over \$50,000.

Turnaround time for order fulfillment has also significantly improved to the extent that wholesalers will now do business with TM again. The subcommittee meets 2-3 times each year to be certain that TM continues to be on target and to plan future directions.

TM's current sales are approximately \$115,000 per year.

### III. Travel

UAHC alone, without affiliates, spends approximately \$500,000 per year on travel related expenses. There are approximately 30-40 Union sponsored meetings per year with at least 10 people per meeting. The biennial, of course, is every two years with regional biennials in the alternate years. The UAHC is currently looking into consolidating its national travel. To that end, Paul Gans will appoint a subcommittee to determine feasibility of consolidation of national travel. (Berryl Blickstein will chair the subcommittee.) Several lay board members involved with travel agencies will be invited to a "think tank" meeting for ideas and suggestions for a national travel program.



UAHC Management Committee Meeting Minutes - June 26, 1990

IV. Human Resources Subcommittees

Yvonne Fink reported on several projects currently being studied by the Human Resources Subcommittee including:

A. College Assistance Program

Several meetings have taken place to determine the feasibility of providing financial aid to children of senior level staff members. Ms. Fink reported that the Human Resources Subcommittee has proposed a scholarship program which is currently being drafted. A discussion by the Management Committee ensued including the question of availability to the family of senior staff only, and the amount of resources available.

B. Pre-Retirement Program

Seminars for financial planning and preparation for retirement are being reviewed to present to both executive and support staff who are planning for retirement.

C. Flexible Benefits Plan

UAHC has been successful in cost containment of its health benefits. We are currently looking into flexible benefits and HMOs or preferred providers.

V. Computerization

Paul Rockfield reported that the computerization has helped automate the accounting department in several ways:

A. Accounts Payable bills are now paid on a timely basis.

B. Accounts Receivable statements are generated within one week.

C. General Ledger interim financial reports are available as needed.

D. Currently Special Interest Lists are being automated. On July 9th, we are "going live". We will be generating the special interest lists in-house producing more efficiency and furthers cost containment.

E. Currently, the program for the Fund For Reform Judaism, which is already on-line, is being upgraded.

UAHC Management Committee Meeting Minutes - June 26, 1990

- F. Reform Judaism magazine's membership list of approximately 300,000 names will go on-line shortly.

VI. General Services

Neilia Makadok updated the Management Committee on the following items:

A. Warehouse

UAHC recently changed warehouses from Courier to Leahy which has resulted in a savings of approximately \$1,100 per month on storage and activity.

B. Clean up at "838"

The hallways and basement area have been cleaned up in conjunction with a change in our warehouse. We are now beginning to clean up private offices.

C. Outside Night Cleaning Service

UAHC now has an outside night cleaning service. Using an outside vendor has resulted in savings of approximately \$45,000.

D. Emergency Procedures

Updates have been presented to entire staff including fire drill procedures, and bomb threats.

E. Tenth Floor Meeting Rooms and President's office area.

New carpeting and new shades are to be fitted for the 10th floor board rooms as well as Rabbi Schindler's office area.

F. PCs

Training classes in word processing have been instituted for new users of WordPerfect 5.0.

G. Employee Lunch Program

This program has been in operation for 18 months with good response from staff. Use of the kitchen for staff lunch when no meetings are scheduled reduces overall annual cost of the kitchen through greater utilization.



UAHC Management Committee Meeting Minutes - June 26, 1990

A suggestion was made by several committee members that the projects of the Management Committee and its subcommittees be communicated to the member congregations through the Department of Synagogue Management and the UAHC Communications Committee.

Members of the committee expressed their thanks to Paul Gans and the UAHC staff members who have worked to control costs at the UAHC and increase the efficiency of the business aspects of the UAHC's program.







*Comments*

RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS  
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

September 6, 1990  
16 Elul 5750

Mr. Bernard L. Isaacs  
3333 Cavendish Boulevard, Suite 420  
Montreal, Quebec  
H4B 2M5 CANADA

Dear Bernie:

I just returned from vacation and found your letter of August 22nd.

I checked with Al, Art and Aron, and all of them assure me that they are taking your suggestions very seriously and that this entire matter will be discussed at the forthcoming meeting of the Reform Judaism Editorial Board which you yourself will be attending. Under the circumstances I see no reason why we should meet - at least, not until the Editorial Board meeting has taken place. Hopefully, that will suffice. If not, of course I am always happy to meet with you.

With warm good wishes, I am

Sincerely,

Alexander M. Schindler

cc: ARTHUR GRANT

#2

BERNARD L. ISAACS  
3333 CAVENDISH BOULEVARD, SUITE 420  
MONTREAL, QUEBEC H4B 2M5

August 22nd, 1990

Rabbi Alexander M. Schindler, President  
Union of American Hebrew Congregations  
838 Fifth Avenue  
New York, NY 10021

Dear Alex:

As chairman of the Communications Committee I would like to share a concern with you --- one over which we appear to have very little control at this time.

Not long after assuming the chairmanship of the Communications Committee, the realization set in that the most effective way --- in fact the only way --- to reach the largest number of Reform households was through the medium of our Quarterly Magazine, Reform Judaism.

We arranged to have representation from the Communications Committee sit on the Editorial Board of Reform Judaism Magazine. We started with one representative and now there are three.

The Editor of Reform Judaism Magazine has attended a number of Communications Committee meetings at which time discussions have ensued on how the magazine might better tell the Union story on an on-going basis. The most recent discussion on this matter, with the Editor present, took place in Seattle.

.....2

There have been a number of improvements to the magazine in the past two years:

- The addition of Keeping Posted
- Better type selection
- Much improved layouts
- Improved and increased use of color
- Increased advertising revenue
- Better placement of ads (for the most part)

There's no question that these changes, as well as others, make the publication more attractive to the reader.

The "statement of purpose" of the magazine as appears on page 1 of each issue reads in part:

"Reform Judaism is the official voice of the Union of American Hebrew Congregations, linking the institutions and affiliates of Reform Judaism with every Reform Jew. RJ covers developments within our Movement while interpreting world events and Jewish tradition from a Reform perspective."

Regretfully, we have not yet succeeded in making the magazine the voice of the Reform Movement -- the magazine of the UAHC. In fact, if anything, recent issues have taken a backward step on this point.

Herein is where our concern lies for Reform Judaism Magazine is the most important vehicle of communications that we have at our command.

The Union budget calls for a net subvention for Reform Judaism of \$500,000 a year to reach our 290,000 households on a quarterly basis. Forty-five cents per copy, in itself, would not be excessive if the magazine was used to continually inform our constituency about Union activities and the Reform Movement.



Rabbi Alexander M. Schindler    3.    August 22nd, 1990

Alex, in our view this is a correctable situation but one that needs our attention now. A conscious effort must be undertaken to see that Reform Judasim Magazine once again becomes our magazine.

Perhaps it's time that the Editorial Board (or should it be called Advisory Board), be appointed by the Chairman of the Board of the UAHC and be responsible to the Board of Trustees----rather than be appointed by the Editor of RJ which is what takes place today.

I've discussed all of these thoughts with Paul Uhlmann, Chairman of the Editorial Board, with my Vice Chairman, Jerry Somers, and with the Communications Staff Director, Arthur Grant. All of us are in substantial agreement.

We would very much like to meet with you and any one else you might designate (professional and/or lay people) to discuss this very important issue. I will phone you in a few days to try to arrange this meeting.

With all good wishes.

Sincerely,



*Bernard L. Isaacs*  
Bernard L. Isaacs

BLI:j

To success  
or just to  
have what  
needed?

*Communications Committee*

**BERNARD L. ISAACS**  
3333 CAVENDISH BOULEVARD, SUITE 420  
MONTREAL, QUEBEC H4B 2M5

*Filed*

May 3rd, 1988.

✓ Rabbi Alexander M. Schindler.  
President of UAHC,  
838 Fifth Avenue,  
New York, N.Y. 10021

Mr. Allan B. Goldman,  
Chairman of UAHC Board,  
347 Conway,  
Los Angeles, CA 90024

Dear Alex and Allan:

Recently, Jane and I completed an automobile trip that took us across the country. During the span of several weeks, we had the opportunity of visiting 21 of our Congregations.

Eight of these visits were "in-depth", that either involved my giving a sermon at a Friday Evening Service, or the conducting of an in-depth workshop with Congregational leaders. In all 8 cases, there was ample time for a "give and take" question and answer session.

The preparatory work for these visits was initiated by Arthur Grant, with the involvement of the Regional Directors of the areas that we covered (Southeast - Rabbi Frank Sundheim; Southwest - Rabbi Larry Jackofsky; Pacific Southwest - Rabbis Lennard Thal and Dan Bridge; Northern California - Rabbi Morrie Hershman).

In a sense these visits were a means for a former frustrated Chairman of the Chairman's Speakers Bureau, to get out and spread the word about the UAHC to a number of Congregations. At the same time, it was a good way for the incoming Chairman of the Communications Committee to gain first hand knowledge of the level of effectiveness of our communications with Congregations.

The spirit of cooperation with our Regional Directors could not have been higher. We gained an even greater respect for our Regional Directors, and the work they do. They are the prime professional link between Union and Congregations.

Written reports of each of the 8 visits were sent to the Regional Directors, with copies to Arthur Grant. They are available if you would like to see same.

Certain aspects of these visits were discussed with each of Rabbi Norman Kahan, Director of Small Congregations, and with Leonard Teitelbaum, Chairman of the New Congregations Committee.



**BERNARD L. ISAACS**  
3333 CAVENDISH BOULEVARD, SUITE 420  
MONTREAL, QUEBEC H4B 2M5

- 2 -

Perhaps you might be interested in a few observations:

We would conclude that the work of the National Communications Committee involves the use of every means at our disposal -- written word; audio/visual; telephone mail box; and not the least important, personal visitation -- to assure that the Programs, Services and Resources of the Union are properly communicated to each of our Congregations.

The comments and suggestions as contained in the Long Range Planning Committee Report, with regard to the communications process, are excellent, and they deserve the close scrutiny of our Committee. The statement that the Union should "deliver less paper and more people" coincides with our thinking. This was confirmed by the very warm reception and high level of interchange of ideas that we received everywhere. Further, the follow-up letters that we received from Congregations and Regional Directors alike, would seem to indicate that personal visits by lay people really are worthwhile.

There is one other area of communications over which we have less control, and that is finding a method to ensure that communications are distributed within the Congregations to the proper Officers and Committee Chairmen. Possibly Regional Communications Committees may be able to offer some assistance and follow-through in this regard.

There is a desperate need on the part of so many of our smaller Congregations, particularly those located in relatively remote areas, for Rabbinic Guidance. We have Congregations that are crying for help. The Movement must find additional ways to provide it.

During the trip we had much time to consider this problem, and would be pleased to discuss some ideas with you. The Biennial resolution calling for the establishment of volunteer Pararabbinics, will certainly provide a partial solution. There may be other partial solutions available as well, and these should be explored as quickly as possible.

**BERNARD L. ISAACS**  
3333 CAVENDISH BOULEVARD, SUITE 420  
MONTREAL, QUEBEC H4B 2M5

- 3 -

We cannot overestimate the need for active ongoing Outreach Programs, that reach all of our Congregations. This need is real, and is increasing rapidly (you know the statistics better than I - we've had the opportunity of meeting some of the people).

A rethinking and re-evaluation of the requirements for acceptance of a Congregation for Membership in the Union should be considered.

I have discussed this matter with Len Teitelbaum, Chairman of our New Congregations Committee. Certainly basic standards should be set, and reviewed periodically. This is an area in which our Regional Directors and possibly Regional New Congregations Committees must have input, for they will have to implement them.

(We simply cannot afford to have situations in Congregations, such as the one we encountered, where we learned that no singing took place at their Services - not even the Sh'ma - because "no one knows the tune".)

Perhaps it's time to reconsider a form of probationary status before final acceptance into the Union; a twinning of established Congregations with newcomers; or a variety of other means of assuring that our Congregations are viable.

Certainly one element of the New Congregations Committee's agenda that must be put into effect, is the matter of visitations following acceptance into the Union. In the case of one Congregation we visited (fortunately healthy, because of the membership makeup), there had been no visit by a Professional or Lay person since its acceptance into the Union two and a half years previously -- truly a breakdown in communications.

The trip was indeed an eyeopener. It was exciting to see first-hand how beautifully our Reform Movement flourishes in various parts of the country. If anything, it has strengthened the will of the Communications Committee to make certain that the many Programs, Services and Resources of the Movement are made known and available to all Congregations, by every means possible.

BERNARD L. ISAACS  
3333 CAVENDISH BOULEVARD, SUITE 420  
MONTREAL, QUEBEC H4B 2M5

- 4 -

We would appreciate the opportunity of meeting with each of you,  
along with Arthur Grant, in the near future, in order to have your  
views on the tentative agenda that we have set up for our Committee.

With all good wishes,

Sincerely,

BLI:dh

Copy -

Mr. Arthur Grant





November 23, 1987  
2 Kislev 5748

Mr. Bernard L. Isaacs  
889 Korzak Crescent  
Apt. 906  
Cote St. Luc, Quebec  
H4W 2W6 Canada

Dear Bernie:

It was heartening to learn that you have accepted Allan's invitation to chair the Union's Communications Committee. This is a development which pleases me very much and bodes well for our important work to be done in this area.

Needless to note, I look forward to working in ever closer association with you. It is my fond hope you will gain a full measure of fulfillment and satisfaction from this new responsibility in behalf of our Union.

Rhea and I join in sending love to you and Jane.

Sincerely,

Alexander M. Schindler

*No Further  
Announcements*

**MACE H. LEVIN**

*Hold for  
discussion with  
JAN &  
Ann Green*

Dear Alex,

Thank you for your phone call --- even if it put me into Reagan's class. This letter is to remind you and Chuck to implement our Congregational Presidents invitations by a letter from one or both of you.

*Send to Synagogue*

Suggestions:

- ① It obviously should be warm and caring in its tone.
- ② We should explain to the Presidents that, like the Board Members, they will be expected to pay their own way (transportation, hotel, food etc). We should point out that the tightness of our budget precludes our ability to have UAJHC pay (this can be a positive rather than a negative if expressed properly).
- ③ We should have a host comtee composed of both staff and lay people to make

certain that our guests are made to feel at home and that they leave with very positive feelings. Our communication cmtc. could be of help if you desire.

- ④ They should also be invited to their choice of cmtc meetings including the MUM cmtc.
- ⑤ Invitation should also include spouses.
- ⑥ Possibly include a spokesperson from the guests to give a brief report to our Board.
- ⑦ you and I felt that you should invite around 30 figuring 15 to 20 may accept. you felt that the Big Congregation group was the place to start & that emphasis should be on those in or closest to N.Y.C.

We probably inform our Board in the final announcement and ask them to also be good

Love To all,  
Mace



# MACE H. LEVIN

*Communicator*

Dear Alexand Darry,

I have no record of an answer to  
the enclosed letter and like Reagan,  
no memory of an answer. I am particularly  
concerned about your reaction to #1.

Who would we invite, how many, who  
would pay what etc.? Please let  
me know your reaction.

Love,  
Mace

*Called 3/3*

*Sent cc 12/30 Ltc  
3/4*

# MACE H. LEVIN

Previous  
letter

Dear Alex,

The UAHC Communications Cntr., is at work trying to improve relations with our congregations. Among the ideas suggested are several from Leonard Spring which are so good, I would like to put them into use as soon as practical. We will be working on all of his ideas, but I would appreciate hearing from you specifically on items one and eight.

I also want to commend to you the "Future Planning Report" of the Northeast Council. We need to look no further to find the questions that we as a Movement must answer. Our cntr. will be keeping this report in mind as we progress. It would seem to me that all of your key staff should study it carefully.

Clare joins me in sending love to Rhea and you.

Mace

Copy to  
Danny  
Cluck

Heard  
Bogot is  
to prepare  
letter for me  
to Win & Roddy  
Shelby Day  
School



*Handwritten notes  
by Mace*

Leonard Spring & Associates  
Incorporated  
Marketing/Advertising  
435 Fifth Avenue  
New York, New York 10016  
212-532-0888

December 8, 1986.

Mr. Mace Levin  
7634 Fairway Woods Drive  
Sarasota, FL 33583

*Loaded with great  
ideas!*

Dear Mace:

Before I settle in to do the other things I have to do, and while I have our meeting and the UAHC meeting on my mind, with my notes in hand, I'll send them along to you for your thinking.

I think we have once again put the Communications Committee on the right track and now we have to do the things that are indicated in our plan.

Here are some of my initial ideas, for your reaction:

#1

*Personally, I do not feel we should pay either their hotels or travel costs, but do feel they (and their spouse) should be our guests for meals and events.*

1. Invite one or two congregational presidents from each region to attend the UAHC Board meetings as Observers. Pay all their expenses if possible but certainly pay for everything at the hotel. Let them observe and learn about all the people and the programs. Then they must travel about their regions and/or speak at regional meetings and report on what they learned and saw. Should be helpful to spread the good work of the UAHC through the mouths of what could be its most severe critics or at least non-involved parties. Should be done at every Board meeting.

*Also someone (both staff and lay) should be assigned to make them feel at home.*

2. Bernie Isaacs' speakers bureau or caravan should be re-activated. Key to success here is to send the right speakers, not just anyone who volunteers. Also speaker should not try to cover all the UAHC activities but highlight and detail perhaps two. Listeners cannot absorb the A-Z story and therefore nothing registers. *(Bernie is ready and we are working on this)*

*They also should be invited to their choice of cnts. meetings.*

3. We could produce a small, envelope size folder on UAHC activities and "imprint" the name of the Temple on it. The Temple mails to its members like a manufacturer's stuffer being mailed by a department store to its charge customers.

*(will check costs and need)*

*I have written Alex and will keep cnts. informed,*

(Cont'd)



14  
52 would → 4. probably prove too expensive and become annoying to recipients. But we could at least start on one every three or four weeks, & will work on it.

4. Temple presidents get so much mail from the UAHC which really isn't bad but they just digest the fact that they get a lot of mail. What about a series of jumbo postcards, one a week, each with one UAHC activity on it? They'll throw them away but think of the impact of 52 consecutive cards!
5. Temple presidents accumulate papers. What about a file box with dividers, both provided by the UAHC?
6. How about the UAHC providing Board meeting announcement cards with fill-in data on them? Plug for UAHC on bottom. Free service or nominal charge.
7. How about the UAHC providing Certificates of Service for Presidents, officers, board members, etc.? I suspect they already do this.
8. Jack Dauber's leadership training program should be refinanced. This was a great, one-on-one service to the congregations, from the UAHC.
9. Along with or instead of that series of postcards (#4), what about a series of testimonial letters from congregations who were helped in a wide variety of ways by the UAHC? Reproduce and mail them, one by one.

That's my early set of ideas -- hope more will be coming.

Best to you and Mrs. Levin.

*Leonard*

#5 - Temples all have files and they might feel the box is wasteful.

#6 - like to think about this one

#7 - I think we do have, but I'll ask Aaron to check both on certificates and requests for them.

#8 - Agreed! I'll write Danny & Alex and copy you.

#9 - Wonder if we get letters. I like the idea as I always did this in my company's employee newsletter. I'll follow up.

Leonard Spring & Associates

Thanks Leonard!

Mace



*Immunized*

December 30, 1986  
28 Kislev 5747

Mr. Mace H. Levin  
7634 Fairway Woods Drive  
Sarasota, FL 33583

Dear Mace:

Thank you so much for your recent letter. You asked my response to points 1 and 8 of the Leonard Spring Proposal. I am very much for item # 1. The more people are exposed to us the better it will be for us. Since costs are involved this will have to be referred in the first instance to the Budget Committee. Although I agree with you that we certainly shouldn't pay the hotel and travel costs but limit ourselves to food hospitality at the Board meetings themselves. This too could be not an insignificant sum assuming that two Presidents from each region will in fact come to the Board meeting. But as a matter of general principle the more exposure the better. It will be a good investment.

In re point # 8 I have little to contribute. Dauber is still getting budget support for the leadership training program but there have been some questions concerning it. I am going to ask Art Gant to give you his ideas on this subject.

Rhea joins me in sending you and Clare alloour love.

Sincerely,

Alexander M. Schindler



# MACE H. LEVIN

Dear Alex,

The UAHF Communications Cmtte. is at work trying to improve relations with our congregations. Among the ideas suggested are several from Leonard Spring which are so good, I would like to put them into use as soon as practical. We will be working on all of his ideas, but I would appreciate hearing from you specifically on items one and eight.

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Clare joins me in sending love to Rhea and you.

Mace

Copy to:

Don  
Chuck

Leonard Spring & Associates  
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Marketing/Advertising  
435 Fifth Avenue  
New York, New York 10016  
212-532-0888

December 8, 1986.

Mr. Mace Levin  
7634 Fairway Woods Drive  
Sarasota, FL 33583

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- Personally, I do not feel we should pay either their hotel or travel costs, but do feel they (and their spouse) should be our guests for meals and events.*

1. Invite one or two congregational presidents from each region to attend the UAHC Board meetings as Observers. Pay all their expenses if possible but certainly pay for everything at the hotel. Let them observe and learn about all the people and the programs. Then they must travel about their regions and/or speak at regional meetings and report on what they learned and saw. Should be helpful to spread the good work of the UAHC through the mouths of what could be its most severe critics or at least non-involved parties. Should be done at every Board meeting.
  - Also someone (both staff and lay) should be assigned to make them feel at home.*

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*(will check costs and need)*

(Cont'd)



Do not know about 52 but  
will start with at least some.

/2

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5. Temple presidents accumulate papers. What about a file box with dividers, both provide by the UAHC? *no*
6. How about the UAHC providing Board meeting announcement cards with fill-in data on them? Plug for UAHC on bottom. Free service or nominal charge. *Same as # 4*
7. How about the UAHC providing Certificates of Service for Presidents, officers, board members, etc.? I suspect they already do this. *I believe we are doing this.*
8. Jack Dauber's leadership training program should be refinanced. This was a great, one-on-one service to the congregations, from the UAHC. *Can you arrange, Alex?*
9. Along with or instead of that series of postcards (#4), what about a series of testimonial letters from congregations who were helped in a wide variety of ways by the UAHC? Reproduce and mail them, one by one. *Do we get letters and could I get copies?*

That's my early set of ideas -- hope more will be coming.

Best to you and Mrs. Levin.

*Leonard*

*Handwritten notes by Mace Levine*



December 9, 1986  
7 Kislev 5747

Mr. Mace H. Levin  
7634 Fairway Woods Drive  
Sarasota, FL 33583

Dear Mace:

It was good having you in our midst for the UAHC Board of Trustees. I thank you for your very fine report in behalf of the Communications Committee. You gave us much insight into what has gone on in the past as well as many ideas to give thought to for the future. I am grateful to you.

Rhea joins me in sending warmest regards to you and Clare.

Sincerely,

Alexander M. Schindler

*I wrote to  
Walter to pay for  
the film -  
He loves  
we touch -  
wears well.*



WALTER J. KLEIN COMPANY, LTD.

*Commencement  
Committee*

January 31, 1986

Ms. Edith J. Miller  
UAHC  
838 Fifth Avenue  
New York, New York 10021


Dear Edie:

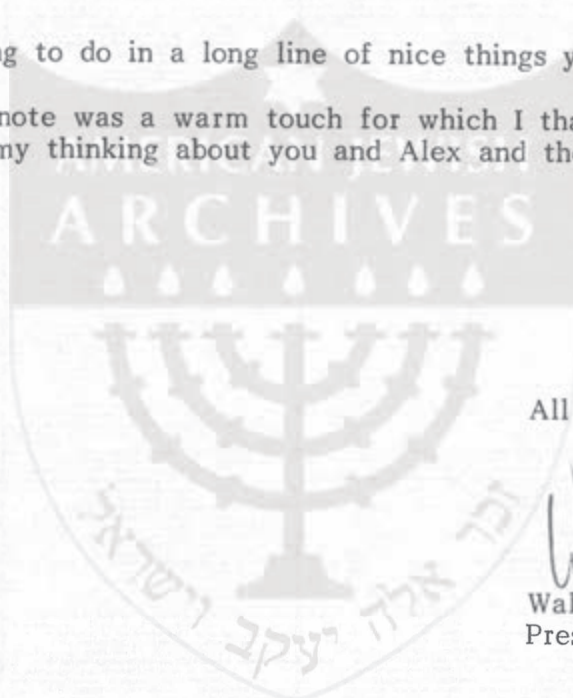
What a nice thing to do in a long line of nice things you do.

Your January 22 note was a warm touch for which I thank you. Not a day goes by without my thinking about you and Alex and the whole gang.

WJK:dj

All the best,

  
Walter J. Klein  
President





WALTER J. KLEIN COMPANY, LTD., 6311 CARMEL ROAD, BOX 2087, CHARLOTTE, N.C. 28211-2087  
TELEPHONE: 704-542-1403

1985 July 26

cc: LAS  
8/12

*Communit*  
*Commr.*  
Rabbi Alexander M. Schindler  
President  
UAHC  
838 Fifth Avenue  
New York, New York 10021

Dear Alex:

Thank you for your warm letter about the Reform Leadership College.

It's good that Harold Tragash was ahead of me with this concept. I'd be honored to work with and for him on it in any way you see fit. It seems to me that several lay people will have to take a few months off from their work to prepare such a program.

Fred Gottschalk appreciates the idea but feels his people are already so overburdened they can't be stretched much further. The same applies to 838, surely. I think we need to consider the wisdom of assembling an entirely new team to run this leadership college from among our lay leadership, and burdening UAHC and HUC-JIR staff only with overall control and the ultimate classroom and laboratory sessions.

The other day I received a booklet from a corporate leadership training program that socks its students for \$1800 per day. That's pretty pricey, but they get it because they deliver. We could do the same--let the college be a profit center from its first day.

All the best,

*WJ*  
Walter J. Klein  
President

WJK:dj



*Communicated  
Comm.*

July 23, 1985

Mr. Walter J. Klein, President  
Post Office Box 2087  
Charlotte, N.C. 28211-2087

Dear Walter:

Please don't think that I ignored your letter of May 28th regarding the "Reform Leadership College." It reached my desk just before my Israel trip and I wanted to give the matter more extended thought and also to discuss it with some of our Cabinet people.

By curious coincidence, you ought to know that Harold Tragash advanced a like idea as a further development of the Leadership Training courses which the Synagogue Administration Commission is conducting all over the country. In a word, a great many people are intrigued by your idea and would like to see it furthered.

I note that Fred responded positively to your letter and since much of the development of this program depends on the involvement of the College, I will allow him to take leadership here. I just want you to know that we, on our part, are prepared to advance this concept.

Thank you for your continued good work in our behalf. We are beholden to you.

With warm regards, I am

Sincerely,

Alexander M. Schindler





WALTER J. KLEIN COMPANY, LTD., 6311 CARMEL ROAD, BOX 2087, CHARLOTTE, N.C. 28211-2087  
TELEPHONE: 704-542-1403

1985 May 28

Rabbi Alexander Schindler, President, UAHC  
Rabbi Alfred Gottschalk, President, HUC-JIR  
Chuck Rothschild, Jr., Chairman, Board of Trustees, UAHC  
Richard Scheuer, Chairman, HUC-JIR Board of Governors

Dear Friends:

This year a precious few Reform Jewish professionals will be ordained and receive degrees from Hebrew Union College-Jewish Institute of Religion.

The HUC-JIR budget is \$12.4 million.

Meanwhile the UAHC budget is \$13 million. Of this, only \$44,200 is allocated for the Leadership Training Task Force.

Of course there is a lot more to be said about the allocation of funds and energies for the preparation of Reform Jewish professionals and volunteers. But in the above budget figures we have some indication that we are doing a superb job training our professionals but not nearly enough training our volunteers.

Yet the future of Reform is in the hands of our congregational officers, board members, committee chairpersons, Union national and regional boards and officers, and leaders of the affiliate organizations--every bit as much as it is in the hands of our rabbis, educators, communal workers and cantors.

Yes, congregations give their volunteers a fair amount of undisciplined on-the-job training, apprenticeship and exposure. UAHC offers leadership workshops and development programs through its regions to its congregations. Union counsel is always available to member synagogues. But, let's face it: the vast majority of Reform volunteers are ill-trained as they step into leadership positions, and are happy to retire when their terms of office are over. It takes a major portion of those terms to learn their jobs, get acquainted with resources, and become productive.

What we have, then, is a disheartening lack of quality and quantity in our Reform volunteer leadership. We have little in the way of a crescendo of enthusiasm and competitive excitement over temple leadership jobs.

Worse, UJA is draining our brains from within our communities. UJA's young leadership cabinet sucks the leadership blood from our Reform synagogues and sends those leaders back trained to suck the fiscal blood from those same congregations. Incredibly, our nearly 800 synagogues lie down and let them get away with it,



like the victims in vampire movies with holes in their pretty white necks.

Isn't it obvious that with the capture of the cream of Reform leadership by the Feds, that Reform will soon be struggling with second-rate volunteers who stagnate our movement? Think of the several national Jewish organizations that are today only hollow shells solely because they are starving for leadership. Recite the names of those fine, dying organizations and you feel a bit sick.

Do we wait or do we act now? It is 1985 and the clock is ticking.

Here is what we can do: Together UAHC and HUC-JIR can establish a world-class Reform Leadership College. Great leadership material will enthusiastically give up one week of their lives each year for two or three years to become exquisitely tuned to lead Reform magnificently into the 21st century.

They will assemble at one HUC-JIR campus or one UAHC camp for intense training in such subjects as the personality of the leader, knowledge of Reform, UAHC resources, fundraising, developing other leaders, Jewish education, temple administration, communications, the Jewish perspective, expanding membership, Torah, Hebrew--the works!

This Reform Leadership College will attract the finest academic leaders from within our movement as well as the most dynamic and seasoned lay leaders, to pass along the best of their wisdom. Superb professionals and volunteers will join to provide the most exciting and profound lay leadership education in the history of Judaism.

Our rabbis should love the concept and its execution. For we will borrow promising people from their midst and return strong leaders. We will give to our synagogues volunteers who are young, powerful, wise and effective. We will release our rabbis, educators and administrators to be the effective professionals they were supposed to be all along.

The lay candidates should love it, too. For instead of fine businessmen being made to look like bumbling fools, getting into temple work they really have no preparation for, those decent people will become efficient, admired leaders in their community, inspirations to those who follow them. They will go off to Reform Leadership College for the most fulfilling holiday from the mundane they have ever experienced. They will meet others of the same sterling quality who will become lifelong friends. They will come to know Reform on its most beautiful national and international planes. They will get command of their financial responsibilities to Reform.

And the Feds will never touch them again. No more holes in the neck. No more crumbling synagogues. No more Saturday morning garage sales. No more communities bankrupt of their faith.

This thing must be sold. We must communicate the impeccable quality of the entire institution. We must commit our best people. We must require healthy fees from these leaders so they can appreciate the cost of excellence.

The leaders we train must not leave with a piece of parchment and a pat on the head. They must return at least once to refresh, renew and expand their



leadership capabilities.

Our Reform institutions will be richly rewarded. For these graduates of our College will form the leadership cadre of the future boards of UAHC and HUC-JIR.

We have always made excuses about lay leadership training. We say these people can't get away from their offices. Won't give up time from their golf games and their Boca condos. Aren't interested in committing to more than two years as temple or sisterhood officer.

That is garbage.

Because we give them nothing to strive for, we make it a self-fulfilling failure. Our future leaders must be given a star in the sky for staring and wondering and reaching.

WJK:dj



THE LIVES WE TOUCH

05/01/85

NEW CONFIRMED PUBLIC SHOWINGS SINCE LAST REPORT

DR. MICHAEL NEIDITCH B'NAI B'RITH INTERNATIONAL	WASHINGTON, DC	02/13/85
ILENE HERST KAM ISALIAH ISRAEL CONGREGATION	CHICAGO, IL	02/13/85
RABBI SOLOMON AGIN TEMPLE BETH-EL	CAPE CORAL, FL	02/20/85
MORRIS ROBINSON	BOCA RATON, FL	02/24/85
WILLIAM HESS TELEPRODUCTIONS, INC.	NEW ORLEANS, LA	02/25/85
TRUDI AZEFF CONGREGATION OF AMI	LAFAYETTE HILL, PA	03/24/85 04/28/85
RABBI GARY KLEIN TEMPLE BETH ISRAEL	ALTOONA, PA	04/19/85
RABBI HOWARD APOTHAKE TEMPLE BETH SHALOM	COLUMBUS, OH	05/19/85
SHELL RUBENSTEIN CONGREGATION SHIR HADASH	LOS GATOS, CA	02/24/85
RABBI KLEIN SCARSDALE SYNAGOGUE	SCARSDALE, NY	04/01/85
RABBI MARK S. GOODMAN TEMPLE SHALOM	DALLAS, TX	04/14/85
JOAN GARDEN TEMPLE BETH EL RELIGIOUS SCHOOL	TACOMA, WA	04/21/85
RABBI LAWRENCE N. MAHRER TEMPLE BETH ISRAEL	FLORENCE, SC	04/12/85
DOLORES WILKENFELD CONGREGATION EMANU EL	HOUSTON, TX	04/14/85
SHARON SOKOL SPRING HILL AVENUE TEMPLE	MOBILE, AL	04/28/85
U.S. INDUSTRIAL FILM FESTIVAL	ELMHURST, IL	03/07/85
MR. FRANK FROST FROST MEDIA ASSOCIATES, INC.	McLEAN, VA	03/07/85
MR. NORMAN LABELSON COMMUNITY REFORM TEMPLE	WESTBURY, NY	05/19/85
RABBI RIEVAN SLAVKIN SINAI REFORM TEMPLE	BAY SHOR, NY	05/24/85
RABBI MARTIN WEINER CONGREGATION SHERITH ISRAEL	SAN FRANCISCO, CA	04/07/85
MARY SOLOMON VASSAR TEMPLE	POUGHKEEPSIE, NY	03/31/85
RONALD CAHN TEMPLE SOLEL	HOLLYWOOD, FL	04/19/85
MRS. ROBERT BERGER BETH ISRAEL CONGREGATION	PLATTSBURGH, NY	04/28/85
RABBI JONATHAN KENDALL CONGREGATION B'NAI B'RITH	SANTA BARBARA, CA	04/29/85
RABBI RICHARD AGLER	BOCA RATON, FL	03/17/85
MR. HARRY HELFT UAHC	LOS ANGELES, CA	03/18/85
SHELDON HANFT BOONE JEWISH COMMUNITY	BOONE, NC	03/22/85
RABBI H. BRUCE EHRLMANN TEMPLE ISRAEL	BROCKTON, MA	04/11/85
DAVID KAPLAN TEMPLE BETH ISRAEL	LIMA, OH	05/31/85
MR. ALEX YOUNG UNITED WAY OF SOUTH HAMPTON ROADS	NORFOLK, VA	03/13/85
RABBI S. MOSS B'NAI ISRAEL REFORM TEMPLE	OAKDALE, NY	05/02/85
MRS. M.S. GOONE B'NAI JEHOSHUA BETH ELOHIM	GLENVIEW, IL	05/29/85
RABBI ANDREW HILLMAN TEMPLE ISRAEL	MERRIT ISLAND, FL	04/28/85
ELAINE NEAL NORTH KANSAS CITY HIGH SCHOOL	N. KANSAS CITY, MO	12/18/85 05/01/86





Rabbi Alexander M. Schindler

March 5, 1982

Rabbi Daniel B. Syme

*Communicate  
com.*

In regard to Walter Klein's letter of February 26 please make certain that you take his advice in the final paragraph. It is important that we utilize members of the Committee as much as possible, in the manner in which he has suggested.







# Union of American Hebrew Congregations

PATRON OF HEBREW UNION COLLEGE—JEWISH INSTITUTE OF RELIGION  
2027 MASSACHUSETTS AVENUE N.W., WASHINGTON, D.C. 20036 (202) 232-4242

PLEASE SEND REPLIES TO:  
WALTER J. KLEIN COMPANY, LTD.  
P. O. BOX 220766  
CHARLOTTE, N. C. 28222

MID-ATLANTIC COUNCIL  
Rabbi Richard S. Sternberger  
Director

1982 February 26

Rabbi Alexander M. Schindler  
President  
UAHC  
838 Fifth Avenue  
New York, New York 10021


Dear Rabbi Schindler:

May I express the thanks and warm feelings of the entire Communications Committee for your sensitive consideration of the 17 proposals in our January 1 report.

Your February 18 letter came in like springtime! Having you react positively to 9 of the 11 concepts you considered is heady stuff.

Please remember your committee has every intention of performing work to back up such ideas as you approve, to whatever limit you feel wise. We don't want to meddle, nor do we want to leave your staff holding the bag.

With every good wish,

  
Walter J. Klein  
President

WJK:dj

cc: Rabbi Daniel Syme

*aw*

אגוד הרבנים המתקדמים  
CENTRAL CONFERENCE OF AMERICAN RABBIS

21 EAST 40th STREET • NEW YORK, N.Y. 10016 • (212) 684-4990

Office of the Executive Vice President

January 23, 1985

Mr. Walter J. Klein, President  
Walter J. Klein Company  
6311 Carmell Road - Box 2087  
Charlotte, NC 28211-2087

Dear Walter:

Thanks for your letter. No, I do think that a name change is necessary. The word American galls the Canadians, and rightly so. The word "Hebrew" was an evasion of the early reformers who were doing their best to get away from "Jewish". This may have been understandable in their time but really is intolerable now. Hebrew is a language and hasn't been a designation for a people or a faith for thousands of years.

I hope this is helpful to you and as always, wish you the best.

Shalom,

Rabbi Joseph B. Glaser

JBG/s

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Cincinnati, OH





WALTER J. KLEIN COMPANY, LTD., 6311 CARMEL ROAD, BOX 2087, CHARLOTTE, N.C. 28211-2087  
TELEPHONE: 704-542-1403

*Handled by church*  
*Free for cabinet discussion + WJK*

1984 December 7

Rabbi Alexander Schindler  
President  
and  
Mr. Chuck Rothschild  
Chairman  
UAHC  
838 Fifth Avenue  
New York, New York 10021

*Comm. Committee*

Dear Friends,

Bal Harbour was a good experience for us all and we thank you.

Since our communications committee was again encouraged to consider updating the UAHC name, we did so. There was a lot of talk about whether to go with United or Union, but otherwise everyone was of one mind.

Enclosed is a brief on the committee's thinking, which might be suitable as the basis for approaching our various bodies, one by one, and also for an article in Reform Judaism. The committee feels such exposure in Reform Judaism, asking for everyone's input, is essential to our having easy acceptance at an upcoming biennial.

(While Dick Cohen is all for bells and whistles again, the majority wants to proceed in a quiet and restrained way.)

We all hope you will give this your nod and permit us to talk to the next Executive Committee meeting. At worst our congregations will have a fresh name to stumble over. At best we will please a multitude who would have good feelings about our up-to-date attitude and our wish to make things right with Canada, and our forever dropping from official Reform use the term "Hebrew" to identify ourselves as a people.

(From the new Funk & Wagnall's: "He-brew" (he'broo) n. 1. A member of that group of Semitic peoples claiming descent from the house of Abraham; Israelite, Jew.)

All the best,

Walter J. Klein  
President

WJK:dj

Enclosure



*with Zerk* *Zerk for Mon*  
*file*  
*Denny*

At their November, 1984, meeting in Miami, the Communications Committee of the Union of American Hebrew Congregations was again asked to consider and make recommendations on possible revision of the name of the Union.

Its decision was to propose that the title United Reform Jewish Congregations be offered to everyone for consideration, without pressure of any deadline, and that everyone be afforded the opportunity to express his own thinking--everyone meaning our 1.5 million Reform Jews as well as our President and Chairman, our Board, officers, congregational officers and boards, and all members of our fellow organizations such as HUC-JIR, CCAR, Sisterhood, Brotherhood, Chautauqua, WUPJ, ARZA.

The committee's unanimous feeling was that we have old bad words to dispose of and new good words to replace them.

We found no advocates for the words American and Hebrew. Both were unanimously considered to be incorrect in the light of the reality of today. It is the continued use of these two words that appears to motivate Reform Jews in many places to call for revision of the UAHC name.

While change was seen by all as a necessity, there was a strong affection for continuation of form. Therefore the continued use of four words, beginning with either Union or United and ending with Congregations, found unanimous support.

There was also unanimity in identifying our movement as Reform Jewish and nothing else. Therefore the words seemed to fall together quickly as either United Reform Jewish Congregations or Union of Reform Jewish Congregations. The committee felt the word Congregations would always be the most important word in the title, showing that the organization is in actuality the congregations.

The choice between United and Union did, however, draw lengthy discussion. Here are some of the points that were made:



United is a dynamic word, indicating action, while Union is a static word, indicating inaction.

Good things tend to be called United while bad things tend to be called Union: United States of America, Union of Soviet Socialist Republics, United we Stand, labor union. (The conservative movement is headed by the United Synagogue of America; the orthodox movement by the Union of Orthodox Jewish Congregations of America).

It would be good to continue with the same first and last words in our name.

The committee voted strongly in favor of United, but there was also a strong minority that favored Union.

It was felt that an orderly transformation of the name could be effected without budgetary consideration, using the excellent existing logo, over a period of one or two years.