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UJA

Rabbi Alexander M. Schindler

July 25, 1979

Jerold C. Hoffberger, Chairman, UJA

REVISED UJA BY-LAWS

I've had an opportunity to study the revised UJA By-Laws and they meet with my approval.

The September 13 meeting is noted on my calendar and I look forward to seeing you then.

Warm regards.

ENCLOSURE  
QUALITY  
MAINTAINED



## MEMORANDUM

July 19, 1979

TO: Members of the UIA Board of Directors

FROM: Jerold C. Hoffberger - Chairman

SUBJECT: Revised UJA By-Laws

Enclosed you will find a copy of the revised By-Laws of the United Jewish Appeal. At our last meeting of the Board of Directors, I promised that they would be sent to you as soon as available.

Please read them carefully.

A number of Board Members representing both UIA and JDC have already reviewed the contents and approved them, during the most recent UJA Board Meeting. Those who participated were:

Alex Grass, Sylvia Hassenfeld, Charlotte Jacobson, Frank Lautenberg, Bert Rabinowitz, Don Robinson, Jack Weiler, Gordon Zacks, Phil Zinman, and myself.

In addition, our Honorary Chairmen, Max Fisher and Melvin Dubinsky, were involved in the drafting process.

We trust that you also will find the Revised By-Laws acceptable. An opportunity will be given for full discussion on this subject at our Board Meeting on Thursday, September 13, 1979. It would be of assistance however if I can have your opinion by making your comments on this memo and returning it to our office in the enclosed envelope.

ENC.

*Write memo  
to Alvin Hoffberger  
and copy to  
George & Helen  
or send to Bylaws  
as proposed.*

79-155-37

BY-LAWS

of

UNITED JEWISH APPEAL, INC.

(Revised and Adopted July 11, 1979)

BY-LAWS

of

UNITED JEWISH APPEAL, INC.

(A New York Not-for-Profit Corporation)

ARTICLE 1

DEFINITIONS

As used in these By-Laws, unless the context otherwise requires, the term:

1.1 "Annual Campaign" means the annual charitable fundraising campaign conducted by the Corporation.

1.2 "Board" means the Board of Trustees of the Corporation.

1.3 "By-Laws" means the By-Laws of the Corporation, as amended from time to time.

1.4 "Certificate of Incorporation" means the Certificate of Incorporation of the Corporation, as amended, supplemented or restated from time to time.

1.5 "CJF" means the Council of Jewish Federations, Inc., a New York Not-for-Profit Corporation.

1.6 "Corporation" means the United Jewish Appeal, Inc.

1.7 "Director" means a person who was a member of the Board of Directors of the Corporation immediately prior to the adoption of these By-Laws.

1.8 "Honorary Director" means a person who was an honorary member of the Board of Directors of the Corporation immediately prior to the adoption of these By-Laws.

1.9 "JDC" means the American Jewish Joint Distribution Committee, Inc., a New York Not-for-Profit Corporation.

1.10 "Members" means the Members of the Corporation, to wit, JDC and UIA.

1.11 "Not-for-Profit Corporation Law" means the Not-for-Profit Corporation Law of the State of New York, as amended.

1.12 "Office of the Corporation" means the executive office of the Corporation, anything in Section 102(a) (11) of the Not-for-Profit Corporation Law to the contrary notwithstanding.

1.13 "Trustee" means a member of the Board of Trustees of the Corporation.

1.14 "UIA" means the United Israel Appeal, Inc., a New York Not-for-Profit Corporation.



## ARTICLE 2

### MEMBERS

2.1           Identification. The sole Members of the Corporation shall continue to be JDC and UIA, the entities which originally established the Corporation to raise funds for them. Each Member shall be equal in powers, rights and duties and in all other respects, except as otherwise provided in these By-Laws. The Members shall have all those powers provided by statute to be reserved to the Members of a Not-for-Profit Corporation as well as those powers granted to them in these By-Laws. All action by each Member shall be taken through its duly authorized representative or representatives.

### 2.2           Meetings of Members.

2.2-1       Place of Meetings. Meetings of the Members shall be held at the Office of the Corporation or as such other place within or without the State of New York as shall be specified or fixed in the notice of such meeting or in the waiver of notice thereof.

2.2-2       Annual Meeting. A meeting of Members shall be held annually for the election of Trustees and the transaction of such other business as may come before the meeting, in the month of May in each year or any other month of each year, on such day as shall be designated by the Board. Written notice of such meeting shall be sent by the Secretary to each Member.

2.2-3 Special Meetings. A special meeting of Members, unless otherwise prescribed by statute, may be called at any time by the Board or by the President of the Board or the Secretary, and shall be called by the President of the Board or the Secretary on the written request of either Member, which written request shall state the purpose or purposes of such meeting.

2.2-4 Notice of Meetings of Members. Written notice of each meeting of the Members shall be given to the Members stating the place, date and hour of the meeting. Notice of a special meeting shall also state the purpose or purposes for which the meeting is called. A copy of the notice of any meeting shall be given, personally, or by mail, not less than ten nor more than twenty-five days before the date of the meeting, to each Member. If mailed, such notice shall be deemed to be given when deposited in the United States mail, with postage thereon prepaid, directed to each of the Members at its address as it appears on the record of Members. If a meeting is adjourned to another time or place, prompt notice shall be given to the Members of the time and place to which the meeting is adjourned and at the adjourned meeting any business may be transacted that might have been transacted at the meeting as originally called.

2.2-5 Waivers of Notice. Notice of meeting need not be given to any Member which submits a signed waiver of notice, whether before or after the meeting. The attendance of a Member at a meeting without protesting the lack of notice of such meeting prior to the conclusion of the meeting shall constitute a waiver of notice by that Member.

2.2-6 Quorum of Members; Adjournment. Both Members shall constitute a quorum for the transaction of any business at any meeting of the Members unless otherwise provided by law. The Member or Members present at any meeting of Members, including an adjourned meeting, whether or not a quorum is present, may adjourn such meeting to another time and place.

2.2-7 Voting. Each Member shall be entitled to one vote. Except as otherwise provided by law or by the provisions of Section 3.3-1 herein pertaining to the election of Trustees, all matters shall be decided only by the unanimous vote of both of the Members. In voting on any question on which a vote by ballot is required by law or is demanded by any Member, the voting shall be by ballot. Each ballot shall be signed by the duly authorized representative or representatives of the Member voting. On all other questions, the voting may be viva voce.

2.2-8 Written Consent of Members Without a Meeting. Whenever the Members are required or permitted to take any action by vote, such action may be taken without a meeting on written consent setting forth the action so taken or to be taken, signed by the duly authorized representative or representatives of each Member. Such consent shall have the same effect as a unanimous vote of the Members.

b. Twelve (12) Trustees shall be selected by the governing body of UIA and elected by it at the annual meeting of the Members.

c. Seven (7) Trustees shall be elected by the governing body of CJF. The seven (7) persons so elected shall be certified to the Board by CJF on or before the date of the annual meeting of the Board (held as provided in Section 3.7-2).

d. Seven (7) Trustees shall be elected by the National Campaign Officers. The seven (7) persons so elected shall be certified to the Board by the National Chairman then in office on or before the date of the annual meeting of the Board (held as provided in Section 3.7-2).

e. One (1) Trustee shall be the person holding the office of President of the Board. If none, the Trusteeship shall remain vacant until a President of the Board of the Corporation shall have been elected in accordance with these By-Laws.

f. One (1) Trustee shall be the person holding the office of National Chairman. If none, the Trusteeship shall remain vacant until a National Chairman shall have been elected in accordance with these By-Laws.



Trustee, if he had served one or more but less than five (5) years as a Director;

b. that the foregoing limitations shall be extended by the number of one (1) year terms included in such number of consecutive terms a person may have served as a Trustee by reason of his status as President of the Board or National Chairman; and

c. that the persons holding the office of President of JDC, Chairman of UIA and Chairman of the Board of Governors of the Jewish Agency for Israel and the President of the Board and the National Chairman shall not be ineligible for re-election as Trustees by reason of the foregoing limitations.

3.3-4 Removal. Any or all Trustees may be removed at any time, permanently or temporarily, or the term thereof declared to have expired earlier than the date originally fixed for expiration of the term for which such Trustee shall have been elected, with or without cause, upon the decision of the entity authorized to elect the category of Trustee into which such Trustee falls.

3.4 Vacancies. Any vacancy occurring in the Board for any reason, including the removal of a Trustee, permanently or temporarily, with or without cause, as set forth in Section 3.3-4, shall be filled as expeditiously as possible by the entity authorized to elect the category of Trustee in which the vacancy occurred. If any vacancy remains unfilled for six months after it occurs, and if by reason of the absence, illness or other inability to attend of one or more of the remaining Trustees a quorum of the Board cannot be obtained, the remaining Trustees of the category of Trustees in which the vacancy occurred, or a majority of them,

may appoint a Trustee to fill such vacancy. A Trustee so elected to fill a vacancy shall hold office for the unexpired portion of the term to which he is elected and until his successor shall have been elected and shall qualify, or until his earlier death, resignation or removal.

3.5           Resignations. Any Trustee may resign at any time, orally or in writing, by notifying the President of the Board or the Secretary and the entity which elected such Trustee. Any such resignation shall take effect at the time therein specified. The acceptance of such resignation shall not be necessary to make it effective. The officer to whom such resignation has been conveyed shall promptly notify the Executive Vice-President who shall notify the Board of such resignation at the first Board meeting next following the resignation.

3.6           Compensation. No Trustee shall receive any compensation for serving as Trustee on the Board or on any Committee of Trustees. However, nothing herein shall be construed to prevent a Trustee from serving the Corporation in another capacity for which reasonable compensation is received.

No Trustee shall be permitted to vote on the compensation to be paid to him in any capacity. Such Trustee's presence may be counted in determining the presence of a quorum at the meeting at which such vote is taken, but such vote shall be taken without such Trustee being present.

3.7           Meetings.

3.7-1       Regular and Special Meetings. Regular meetings of the Board shall be held at least quarterly at such places within or without the State of New York and times as may be fixed from time to time by the Board or (unless contrary to the time and place so fixed by the Board) in the notice of the meeting. Notice of such regular meetings shall be given

promptly after the time and place are fixed. The President of the Board or the Secretary may call, and upon a written request signed by any five Trustees, shall call a special meeting of the Board.

3.7-2        Annual Meeting. The Board may hold its annual meeting for the purpose of organization and the transaction of business on the day when and at the place where the annual meeting of Members for the election of Trustees is held, without notice of such meeting, or such meeting may be held on notice given as provided in Section 3.7-3 of these By-Laws for special meetings of the Board.

3.7-3        Notice of Regular or Special Meetings. Notice of each regular and/or special meeting of the Board shall be addressed to each Trustee at the address designated by him for that purpose or, if none shall have been designated, at his last known address: by first class mail, deposited postage prepaid, in a post office or official depository under the exclusive care and custody of the United States Post Office Department at least thirty days (in the case of a regular meeting) or ten days (in the case of a special meeting) before the date on which the meeting is to be held; or by telegraph, telex, TWX, cable wireless, or similar means of communication, or to be delivered to him personally, not later than twenty-four (24) hours before the time at which such meeting is to be held. Every such notice shall state the time and place of the meeting but need not state the purposes of the meeting. The agenda of matters to be considered at the meeting shall be furnished to each Trustee together with the notice of the meeting or as soon thereafter as is practicable.

3.7-4        Adjourned Meetings. A majority of the Trustees present at any meeting of the Board, including an adjourned meeting, whether

or not a quorum is present, may adjourn such meeting to another time and place. Notice of any adjourned meeting of the Board shall be given to all Trustees, whether or not present at the time of the adjournment. Any business may be transacted at any adjourned meeting that might have been transacted at the meeting as originally called.

3.7-5 Waivers of Notice of Meetings. Notice of any meeting of the Board need not be given to any Trustee who submits a signed waiver of such notice, whether before or after such meeting, or who attends such meeting without protesting the lack of notice to him prior to its commencement.

3.7-6 Organization. The President of the Board shall preside at all meetings of the Board. The Secretary or an Assistant Secretary, or such other person as the President of the Board may appoint, shall act as Secretary of the meeting. The person or persons holding the offices of Executive Vice-President and Executive Vice-Chairman of the Corporation, and the Executive Vice-President of JDC and the Executive Vice-Chairman of UIA shall be invited to all meetings of the Board.

3.7-7 Quorum of Trustees. A majority of the whole number of Trustees shall constitute a quorum for the transaction of business or of any specified item of business at any meeting of the Board.

3.7-8 Action by the Board. All corporate action taken by the Board shall be taken at a meeting of the Board. Except as



otherwise provided by these By-Laws, or by law, provided a quorum is present, the vote of a majority of the Trustees present at the time of the vote shall be requisite to constitute any act of the Board. Each Trustee shall have one vote.

3.7-9 Special Vote Provision. The provisions of Section 3.7-8 to the contrary notwithstanding, provided a quorum is present, the vote of fifteen (15) Trustees, or of a majority of the Trustees present at the time of the vote, whichever is greater, shall be required to constitute the action of the Board if the matter under consideration is one of the following:

- a. Election of the Officers of the Corporation.
- b. Confirmation of National Campaign Officers.
- c. Engagement or termination of employment of the Executive Vice-President, Executive Vice Chairman or the principal financial officer.
- d. Incurring of indebtedness other than in the ordinary course of business.
- e. The Special Vote Provision shall be applicable to any other matter to come before the Board which the Trustees had not been notified in writing at least fourteen (14) days before the meeting would be considered at the meeting.

f. If such fourteen (14) days written notice has been given, the Special Vote Provision shall be applicable with respect to any matter so designated by two of the President of the Board and the Trustees who hold the offices of President of JDC and Chairman of UIA and communicated to the Executive Vice-President of the Corporation at least seven (7) days prior to the meeting. The Executive Vice-President shall thereupon immediately notify all of the Trustees of the matter so designated.

3.8 Action Without a Meeting. To the extent permitted by law, any action required or permitted to be taken by the Board, the Executive Committee, or any other Committee of the Board may be taken without a meeting if all members of the Board or the Committee consent in writing to the adoption of a resolution authorizing the action. The resolution and the written consents thereto by the members of the Board or the Committee shall be filed with the minutes of the proceedings of the Board or the Committee.

3.9 Participation by Telephone. Any one or members of the Board or any Committee thereof, including the Executive Committee, may participate in a meeting of the Board or such Committee by means of a conference telephone or similar communications equipment allowing all

persons participating in the meeting to hear each other at the same time; provided that participation in such fashion for such meeting shall have been authorized by the Executive Committee in the case of a meeting of the Board, or by the Chairman of the Committee, at least 24 hours before the time at which such meeting is to be held and notice of such authorization shall have been communicated to all of the members of the Board or Committee by telegraph, telex, TWX, cable wireless or similar means of communication; and, provided further, that unless waived by the Members of the Corporation, participation in such fashion shall not be authorized with respect to any matter considered by the Board where the vote of more than a majority of the Trustees present is required for action.

ARTICLE 4

COMMITTEES

4.1 Executive Committee. The Board at its annual meeting, or at any subsequent meeting, may designate from among the Trustees an Executive Committee to act between meetings of the Board, consisting of those Trustees, if any, who hold the following offices and such other Trustees as the Board may designate:

President of the Board (Chairman of Committee)

National Chairman

President of JDC

Chairman of UIA

Chairman of the Board of Governors of the Jewish  
Agency for Israel

Two (2) National Vice Chairmen

A Vice-President

A Secretary

A Treasurer

Such other officers of the Corporation as may be authorized  
by the Board

The Executive Committee shall have all the authority of the Board, except that it shall have no authority as to the following matters:

- a. The submission to Members of any action requiring Members' approval;
- b. The filling of vacancies in the Board or in any committee;



c. The amendment or repeal of the By-Laws or the adoption of new By-Laws; or

d. The amendment or repeal of any resolution of the Board.

4.2            Nominating Committee. The Nominating Committee shall nominate and recommend to the Board the election of candidates to hold the offices of President of the Board, Vice-President or Vice-Presidents (other than Executive Vice-President), Secretary or Secretaries, Treasurer or Treasurers and such other offices as may from time to time be created by the Board. The members of the Nominating Committee shall consist of the following:

President of the Board

National Chairman

Two (2) Trustees selected by the President of the Board

President of JDC and one (1) Trustee selected by him

Chairman of UIA and one (1) Trustee selected by him

Chairman of the Board of Governors of the Jewish Agency  
for Israel, provided he is a Trustee

President of CJF

The Chairman of the Nominating Committee shall be selected by the President of the Board from among the members of the Committee other than himself.

To be nominated, a nominee must receive a minimum of six (6) votes from among the members of the Committee.

4.3            National Chairman Selection Committee. The National Chairman Selection Committee shall on or before February 1 in each year nominate and recommend to the Board the election of a candidate to hold the office of National Chairman for the succeeding Campaign year to begin at the next annual meeting of the National Campaign Officers. The members of the National Chairman Selection Committee shall consist of the following:

President of the Board (Chairman of the Committee)

National Chairman, if he shall be ineligible for re-election pursuant to these By-Laws

President of JDC

Chairman of UIA

Chairman of the Board of Governors of the Jewish Agency for Israel, provided he is a Trustee

President of CJF

Four (4) National Campaign Officers appointed by the National Chairman with the approval of the National Vice Chairmen; provided, however, if the National Chairman is eligible for re-election five (5) National Campaign Officers shall be appointed by the National Chairman with the approval of the National Vice Chairmen.

4.4            Special Committees. The Special Committees enumerated below are hereby established. The members of such Special Committee shall be appointed by the President of the Board, with the consent of the Board. Each such Special Committee shall have the powers specifically provided and such other powers as may from time to time be specifically delegated to them by the Board.

4.4-1      Audit Committee.    The Audit Committee shall be responsible for the nomination of the independent auditors for the Corporation, for the determination of the scope of their audit, for the review and evaluation of their reports, for review and evaluation of the action taken by management in response to the auditors' recommendations and for the engagement and termination of the engagement of the internal auditor.

The Committee shall consist of at least seven (7) but not more than eleven (11) members, none of whom shall be employees of the Corporation or Officers of the Corporation authorized to sign checks or approve disbursements. At least one-half (1/2) of the members of the Audit Committee shall be Trustees.

4.4-2      Budget and Finance Committee.    The Budget and Finance Committee shall be responsible for the preparation of the annual budget for the Corporation, its presentation to the Board for approval and the monitoring of the budget during the course of the year. In conjunction with the Audit Committee the Budget and Finance Committee shall also be responsible for supervision of the financial affairs of the Corporation.

The Committee shall consist of not less than thirteen (13) members, a majority of whom shall be Trustees. At least two (2) of the Committee members appointed shall be representative of each of the entities authorized to elect a category of Trustees.

The Executive Vice-Presidents of the Corporation and JDC and the Executive Vice Chairman of UIA shall be non-voting members of the Committee.

4.4-3        Management Policy and Operations Committee. The Management Policy and Operations Committee shall be responsible for the maintenance of policy and the establishment of standards in the day-to-day management and operations of the Corporation. The Board shall fix the specific jurisdiction and responsibilities of the Committee and may from time to time redefine, clarify or otherwise modify the same.

The Committee shall consist of such number of members, not less than seven (7), as the Board may determine. Other than the Chairman of the Committee, none of its members need be Trustees.

4.4-4        Transactions Committee. Within dollar limitations fixed by the Board, the Transactions Committee shall be authorized to approve (a) the acceptance or non-acceptance from contributors or federations of gifts-in-kind which are not, in the opinion of the Committee, readily marketable, including the establishment of the terms and conditions upon which such gifts may be accepted; (b) the sale or other disposition of gifts-in-kind, including determination of the price, terms and conditions upon which such property may be sold or disposed of; (c) the settlement or write-off of specific outstanding pledges to the Corporation and/or a federation and (d) the settlement of disputed or litigated issues in estates or trusts in which the Corporation has an interest.



The Committee shall consist of seven (7) members as follows: The National Chairman, who shall serve as Chairman of the Committee, the President of the Board, the Executive Vice Chairman, the Chairman of the Budget and Finance Committee and three (3) present or former National Vice Chairmen annually appointed by the National Chairman

4.5           Other Committees. The Board may create such other Committees as may from time to time be deemed desirable. The members of such other Committees shall be appointed by the President of the Board, with the consent of the Board. Any such other Committees shall have only the powers specifically delegated to them by the Board.

4.6           General. The members of any Committees described in Section 4.4 or established pursuant to Section 4.5 of these By-Laws shall serve at the pleasure of the Board. Any person who has served as Chairman of such a Committee for three (3) successive years shall not be eligible for re-appointment until at least one year after the expiration of his third year of service. The Board may designate one or more persons as alternate members of any such Committee, who may replace any absent member or members of the Committee. A majority of the members appointed to any Committee shall constitute a quorum for the transaction of business or of any specified item of business at any meeting of any such Committee. The vote of a majority of the Committee present at the time of the vote shall be requisite to constitute any act of the Committee. Each such Committee, including the Executive Committee, shall submit a report of its decisions and recommendations to the Board at the Board meeting next



following each meeting of such Committee. The President of the Board, if not a member of a Committee, shall be entitled to attend any meeting of any Committee of the Corporation.

## ARTICLE 5

### OFFICERS

5.1           Officers. The Board shall elect a President of the Board, a National Chairman, an Executive Vice-President, one or more Vice Presidents, Secretaries and Treasurers, and may elect one or more Assistant Secretaries and Assistant Treasurers, and such other officers, including honorary officers, as it may determine. The Board may use descriptive words or phrases to designate the standing, seniority or area of special competence of any Vice-President elected by it. Any two or more offices may be held by the same person, except the offices of President of the Board and Secretary.

The National Chairman shall be elected at the first meeting of the Board held in each year following the nomination of a candidate by the National Chairman Selection Committee, to hold office from the date of the first annual meeting of the National Campaign Officers held thereafter until the next succeeding annual meeting of the National Campaign Officers. All other officers shall be elected at the annual meeting of the Board. Each officer shall hold office for the term for which he is elected, and until his successor shall have been elected and qualified, or until his death, resignation or removal in the manner provided in Section 5.2 of these By-Laws.

As between themselves and the Corporation, all officers shall have such authority and perform such duties in the management of the Corporation as may be provided in these By-Laws or as the Board may from time to time determine.

Any person who shall have served in any of the offices enumerated below for two (2) successive annual terms shall not be eligible for re-election to the same office until one annual term has elapsed from the expiration of his last annual term of service in that office. The offices to which the foregoing provision is applicable are the offices of President of the Board, National Chairman, Vice Presidents (except Executive Vice-President), Secretary (except Assistant Secretaries), Treasurer (except Assistant Treasurers). An "annual term" is hereby defined as the period between the time of election to office at a regular election of officers by the Board as provided in this Article of the By-Laws and the time of election to office at the next succeeding regular election of officers by the Board.

5.2        Removal of Officers. Any officer elected by the Board may be removed by the Board with or without cause.

5.3        Resignations. Any officer may resign at any time by notifying the Board, the President of the Board or the Secretary orally or in writing. Such resignation shall take effect at the date of receipt of such notice or at such later time as is therein specified, and, unless otherwise specified, the acceptance of such resignation shall not be necessary to make it effective.

5.4        Vacancies. Between annual meetings of the Board a vacancy in any office because of death, resignation or removal shall be filled by the Board for the unexpired portion of the term.

5.5        President of the Board of Trustees. The President of the Board shall preside at meetings of the Board of Trustees, shall be the chief executive officer of the Corporation and shall have general supervision over the affairs of the Corporation.

5.6        National Chairman. The National Chairman shall be responsible for and shall have general supervision over the conduct of the Annual Campaign of the Corporation.

5.7        Executive Vice-President. The Executive Vice-President shall be a salaried officer of the Corporation and shall be the principal professional manager of the affairs of the Corporation. He shall be responsible for carrying out the policies established by the Board in regard to the business and affairs of the Corporation and shall be directly responsible to the President.

5.7-1      Executive Vice Chairman. The Executive Vice Chairman shall be a salaried Campaign Officer and shall be the principal professional manager of the Annual Campaign. He shall be responsible for carrying out the policy established by the Board in regard to the Annual Campaign and shall be directly responsible to the National Chairman.

5.7-2      Action by the Board in accordance with the provisions of Section 3.7-9 shall be required to engage or terminate the engagement of the Executive Vice-President and/or the Executive Vice Chairman. The positions of Executive Vice-President and Executive Vice Chairman shall be held by the same person unless the Board decides to the contrary.



5.8        Vice-Presidents. At the request of the President of the Board or in his absence, at the request of the Board, the Vice-Presidents shall (in such order as may be designated by the Board or in the absence of any such designation in order of seniority based on age) perform all of the duties of the President of the Board and in so acting shall have all the powers of and be subject to all restrictions upon the President of the Board, and in general, they shall perform all duties incident to the office of Vice-President and such other duties as from time to time may be assigned to them by the Board or the President of the Board.

5.9        Secretary. The Secretary, if present, shall act as Secretary of all meetings of the Board, and shall keep the minutes thereof in the proper book or books to be provided for that purpose; he shall see that all notices required to be given by the Corporation are duly given and served; he shall be custodian of the seal of the Corporation, and may seal with the seal of the Corporation, or a facsimile thereof, all documents the execution of which on behalf of the Corporation under its corporate seal is authorized in accordance with the provisions of the By-Laws; he shall have charge of the other books, records and papers of the Corporation relating to its organization and management as a corporation, and shall see that the reports, statements and other documents required by law are properly kept and filed; and, in general, he shall perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him by the Board or by the President of the Board.



5.10      Treasurer.    The Treasurer shall have charge of and be responsible for, all funds, securities and notes of the Corporation; he personally or his authorized delegate shall receive and give receipts for monies due and payable to the Corporation from any source whatsoever; cause to deposit all such monies in the name of the Corporation in such banks, trust companies or other depositaries as shall be selected in accordance with these By-Laws; against proper vouchers, cause such funds to be disbursed by checks or drafts on the authorized depositaries of the Corporation signed in such manner as shall be determined in accordance with any provisions of the By-Laws or by the Board, and be responsible for the accuracy of the amounts of all monies so disbursed; regularly enter or cause to be entered in books to be kept by him or under his direction full and adequate account of all monies received or paid by him for the account of the Corporation; have the right to require, from time to time reports or statements giving such information as he may desire with respect to any and all financial transactions of the Corporation from the officers or agents transacting the same; render each year to the Members and Trustees an annual report of the assets held by the Corporation pursuant to its charitable purposes, and the use made of such assets and of the income therefrom; render to the President of the Board, or to the Board, whenever the President of the Board, or the Board, respectively, shall require him so to do, an account of the financial condition of the Corporation and of all his

transactions as Treasurer; exhibit at all reasonable times his books of account and other records to any of the Trustees upon application at the office of the Corporation where such books and records are kept; and, in general, he shall perform all duties as from time to time may be assigned to him by the Board or by the President of the Board.

5.11      Assistant Secretaries and Assistant Treasurers.

Assistant Secretaries and Assistant Treasurers shall perform such duties as shall be assigned to them by the Secretary or by the Treasurer, respectively, or by the Board or by the President of the Board.

ARTICLE 6

ANNUAL CAMPAIGN

6.1        Conduct of Campaign.    The Corporation shall conduct an Annual Campaign to raise funds in furtherance of its charitable purposes. The Annual Campaign shall be conducted under the leadership and supervision of the National Chairman, within the framework of the policy with respect thereto as may from time to time be adopted by the Board.

6.2        National Campaign Officers.

6.2-1      The National Campaign Officers shall consist of such number of National Vice Chairmen as the National Chairman (or the National Chairman-elect, as the case may be) may from time to time fix, the Chairman of the Women's Division, the Chairman of the Young Leadership Cabinet, the President of JDC, the Chairman of UIA, the President of CJF, and such other Campaign Officers and Honorary Campaign Officers as the National Chairman (or the National Chairman-elect, as the case may be) may from time to time designate.

6.2-2      The persons appointed as National Campaign Officers shall be persons who have evidenced leadership in their own communities, regions and/or nationally and who possess qualifications which would significantly enhance the attainment of the goals of the Annual Campaign and the conduct thereof by the National Chairman and the other National Campaign Officers.

6.3        Selection of National Campaign Officers.

6.3-1      The National Vice Chairmen shall be selected by the National Chairman (or National Chairman-elect, as the case may be), after consultation with the seven Trustees elected pursuant to the provisions of Section 3.3-1d. The National Vice Chairmen selected shall include at least one-half of the National Vice Chairmen then in office.

6.3-2      The heads of Campaign Departments of the Corporation who are also National Campaign Officers shall be selected in accordance with the process followed by each such Campaign Department, subject to the approval of the National Chairman (or the National Chairman-elect, as the case may be).

6.3-3      All National Campaign Officers shall be subject to confirmation by the Board of Trustees.

6.3-4      The National Vice Chairmen shall serve from the time of their selection until the next annual meeting of the National Campaign Officers.

6.4        Campaign Committees. The National Chairman shall be empowered to establish Campaign Committees to aid in the conduct of the Annual Campaign and to appoint the Chairmen and members thereof.



## ARTICLE 7

### ALLOCATIONS AND DISTRIBUTION OF FUNDS

7.1 Gross Funds. All funds received by the Corporation shall, in the first instance, be used to satisfy all charges, expenses and other claims incurred by or against it.

7.2 Distribution. The net funds thereafter remaining in the hands of the Corporation shall be distributed to JDC and UIA (and such other publicly supported tax-exempt charitable organization or organizations) in such amounts or proportions as shall from time to time be provided in an agreement between JDC and UIA (or an agreement among JDC, UIA and such other organizations as may be parties thereto) activating the Corporation as their agency for the raising of funds (hereinafter called the "Campaign Agreement").

7.3 Dissolution or Discontinuance of Activities. In the event of the dissolution or discontinuance of the activities of the Corporation its assets (including but not by way of limitation, any gift, bequest, devise, or the principal or income of any trust of which it is the beneficiary) shall, in the first instance, be used to satisfy all charges, expenses incurred by it or claims against it. The balance thereof shall be distributed as provided in the Campaign Agreement applicable to the last Annual Campaign immediately preceding such dissolution or discontinuance of the activities of the Corporation, and as if such assets were funds collected as a result of such Annual Campaign, except as follows:



a. Funds or other property collected as a result of any Annual Campaign conducted by the Corporation pursuant to a Campaign Agreement for any year preceding dissolution or discontinuance of the activities of the Corporation, shall be distributed pursuant to the terms of such prior Campaign Agreement, it being intended that nothing herein contained shall invalidate such prior agreement or the rights of the parties thereto under such prior Campaign Agreement.

b. Any bequest, devise or principal or income of a trust received subsequent to the dissolution or discontinuance of the activities of the Corporation based upon a will or trust made prior to dissolution or discontinuance of the activities of the Corporation shall be distributed pursuant to the terms of the Campaign Agreement for the year in which the instrument making such bequest, devise or trust became or shall become effective. In the event there is no Campaign Agreement for the year in which such instrument became or shall become effective, such bequest, devise or principal or income of a trust shall be distributed as hereinabove provided.

c. Campaign records, mailing lists, field reports, pledge and payment reports, community campaign summaries, records of receipts and pledges by communities, records of campaign openings, records of community budget meetings, and all other data related to the fund-raising process shall be delivered into the custody of not less than two nor more than six persons designated equally by JDC and UIA who shall hold the same as trustees for the benefit of JDC and UIA so

that JDC and UIA may at all times have equal access to and use thereof. Such other organization or organizations as may be parties to a Campaign Agreement shall also, at all reasonable times, have access to and use of the aforesaid records, lists, documents and data relating to the period of the Campaign Agreement or Agreements to which such organization or organizations may be a party or of which it or they may be beneficiaries. If multiple copies of any of such records are made, they shall be distributed to JDC, UIA, and to any other organization entitled to access thereto in accordance with this paragraph (c).

## ARTICLE 8

### CONTRACTS, CHECKS, DRAFTS, BANK ACCOUNTS, ETC.

8.1      Execution of Contracts. The Board may authorize any officer, employee or agent, in the name and on behalf of the Corporation, to enter into any contract or execute and satisfy any instrument, and any such authority may be general or confined to specific instances or otherwise limited.

8.2      Loans. When authorized or approved by the Board any officer, employee or agent designated by the Board may effect loans and advances at any time for the Corporation from any bank, trust company or other institutions or from any firm, corporation or individual and for such loans and advances may take, execute and deliver promissory notes, bonds or other certificates or evidences of indebtedness of the Corporation and guarantees, and when authorized so to do may pledge and hypothecate or transfer any securities or other property of the Corporation as security for any loans or advances. Such authority conferred by the Board may be general or confined to specific instances or otherwise limited.

8.3      Checks, Drafts, Etc. All checks, drafts and other orders for the payment of money out of the funds of the Corporation and all notes or other evidences of indebtedness of the Corporation shall be signed on behalf of the Corporation in such manner as shall from time to time be determined by resolution of the Board.

8.4       Deposits. The funds of the Corporation not otherwise employed shall be deposited from time to time to the order of the Corporation in such banks, trust companies or other depositaries as the Board may select or as may be selected by an officer, employee or agent of the Corporation to whom such power may from time to time be delegated by the Board.

ARTICLE 9

INDEMNIFICATION

9.1       Trustees and Officers. The Corporation shall indemnify any person made, or threatened to be made, a party to any action, suit or proceeding by reason of the fact that he, his testator or intestate, is or was a Director, Trustee or officer of the Corporation, or of any other corporation or any partnership, joint venture, trust, employee benefit plan or other enterprise, on which he served as such at the request of the Corporation, against all reasonable expenses including, but not limited to, attorneys' fees, actually and necessarily incurred by him in connection with the defense of such action, suit or proceeding, or in connection with any appeal therein, and including the cost of court approved settlements, to the fullest extent and in the manner set forth in and permitted by the Not-for-Profit Corporation Law and any other applicable law, as from time to time in effect. Such right of indemnification shall not be deemed exclusive of any other rights to which such Trustees or officers may be entitled apart from the foregoing provisions.

9.2       Contract Rights. The foregoing provisions of this Article 9 shall be deemed to be a contract between the Corporation and each Trustee and officer who serves in such capacity at any time while



this Article 9 and the relevant provisions of the Not-for-Profit Corporation Law and other applicable law, if any, are in effect, and, except to the extent otherwise required by law, any repeal or modification thereof shall not affect any rights or obligations then existing or thereafter arising with respect to any state of facts then or theretofore existing or thereafter arising or any action, suit or proceeding theretofore or thereafter brought or threatened based in whole or in part upon any such stated facts.

9.3        Employees. The Board in its discretion shall have power on behalf of the Corporation to indemnify any person, other than a Trustee or officer, made a party to any action, suit or proceeding by reason of the fact that he, his testator or intestate, is or was an employee of the Corporation.

ARTICLE 10

BOOKS AND RECORDS

The Corporation shall keep at the office of the Corporation or at such other place as the Board may authorize, correct and complete books and records of account and shall keep minutes of the proceedings of the Members, the Board and Executive Committee, if any. Any of the foregoing books, minutes or records may be in written form or in any other form capable of being converted into written form within a reasonable time.

ARTICLE 11

SEAL

The seal of the Corporation shall be circular in form and shall bear the words "UNITED JEWISH APPEAL, INC." in the margin thereof, and the words "Corporate Seal 1935 New York" in the center thereof.

ARTICLE 12

FISCAL YEAR

The fiscal year of the Corporation shall be determined,  
and may be changed, by resolution of the Board.

ARTICLE 13

VOTING OF SHARES HELD

Unless otherwise provided by resolution of the Board, the President of the Board or the Executive Vice-President may, from time to time, appoint one or more attorneys or agents of the Corporation, in the name and on behalf of the Corporation, to cast the votes which the Corporation may be entitled to cast as a shareholder or otherwise in any other corporation, any of whose shares or securities may be held by the Corporation, at meetings of the holders of the shares or other securities of such other corporation, and may instruct the person or persons so appointed as to the manner of casting such votes or giving such consent, and may execute or cause to be executed on behalf of the Corporation and under its corporate seal, or otherwise, such written proxies, consents, waivers, or other instruments as he may deem necessary or proper in the premises; or the President of the Board, or the Executive Vice-President may himself attend any meeting of the holders of the shares or other securities of any such other corporation and thereat vote or exercise any or all other powers of the Corporation as the holder of such shares or other securities of such other corporation.



ARTICLE 14

AMENDMENTS

14.1 Sections 2.1, 3.2, 3.3-1, 3.3-4, 3.4, 3.7-7, 3.7-8, 3.7-9, 4.1 and 4.2, Article 7 and this Article 14 of these By-Laws may not be amended or repealed except upon the affirmative vote of three-quarters ( $3/4$ ths) of the entire number of the Board of Trustees. Any other provisions of these By-Laws may be amended or repealed upon the affirmative vote of two-thirds ( $2/3$ rds) of the Trustees present and voting, provided a quorum is present.

14.2 The Trustees shall be notified in writing not less than fourteen (14) days prior to the date of any meeting of the Board of any proposed change in or addition to any provision of these By-Laws. The notice shall specify the Section proposed to be changed and shall set forth the text of the proposed change or addition.

MEMORANDUM

March 31, 1981

TO: Members of the UIA Board of Directors

FROM: Jerold C. Hoffberger, Chairman

SUBJECT: Board of Directors Meeting

\* R E M I N D E R \*

The Board of Directors will meet on Wednesday afternoon, April 8, 1981 at 2:30 P.M. in the Board Room of the Joint Distribution Committee offices - 60 East 42nd Street (The Lincoln Building), New York City - the meeting will begin promptly.

A G E N D A

1. Executive Committee Matters, including:

Request by the Jewish Agency that UIA borrow \$25 million in fiscal year 1982	
Grant to the Walworth Barbour School	(Exhibit "A")
The Associate Housing Companies; next steps in divesting UIA interests	(Exhibit "B")
Interim Allocation for fiscal year 1982 to the Jewish Agency	(Exhibit "C")

2. Financial Matters, including:

Financial Statements	(Exhibit "D")
Revision of Allocations to JAFI for fiscal year 1980	(Exhibit "E")
Request for Subvention to the American Professors For Peace In The Middle East	(Exhibit "F")

- |  |               |
|--|---------------|
| 3. Project Renewal Allocations                                     | (Exhibit "G") |
| 4. Denominational Equality in UIA allocations                      | (Exhibit "H") |
| 5. Report on NYANA - Committee of Five                             |               |
| 6. Status Report on the U.S. Grants for fiscal years 1981 and 1982 |               |
| 7. Designation of Delegation to the 1981 JAFI Assembly             |               |
| 8. Other matters   |               |

Enc.

PLEASE BRING WITH YOU TO THE MEETING MATERIAL IN ENCLOSED FOLDER

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PLEASE BRING WITH YOU TO THE MEETING MATERIAL IN ENCLOSED FOLDER

בית הספר האמריקאי הבינלאומי בישראל ע"ש וולוורת ברדו

P. O. Box 827 - Kfar Shmaryahu, Israel

EXHIBIT "A"

TEL. (052) 78225

January 15, 1981

Mr. Jerold C. Hoffberger  
Chairman  
United Israel Appeal  
515 Park Avenue  
New York, N.Y. 10022  
U.S.A.

Dear Mr. Hofberger:

I am writing to request once again the assistance of the United Israel Appeal in helping the American International School in Israel to meet it's current program and financial obligations.

While we have always used a significant portion of the UIA funds for scholarships, we are in the current year facing a serious budget deficit caused by economic conditions in Israel. More specifically, although we raised tuition 16% this year, last spring's increase in teachers' salaries (mandated by the Histadrut) and a serious decline in the rate of devaluation vis a vis the dollar, have resulted in a 40% appreciation in the dollar cost of teachers' salaries. As I am sure you are aware, the devaluation rate of the shekel is lagging far behind the cost-of-living index during the past twelve months in Israel.

The net result is that we are trying very hard to maintain the level and quality of our program, as well as our level of financial assistance to immigrants, while facing a budget deficit in excess of \$100,000.

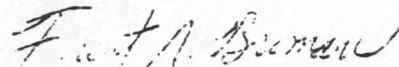
With this in mind we most respectfully request UIA assistance in the amount of \$50,000, which is the same grant that we received last year.

As you may know, our Annual Corporation Meeting with Ambassador Lewis will take place on February 26 and Zelig Chinitz has assured me that he will attend. If by any chance you are in the country, we would be most honored by your presence as well.

Once again, may I extend the heartfelt thanks of all of us here for your continued interest in the American School, and your appreciation of the important role it plays for immigrants in Israel.

All best regards.

Very truly yours,



Forrest A. Broman  
Superintendent.

FAB/lb  
c.c. Mr. I. Kessler  
c.c. Mr. Z. Chinitz.



## UNITED ISRAEL APPEAL

ABRIDGED EXCERPT OF LETTER  
TO THE HON. SIMHA EHRLICH,  
MINISTER OF FINANCE OF THE STATE OF ISRAEL,  
FROM MELVIN DUBINSKY,  
CHAIRMAN OF UNITED ISRAEL APPEAL, INC.  
DATED NOVEMBER 17, 1977

The Associates were organized as American business corporations during the period 1962 - 1964 at the urgent behest of the late Mr. Pinchas Sapir, the then Minister of Finance, and the initiative of the United Israel Appeal, New York, ("U.I.A.") for the sole and exclusive purpose of helping to alleviate the critical housing shortage with the aid of private capital. The proceeds derived from charitable contributions could thus be reserved for use of the other programs badly needed in connection with the relief and rehabilitation of the large number of immigrants arriving in Israel.

A total number of housing units were purchased, or ordered, from the Ministry of Housing at a fixed price in U.S. dollars, totalling in the aggregate the sum of \$60,000,000 derived as follows:

Equity share capital, paid in by a small group of individuals ("the Investors Group")	\$ 5,000,000
Borrowed funds from American Insurance companies	\$27,000,000
Subsidiary capital, furnished by the Jewish Agency and Israel Government	\$28,000,000
Total	\$60,000,000*

The financing was structured as described above because the American Insurance Companies would participate in the venture only if:

- (a) the borrowers were American corporations;
- (b) control of the corporations is held by American citizens of substantial financial standing, who had an equity capital interest in the business; and

\* 90% of the purchase price, including the cost of units still in the course of construction, was paid in advance.

In 1970, "Chail" (Jewish Agency) acquired all the voting shares of American Associates and in 1971 the United Israel Appeal, upon its own initiative and with a view to reducing the cost, exercised its option to acquire the shares from the Investors Group, but at a lesser price than provided for in the Option Agreement. Since that time the United Israel Appeal has been, and still is, the sole and exclusive owner of the voting shares of the corporations, which, in fact, became "corporations of convenience" for the United Israel Appeal. They serve no other purpose except the objective of U.I.A. and the Jewish Agency.

Because of legal and accounting complications arising out of the sale of the housing units to immigrants, United Israel Appeal, Inc. deemed it advisable to exercise the right of prepayment of the balances then outstanding to insurance companies and made the necessary funds available to the Associates, over which it then had complete control, to pay off the indebtedness. The United Israel Appeal, Inc., as owner and lessee, reduced the "rents" to the approximate amounts required to meet the payment of principal and interest on the funds required to pay the banks from which it borrowed the money to pay off the insurance companies, and other small administrative expenses. The rents collected from the tenants and purchasers of apartments have been, and are at all times, allocated by United Israel Appeal towards the Agency budget.

Since the acquisition by the United Israel Appeal, Inc. of the shares of the Associates from the Investors Group, no payments of any kind have been made to that Group, and none are payable to them.

EXCERPTS FROM MINUTES OF EXECUTIVE COMMITTEE MEETING OF FEBRUARY 18, 1981INTERIM ALLOCATION

(a) RESOLVED that United Israel Appeal will provide an interim budgetary allocation of the Jewish Agency for Israel, for this fiscal year beginning April, 1, 1981, in accordance with the following schedule of anticipated fiscal needs of the Agency:

<u>Activity</u>	<u>Amount</u>
Immigration and Absorption	\$ 30,000,000
Social Welfare Services	15,000,000
Health Services	-
Education	-
Institutions of Higher Learning	7,500,000
Youth Care and Training	10,000,000
Housing	10,000,000
Absorption in Agricultural Settlements	20,000,000
General Administration and Services	2,500,000
Debt Services	<u>5,000,000</u>
	<u>\$100,000,000</u>

(b) The Executive Committee hereby authorizes the officers to transmit to the Jewish Agency the sum of \$100,000,000 to be applied towards implementation of the aforementioned programs and projects administered by the Jewish Agency.

(c) The Executive Committee may effect such changes in the foregoing allocations as in its judgment circumstances may necessitate.

## FINANCIAL STATEMENTS AS OF FEBRUARY 28, 1981

BOARD MEETING APRIL 8, 1981

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## EXHIBIT A

## UNITED ISRAEL APPEAL, INC.

STATEMENT OF CHANGES IN FINANCIAL POSITION  
GENERAL AND REFUGEE RESETTLEMENT GRANT FUNDSELEVEN MONTHS ENDED FEBRUARY 28, 1981 AND 1980 AND  
FISCAL YEAR ENDED MARCH 31, 1980  
(Unaudited)

	Eleven Months April - February		Fiscal Year April 1, 1979- March 31, 1980
	1981	1980	
<u>UIA CASH BALANCES AND STATE OF ISRAEL BONDS IN PROCESS OF CONVERSION</u>			
Balance, Beginning of Period	\$ 5,734,323	\$ 1,043,057	\$ 1,043,057
Balance, End of Period (Sch. A-1)	<u>16,278,602</u>	<u>6,480,434</u>	<u>5,734,323</u>
Net Change During Period	\$ <u>10,544,279</u>	\$ <u>5,437,377</u>	\$ <u>4,691,266</u>
<u>RESOURCES WERE PROVIDED BY</u>			
United Jewish Appeal Regular and Emergency Funds (Sch. A-2)			
Cash	\$183,146,445	\$201,239,478	\$206,354,117
Bonds	<u>29,979,215</u>	<u>23,700,366</u>	<u>27,678,937</u>
	<u>\$213,125,660</u>	<u>\$224,939,844</u>	<u>\$234,033,054</u>
Proceeds from:			
U.S. Refugee Resettlement Grant	\$ 20,200,000	\$ 20,000,000	\$ 20,000,000
Debt Financings	<u>40,000,000</u>	<u>60,000,000</u>	<u>60,000,000</u>
Miscellaneous	<u>362,792</u>	<u>513,817</u>	<u>369,697</u>
Total Resources Provided	<u>\$273,688,452</u>	<u>\$305,453,661</u>	<u>\$314,402,751</u>
<u>UIA FUNDS WERE APPLIED TO</u>			
Remittances to Jewish Agency on account of UIA Budget Allocations:			
Receipts from UJA, Bank Loans	\$199,058,065	\$233,610,902	\$238,353,222
U.S. Refugee Resettlement Grant	<u>18,559,746</u>	<u>15,788,005</u>	<u>15,940,700</u>
	<u>\$217,617,811</u>	<u>\$249,398,907</u>	<u>\$254,293,922</u>
UIA Debt Service (Exhibit C):			
Principal Repayments	\$ 22,972,635	\$ 33,032,039	\$ 35,649,039
Interest	<u>19,384,184</u>	<u>12,338,014</u>	<u>13,367,782</u>
	<u>\$ 42,356,819</u>	<u>\$ 45,370,053</u>	<u>\$ 49,016,821</u>
UIA Administrative Expenses (Sch. A-3)	\$ 1,030,776	\$ 1,057,050	\$ 1,302,560
Remittances to ICM (U.S. Grant)	<u>1,500,000</u>	<u>4,000,000</u>	<u>4,000,000</u>
Miscellaneous and Accrued Expenses	<u>638,767</u>	<u>190,274</u>	<u>1,098,182</u>
Total Funds Applied	<u>\$263,144,173</u>	<u>\$300,016,284</u>	<u>\$309,711,485</u>
<u>NET CHANGE IN UIA CASH BALANCES AND ISRAEL BOND INVENTORY</u>	<u>\$ 10,544,279</u>	<u>\$ 5,437,377</u>	<u>\$ 4,691,266</u>

2/28/81

EXHIBIT A  
(Continued)

UNITED ISRAEL APPEAL, INC.  
STATEMENT OF CHANGES IN FINANCIAL POSITION  
SCHEDULES  
(Unaudited)

	Eleven Months April - February		Fiscal Year
	1981	1980	April 1, 1979- March 31, 1980

SCHEDULE A-1: CASH AND STATE OF ISRAEL BONDS-END OF PERIOD

Cash in U.S. Banks	\$ 4,991,843	\$ 4,071,607	\$ 1,959,934
Cash in Banks in Israel	152,363	43,830	37,994
State of Israel Bonds	6,132,967	151,449	1,423,306
Petty Cash, etc.	1,429	1,553	1,553
Investment in Commercial Paper	5,000,000	2,000,000	2,250,000
	<u>16,278,602</u>	<u>6,268,439</u>	<u>5,672,787</u>
Cash in Banks - U.S. Refugee Resettlement Grant	-	211,995	59,300
TOTALS	<u>\$ 16,278,602</u>	<u>\$ 6,480,434</u>	<u>\$ 5,732,087</u>

SCHEDULE A-2: UNITED JEWISH APPEAL, INC.

Campaign Funds - Regular:			
Cash	\$139,708,009	\$ 68,477,025	\$ 73,549,144
Bonds	<u>16,098,706</u>	<u>8,405,521</u>	<u>10,118,222</u>
	<u>155,806,715</u>	<u>76,882,546</u>	<u>83,667,366</u>
Campaign Funds - Emergency:			
Cash	\$ 43,438,436	\$132,762,453	\$132,804,973
Bonds	<u>13,880,509</u>	<u>15,294,845</u>	<u>17,560,715</u>
	<u>57,318,945</u>	<u>148,057,298</u>	<u>150,365,688</u>
TOTALS	<u>\$213,125,660</u>	<u>\$224,939,844</u>	<u>\$234,033,054</u>

SCHEDULE A-3: ADMINISTRATIVE EXPENSES

Salaries	\$ 364,568	\$ 337,066	\$ 376,543
Insurance & Benefits	49,483	54,746	58,206
Pensions	49,597	54,013	55,529
Temporary Staff	21,769	7,550	4,596
Rent	90,299	66,056	71,619
Stationery & Supplies	21,910	17,866	23,526
Service \$ Equip. Rental	13,534	12,907	14,377
Depreciation Furn. & Fixt.	4,287	4,065	4,065
Telephone, Telegraph & Postage	49,335	52,372	57,334
Accounting & Legal Fees	105,600	164,745	229,310
Consultants	24,469	46,921	10,009
Meetings & Related Expenses	27,620	28,575	30,363
Transportation & Travel	39,224	41,277	49,041
Dues & Memberships	119,094	118,287	118,287
Publications	32,602	30,783	33,149
Miscellaneous	<u>17,385</u>	<u>19,821</u>	<u>16,946</u>
TOTALS	<u>\$ 1,030,776</u>	<u>\$ 1,057,050</u>	<u>\$ 1,152,900</u>

2/28/81

UNITED ISRAEL APPEAL, INC.  
1981 UNITED STATES REFUGEE RESETTLEMENT GRANT

SUMMARY OF PROGRAM ALLOCATIONS, EXPENDITURES  
AND UNEXPENDED ALLOCATIONS

FEBRUARY 28, 1981

	<u>AMOUNTS ALLOCATED</u>	<u>PROGRAM EXPENDITURES</u>	<u>UNEXPENDED ALLOCATIONS</u>
<u>En Route Care &amp; Maintenance</u>			
\$60 per capita for care in Vienna	\$ 90,000	\$ 40,000	\$ 50,000
<u>Maintenance at Absorption Centers</u>			
JAFI expense for temporary accommodations upon arrival in Israel	6,060,000	2,750,000	3,310,000
<u>Maintenance at Youth Aliyah Institutions</u>			
Reimbursement of Agency expense for children who require institutional care	1,000,000	450,000	550,000
<u>Transportation of Refugees (ICM)</u>			
Transportation of refugees and their baggage to Israel	-0-	-0-	-0-
<u>Financial Assistance to Needy Refugees</u>			
Loans/grants to needy and handicapped	250,000	50,000	200,000
<u>Scholarships</u>			
Tuition fees, payable to educational institutions, and living allowances	350,000	130,000	220,000
<u>Financial Assistance to the Elderly</u>			
For needy refugees over the age of 60	4,750,000	1,780,000	2,970,000
 TOTALS	 \$12,500,000	 \$ 5,200,000	 \$ 7,300,000

UIA is scheduled to receive \$7,300,000 in early March; the entire amount has been expended or committed by the Agency.

SUMMARY OF U.S. GRANT PROGRAM ALLOCATIONS  
April 6, 1973 - February 28, 1981

SCHEDULE B-1

	<u>1981 Grant</u>	<u>1980 Grant</u>	<u>1979 Grant</u>	<u>1978 Grant</u>	<u>1977 Grant</u>	<u>1976 Grant</u>	<u>1973 Grant</u>
<u>Ongoing Programs</u>							
En Route Care & Maintenance	\$ 90,000	\$ 445,700	\$ 900,000	\$ 500,000	\$ 330,000	\$ 240,000	\$ 2,209,440
Maintenance at Absorption Centers	6,060,000	11,403,854	10,000,000	10,400,000	6,216,382	4,500,000	23,578,823
Maintenance at Youth Aliyah Institutions	1,000,000	1,250,000	850,000	1,500,000	1,000,000	550,000	2,645,000
Transportation of Refugees (ICM)	-0-	3,500,000	5,000,000	-0-	-0-	-0-	-0-
Financial Assistance to Needy Refugees	250,000	600,446	500,000	550,000	750,000	1,000,000	650,000
Scholarships	350,000	500,000	650,000	850,000	1,250,000	775,000	5,840,000
Training, Retraining & Maintenance for Artisans and Technicians	-0-	600,000	900,000	1,500,000	1,300,000	1,850,000	6,128,259
Absorption of Professionals	-0-	700,000	1,200,000	2,200,000	2,550,000	1,735,000	5,120,891
Financial Assistance to the Elderly	4,750,000	6,000,000	5,000,000	1,000,000	-0-	-0-	-0-
Rental Payments	-0-	-0-	-0-	-0-	603,618	1,350,000	10,177,763
Medical & Para-Medical Services	-0-	-0-	-0-	-0-	-0-	-0-	1,000,000
<u>Capital Projects</u>							
Construction or Enlargement of Transit Center, Vienna	-0-	-0-	-0-	-0-	-0-	-0-	186,177
Construction or Acquisition of Apartments	-0-	-0-	-0-	-0-	-0-	-0-	28,057,941
Construction or Acquisition of Absorption Centers & Hostels	-0-	-0-	-0-	-0-	-0-	-0-	16,570,706
Construction or Acquisition of Medical Facilities	-0-	-0-	-0-	-0-	-0-	-0-	6,000,000
Construction or Acquisition of Facilities for the Aged	-0-	-0-	-0-	-0-	-0-	-0-	450,000
Total Grant Allocations	<u>\$12,500,000</u>	<u>\$25,000,000</u>	<u>\$25,000,000</u>	<u>\$18,500,000</u>	<u>\$14,000,000</u>	<u>\$12,000,000</u>	<u>\$108,615,000</u>

To date UIA has received \$215,615,000 in Grant Funds.

2/28/81



## EXHIBIT C

UNITED ISRAEL APPEAL, INC.  
 SCHEDULE OF INDEBTEDNESS: INSURANCE COMPANY, BANK AND MISCELLANEOUS LOANS  
 APRIL 1, 1980 - FEBRUARY 28, 1981

INSURANCE COMPANY AND BANK LOANS	ORIGINAL AMOUNT	INTEREST RATE	OUTSTANDING APRIL 1, 1980	DEBT SERVICE, ELEVEN MONTHS			PRINCIPAL BALANCE OUTSTANDING FEB. 28, 1981
				PRINCIPAL	INTEREST	TOTAL	
Fifteen-year Insurance Companies Loan Maturing May 1, 1980	\$50,000,000	5-1/2%	\$ 2,403,135	\$ 2,403,135	\$ 66,086	\$ 2,469,221	\$ -
Five-year Loan from 11 New York City Banks Maturing May 15, 1980	40,000,000	1% Over Prime	2,000,000	2,000,000	95,027	2,095,027	-
Five-year Loan from Banks in 9 Communities Maturing May 15, 1980	12,500,000	1% Over Prime	625,000	625,000	29,811	654,811	-
Five-year Loan from 41 Banks Maturing June 15, 1982	50,000,000	1/2 of 1% Over Prime	22,500,000	7,500,000	2,282,344	9,782,344	15,000,000
Five-year Loan from 5 New York City Banks Maturing July 16, 1983	25,000,000	1/2 of 1% Over Prime	17,500,000	5,000,000	2,493,845	7,493,845	12,500,000
Five-year Loan from 10 Banks Maturing October 15, 1983	25,000,000	1/2 of 1% Over Prime	18,750,000	5,000,000	2,688,596	7,688,596	13,750,000
Three-year Revolving Credit with 64 Banks (option for 5-year term loan as of 1982)	60,000,000	1/2 of 1% Over Prime	60,000,000	-	9,465,674	9,465,674	60,000,000
Seven-year Loan from 14 Banks Maturing November 16, 1987	40,000,000	Prime	-	-	2,164,557	2,164,557	40,000,000
Sub-total			123,778,135	22,528,135	19,285,940	41,814,075	141,250,000
Federation Loans	3,950,000	5-1/2%/ 7-1/2%	2,131,000	417,000	98,245	515,245	1,714,000
TOTALS, ALL LOANS			<u>\$125,909,135</u>	<u>\$22,945,135</u>	<u>\$19,384,185</u>	<u>\$42,329,320</u>	<u>\$142,964,000</u>

2/28/81

UNITED ISRAEL APPEAL, INC.  
SCHEDULE OF BANK AND INSURANCE COMPANY LOANS  
BALANCES AND SCHEDULED REPAYMENTS  
APRIL 1, 1980 - MARCH 31, 1983

SCHEDULE C-1

DESCRIPTION OF LOANS	BALANCE OUTSTANDING APR. 1, 1980	FISCAL 1981		FISCAL 1982		FISCAL 1983	
		PRINCIPAL REPAYMENT APR. '80-MAR. '81	BALANCE OUTSTANDING MAR. 31, 1981	PRINCIPAL REPAYMENT APR. '81-MAR. '82	BALANCE OUTSTANDING MAR. 31, 1982	PRINCIPAL REPAYMENT APR. '82-MAR. '83	BALANCE OUTSTANDING MAR. 31, 1983
\$50,000,000 Fifteen- year Loan Due May 1, 1980	\$ 2,403,135	\$ 2,403,135	\$ -	\$ -	\$ -	\$ -	\$ -
\$40,000,000 Five- year Loan Due May 15, 1980	2,000,000	2,000,000	-	-	-	-	-
\$12,500,000 Five- year Loan Due May 15, 1980	625,000	625,000	-	-	-	-	-
\$50,000,000 Five- year Loan Due June 15, 1982	22,500,000	10,000,000	12,500,000	10,000,000	2,500,000	2,500,000	-
\$25,000,000 Five- year Loan Due July 16, 1983	17,500,000	5,000,000	12,500,000	5,000,000	7,500,000	5,000,000	2,500,000
\$25,000,000 Five- year Loan Due October 15, 1983	18,750,000	5,000,000	13,750,000	5,000,000	8,750,000	5,000,000	3,750,000
\$60,000,000 Revolving Credit Due Oct. 15, 1987	60,000,000	-	60,000,000	-	60,000,000	3,000,000	57,000,000
\$40,000,000 Seven- year Loan Due November 15, 1987	-	-	40,000,000	-	40,000,000	-	40,000,000
SUB-TOTALS	123,778,135	25,028,135	138,750,000	20,000,000	118,750,000	15,500,000	103,250,000
Community Federation Loans	2,131,000	534,000	1,597,000	534,000	1,063,000	534,000	529,000
TOTALS	\$125,909,135	\$25,562,135	\$140,347,000	\$20,534,000	\$119,813,000	\$16,034,000	\$103,779,000

## UNITED ISRAEL APPEAL, INC.

ISRAEL EDUCATION FUND  
JANUARY 1, 1965 - FEBRUARY 28, 1981UNITED JEWISH APPEAL SUMMARY OF PLEDGES, RECEIPTS AND  
OUTSTANDING BALANCES, FEBRUARY 28, 1981

Pledges	\$79,884,796
Income	<u>65,377,560</u>
Outstanding Pledges	<u>\$14,507,236</u>

SUMMARY OF UIA INCOME AND REMITTANCES TO JEWISH AGENCY  
APRIL 1, 1980 - FEBRUARY 28, 1981

## Income from UJA:

Cash	\$ 4,734,384
Israel Bonds	192,819
Other Income	<u>13,182</u>
	4,940,385
Remittances to Jewish Agency	<u>(5,047,569)</u>
Increase (decrease) Cash and Bonds	<u>\$ ( 107,184)</u>

UIA CASH BALANCES AND ISRAEL BONDS FEBRUARY 28, 1981

Balance, April 1, 1980	\$ 367,894
Net Change, Current Fiscal Year - Increase (decrease) Cash and Bonds	<u>( 107,184)</u>
Balance, February 28, 1981	
Cash	\$131,360
Israel Bonds	<u>129,350</u>
	<u>\$ 260,710</u>

Note: The balances reflect \$101,360 (cash) - the Max and Fannie Targ endowment fund.

## UNITED ISRAEL APPEAL, INC.

PROJECT RENEWAL  
JANUARY 1, 1979 - FEBRUARY 28, 1981

UNITED JEWISH APPEAL SUMMARY OF PLEDGES, RECEIPTS AND  
OUTSTANDING BALANCES, FEBRUARY 28, 1981

Pledges	\$89,252,000
Income	<u>14,833,364</u>
Outstanding Pledges	<u>\$74,418,636</u>

SUMMARY OF UIA INCOME AND REMITTANCES TO JEWISH AGENCY  
JANUARY 1, 1979 - FEBRUARY 28, 1981

## Income:

Year Ended March 31, 1979	\$	240,055
Year Ended March 31, 1980		6,542,547

Eleven Months, April 1 - February 28, 1981

UJA Income - Cash	\$7,742,852	
- Bonds	320,915	
Interest Income	<u>492,618</u>	<u>8,556,385</u>

Total Income to Date		15,338,987
----------------------	--	------------

## Remittances to Jewish Agency:

As of March 31, 1980	1,469,441	
Eleven Months, April 1 - February 28, 1981	<u>8,200,000</u>	<u>(9,669,441)</u>
		<u>\$ 5,669,546</u>

UIA CASH BALANCES AND ISRAEL BONDS FEBRUARY 28, 1981

Cash and Short Term Investments	\$ 5,375,333
Israel Bonds	<u>294,213</u>
	<u>\$ 5,669,546</u>



SCHEDULE E-1

UNITED ISRAEL APPEAL, INC.

PROJECT RENEWAL  
UJA INCOME AND REMITTANCES TO JEWISH AGENCY  
ELEVEN MONTHS, APRIL - FEBRUARY, 1980 AND 1981 AND FISCAL 1980

	Eleven Months April - February		Fiscal Year April 1, 1979- March 31, 1980
	<u>1981</u>	<u>1980</u>	
<u>UJA INCOME</u>			
UJA Cash	\$7,742,852	\$4,925,747	\$5,894,982
Bonds	320,915	373,664	416,998
Interest Income	<u>492,616</u>	<u>125,323</u>	<u>230,567</u>
TOTAL	<u>\$8,556,383</u>	<u>\$5,424,734</u>	<u>\$6,542,547</u>
<u>REMITTANCES TO JAFI</u>	<u>\$8,200,000</u>	<u>\$1,469,441</u>	<u>\$1,469,441</u>



EXHIBIT F

UIA BUDGETARY ALLOCATIONS FOR PROGRAMS IN ISRAEL

PROCEEDS FROM UJA CAMPAIGNS, U.S. REFUGEE  
RESETTLEMENT GRANTS AND UIA DEBT FINANCINGS

Fiscal Years March 31, 1980 and 1981

Funds Made Available for Allocation to the  
Jewish Agency, Fiscal Year Ended March 31, 1980

Unexpended Balance of Funds Made Available  
to Jewish Agency as of April 1, 1980 (Audited) \$ 14,525,535

UIA Income:

UJA Regular and Emergency Funds	\$217,376,000	
Edward Byer Estate	16,624,000	
	<u>234,000,000</u>	
U.S. Refugee Resettlement Grant (A)	21,720,000	
Proceeds from Debt Financing	60,000,000	
Proceeds from Sale of Properties to JAFI (Pension Fund)	17,029,000	
	<u>332,749,000</u>	
Less: Repayment of Outstanding Loans	35,676,000	
Administrative Expenses	1,303,000	
U.S. Grant Allocation to ICEM	4,000,000	
	<u>40,979,000</u>	291,770,000

Estimate of Funds Available, Fiscal 1980 306,295,535

Allocations for Program Services:

Interest Expense (Cash) on UIA Loans	13,370,000	
Budgetary Allocations to Jewish Agency	<u>291,078,946</u>	<u>304,448,946</u>

Estimated Funds Available for Allocation to the  
Jewish Agency, Fiscal Year Ending March 31, 1981

Unexpended Balance of Funds Made Available  
to Jewish Agency as of April 1, 1980 \$ 1,846,589

UIA Income:

UJA Regular and Emergency Funds	\$225,000,000	
U.S. Refugee Resettlement Grants	20,200,000	
Proceeds from Debt Financings	40,000,000	
	<u>285,200,000</u>	
Less: Repayment of Outstanding Loans	25,562,000	
Administrative Expenses	1,375,000	
U.S. Grant Allocation to ICEM	1,500,000	
	<u>28,437,000</u>	256,763,000

Estimate of Funds Available, Fiscal 1981 258,609,589

Allocations for Program Services

Interest Expense (Cash) on UIA Loans	20,000,000	
Proposed Budgetary Allocations to Jewish Agency	<u>249,600,000</u>	<u>(269,600,000)</u>
Proposed Budgetary Allocation Excess Over Estimated Funds Available		<u>(\$ 10,990,411)</u>

(A) Includes \$1,720,000 carried forward from 1980 Grant.

UNITED ISRAEL APPEAL, INC.  
BUDGETARY ALLOCATION OF UIA FUNDS TO JEWISH AGENCY  
FISCAL 1980 AND 1981

	<u>APRIL 1, 1979-MARCH 31, 1980</u>		<u>APRIL 1, 1980-MARCH 31, 1981</u>	
	<u>JEWISH AGENCY EXPENDITURES</u>	<u>PROPOSED UIA REVISED ALLOCATIONS</u>	<u>JEWISH AGENCY BUDGET</u>	<u>UIA PROPOSED BUDGETARY ALLOCATIONS</u>
IMMIGRATION AND ABSORPTION	\$ 81,803,686	\$ 60,710,000	\$ 80,117,000	\$ 65,700,000
SOCIAL WELFARE SERVICES	52,654,252	42,385,000	29,487,000	19,200,000
HEALTH SERVICES	2,429,224	2,000,000	341,000	-
EDUCATION	11,919,702	6,230,000	28,507,000	10,600,000
HIGHER EDUCATION	28,053,195	20,000,000	27,792,000	18,000,000
HOUSING	25,226,766	21,020,000	19,677,000	13,500,000
AGRICULTURAL SETTLEMENTS	60,190,561	57,135,000	66,845,000	59,500,000
YOUTH CARE AND TRAINING	46,015,711	32,270,000	47,646,000	30,350,000
OTHER FUNCTIONS	38,889,242	23,000,000	10,532,000	4,500,000
DEBT SERVICE	49,845,192	22,000,000	60,000,000	18,000,000
GENERAL SERVICES AND ADMINISTRATION	6,744,498	4,350,000	6,369,000	4,250,000
RESERVE	-	-	7,687,000	6,000,000
	<u>\$403,772,029</u>	<u>\$291,100,000</u>	<u>\$385,000,000</u>	<u>\$249,600,000</u>

This schedule does not reflect the Israel Education Fund or Project Renewal.

MEMORANDUM

March 24, 1981

TO: Board of Directors

FROM: Harold Goldberg

SUBJECT: Financial Report as of February 28, 1981  
UIA Board Meeting, April 8, 1981

The enclosed statement reflects UIA's financial activities for the eleven months ended February 28, 1981. The following comments are highlights of the report:

1. Income from the UJA Regular and Emergency fund campaigns (Exhibit A), adjusted to exclude the Byer estate proceeds, was \$206 million vs. \$195 million a year ago. (The Byer estates contributed \$23 million more to the campaign income in fiscal 1980 than it did this year -- \$30 million vs. \$7 million.  
  
Income from UJA in the form of bonds increased to 14% of total income as compared with 10.5% a year ago.
2. The increase in cash and State of Israel bonds (Schedule A-1) reflects \$6.1 million of State of Israel bonds in the process of redemption and \$5 million of short term investments set aside to meet nearly \$6.5 million of loan payments due in March.
3. Debt Service was \$3 million less than the same period last year (Exhibit A.) However, while the repayment of outstanding loans was \$10 million lower, interest expense increased \$7 million due to higher market rates and larger average outstanding loan balances.
4. Administrative expenses (Schedule A-3) are lower reflecting reduced legal and accounting fees.

.../5.

Board of Directors  
March 24, 1981  
Page 2

5. Income from Project Renewal (Exhibit E) was \$3.1 million more than a year ago. UIA is holding \$5.3 million (in Israel investment accounts.)
6. Exhibit F and Schedule F-1 (Pages 10 and 11) have been amended to reflect the Agency's request for an adjustment to UIA's budgetary allocations for the year ended March 31, 1980. Income available for UIA budgetary allocations to the Agency is estimated at \$11 million below the \$249,600,000 of expenditures authorized for the current year.

A monthly cash flow report, as of March 31, 1981, will be sent separately.

/kc



EXHIBIT "E"

UNITED ISRAEL APPEAL, INC.  
BUDGETARY ALLOCATIONS TO JEWISH AGENCY  
APRIL 1, 1979 - MARCH 31, 1980

	<u>APPROVED ALLOCATION</u>	<u>RECOMMENDED CHANGES</u>	<u>PROPOSED REVISED ALLOCATION</u>
IMMIGRATION AND ABSORPTION	\$ 65,200,000	(\$4,490,000)	\$ 60,710,000
SOCIAL WELFARE SERVICES	43,700,000	( 1,315,000)	42,385,000
HEALTH SERVICES	2,000,000	-	2,000,000
EDUCATION	6,350,000	( 120,000)	6,230,000
HIGHER EDUCATION	20,000,000	-	20,000,000
HOUSING	22,500,000	( 1,480,000)	21,020,000
AGRICULTURAL SETTLEMENTS	57,300,000	( 165,000)	57,135,000
YOUTH CARE AND TRAINING	33,000,000	( 730,000)	32,270,000
OTHER FUNCTIONS	23,000,000	-	23,000,000
DEBT SERVICE	15,000,000	7,000,000	22,000,000
GENERAL SERVICES AND ADMINISTRATION	4,500,000	( 150,000)	4,350,000
RESERVE	<u>-</u>	<u>-</u>	<u>-</u>
	<u>\$292,550,000</u>	<u>(\$1,450,000)</u>	<u>\$291,100,000</u>

This schedule does not reflect the Israel Education Fund or Project Renewal.

Per JAFI Telex dated March 19, 1981.



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# AMERICAN PROFESSORS FOR PEACE IN THE MIDDLE EAST

9 East 40th Street  
 New York, N. Y. 10016  
 (212) 532-5005

March 6, 1981

Exhibit "F"

Mr. Jerold Hoffberger  
 Chairman  
 United Israel Appeal  
 515 Park Ave.  
 New York, N.Y. 10022

Dear Chuck:

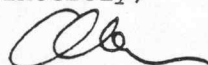
On behalf of the American Professors for Peace in the Middle East I would like to request that the United Israel Appeal consider supporting our activities in the amount of \$30,000 for the current fiscal year.

As you know, the program of publications, speakers, panels, conferences, campus radio, congressional dialogue and journalist briefings creates an environment on campus and in the general community which is favorable to Israel. In addition, the network of professors which we have developed and involved through our efforts are in turn active in various programs and projects on behalf of Israel which are of special importance to the United Israel Appeal. Many of them are involved in fund raising activities.

The material produced by the American Professors for Peace in the Middle East provides invaluable background not only to the leadership of the Jewish community but to the general community, congressional aides and others. This material provides valuable, objective support for those activities which the United Israel Appeal is especially interested in both in the Jewish Community and the U.S. Congress. The APPME and its related agencies have also provided a valuable service in bringing large numbers of professors to Israel enabling them to encourage student activity on behalf of Israel, in maintaining contact with Soviet Jewish scientists, in work related to the U.N. campaign against Israel, etc.

It is vitally important that the activities of this organization be maintained. In the last year, some of our financial sources of support have been curtailed and we, as everyone else, are suffering from the increasing costs of an inflationary period. It is for this reason that we turn to the United Israel Appeal for assistance.

Sincerely,



Allen Pollack

AP:

For a just and lasting peace between Israel and her Arab neighbors

		Actual 9/78-8/79	Adopted Budget 9/79-8/80	Final Figures 1979/80	Recommended Budget 9/80-8/81
INCOME					
(1)	CONTRIBUTIONS Organizations-Individuals	354,518	423,500	340,188	375,000
(2)	Grants	5,000	15,000	30,000	45,000
(3)	Overhead	20,250	5,000	10,250	15,000
	Royalties	500	500		500
	Publications	33,939	20,000	31,455	35,000
(4)	Services rendered			10,000	13,000
	Study Missions	35,354	3,000	15,107	1,500
TOTAL INCOME		449,561	467,000	437,000	485,000
(1)	Dues and contributions from professors	\$ 35,000			
	Contributions from individuals in the community	85,000			
	Federations & organizations	50,000			
	Special Grants	70,000			
		75,000			
		<u>\$315,000</u>			
(2)	Grants - earmarked funds				
	Mazer Grant - film project for high schools				
	Becker Grant - journalism project				
	Snyder Grant - campus press project				
	Abelove Grant - book				
(3)	received for rented space				
(4)	for services rendered to UJA				

Special Note: We are in an especially difficult situation this year because one of the special grants we have received in the past was reduced from \$100,000 to \$70,000. In addition a number of Jewish organizations that had given us support including American Jewish Committee and Bnai Zion have completely eliminated their support. Furthermore, a number of Federations have either reduced or eliminated their support due to pressures which they are facing. For all these reasons it is especially important that we turn to the UIA for support now.

EXHIBIT G

SUMMARY SHEET - PROJECT RENEWAL

Requests for Allocations to the United Israel Appeal, Inc.  
from November 1, 1980 through February 28, 1981

1. Programs were approved in 46 neighborhoods.
2. 213 programs or projects were approved.
3. \$10,302,521, total amount of allocations from  
November 1, 1980 through February 28, 1981.
4. Including the above, the Board will have allocated  
\$44,743,509 since May, 1979.

PROJECT RENEWAL  
JEWISH AGENCY REQUESTS FOR ALLOCATIONS FROM UIA

NOVEMBER 1, 1980 - FEBRUARY 28, 1981

<u>NEIGHBORHOOD</u>	<u>U.S. COMMUNITY</u>	<u>DATE/PROGRAM</u>	<u>AMOUNT</u>
Acco	Austin	12/1- Research	\$ 3,333
	Beaumont	1/21-Day Care Center	
	Corpus Christi	subsidy	3,617
	El Paso	2/2-Equipment for	
	Ft. Worth	Day Care Center	9,000
	Galveston	2/2-Family Club	17,000
	San Antonio	2/2-Milo-Audio Visual	
	Waco	Center	17,000
	Oklahoma City	2/2-Coordination for	
		Neighborhood Center	15,833
		2/2-Accounting and	
		general expenses	2,500
Afoula/ Afoula Illit	Bridgeport	12/3- Community Center	
	Danbury	activities	24,833
	Greenwich	12/3-Center for Social	
	Hartford	activities	38,583
	New Haven	12/3-Sports Program	8,100
	New London	12/3-Youth Club	5,367
	Norwalk	12/3-Course for Youth	
	Norwich	Counselors	500
	Stamford	12/3-Tutorial centers	13,167
	Waterbury	12/3-Accounting	2,500
	Westport	12/8-Amphitheater	
	Valley Area	renovations	101,000
		1/21-Day Care Center	
		subsidy	4,583
		1/29-Playground	
		equipment	35,000
Ashdod/A & B Quarter	Orange County	12/9-Day Club for young	
		children	37,917
		12/9-Play Center	9,500
		12/9-Renovations of 150	
		apartments	183,333
		12/9-Educational computer	
		system	166,667
		1/5-Reconstruction of	
		Day Care Center	219,167
		1/5-Kopf Sports Club	68,333
Beit She'an/ Eliahu Quarter	Nashville	11/17-Community Center	
		activities	22,833
		11/17-Accounting	2,500
		1/21-Day Care Center	
		subsidy	7,667



<u>NEIGHBORHOOD</u>	<u>U.S. COMMUNITY</u>	<u>DATE/PROGRAM</u>	<u>AMOUNT</u>
Hod Hasharon/ Gil, Amal, Giora	South Broward County	1/19-Preparation of Dental Clinic	\$ 40,000
		1/19-Operation of Dental Clinic	113,333
		1/21-Day Care Center Subsidy	2,833
		2/5-Youth Club	10,000
Jerusalem/ Ir Ganim	Baltimore	11/3-Fund for Emergency Improvements	97,500
		11/10-Center for Activities	12,820
		11/10-Sports Center	55,133
		11/10-Special Educational Aides	25,483
		1/2-Planning and Research	16,667
		1/2-Accounting	2,500
		1/21-Day Care Center Subsidy	8,350
Jerusalem/ Musrara	Los Angeles	11/1-Purchase of Apartment	32,833
		11/10-Key money Apartment	33,333
		11/10-Remez School Construction	30,083
		1/21-Day Care Center Subsidy	2,250
		2/5-Purchase of two key money apartments	63,333
		2/5-Renovation of apartments	16,667
Jerusalem/ Shmuel Hanavi	Washington, D.C.	1/21-Day Care Center Subsidy	5,750
		2/10-Employment of six para-professionals	25,000
Kadima		12/22-Project Director, Administration	33,333
		1/19-Community Center- Expansion	110,000
		1/19-Supplementary Education for Youth	75,000
		1/19-Social Activities	50,000
		1/19-Employment of Para-professionals	55,000
		1/19-Accounting	2,500
		1/21-Subsidy Day Care Center	2,183
Kfar Saba/ Kaplan-Yosephthal	Jacksonville	12/18-Club for Elderly	100,000
		1/21-Day Care Center Subsidy	14,833



<u>NEIGHBORHOOD</u>	<u>U.S. COMMUNITY</u>	<u>DATE/PROGRAM</u>	<u>AMOUNT</u>
Ma'aloth	Allentown	1/21-Toam System	\$ 11,667
	Altoona	1/21-Day Care Center	
	Butler	Subsidy	1,717
	Bux-Mont		
	Erie		
	Harrisburg		
	Indiana		
	Johnstown		
	Lancaster		
	New Castle		
	New Kensington		
	Reading		
	Scranton		
	Sharon		
	State College		
	Warren		
	Williamsport		
	York		
Nathanya/ Dora Tzafon	Bergen County, N.J.	1/21-Day Care Center Subsidy	2,933
Nathanya/Sella, Gan, Braha		1/21-Day Care Center Subsidy	2,383
Natzrath Illit/ Schunat Shalom		12/18-Equipment for Gordon Club	8,667
		12/18-Volunteer Program	5,333
		12/18-Tutorial Program	12,000
		12/18-Accounting	2,500
Nesher/Tel Hanan	San Francisco	12/8-Renovation to Library	23,333
	San Jose	1/21-Day Care Center Subsidy	3,500
		1/29-Neighborhood Center	166,667
Or Akiva	Miami	12/8-Accounting	2,500
		1/21-Day Care Center Subsidy	8,333
		2/9-Planning and Counseling	3,333
		2/9-Day Care Center Extension	168,333
		2/9-Community Clubs	19,167
		2/9-Sport Grounds	250,000
		2/9-Equipment for apartment houses	9,333
		2/10-Day Care Center Subsidy	9,667
Or Yehuda/ Amidar	Milwaukee	1/5-Andarte Club	30,000
	Madison	2/5-Swimming Club Complex	250,000

<u>NEIGHBORHOOD</u>	<u>U.S. COMMUNITY</u>	<u>DATE/PROGRAM</u>	<u>AMOUNT</u>
Rishon L'Zion/ Ramat Eliahu	Metropolitan N.J. Northern N.J. Southern N.J.	1/21-Day Care Center Subsidy	\$ 10,267
Rishon L'Zion/ Sela	South Bend, Ind.	12/22-Community Center 1/21-Day Care Center Subsidy	4,167 4,083
Rosh Ha'Ayin	Birmingham	12/18-Pre-rental of Youth Club 12/18-Tennis Courts 12/18-Renovation of Synagogue 1/19-Planning and Counseling 1/19- Program for the Elderly 1/19-Improving Neighborhood Appearance 1/19-Accounting 1/21-Day Care Center Subsidy	88,400 86,833 61,667 3,333 97,500 11,667 2,500 6,233
Safed	Monmouth County Morris-Sussex Passaic-Clifton Raritan Valley Okland	12/8-Club for Elderly 12/30-Health Program 12/30-Preventive Medicine for Elderly 1/21-Day Care Center Subsidy 2/2-Dental Clinic	450,000 28,667 13,833 167 233,333
Shederot/ Albaz	Buffalo	12/18-Recreational Activities 1/2-Kindergarten Enrichment 1/2-Milo Audio-Visual 1/2-Reference Books 1/21-Day Care Center Subsidy	13,500 11,667 16,333 3,333 3,833
Tel Aviv/ Hatikvah	New York City	11/18-Administrative Costs 12/22-Neighborhood Committee 1/2-Dental Clinic 1/21-Day Care Center Subsidy	54,167 7,373 300,000 8,350
Tel Aviv/ N've Sharrett	Cleveland	11/18-Administrative Costs 1/21-Day Care Center Subsidy	10,000 7,183
Tel Mond/ Entire Town	Orlando	1/21-Day Care Center Subsidy	4,217

TO: IRVING KESSLER ISFUND NEW YORK

FROM: RAPHAEL KOTLOVITZ

MAR 10 1981

Exhibit "H"

THE POLICY OF THE DEPARTMENT IS TO MAKE POSSIBLE THE HOLDING OF CONSERVATIVE AND REFORM SERVICES IN THE ABSORTION FACILITIES IF SO DESIRED BY THE IMMIGRANTS CONCERNED, AND INSTRUCTIONS HAVE BEEN ISSUED TO ALL DIRECTORS OF ABSORPTION CENTERS TO MAKE A SUITABLE VENUE AVAILABLE WHERE SUCH REQUESTS ARE MADE . NATURALLY THE IMMIGRANTS HAVE THE RIGHT TO INVITE ANY RABBI OF THEIR CHOICE TO OFFICIATE AT SUCH SERVICES. IMMIGRANTS MAY INVITE THEIR RELATIONS AND FRIENDS WHETHER OUTSIDE THE FACILITY OR WITHIN TO JOIN AT SUCH SERVICES. SIMILARLY, IF A GROUP OF IMMIGRANTS DESIRE TO CONDUCT A SEDER TO CONFORM TO THE REQUIREMENTS OF THE ABOVE STREAMS, A SUITABLE VENUE IS TO BE MADE AVAILABLE BY THE DIRECTOR PROVIDED THE LAW OF KASHRUT BE OBSERVED. THEY HAVE ALSO BEEN ASKED TO DISPLAY SUITABLE NOTICES ON THE NOTICE BOARDS IN THE FACILITIES WHERE MEMBERS OF THE ABOVE STREAMS RESIDE. A STATEMENT TO THIS EFFECT AS WELL AS THE TEXT OF INSTRUCTIONS ISSUED HAS BEEN SENT TO CHARLOTTE. REGARDS TO CHUCK AND CHARLOTTE .

RAPHAEL KOTLOVITCH - ALIYAH

COPY : CHARLOTTE JACOBSON

THE JEWISH AGENCY  
RURAL SETTLEMENT DEPT.

HEAD OFFICE  
P.O.B. 92, JERUSALEM  
TEL. 639261

הסוכנות היהודית  
המחלקה להתיישבות כפרית

משרד ההנהלה  
ת"ד 92, ירושלים  
טל. 63 92 61

January 11, 1981

Mrs. Charlotte Jacobson  
Chairman, WZO Executive - American Section  
515 Park Avenue  
New York, N.Y. 10022  
U.S.A.

Dear Charlotte,

In reply to your letter of December 24, 1980, kindly note the following:

1. The actual work of settlement, planning, construction, professional guidance and support, allocation of resources are all done in complete coordination with the Settlement Movements which reflect the entire spectrum of political and ideological beliefs of potential settlers.
2. These Settlement Movements as such, do not formally represent, religious or non-religious, orthodox, conservative or reform settlers.
3. Various Settlement Movements, not formally linked with any political religious party, include among their membership religious and non-religious settlers; also reform and conservative Jews as well as vegetarians, natural food advocates and meditation groups.
4. Kibbutz Yahel established in the ARAVA, in 1978, is affiliated with the IHUD MOVEMENT and its members, as you know, belong to the Movement for Progressive Judaism.
5. Moshav Amirim in the Galilee is comprised of natural food advocates and is affiliated with the Moshavim Movement.
6. In view of the above realities, there cannot possibly be any semblance of discrimination between religious and non-religious; or between orthodox, conservative or reform settlers, as alleged in your letter.





# YOUTH ALIYAH

THE JEWISH AGENCY FOR ISRAEL  
HEAD OF YOUTH ALIYAH'S OFFICE

הסוכנות היהודית לארץ ישראל • המחלקה לעליית ילדים ונוער  
ל ש כ ת ר א ש ה מ ח ל ק ה

17 Shevat, 5741  
22 January, 1981

Mrs. Charlotte Jacobson  
Chairman, World Zionist Organization  
American Section  
515 Park Avenue  
New York, N.Y. 10022

Dear Charlotte:

In response to your request of December 24, 1980, I can reply without hesitation that Youth Aliyah has never and will not in the future discriminate on religious grounds in terms of our support of educational activities, whether this involves Israeli children or those coming from abroad.

The institutions affiliated with Youth Aliyah are divided generally into what is known in Israel as "general" and "religious" schools. The parents are, of course, the ones who determine in which type of institution the child is placed. This applies equally to parents residing in Israel and those who remain in other countries but whose children are studying here.

It must be understood that there is not a sharp line which differentiates "general" from "religious". Thus, in the "general" schools with which we have affiliation kashrut is observed, the Shabbat is a day of rest, the Jewish religious and national holidays are observed and quite often there is a synagogue on the grounds where the child who is so inclined may pray. By the same token, our "religious" institutions are not monolithic in nature but reflect different approaches in terms of their religious atmosphere and philosophies in keeping with differences within Israeli society generally. Thus the picture that emerges is not one of "either-or" in terms of religion but rather represents a continuum on the scale ranging from secular to very Orthodox.

As you know, the Israel Ministry of Education has three distinct divisions within its system: general, religious and "Chinuch Atzmai" (of Agudath Israel). Youth Aliyah, as I have written, officially has the two differentiations, but there is no question in my mind that the child coming from any type of background -- secular, traditional, liberal, Orthodox -- can find his niche where he can feel comfortable within the system of Youth Aliyah institutions.

You should also know that we have had and continue to have extensive contacts with various bodies and personalities abroad in connection with our special one and two-year high school study programs in Israel. Thus, for example, we have on file extensive correspondence with figures in all of the American

UNITED  
ISRAEL  
APPEAL

Shoshana S. Cardin  
Chairman  
110 East 59 Street  
New York, New York 10022  
(212) 339-6954/phone  
(212) 754-4293/fax

November 2, 1994

PS (704)  
mm  
94  
DS

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

Dear Alex:

Your letter inviting me to participate in UAHCC's Board of Trustees December meeting is deeply appreciated, but my schedule calls for a quick trip to New and Israel at that time. - Regretfully I must decline, although the topic of synagogue-federation relations is one in which I am deeply interested.

I would be most pleased to share my thoughts and perspectives with you and with David at some other time.

Cordially  
Shoshana Cardin

October 17, 1994  
12 Heshvan 5755

Ms. Shoshana S. Cardin, Chair  
United Israel Appeal  
110 East 59th Street  
New York, NY 10022

Dear Shoshana:

The Board of Trustees of the UAHC will convene in Tampa, December 1-4, 1994. In addition to the usual reports and agenda matters for the session, we are eager to have a discussion on synagogue/federation relations. Given the Jewish community's interest in the question of Jewish identity and continuity, which is, of course, a grave concern of the synagogue, we wish to provide our leadership with an opportunity to discuss this with communal leaders intimately involved in this realm.

Thus, it is my great pleasure to invite you to join the leaders of the UAHC at the Hyatt Regency West Shore in Tampa on Sunday morning, December 4, 10:45.a.m to 12:30 p.m. to discuss synagogue/ federation relations from your perspective as a former chair of the CJF as well as a former vice chair of their Commission on Jewish Identity and Continuity, to say nothing of the many other critical Jewish communal hats you wear or have worn. Some of the specific issues I'd like you to deal with include:

Why, in your view have the twenty-year efforts to reshape synagogue/federation relations only been sporadically successful? Help us to understand the culture within the federation world that provides both opportunities and obstacles to building closer relations.

What do you feel, at this critical juncture in contemporary Jewish history, the synagogue community ought to be doing to forge a closer working relationship with the federations and United Jewish Appeal -- particularly (but not limited to) efforts to address Jewish continuity? What are some of the dos and don'ts that you would recommend? I know that you have spoken to David Saperstein at some length about our evolving plans in this area and I am sure he will bring you

Ms. Shoshana S. Cardin  
October 17, 1994  
Page -2-

up to date prior to the meeting on the status of these efforts. Any observations that you have on the approach that we are taking would, of course, be of particular interest.

We have also invited Brian Lurie to join us for this discussion and we hope to provide time for questions and answers. Once we have your acceptance, we can discuss the format in more detail. I do hope your schedule will permit you to join us in Tampa and look forward to your affirmative response. We will, of course, cover your expenses for the trip.

Perhaps we will have an opportunity to discuss this when we see each other in Israel. In any event, I do hope you will accept this heartfelt invitation.

With warm regards and every good wish, I am

Sincerely,

Alexander M. Schindler

cc: Melvin Merians  
Rabbi David Saperstein



# RELIGIOUS ACTION CENTER OF REFORM JUDAISM

To: Edie  
From: David  
Re: Inserts on the invites  
Date: October 17, 1994

*The Religious Action Center  
pursues social justice and  
religious liberty by  
mobilizing the American  
Jewish community and  
serving as its advocate  
in the nation's capital*

2027 Massachusetts Ave., NW  
Washington, DC 20036  
(202) 387-2800  
Fax (202) 687-9070

Rabbi David Saperstein  
Director and Counsel

Rabbi Lynne Landsberg  
Associate Director

Evie Lasser Shlensky,  
Chairperson  
Commission on Social Action  
of Reform Judaism

Rabbi Eric Yoffie  
Director  
Commission on Social Action  
of Reform Judaism

Why, in your view, have the 20 year efforts to reshape synagogue-federation relations only been sporadically successful? Help us understand the culture within the federation world that provides both opportunities and obstacles to building closer relations.

What do you feel, at this critical juncture in contemporary Jewish history, the synagogue community ought to be doing to forge a closer working relationship with the federations -- particularly (but not limited to) efforts to address Jewish continuity? What are some of the dos and don'ts that you would recommend? I know that you have spoken to David at some length about our evolving plans in this area and I'm sure he will bring you up to date prior to the meeting on the status of those efforts. Any observations that you have on the approach that we are taking would, of course, be of particular interest.

To Brian: simply add in the first sentence of the second paragraph:  
to forge a closer relationship with the federations and UJA:

*The Religious Action Center  
is under the auspices of  
the Commission on Social  
Action of Reform Judaism,  
a joint instrumentality of  
the Central Conference of  
American Rabbis and  
the Union of American  
Hebrew Congregations,  
with its affiliates:  
American Conference  
of Cantors,  
Association of Reform  
Zionists of America,  
National Association of  
Temple Administrators,  
National Association of  
Temple Educators,  
National Federation of  
Temple Brotherhoods,  
National Federation of  
Temple Sisterhoods,  
North American Federation  
of Temple Youth*



October 17, 1994  
12 Heshvan 5755

Shoshana Cardin

Dear Shoshana:

The Board of Trustees of the UAHC will convene in Tampa, December 1-4, 1990. In addition to the usual reports and agenda matters for the session, we are eager to have a discussion on Synagogue/Federation relations. Given the Jewish community's interest in the question of Jewish identity and continuity, which is, of course, a grave concern of the synagogue, we wish to provide our leadership with an opportunity to discuss this with communal leaders intimately involved in this realm. ~~I have talked with David about some of the things~~

Thus, it is my great pleasure to invite you to join the leaders of the UAHC at the Hyatt Regency West Shore in Tampa on Sunday morning, December 4 at 10:45 a.m. to 12:30 p.m. to discuss the general realm of Synagogue/Federation from your perspective as former chair of the Commission on Identity and Continuity, to say nothing of the many critical communal hats you wear or have worn. Some of the specific questions I'd like you to deal with include:

We hope to have another speaker join with you for this exchange and want to provide time for questions and answers. Once we have your acceptance, we can discuss the ~~format~~ format in more detail. I do hope your schedule will permit you to be with us in Tampa and look forward to your affirmative response. ~~We will, of course, cover your expenses for the trip!~~

former director of one of the nation's most effective and visionary federations and of course, as the Exec. Dir. of national UJA. It would be a particular pleasure for us to present one of our own who has achieved such extraordinary accomplishments in strengthening Jewish life.

October 13, 1994

Alan Ades 508-993-2674

Re November 3 meeting in light of Shoshana's resignation  
as Commission Vice Chair.....supposes you'll speak with  
her in Israel.... who should represent?

Eager to hear from you on return...

Bill Hallo's wife, Edith, died---I have address..tell  
Plaut?

Will write but did you know her?

*Resign  
no less  
important*

*Ksaw  
Wishner*

*In from  
11/3*

sent 10/13  
Copies to  
MM  
David S.



# **North American Commission on Jewish Identity and Continuity**

Chairman  
Marvin Lender

Vice Chairman  
Shoshana S. Cardin

Professional Staff:  
Dr. Jonathan S. Woocher  
Dr. Carl Sheingold  
Norbert Fruehauf

## MEMORANDUM

TO: Members of the Commission

FROM: Marvin Lender

DATE: October 10, 1994

SUBJECT: Resignation of Shoshana S. Cardin as Vice-chairman

---

To my great regret, but for entirely understandable reasons, Shoshana Cardin has asked to step down from her position as Vice-chairman of the Commission on Jewish Identity and Continuity.

As many of you know, Shoshana recently assumed the chairmanship of the United Israel Appeal. The added dimensions of this responsibility, together with the demands of her many other important positions in Jewish life, including the chairmanship of CLAL, make it impossible for her to devote the time and energy to the Commission Vice-chairmanship that she believes this position deserves. Shoshana has asked explicitly to remain on the Commission itself and will continue to play an active role in our work.

I know that all of you join me in thanking Shoshana for the extraordinary leadership she has provided, in this as in so many other endeavors. I am chagrined to lose her as a partner in sharing the responsibilities of leading the Commission, but delighted that she will remain actively involved as the Commission moves toward formulating its recommendations.

I look forward to seeing all of you at our next full meeting on November 16, and wish you a good and sweet new year.



# MEMORANDUM

October 6, 1994

COPY



**FROM:** Rabbi Alexander M. Schindler

**TO:** Melvin Merians

**COPY:**

I spoke to both Marty Kraar and Maynard Wishner, and they are leaving for Israel the day before our Tampa Board meeting.

I have spoken to David Saperstein and I am waiting to hear from him as to any ideas he may have on how best to present this program to our Board of Trustees.



**Union of American Hebrew Congregations**

**SERVING REFORM JUDAISM IN NORTH AMERICA**

838 FIFTH AVENUE, NEW YORK, NY 10021-7064 (212) 249-0100

10/7

DAVID SAPERSTEIN re Board Meeting

*Hold for  
discussion  
with Hill*

In re inviting federation president first need to determine what we want to accomplish.

Also have to be careful with federation presidents - some may be articulate other may not be able to speak well and share ideas

If meeting agenda is to clarify issues he suggests:

1/ Find out if Brian Lurie is around and invite him but to speak not only about synagogue/federation but also relationship to UJA...this makes his visit legit, gives our people chance to meet him... they may not know he's a Reform rabbi...

if he's away

2/ John Ruskay.. friendly to Reform - can speak on continuity how the entire situation plays out politically....

017A  
UNITED ISRAEL APPEAL  
MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
MONDAY, JANUARY 25, 1988, NEW YORK

IN ATTENDANCE  
DIRECTORS

Henry Taub, Chairman  
Melvin Alperin  
James Baer  
Paul Berger  
Mandell Berman  
Irving Bernstein  
Bernard Borine  
Joel Breslau  
Betty Byrnes  
Edgar Cadden  
Ben Cohen  
Gloria Ebling  
Heinz Eppler  
Raymond Epstein  
Edgar Goldenberg  
Alex Grass  
Rabbi Emanuel Holzer  
Ron Kaufman  
Morton Kornreich  
Rabbi Charles Kroloff  
Sidney Kwestel  
Bernard Levin  
H. Irwin Levy  
Akiva Lewinsky  
Norman Lipoff  
Robert Loup  
Alan Marcuvitz  
Myer Mellman  
Ruth Popkin  
Alleck Resnick  
William Risman  
Irving Schneider  
Frank Schochet  
Liliane Shalom  
Stephen Shalom  
Jane Sherman  
Alan Shulman  
Martin Stein  
Kalman Sultanik  
Phyllis Sutker  
Bernice Tannenbaum  
Harry Taubenfeld  
Joel Tauber  
Jacques Torczyner  
Rabbi Mordechai Waxman  
Elaine K. Winik

HONORARY CHAIRMEN

Melvin Dubinsky  
Irwin S. Field  
Max M. Fisher

LIFE TRUSTEE

Charlotte Jacobson

GUESTS

Zvi Barak  
Amy Bressman  
Shoshana Cardin  
Joyce Arnoff Cohen  
Simcha Dinitz  
Phil Granovsky  
Gerry Halperin  
Isadore Hamlin  
Mark Handelman  
Sylvia Hassenfeld  
Stanley B. Horowitz  
Harold Jacobs  
Mendel Kaplan  
Bobi Klotz  
Leonard Leiman  
Mark London  
General Moshe Nativ  
Lucille Rochester  
Tsila Blum Rosen  
Carmi Schwartz  
Ted Shapiro  
Eliezer Shavit  
Stanley Sloane  
Herb Weinstein

STAFF

Zelig Chinitz  
Eva David  
Neale Katz  
Irving Kessler  
Dominique Olbert  
Neal Potash  
Harry Rosen  
Robin Ross  
Janice Scheetz  
Barbara Shipper  
Laura Smith  
Marilyn Wechsler  
David Zeff  
Chayym Zeldis

I. CHAIRMAN'S OPENING REMARKS

Henry Taub, chairman, opened the meeting by thanking New York UJA Federation for its hospitality, and National UJA for its cooperation in cosponsoring the luncheon meeting honoring Mendel Kaplan, BOG Chairman, which preceded the Board meeting. Mr. Taub welcomed Simcha Dinitz, Chairman of the Jewish Agency Executive, and Akiva Levinsky, Jewish Agency Treasurer, as well as Zvi Barak, Director General of the Treasury Department and Neale Katz and Barbara Shipper of the UIA Israel office. He also greeted Mandell Berman, President of CJF, and another new Board member, Sidney Kwestel, who replaced Harold Jacobs as a WZO representative, and congratulated Mort Kornreich on his new position as UJA National Campaign Chairman. He then called upon Melvin Dubinsky to offer a eulogy for Harold Goldberg.

Mr. Dubinsky spoke of Mr. Goldberg's fourteen years at UIA and his outstanding contribution to the Agency and the people of Israel. At the conclusion of his remarks, he presented Mr. Taub with two Congressional resolutions in recognition of Mr. Goldberg's work on behalf of the U.S. government grants for refugee resettlement, to be given to his widow, Rosalind. Mr. Dubinsky moved that the documents be part of the official record. The motion was passed unanimously.

Mr. Taub referred Board members to the personal announcement sheet. He congratulated Ruth Popkin on her election as head of the World Zionist Congress Presidium, and noted that four members of UIA's Board, Bernice Tannenbaum, Kalman Sultanik, Alex Schindler, and Jacques Torczykner, are now on the "Inner Executive" of the WZO.

Congratulations were extended to UIA Board members who are newly appointed chairmen of Jewish Agency Board of Governors committees. They are: Norman Lipoff - Budget and Finance, Shoshana Cardin - Strategic Planning, Alan Marcuvitz - Rural Settlement, and Jane Sherman - Youth Aliyah. Congratulations were also extended to UJA for its remarkable cash performance; Thursday, December 31, was the best income day in its history. Mr. Taub also thanked the many Board members who had participated in the "advise and consent" procedures and other important Jewish Agency BOG committee work. He reported on his appointment of Jane Sherman to serve as a special committee of one to represent UIA in the various evaluation programs currently underway. To date, UIA's Allocations Committee has undertaken this responsibility, but with increased research at the BOG level, greater UIA involvement is indicated.



Lastly, Mr. Taub, noting that the UIA-JDC Agreement would expire next year, announced that he had asked Irwin Field to join him in discussions on this matter. In addition, UIA will be reviewing its contract designating the Jewish Agency as its sole operating agent in Israel. Paul Berger has agreed to serve as a special committee of one to review all documents which form UIA's basis of activities and organization in the United States and will present his report at the next Board meeting.

Mr. Taub announced that the Search Committee for a new UIA Executive Vice Chairman had completed its work with the selection of Herman Markowitz, Executive of the Minneapolis Federation. Irving Kessler, who will remain in office until Mr. Markowitz assumes his responsibilities, has agreed to then continue on a part time basis as a special consultant to UIA. One of his duties will be to assist in communications between the Chairman of the Board of Governors and American Jewish communities.

II. EXECUTIVE VICE CHAIRMAN'S REPORT

Irving Kessler, Executive Vice Chairman, opened his remarks by noting the loss of Harold Goldberg. He stated that Mr. Goldberg played a key role in adding \$365 million to transmissions to the Agency in recent years through U.S. government grants for refugee resettlement. This year there were unusual difficulties in obtaining a \$25 million grant. Harriet Zimmerman, chairman of the committee, her predecessor Irwin Levy, and our Washington consultant, Richard Strauss, aided in the endeavor. However, a new obstacle has appeared for next year's grant. During the final hours of the bill's passage through Congress, Senator Daniel Inouye, a great friend of Israel, added an earmarking which allocated \$8 million to the Ozar Torah yeshivas in France. The resulting furor in the press had the unfortunate effect of endangering future grants to UIA, currently guaranteed by earmarking, a technique opposed by the State Department. The ramifications of this situation for Israel, UIA, and the Jewish Agency were discussed by the Board.

Mr. Kessler reported that after unsuccessfully pressuring UJA, JNF and UIA to make allocations across the Green Line, a small group connected to Techiya would go public on January 27, by blaming the State Department for imposing these limitations. Mr. Kessler noted that Neale Katz prepared a statement on UIA's legal position which had been distributed to the Board, and suggested that this issue deserved the Board's full attention. A discussion followed, underlining the long history of this matter.

Mr. Kessler commented that misunderstandings sometimes occur regarding UIA's role of representing the Jewish Agency, and he noted that UIA's mandate is to represent the U.S. "fundraisers" in the governance of the Jewish Agency. This responsibility demands that UIA provide information to Assembly and BOG members. In this connection UIA's Jewish Agency committee, chaired by Ed Cadden, will be sponsoring a study mission for leadership of Federation committees on the Jewish Agency. In May the committee will also hold regional briefings for 1988 Assembly delegates; the Assembly briefing manual will be available then. Mr. Kessler also encouraged organizations to use UIA to educate staffs and brief Board members.

In the same spirit Mr. Kessler noted that UIA should develop closer organizational ties to JDC. In the wake of Operation Moses JDC's expertise was used to assist in the absorption of Ethiopian olim. He noted that plans developed with the Israeli government to find suitable housing for the Ethiopian olim have not yet been put into effect.

Finally, Mr. Kessler spoke on accountability, pointing out that ultimate American responsibility for dealing with the Jewish Agency must lie with the UIA's Board of Directors, which represents Jewish federations, the UJA campaign, and allied national organizations.

### III. BOARD MINUTES

Motion by Max Fisher, seconded by Robert Loup:

RESOLVED, that the Corporation accepts the minutes of the Board of Directors meeting held on September 15, 1987, as presented.

Passed unanimously.

### IV. TREASURER'S REPORT

Alex Grass, Treasurer, reported to the Board that in UIA calendar year 1987, allocations from UJA were \$4 million ahead of 1986, demonstrating that while other charitable organizations may be experiencing significant cash declines, support for Israel still remains strong and the UJA-Federation structure is working well. UJA also had its best December 31 ever; however, total UIA receipts for December 1987 were \$8 million below the prior year. Total income for the nine months ended December 31, 1987, was \$3.3 million, 1.8% below a year ago. This decline could be attributed largely to the changes in tax laws which resulted in a cash bonanza for 1986, and the stock market decline resulting in fewer gifts of appreciated property. Mr. Grass noted that UJA originally

forecasted regular campaign allocations to UIA of \$290 million for the fiscal year ending March 31, 1988. However, based on the decline in collections, the forecast was reduced to \$275 million. UJA projects a 5% total increase in income for the fiscal year ending March 31, 1989. Ramifications of the new tax laws and stock market decline are expected to have run their course and should have little impact on 1988 cash collection.

On December 24, 1987, following the recommendation of the Finance Committee, chaired by Ludwig Jesselson, UIA rolled over its \$150 million loan for nine months at a rate of 8.75%. In light of the current volatility in financial markets, the committee felt it wise to secure this favorable rate through September 1988.

UIA currently has an outstanding debt to JDC of \$12.6 million relating to uncollected campaign allocations from UJA to JDC in the years 1978 and prior. During those years UIA received proceeds which had been allocated to JDC; JDC has now requested UIA to begin repayment. Mr. Taub has agreed to this request; the exact terms of repayment have not yet been finalized.

V. AUDIT COMMITTEE REPORT

Melvin Alperin, chairman, reported that the Audit Committee met earlier in the day. Attending, in addition to himself, were Ben Cohen, Alex Resnick, Alan Shulman, Ted Shapiro, and Robin Ross, whom he complimented for filling in for the late Harold Goldberg. The meeting focused on the review of Touche Ross' report on the "Examination of Statements of Funds Available with the Jewish Agency, and of Expenditures of the U.S. Refugee Resettlement Grant Fund between JAFI and UIA for the Year Ended March 31, 1987." Then Mr. Alperin introduced Ted Shapiro, of Touche Ross, who presented an overview of the report and explained the work he performed in Israel to render his opinion. Mr. Shapiro outlined the method for reconciliation of allocations and expenditures, including a review of JAFI control methods and audits.

Motion by Melvin Alperin, seconded by Paul Berger:

RESOLVED, that the Corporation hereby accepts the Report on Examination of the Statements of Funds Available with the Jewish Agency for Israel, Jerusalem ("JAFI") and of Expenditures of the U.S. Refugee Resettlement Grant Fund between JAFI and United Israel Appeal, Inc. ("UIA"), for the year ended March 31, 1987, dated December 9, 1987, as presented by the accounting firm of Touche Ross and Company.

Passed unanimously.

VI. REPORT OF COMMITTEE ON ALLOCATIONS AND EVALUATION

Raymond Epstein, chairman of the Committee on Allocations, reported that the committee met during the CJF General Assembly and reviewed fiscal year 1988 allocations procedures and Jewish Agency budget structures. Midyear income and program adjustments are encompassed in the following resolution:

Motion by Raymond Epstein, seconded by Myer Mellman:

RESOLVED, that the line by line budgetary authorization to JAFI in the amount of Two Hundred Eighty Nine Million, Five Hundred Thousand Dollars (\$289,500,000) for the fiscal year ended March 31, 1987, as approved at its Board meeting on September 15, 1987 is revised as follows; in that Immigration and Absorption (line item 310) have a net increase in the amount of One Hundred Forty One Thousand, Fifty Seven Dollars (\$141,057), and Housing - Amigour (line item 370) have a net decrease in the amount of One Hundred Forty One Thousand, Fifty Seven Dollars (\$141,057), and that said Exhibit E attached to the Board resolution of September 15, 1987, is revised accordingly.

Passed unanimously.

Mr. Epstein noted that there is no reason why the Jewish Agency and UIA cannot change the fiscal year to allow for Assembly review of the budget before the fiscal year begins. The Government of Israel has been engaged in changing its fiscal year to the calendar year and will no longer bind us to this historic time frame. No action was requested.

Mr. Epstein then proceeded to report on the committee's recommendation that UIA not allocate to higher education in fiscal year 1988 and future years.

Motion by Raymond Epstein, seconded by Jane Sherman:

RESOLVED, that during the fiscal year, beginning April 1, 1988, the Corporation shall not provide a budgetary allocation to the line item 336, Institutions of Higher Education, to which the Corporation has allocated funds during the course of previous years

; and it is further

RESOLVED, that the proper officers of the Corporation be, and they hereby are, authorized and directed to notify the Corporation's operating agent, The Jewish Agency for Israel, that no such budgetary allocation shall be proposed.



Mendel Kaplan agreed that this allocation "lacked credibility" and should be ended. WZO leadership accepts this principle, and methods can be found to assure their budget by March 30, 1988. Irwin Levy warned of confusion and the public relations impact on federations. It was noted, however, that the Committee of Twelve had made a similar recommendation in 1987. There was concern expressed that more time was necessary to affect the change.

Norman Lipoff stated that this line did appear in the projected budget for FY 1989. Max Fisher supported tabling the motion, agreeing that more time was necessary.

Motion by Ben Cohen, seconded by Bernice Tannenbaum:

RESOLVED, that the Board of Directors tables the above motion until its next meeting.

Motion to table passed by a vote of 28 to 10.

#### VII. PROJECT RENEWAL COMMITTEE REPORT

Ed Goldenberg, chairman, reported on the current status of the \$2.5 million allocation for social programs in undertwinned neighborhoods, approved during the April 1987 UIA Board meeting. He estimated that expenditures will reach between \$1.8 and \$2.5 million for this fiscal year.

He also reported on the UIA/UJA committee meeting held during the CJF General Assembly in November. He referred the Board members to a comprehensive account of the current status of Phase 1, entitled "Project Renewal Projected Long Range Shortfall--Inception to December 31, 1987," prepared by the staff at the committee's request. He explained that there are 39 fiscally viable twinings in Project Renewal, and 16 undertwinned neighborhoods which will be short of funds before the completion of Project Renewal. One neighborhood (Haifa, Wadi Nisnass) requires \$75,000 for a capital project, which, because of a resolution passed several years ago by the BOG, cannot be built without a signed contract. Another neighborhood, Mevassaret Zion, remains untwinned.

Mr. Goldenberg emphasized the positive, programmatic results which have occurred in all Project Renewal neighborhoods, both for the residents of those neighborhoods and for the U.S. twinned communities. Funding problems exist, however, in approximately a third of the neighborhoods. A suggestion that a fund be set up to complete Phase I was withdrawn, pending appropriate recommendations by the Budget and Allocations Committees respectively.

Mr. Goldenberg advised the Board members that a strong cash effort continues to be made on behalf of Project Renewal, and its deficit has been reduced by \$4.5 million through the efforts of UJA and UIA.

Motion by Ed Goldenberg, seconded by Jane Sherman:

RESOLVED, that the Corporation hereby approves additional budgetary allocations in the amount of Two Million, Nine Hundred One Thousand, Two Hundred Fifty Dollars (\$2,901,250) for Project Renewal for the year ending March 31, 1988, thereby increasing total allocations to Twenty Three Million, Four Hundred Twenty Five Thousand, Eight Dollars (\$23,425,008), as presented in Exhibit C of the materials made available to the members of the Board of Directors.

Passed unanimously.

VIII. JOINT DISTRIBUTION COMMITTEE REPORT

Heinz Eppler, JDC President, reported on his recent trip to Moscow at the invitation of the Chairman of the USSR Council of Religious Affairs. These exploratory talks, held as a result of JDC's role in other Eastern European countries, were historic since JDC was asked to leave the Soviet Union 50 years ago.

Mr. Eppler reported that JDC's fiscal situation has changed due to a number of factors, including the foreign currency and devaluation of the dollar. Mr. Eppler noted that there were refugees arriving in Rome and Vienna from the Soviet Union and Iran which constituted the largest appropriation in the JDC budget. Therefore, JDC is experiencing significant cash flow problems, and is requesting that UIA repay its previous loan. He also noted the upcoming discussions regarding a new agreement between JDC and UIA on the allocation of UJA funds.

IX. INTRODUCTION OF SIMCHA DINITZ

Mr. Taub noted that Simcha Dinitz, who was introduced during the luncheon, was in the United States because of a previous commitment as Vice President of Hebrew University. Mr. Dinitz spoke briefly and promised to return to speak in the near future.

X. APPOINTMENT OF COMMITTEES

Mr. Taub noted that the next UIA Board meeting would take place in conjunction with the Annual Meeting of the Board of Trustees on May 17. At that time a full slate of officers and members of the Board of Directors would be elected. He announced appointment of a new Nominations Committee chaired by Alan Shulman. According to the UIA bylaws, the UJA Board Chairman, Alex Grass, the CJF President, Bill Berman, and the BOG Chairman, Mendel Kaplan, serve ex officio on this

committee. Also appointed to serve on it were Paul Berger, Joel Breslau, Bernard Borine, and Bernice Tannenbaum. Lastly, Mr. Taub repeated his appointment of Irwin Field as Chairman of the UIA Committee to Nominate Members to the Board of Governors. According to UIA's tenure limitations, three members of the Board of Governors will be rotated off in June at the Jewish Agency Assembly.

XI. ADJOURNMENT

Mr. Taub wished all members a happy and healthy secular new year and adjourned the meeting.

VIA  
February 2, 1988  
14 Shevat 5748

Mr. Irving Kessler  
United Israel Appeal  
515 Park Avenue  
New York, NY 10022

Dear Irv:

Many thanks for your thoughtfulness in sharing the response to the Jaffe article in Tikkun.

You should know that some months ago I wrote to the editor of Tikkun to submit my resignation from its editorial board as I did not like the development of the publication and where it seems to be headed. When I noticed my name remained on the bard listing, just a few weeks ago I sent off another resignation notice and insisted that my name be removed from the roster.

Warm regards.

Sincerely,

Alexander M. Schindler



515 Park Avenue  
New York, New York 10022  
(212) 688-0800

*Let me know  
that I resigned  
from TIKKUN  
in disgust  
FYI several  
months ago.*

**UNITED  
ISRAEL  
APPEAL**

MEMORANDUM

DATE: January 11, 1988

TO: Federation Executives

FROM: Irving Kessler

RE: A Response to the Tikkun Article by Eliezer Jaffe

By now you have received at least two "responses" to Dr. Jaffe's article on funding programs in Israel. Jerold C. Hoffberger, Immediate Past Chairman of the Board of Governors, wrote an excellent reply last month. My office had also earlier distributed comments from Gott Hammer, Past UIA Executive Vice Chairman. I have enclosed additional material on this subject.

Howard Reiger's letter is a thoughtful response to a layman's query (if you have any others, please share them with me.) I have collaborated with several of my UIA colleagues to produce this line-by-line response to Jaffe's accusations. Hopefully, we have provided sufficient data and opinions to contain Dr. Jaffe's attacks on central fundraising, planning and budgeting - which are fundamentals of the Federation system.

Please let me know if you have any questions and/or comments.

encs.

A RESPONSE TO  
"THE CRISIS IN JEWISH PHILANTHROPY"  
BY ELIEZER JAFFE

TIKKUN  
SEPTEMBER/OCTOBER 1987

1/ "I am appalled at how little donors know about what happens with their money and how naive they are in following up their charity to Israel."

a/ Donors get regular reports on where their money goes: The Jewish Agency is an open organization which publishes and distributes a comprehensive yearly budget book. Local communities are encouraged to read it, analyze it, and comment on it.

UJA also conducts a full annual audit of UJA funds spent by the Agency in Israel; this audit is incorporated into its Annual Report and widely distributed.

b/ UJA offers donors much information about JAFI: UJA is constantly striving to educate donors, through a constant flow of information (updates, videos, reports, background pieces, newsletters, briefing manuals, etc...)

The recent establishment of more than twenty-five local Federation Jewish Agency Committees has been particularly successful in involving community leadership in Agency matters.

2/ "Diaspora Jews have lost control over their funds in Israel."

In accord with American IRS laws, UJA and the Jewish Agency keep complete control of contributor's funds on behalf of their clients.

Dr. Richard Rosenbloom, of the Harvard Business school, carried out a study of the Jewish Agency's fiscal control system, and found it to be one of the best in the world.

The Agency exercises its fiscal follow-up responsibilities through an independent Controller who must respond to any complaints about Agency services or expenditures. The Controller surveys each department, individually, on a regular basis.

Federations are better informed than ever before. An increasing number of Americans participate in the Agency's Annual Assembly, which votes on each year's new budget. In addition, leadership of the Board of Governors - which shape Agency policies - represent key communities throughout the U.S.

3/ "All the department heads of the Agency are Israeli political party representatives..."

Department Head appointments are subject to the "advise and consent" of Diaspora Board of Governors members. The B.O.G.'s role in choosing appointees means that Department Heads now meet high levels of competency, regardless of their political affiliation.

4/ "What donor knows the salaries of the Agency's department heads and their director-generals and the perks that go with these jobs?"

Salaries of Directors-General, and other Jewish Agency personnel, are the same as the salaries for comparable positions in the Israeli Government. These have historically been among the lowest paid professional services in Israel. The salary schedule is open for public inspection, as are all other items in the Jewish Agency budget.

5/ "...independent Israeli academics and welfare experts have been kept away from donors and underutilized in the conceptualization and evaluation of Agency programs."

The Jewish Agency continuously utilizes Israeli social welfare experts to do its planning. Numerous studies have always been conducted by prominent Israeli social scientists. Project Renewal is, to a large extent, successful because of the continuous evaluations it received from Israel's top social scientists.

A growing emphasis on evaluation programs has resulted in current studies on issues affecting major departments such as Immigration and Absorption, Rural Settlement, and Project Renewal.

The latest report, on the Immigration and Absorption Department, was conducted by Dr. Israel Katz and involved some of the country's most distinguished researchers.

6/ "For most Israelis, charity from Jews abroad is an institutionalized aliyah cop-out."

Funding Israeli programs and Aliyah are not mutually exclusive. In fact the AACI (Association of Americans and Canadians in Israel), which promotes aliyah, receives funding from UIA. In fiscal 1986-87 alone, the Jewish Agency allocated \$83 million to its Immigration and Absorption Department, which includes aliyah as an important part of its responsibilities.

The hundreds of millions of dollars which JAFI receives from the Diaspora each year (last year alone, it received \$430 million) impact on the lives of some 600,000 Israelis.

7/ "Project Renewal was an aberration forced upon the Jewish Agency and never repeated in any of its other departments."

Project Renewal was not forced upon the Agency. It reflects close cooperation between Israeli Government Ministries and Jewish Agency leadership. Its key elements -

comprehensive programs, indigenous involvement, twinning, and ongoing evaluations - are a Diaspora contribution.

Project Renewal is now being emulated around the world. One of this year's Assembly resolutions suggested considering the establishment of "Project Klita", to be developed based on Project Renewal concepts.

Extending the Project Renewal twinning model to all other departments involves a risk. If funds from the overseas twin are not available, services cannot be effected.

8/ "I would still like to see a...judicial inquiry into who at the Agency was responsible for publicizing Operation Moses..."

It is a little-known fact that European television, especially in Switzerland and Germany, was the first to show photographic evidence of Ethiopian Jews leaving the Sudan on an airlift. This coverage came about because, at the time, hundreds of reporters were in the area to cover the famine in Ethiopia.

9/ "In this context (keeping the money at home), the annual \$420 million of UJA-Federation money will not be missed in Israel..."

Keeping UJA/Federation money in the United States would create a deficit in the Israeli budget. This year, every Israeli ministry has suffered a budget cut, and it is highly unlikely that increased funds will be available. Such a large loss, \$328.2 million in fiscal 1986/87, could not be compensated for.

10/ "... if cessation of UJA donations to Israel would stimulate domestic funding for local Jewish education, then it would be well worth it."

It is generally accepted by all fund-raising experts in the American Jewish community, that the primary pull of fund-raising drives continues to be Israel.

In addition, Congressional action, which has helped Israel receive almost \$2.5 billion this year alone, is inspired by the strong financial support which the American Jewish community gives to Israel. UJA's activities have also encouraged our friends in Congress and in the Administration find support for their own efforts to help Israel.

11/ "The CJF also obliquely threatens not to renew the agreement between the United Israel Appeal, Inc. (which receives CJF monies) and the Agency..."

The CJF, as the representative of local Federations, is an important factor in affecting Jewish Agency policy issues. CJF is not formally involved in the renewal of the agreement between UIA and the Agency: it has never threatened to end the relationship, and neither has UIA.



12/ "For the Diaspora leaderships, the Agency is the next best thing to a Jewish international "parliament," and it allows them personal and political involvement in Israeli affairs."

We live in a period when world Jewish unity is crucial to Israel's survival. The fact that the Agency, in some instances, approximates an international parliament, is very positive. The Jewish State, in a certain sense, belongs to world Jewry. If Jewish issues are discussed at Agency forums, then these gatherings are to be commended.

13/ "Massive funds for welfare work in Israel might be attracted to a new, non-political world "Jewish Federation" that would award grants as many charitable foundations do in America and elsewhere."

JAFI's strength lies in the fact that it functions in partnership with the people of Israel - not just as a service delivery organization. We have no grounds for assuming that a foundation approach to services would work better than JAFI's approach.

Foundation grants would also undermine the concept of central planning and budgeting, in which community leaders make allocations based on research and community consensus thinking.

The Agency is involved in nation building programs , not charity. One of the best features of the Israel/Diaspora partnership is that it works with the Israeli political structure. Looking at Israel solely through American eyes is a senseless exercise: the two countries operate in completely different ways.

The Agency is a movement, not a charity. The fact that UJA/Federations and UIA are partners with the Israeli people under an act of the Knesset, means the Diaspora also has rights, as well as responsibilities.



**UNITED JEWISH  
FEDERATION  
OF GREATER PITTSBURGH**

234 McKee Place, Pittsburgh, PA 15213  
(412) 681-8000

December 1, 1987

Meyer Sonis, M.D.  
Assistant Vice President  
for Health Sciences  
University of Pittsburgh  
Forbes Avenue  
Pittsburgh, PA 15260

Dear Dr. Sonis:

Leon Netzer shared with me a copy of your letter to Professor Eliezer Jaffe to which I would like to respond. I am well aware of the work of Professor Jaffe, having read many of his articles over the years, including the reprint that you sent from Tikkun on "The Crisis in Jewish Philanthropy". I also am well acquainted with the Jaffe family, having spent 11 years working at the Jewish Community Federation in Cleveland.

Professor Jaffe has dedicated much of his life to urging action on the part of the American Jewish community with regard to activities in Israel. I am impressed with his commitment and believe that many of his observations are accurate. On the other hand, as any good social scientist should know, cultural relativity is always a factor in how human beings interact with each other and how their organizations are structured. In this sense, it is obvious that Israel is not the United States, nor, can we will it to be so.

As the article notes, the Jewish Agency for Israel was created well in advance of the establishment of the State and, since Statehood, has been a shadow government in the social service sector. Clearly there is room for redefinition of role and unduplication of tasks. At the same time, to attack the Agency based upon its incorporation of the Israeli political structure is to fail to acknowledge the reality of how business is transacted in that part of the world. Jaffe's answer to dealing with this reality is to abandon ship, noting that American philanthropy is no longer important within the Israeli system, that U.S. government support has overwhelmed our charitable contributions, and that the Israelis really do not want to be helped. I believe that the facts may be otherwise.

President: Leon L. Netzer • Vice Presidents: Hannah H. Kamin • Jack A. Meyers • Edward A. Perlow • Sheila C. Reicher • Treasurer: David G. Hast  
Assistant Treasurer: Stanley Levine • Secretary: David S. Shapira • Assistant Secretary: Robin J. Bernstein • Executive Vice President: Howard M. Rieger

...

• Meeting human needs by coordinated fundraising, social planning and community relations through a worldwide system of constituent agencies — A United Way Agency

First, who is to say that U.S. government support would continue in the face of the abandonment of the cause by the Jews themselves. What Senator or Congressman, or for that matter what President, would continue to send billions of U.S. dollars to a country whose own people would choose to send none?

Second, Jaffe, an observant and knowledgeable Jew, has forgotten the meaning of Tzedakah. The contribution of the worldwide Jewish community to Israel is our obligation. When we seek to raise those funds from others, it is not schnorring but in fact should be viewed as our giving an individual an opportunity to carry out a mitzvah.

Third, our involvement does make a difference. Even Jaffe concedes that the Project Renewal Department has established a way of doing business that is a departure with the past. I believe that he is right and that the model of cooperation and involvement of both American contributors and Israeli recipients in the Project Renewal budget process does offer us some hope for the future. Further, the very fact that Arik Sharon was not named director of the Jewish Agency's Aliyah Department is because of the extreme pressure of world Jewish leadership, not just good fortune. In a similar vein, the resignation of Leon Dulzin, and the battle for the Chairmanship for the Executive as well as the Chairmanship of the Agency, have shown that committed and knowledgeable Diaspora leadership can be agents for change.

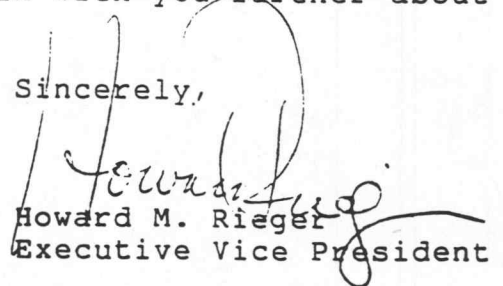
Fourth, Jaffe's observations on the decline of the American Jewish community have been noted by many other individuals. To feel that the provision of universal free Jewish education to all takers would offer an instant response to this crisis is, at best, naive. What is needed are multiple opportunities for Jewish education, whether they be Jewish camping, Jewish classes, or Israel travel experiences. We are seeing some significant developments in this arena within our own community. Throwing a few million dollars at the problem, would, in addition to abandoning our responsibilities overseas, not lead to dramatic results at home. The problem goes beyond funding and we are addressing that problem.

Fifth, what is needed is continued hard work on the part of all of us. Committed individuals such as yourself and Eliezer Jaffe need to continue to push our leadership to take bold steps. For individuals to believe that the answer lies in making allocations directly to Israel-based organizations may be good for some but will lead to reduced funds overall. Further, I do not believe that there is a more efficient effective organization in the philanthropic world than our own United Jewish Federation of Greater Pittsburgh. Last year, we spent only 5.4% to raise \$9.4 million. Many Israeli-based institutions, particularly universities, spend upwards of 60% to raise their dollars!

Finally, Jaffe has fallen into the common trap of placing structure over function. Much needs to be done to improve the way activities are administered at the Jewish Agency; the same might be said of the work of American Jewish organizations, and I dare say, American universities. But this should not lead us to lose sight of the excellent services that are delivered to thousands of our brothers and sisters in need. I have made at least a dozen trips to Israel over the years, some for months at a time, and have visited hundreds of human service agencies. Committed professionals are performing heroically to help their fellow Jews. Our job is to help to assure that this service is delivered as efficiently and effectively as possible, not to turn our back in order to win a political victory.

I hope that you will join with us in seeking this goal. In the meantime, I would welcome a chance to talk with you further about this important subject.

Sincerely,

  
Howard M. Rieger  
Executive Vice President

/mpb

cc: Leon L. Netzer  
Dr. D. Schuyler, President, Amhai  
Harold Ruttenberg  
Dr. Joseph Eton  
Dr. Ellen Benswanger  
Dr. George Plutchock  
Professor Eliezer Jaffe (Israel)

U/A  
UNITED ISRAEL APPEAL  
MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
WEDNESDAY, OCTOBER 5, 1988, NEW YORK CITY

DIRECTORS

Henry Taub, Chairman  
Melvin Alperin  
Paul Berger  
Alice Berkowitz  
Mandell Berman  
Irving Bernstein  
Rabbi Louis Bernstein  
Edwin Brennglass  
Ben Cohen  
Heinz Eppler  
Marilyn Flanzbaum  
Alex Grass  
Sylvia Hassenfeld  
Ron Kaufman  
Morton Kornreich  
Sidney Kwestel  
H. Irwin Levy  
Norman Lipoff  
Joseph Milgrim  
Ruth Popkin  
William Risman  
Lottie Rosenson  
Irving Schneider  
Liliane Shalom  
Milton Shapiro  
Meir Sheetrit  
Alan Shulman  
Dr. Saul Singer  
Kalman Sultanik  
Phyllis Sutker  
Bernice Tannenbaum  
Joel Tauber  
Jacques Torczyner  
Bernice Waldman  
Eli Warach  
Sandra Weiner

HONORARY CHAIRMEN

Melvin Dubinsky  
Irwin Field  
Max Fisher

LIFE TRUSTEE

Charlotte Jacobson

GUESTS

David Agronin  
Zvi Barak  
Zelig Chinitz  
Simcha Dinitz  
Isadore Hamlin  
Stanley Horowitz  
Marshall Jacobson  
Bobi Klotz  
Leonard Leiman  
Sheldon Nussbaum  
Stephen Shalom  
Steven Shapiro  
Gideon Witkon

STAFF

Daniel Allen  
Neale Katz  
Irving Kessler  
Herman Markowitz  
Domonique Olbert  
Robin Ross  
Laura Smith  
Marilyn Wechsler  
David Zeff

I. CHAIRMAN'S OPENING REMARKS

Henry Taub, Chairman, opened the Board meeting and welcomed Board members and guests including Zvi Barak, Director General of the Department of Finance of the Jewish Agency, Simcha Dinitz, Chairman of the Jewish Agency Executive, Meir Sheetrit, Treasurer of the Jewish Agency, and Gideon Witkon, Director General of the Jewish Agency. He noted that in December, UJA will celebrate its 50th anniversary and JDC will celebrate its 75th anniversary. He referred the Board to the announcement sheet and offered congratulations to the following: Max Fisher on his 80th birthday, Sylvia Hassenfeld on her upcoming election as President of JDC, and Irwin Field upon his election to the Jewish Agency Executive. He also thanked Irving Bernstein, Herschel Blumberg, and Morton Mandel who have completed their terms of service on the Board of Governors, and who have been replaced by Irwin Field, Esther Leah Ritz, and Morton Kornreich.

II. APPROVAL OF BOARD MINUTES

Motion by Liliane Shalom, seconded by Melvin Dubinsky:

RESOLVED, that the Corporation accepts the minutes of the Board of Directors meeting held on May 17, 1988, as presented.

Passed unanimously.

III. UIA-JDC CONTRACT AGREEMENT

Mr. Taub reported that initially the contract agreement between United Israel Appeal and the Joint Distribution Committee was signed annually; now it is a five year contract. In addition UJA is now included in contract negotiations.

Simcha Dinitz noted his dissatisfaction with the lack of Jewish Agency involvement in the negotiations for the new agreement, but did not call for further discussions which would delay its approval. Instead, he urged the Board to adopt the principle that the Jewish Agency be involved in decisions affecting it.

Max Fisher supported the resolution but noted that in the past, all parties have been involved in the negotiations and this should continue. Mr. Taub responded that every member involved in the contract negotiations was a member of the Jewish Agency Board of Governors. In addition, there were consultations with Norman Lipoff, Chairman of the Jewish



Agency Budget and Finance Committee, and Mendel Kaplan, Chairman of the Jewish Agency Board of Governors. Mr. Taub noted that in the past, unlike Mr. Dinitz, no Chairman of the Jewish Agency has been interested in such a positive role, but that these remarks would be taken very seriously in future discussions.

Bernice Tannenbaum asked whether any actuarial studies had been done and Mr. Taub offered the following statistics. If the current campaign of \$326.9 million remained constant, according to the old agreement, the JDC would have received \$52 million; in the new agreement it would receive \$59 million. If the campaign were to grow by an extra \$100 million, increasing it to \$426.9 million, JDC would receive \$67 million, and the Jewish Agency would receive \$360 million. From 1979 to 1988 the percentage JDC has received has been approximately 13.85%; its allocation increased from 12.36% of the campaign in 1979 to 15.91% in 1985. Under the new agreement, in 1989 and 1990, JDC would receive 18.2% of \$326.9 million of campaign contributions, but that would decrease to 16% if the campaign increased \$100 million. Therefore, large increases in the campaign would help the Jewish Agency significantly.

Motion by Henry Taub, seconded by Irwin Field:

RESOLVED, that the Corporation hereby authorizes, directs, and empowers the Officers of the Corporation to enter into an agreement for the period January 1989 to December 1993 between United Israel Appeal and the American Jewish Joint Distribution Committee for the distribution of National United Jewish Appeal's campaign income and other assets upon such terms and conditions as are approved by the Executive Committee.

Passed unanimously.

Norman Lipoff, emphasizing that he was not questioning the agreement, noted that the Jewish Agency would lose \$8 million this year. He said that because of the many demands for change at the Jewish Agency and the fiscal implications, it would also be appropriate for its representatives to be present when decisions are made affecting the Jewish Agency. He suggested that a special resolution to this effect might be in order. In response to a question by Henry Taub as to why this issue was not raised before, Mr. Lipoff responded that he knew about the matter only after the decision had already taken place. Heinz Eppler, President of JDC, said that it was his impression that UIA, as partner with the Jewish Agency, kept the Jewish Agency informed. Irwin Field stated that he believed a special resolution was unnecessary and Jewish Agency, while not a participant in the discussions, should be consulted.

Irving Kessler remarked that such a resolution would "tie the hands" of UIA regarding the government grant, bank loans, and other such matters. Mr. Taub noted that there was the additional matter of allocations to NYANA and HIAS. Stanley Horowitz, UJA President, stated that this matter raised questions regarding the role of the UIA Board if, in fact, it does not have the confidence of the Jewish Agency as its advocate. He noted that during these discussions, the Jewish Agency had had very strong UIA representation.

Paul Berger noted, as a lawyer, that this resolution was loaded with legalisms, and suggested that a subcommittee be formed to review it. Heinz Eppler noted that he would have to check the legal implications upon JDC of such a resolution.

Motion by Norman Lipoff, seconded by Bernice Tannenbaum:

RESOLVED, that the UIA Board adopt the principle that in the future the Jewish Agency be invited to participate in the discussion of all major allocation decisions affecting its resources and ability to perform its operations.

Passed.

#### IV. REPORT OF THE FINANCE COMMITTEE

Stephen Shalom, Finance Committee Chairman, reviewed the refinancing options available for UIA on its \$150 million loan which matures January 1989. UIA currently has a \$150 million revolving credit and term loan agreement; Manufacturers Hanover Trust Company is the lead bank. Forty eight other banks participate in the loan. UIA has the option of electing Manufacturers Hanover Trust Company's prime interest rate or libor plus 3/4%. UIA originally entered into this agreement in January 1983 and renewed it in March 1986. Principle payments begin in January 1989 and extend over a four year period. Mr. Shalom said that at the recommendation of the Jewish Agency, UIA has decided to refinance the loan under similar terms, rather than begin repayment, thus allowing the Jewish Agency to continue its debt retirement program. He noted that over the past 5 years, \$200 million of the Agency's outstanding debt had been repayed.

Manufacturers Hanover Trust Company has agreed to continue in it role as lead bank for the credit facility at the same terms it currently provides UIA, with the administrative fees increasing from \$50,000 to \$75,000 annually. In light of the current banking environment, the committee is very pleased to have attained the same loan terms as the ones in the previous agreement originally negotiated in 1983.

Mr. Shalom believes that this is a reflection of the financial commitment of the Jewish communities to Israel. UIA has also agreed to reduce the number of banks participating in the loan. In selecting which banks will be invited to participate, UIA staff is contacting federation executives to discuss their banking relationships before eliminating banks currently involved.

Mr. Fisher suggested that the committee consider the option of not dropping any banks since they may be needed in the future.

Motion by Stephen Shalom, seconded by Liliane Shalom:

RESOLVED, that the Board of Directors hereby authorizes and directs the proper officers of the Corporation, with the approval of the Financial Needs Committee, to execute and deliver on behalf of the Corporation an agreement among the Corporation, the banks' parties thereto (the "Banks") and Manufacturers Hanover Trust Company, as agent for the Banks, providing for the refinancing of the indebtedness under the Revolving Credit and Term Loan Agreement, dated as of January 11, 1983, as amended, pursuant to which the Corporation may borrow up to One Hundred and Fifty Million Dollars (\$150,000,000) at any time outstanding, upon such terms and conditions as may be approved by the Financial Needs Committee and such proper officers, acting with the advice of counsel, executing the same (which approval shall be evidenced by the execution and delivery thereof by the proper officers)

; and it is further

RESOLVED, that each of the proper officers of the Corporation be, and they hereby are, authorized and directed to execute and deliver any and all other documents and certificates and to perform any and all acts which they may deem necessary or appropriate to carry out the purpose and intent of the above resolution and the matters therein authorized.

Passed unanimously.

V. CHAIRMAN'S REPORT

Mr. Taub stated that UIA, as a principle beneficiary of UJA, has a significant interest in maximizing allocations and cash flow to UIA for Jewish Agency programs in Israel. He urged all Board members to participate in their local

communities' allocations process and to help interpret the needs of Israel. He also referred Board members to a sheet which outlined a statement of responsibility for UIA Board members.

Mr. Taub noted that in the past, discussions had taken place between members of the Jewish community and individuals in Israel who have challenged decisions made by the UIA Board concerning the allocation of funds for programs and services of the Jewish Agency. There were requests that funds be used in the territories of Judea, Samaria, and Gaza as well as within the "green line." A request has been made by Hadassah Marcus and other members of her group to meet with UIA and UJA; a meeting has been set for October 7. The matter has been in review for a number of months and Mr. Taub promised to keep Board members informed. Mr. Taub noted that UIA had been summoned to a "bet din" but had never received clarification on it. Charlotte Jacobson, past President of Jewish National Fund, which is also undergoing similar attacks on its programs, noted that JNF had refused to meet with this group.

Mr. Taub noted that the Advise and Consent Committee had completed its current responsibilities with its approval of the appointment of General David Hagoel as the new head of the Youth Aliyah Department.

Lastly, he announced that a special dinner honoring Irving Kessler for his 40 years of service to the American Jewish community and his 14 years as Executive Vice Chairman of UIA would be held.

VI. EXECUTIVE VICE CHAIRMAN'S REPORT

Herman Markowitz, Executive Vice Chairman, thanked the Board and staff for their help in his initial month as Executive Vice Chairman. He introduced Rabbi Daniel Allen, new Assistant Executive Vice Chairman.

Mr. Markowitz, on behalf of Edgar Cadden, Chairman of UIA's Jewish Agency Committee, reported that UIA's handbook on the Jewish Agency for federation Jewish Agency committees was in its final draft and would be ready for distribution at the General Assembly. UIA will sponsor a meeting of Jewish Agency chairs and professionals at the General Assembly. He also referred the Board to the announcement sheet of the UIA Study Seminar Mission scheduled for March 14-24, 1989. Mr. Markowitz noted his recent trip to Washington, D.C. concerning the U.S. Refugee Resettlement Grant. Finally, he spoke about UIA's role and its importance as a bridge between the Jewish Agency and the communities.



VII. U.S. REFUGEE RESETTLEMENT GRANT COMMITTEE REPORT

Phyllis Sutker presented the committee report on behalf of Committee Chairman Harriet Zimmerman. Referring to Mrs. Zimmerman's report at the May Board meeting, she noted that the House of Representative's Subcommittee on Foreign Operations had appropriated \$27.5 million for UIA's 1989 refugee resettlement grant, despite a State Department recommendation that the grant be cut to \$10 million. In June the Senate Appropriations Foreign Operations Subcommittee earmarked \$28 million for the grant. It remained for the Conference Committee of the House and Senate to resolve the \$500,000 difference between the two appropriations. This decision, made in the last half of September, approved \$28 million for the grant.

Motion by Phyllis Sutker, seconded by Ruth Popkin:

RESOLVED, that the Corporation hereby authorizes any two of its Officers, one of whom must be a lay leader, to enter into an agreement with the Department of State, Bureau for Refugee Programs, for a grant to provide assistance for the resettlement in Israel of refugees from countries of distress, for the fiscal year October 1, 1988 - September 30, 1989, and that such funds will be used to fund The Jewish Agency for Israel and the Intergovernmental Committee for Migration ("ICM") substantially in accordance with previous grant agreements

; and it is further

RESOLVED, that any two Officers of the Corporation, one of whom must be a lay officer, may amend or modify such agreement to be entered into with the Department of State as they may deem necessary or appropriate, subject to the ratification of the Executive Committee.

Passed unanimously.

VIII. PROJECT RENEWAL

In Chairman Edgar R. Goldenberg's absence, Bernice Waldman presented the Project Renewal report. She explained that long range Project Renewal plans, commitments to the neighborhoods by linked American community, and proposed capital projects are reviewed each fiscal year. Therefore, the projected long range shortfall of \$16.2 million, presented at the May 1988 meeting, has been revised to reflect an expected shortfall of \$14.3 million. (A copy of the details is attached to the permanent record of the minutes, dated October 5, 1988).



Mrs. Waldman advised the Board that every effort is being made to accelerate cash collections in each community, and between April 1 and September 30, 1988, cash collected reached \$6,453,835. In comparison to last year at this time, cash collections have increased by almost \$1 million.

Motion by Bernice Waldman, seconded by Norman Lipoff:

RESOLVED, that the Corporation hereby approves budgetary allocations in the amount of Nineteen Million Six Hundred Twenty Five Thousand Three Hundred Twenty Nine Dollars (\$19,625,329) for Project Renewal for the year ending March 31, 1989, as reflected in Exhibit A of the materials presented to the Board members.

Passed unanimously.

IX. UIA JAFI NOMINATING COMMITTEE REPORT

Substituting for Committee Chairman Irwin Field, Irving Kessler presented the committee report on a meeting in September to fill one opening in the UIA delegation to the Jewish Agency Board of Governors. He reported that, after reviewing a large number of potential candidates, the committee had nominated Peggy Tishman, President of the New York UJA Federation, to serve a four year term. He noted that the committee has arranged the UIA membership on the BOG to provide for an annual review of members in a rotation system as follows: in 1989, 5 members terms will expire; in 1990, 5 members; in 1991, 7 members; and in 1992, 5 members. The committee reconfirmed that UIA delegates would serve no more than 2 full consecutive terms of 4 years for a total of 8 years. In a few cases, to develop a balanced division each year, some members may serve only 7 years. Since the WZO was unable to agree on tenure limitations, the Jewish Agency, has not yet established tenure for BOG members. The committee utilized the criteria for election to the UIA Board as a basic requirement, recognizing that BOG membership required even greater experience and interest in the affairs of the Jewish Agency and Israel. The committee rejected the idea that UIA's delegation be representative of specific communities, but it did give consideration to geographic distribution. It now feels the annual rotation will provide adequate opportunity for change.

Motion by Irwin Levy, seconded Sylvia Hassenfeld:

RESOLVED, that the Board of Directors accepts the report of the Nominating Committee for Board of Governors' membership and approves the nomination of Peggy Tishman for membership on the Jewish Agency Board of Governors.

Passed unanimously.

X. UJA CAMPAIGN REPORT

Morton Kornreich, UJA Campaign Chairman, reported on the upcoming celebrations of the 50th anniversary of UJA and the 40th anniversary of the State of Israel. He reported on the historic Prime Ministers' Mission which, encompassing several generations, traveled from the depths of Poland to the heights of Israel. Reporting on upcoming missions, he noted that the Jubilee Mission in October would include over 900 people; the International Leadership Reunion, October 16-19, will be headed by Irwin Levy. The UJA Jubilee will take place December 11 and 12, and the President-elect of the United States will be invited.

Mr. Kornreich reported that, as of August 25, UJA had raised \$677.8 million, an 11.3% increase card-for-card. By the end of the 1988 campaign, UJA projects that it will have raised \$740 million, a \$17 million increase from 1987. However, cash collections continue to be a challenge. Project Renewal has raised a total of \$188.9 million since its conception; \$3.4 million has been raised for the Israel Education Fund. Local needs in the communities and refugee resettlement have had their effect on allocations, and as local needs receive more attention, it is important that the case be made in the communities for the overseas commitment.

XI. TREASURER'S REPORT

Alex Grass, Treasurer, referred members of the Board to the monthly cash flow statement which showed that, during the month of September 1988, UIA regular campaign income from UJA was \$10.9 million, as compared to \$18 million a year ago. This \$7.1 million decrease could be attributed to a decrease in New York UJA Federation legacies. During September 1987, UIA received \$7 million from these legacies, but no legacies funds were received during September 1988. Total UIA income from UJA for the six months ended September 30, 1988, was \$94.3 million as compared to \$111.2 million a year ago, reflecting a decrease of \$16.9 million in fiscal 1989. \$8.7 million of this decrease was attributed to a timing difference. UJA collected the \$8.7 million at the end of fiscal 1987 and remitted it to UIA at the start of fiscal 1988, thereby increasing UIA fiscal 1988 income. When discounting the New York City legacies and the timing difference, UIA cash flow from UJA during the first six months of 1989 was slightly below that of first six months of 1988.

Mr. Grass noted that this period of decreased cash comes at a time when there is greater demand for UJA funds, as reflected in NYANA's increased allocations from UJA and UIA's initial two payments on its \$12.6 million loan from JDC. These demands, together with the decrease in cash

flow, result in fewer funds available for UIA to allocate to the Jewish Agency. There has been an increase in receivables, suggesting a buildup in cash. Since the effects of the stock market crash and the tax reform act have stabilized, it is hoped that the flow of cash from the communities to UJA will return to normal levels.

Motion by Alex Grass, seconded by Morton Kornreich:

RESOLVED, that the Corporation hereby amends its previous budgetary authorization to The Jewish Agency for Israel of Three Hundred Four Million Five Hundred Thousand Dollars (\$304,500,000) for the fiscal year ended March 31, 1988, as approved at its Board meeting on September 15, 1987, such funds being proceeds from U.S. Government Grants and income from United Jewish Appeal, collected on behalf of the Regular and Special Campaigns, and authorizes and approves budgetary allocations in the amount of Two Hundred and Ninety One Million, Fifty Two Thousand, Eight Hundred Seventy One Dollars (\$291,052,871) for the year ended March 31, 1988, in accordance with Exhibit E dated September 27, 1988, distributed to the Board of Directors

; and it is further

RESOLVED, that the Executive Committee is hereby authorized and directed to effect such changes in the foregoing allocations as in its judgment it may deem appropriate.

RESOLVED, that the Corporation hereby ratifies the transfer of Seven Million Four Hundred Thousand Dollars (\$7,400,000), the proceeds received for the Israel Education Fund by United Jewish Appeal during the 12 month period ended March 31, 1988, to the Jewish Agency, such funds to be used by the Jewish Agency for such projects and purposes of the Israel Education Fund as determined by UIA in accordance with such agreements made with the various contributors.

Passed unanimously.

## XII. BUDGET COMMITTEE REPORT

Edwin Brennglass, reporting on behalf of Committee Chairman Edgar Cadden, referred the Board to the summary of fiscal 1989 expenses for the quarter ended June 30 compared to the prior year and to the budget. First quarter expenses totaled \$59,000 more than those of the prior year and \$64,000 more than the quarterly portion of the total annual budget. This is largely due to the timing of grant payments to other organizations; during fiscal 1989 a majority of

these payments were paid during the first quarter. First quarter expenses were within budget except for these timing differences, and at this time there are no significant budget variances for fiscal 1989.

Mr. Brennglass reported that the committee agreed to a request at the May 17 Board meeting to thoroughly review, with the involvement of legal counsel, grants to other organizations before the end of the fiscal year. The committee plans to meet with the grantee organizations and involve the Jewish Agency in this review.

Since UIA has many important documents which should be maintained in an accessible system, the committee approved the implementation of an archive and central filing system. The annual cost of implementing such a system is \$7,000 and will take from one to two years to complete.

#### XIII. AUDIT COMMITTEE REPORT

Melvin Alperin, Committee Chairman, reported that the Audit Committee met earlier in the day and reviewed the March 31, 1988 audited financial statements which had been previously mailed to the Board, and noted that the auditors, Touche Ross and Company, had issued a positive "unqualified opinion." The financial statements reflect that UIA income from UJA declined by \$5.9 million in fiscal 1988, largely caused by uneven cash collections. Variations in the cash collection rate are largely attributable to changes in U.S. tax laws. These laws resulted in a cash "bonanza" in 1986 because many contributors prepaid their 1987 pledge in 1986. The October 19 stock market crash also probably slowed cash collections for fiscal 1988. Despite the slowdown in cash collections, community campaigns continue to grow. UIA's regular campaign allocations receivable from UJA increased by \$17 million over the prior fiscal year. Fiscal 1988 income from the Israel Education Fund increased by \$2.1 million over the prior year, reflecting an additional \$3 million received from an earmarked legacy program of the New York UJA Federation. In prior years these funds were undesignated and included in the regular campaign.

At the end of the last fiscal year, gross Project Renewal pledges receivable amounted to \$60 million. The committee felt that this was an inaccurate figure and requested that Project Renewal staff and lay leadership review the collectability of outstanding pledges with the communities. As a result, \$4.4 million in pledges were deemed as uncollectable and were written off. A more accurate picture of outstanding pledges now allows UIA to reduce the reserve for uncollectable pledges from \$26.2 million in fiscal 1987 to \$9.7 million in fiscal 1988.



Touche Ross also issued a management letter which included the following two comments: Firstly, UIA had no written policies for the reimbursement of travel expenses incurred by members of the Board of Governors. The auditors recommended that formal policies be established, and as a result, a reimbursement policy has been developed and distributed to BOG members. Secondly, at the present time there are no schedules available detailing land and capital projects of the Israel housing funds or advances for acquisition of capital projects in the Israel Education Fund. The auditors recommended that UIA request the Jewish Agency to prepare these schedules since they manage all UIA property in Israel.

Motion by Melvin Alperin, seconded by Joel Tauber:

RESOLVED, that the Corporation hereby accepts the financial statements of the Corporation for the year ended March 31, 1988, dated June 30, 1988, as presented by the accounting firm, Touche Ross and Company.

Passed unanimously.

XIV. REPORT ON THE JEWISH AGENCY ASSEMBLY RESOLUTIONS

Paul Berger spoke briefly on the Jewish Agency Assembly resolutions. He stated that key committees of the Jewish Agency are chaired by UIA members. Mr. Berger noted that BOG members need to be prepared and able to fulfill their responsibilities beyond attendance at meetings. Ruth Popkin lauded Paul Berger for his skill in conducting the resolutions session at the Assembly.

XV. REPORT OF THE COMMUNICATIONS COMMITTEE

Irving Bernstein, Committee Chairman, introduced a video produced for communities to help educate their leadership on the role of UIA. The 12 minute video was then viewed by the Board.

XVI. ADJOURNMENT

Henry Taub thanked Board members for attending and adjourned the meeting.