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Series B: Conference of Presidents of Major American Jewish Organizations, 1962-1996.

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Gres. Conf

April 1, 1996 12 Nisan 5756

Rabbi Ephraim H. Sturm 774 Empire Avenue Far Rockaway, NY 11691

Dear Ephraim:

It was good to hear from you and I do hope all goes well with you.

While the topic of your letter is not one any of us are pleased about, I do appreciate your thoughtfulness in seeking to be of help. You should know the distress you feel is shared by many and by now I trust you have seen the letter which I signed along with other past presidents of the Presidents' Conference. Hopefully, it will be published.

Your comments are very much appreciated but I do hope at this point further discussion will be unnecessary. I will, at some point, share your thoughtfulness and wish to be of help to him with Malcolm but without any discussion of your transfer concept.

With warm regards and every good wish for a sweet and happy Pesach, I am

Sincerely,

RABBI EPHRAIM H. STURM

774 Empire Avenue Far Rockaway, New York ב״ה March 25, 1995

Rabbi Alex Schindler Union of Hebrew Congregations 838 Fifth Avenue New York City, New York

Dear Alex, 66'66

When, after 45 years of service, I left Young Israel some three years ago, I was disappointed, to say the least, with those in the Orthodox field who stood aside while Young Israel was maligning me - even to the extent that Rabbi Lerner, my successor, announced that he was called in to undo all that I did in 45 years and that my name would never again be mentioned in Young Israel.

Consequently, I resolved not to involve myself in Jewish affairs.

However, Malcolm's problems as I read in the Forward warrants an exception.
I've admired Malcolm since the long long ago day when I sponsored him for the presidency of the Young Israel Intercollegiate Council. Since then he has gone from strength to strength making him one of the most capable of Jewish leaders and an asset to the Conference of Presidents.

Since I am no longer invited to the Conference of Presidents' meetings or events, I can't personally help Malcolm. Frankly I cannot bring myself to call the leaders of the Orthodox members - with the exception of Mendy Ganchrow who preferred "not to get involved" when I was in Malcolm's present situation.

However, I believe that because of your sense of fairness, I can turn to you.

I am convinced that Malcolm's critics are actually transferring their evaluation of Chaim Kaminetsky to Malcolm because of Malcolm's closeness to Mr. Kaminetsky.

If you think that there is some value in my interpretation of events then would you talk to Charlotte, Shoshana Cardin, Julie, Rabbi Miller, and others.

You may even want to suggest to Malcolm to distance himself from Chaim Kaminetsky less the critics look with a jaundiced eye upon Malcolm and his family being the Passover guests of Chaim Kaminetsky in Hawaii.

Unfortunately, in Jewish public life, one must be even more pure than Caeser's wife.

With all best wishes for a men nes on,

P.S. Alex, you may at your discretion tell Malcolm that I asked you to help. But please do not reveal to him my transfer concept or to my suggestion that Malcolm distance himself. I don't need any more Young Israel problems!!

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

December 22, 1995 29 Kislev 5756

Via Fax: One page

Leon Levy and Malcolm Hoenlein Conference of Presidents of Major American Jewish Organizations 110 East 59th Street New York, NY 10022

Dear Leon and Malcolm:

I approve of the letter you are sending to the presidents of Young Israel and the ZOA. Feel free to use my name and append my signature.

The letter from Kaminetzky is disingenous to put it mildly (although that is not the fault of his member congregations).

Rabbi Alexander M. Schindler



Leon Levy Cheirman

Malcolm I. Hoenlein Executive Vice Chairman

December 22, 1995

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

Enclosed is the letter which is to be sent to ZOA and Young Israel, as per our discussion last week. We ask you to review it and to authorize my listing you as a signatory.

I greatly appreciate your giving this your prompt attention.

Sincerely yours,

Leon Levy Chairman

P.S. I thought you might find the enclosed article from Young Israel of interest.

3000

December 22, 1995

I write to you to express our indignation at your organization's action in advance of the extraordinarily moving and successful event at Madison Square Garden on December 10, 1995 in which the American Jewish community paid tribute to the late Prime Minister Yitzhak Rabin and demonstrated its solidarity with the government and people of Israel and the pursuit of peace. Prior to writing this letter, I consulted with the undersigned former chairmen of the Conference of Presidents who join me in expressing these views.

The theme and program of the memorial tribute were crafted with the overwhelming support of the Conference member organizations as voiced at our November 12 meeting and the subsequent conference call of November 21. (Name of org) participated in these deliberations and took part in the vote, but did not indicate then or subsequently that your opposition would be expressed by undertaking a public campaign against the consensus. Moreover, you conveyed to people that your mind was still open to participating in the event at the very time your New York Times ad had already been committed. Such behavior is unacceptable.

It is your right to have sought changes in the program and even to opt not to participate. But, in actively discouraging attendance at the event through your full page ad in the New York Times, you sought to undermine this communal endeavor and exceeded the limit of respectful disagreement. In our experience there is no precedent for a member of the Conference of Presidents to so blatantly seek to subvert an initiative joined in unanimously by fifty-one other members of the Conference. Fortunately, the rally was a great success but your actions reflect a failure to respect your colleagues, the Conference and its cosponsors. For that reason your conduct is to be censured.

Since its inception, the Conference of Presidents' democratic process has always allowed for debate and resolution, agreement and dissent. No member organization of the Conference is forced to abide the consensus view if they disagree with it and there are examples of organizations who have expressed views which are at variance from the consensus, including yourselves. But your actively seeking to subvert a Conference public event, let alone one of such historic significance that had at its core a memorial to the fallen Prime Minister, goes beyond the acceptable bounds of dissent.

We call on you to recognize that your action, which was exacerbated by the zeal with which you pursued your objectives, was inappropriate.

ILL NO.

TO UAHC

DEC 22.95 11:46 No.001 P.02

NATIONAL COUNCIL OF YOUNG ISRAEL 3 WEST 16TH STRRET NEW YORK, NEW YORK 10011

(212) 929-1525

1-(800) 727-8657 FAX: (212) 727-9526

CHAIM S. KAMINETZKY

GERALD L. KAUFMAN CHAIRMAN OF THE BOARD

December 22, 1995

To:

Rabbis and Presidents of all Young Israel Synagogues

From:

Chaim Kaminetzky, National President

With regard to numerous phone calls we have received, please be advised that the ad which appeared in the New York Times on Friday, December 8, 1995 was supposed to appear, at our request, on Monday, December 11th with a heading "WHY WEREN'T WE THERE?"

Also, please be aware that at no time did any member of the Administration of National Council of Young Israel ever tell any member not to attend the Unity Rally at Madison Square Garden.

February 16, 1995 16 Adar 1 5755

Malcolm Hoenlein, Exec. Vice President Presidents' Conference 155 East 59th Street New York, NY 10022

Dear Malcolm:

The Union staff is in the throes of the creating the UAHC 1995-96 budget. For many reasons this process is more difficult than has been the case in the past and we may well be forced to make some cut backs.

Indeed, it is possible that our subvention to the Presidents' Conference will be frozen or even reduced. You will recall my past requests for a full survey of organizational dues to the Conference. If we do not have this data for a comparison, I cannot guarantee what sum will be allocated once the Budget Committee determines a final budget. We will meet on March 19 so I hope you will get this information to me as soon as possible.

Many thanks and kindest greetings.

Sincerely,

Phr falon

Paret

November 21, 1994 18 Kislev 5755

Dr. Michael Schatz 6528 Belle Glade Avenue San Diego, CA 92119

Dear Dr. Schatz:

It pleased me to learn that you had called to advise that the Board of Temple Emanu-El would be discussing the letter received concerning MUM.

Your concern that a lessening of income from MUM dues would have an adverse effect on the programs and services the Union provides for its member congregations is well taken. Given our economy even a budget which remains fixed creates an inability to develop new programs and might even necessitate a cutting back in current programs. After all, costs for postage, paper, phone, labor and allied services do not remain static and, of course, these are all involved in creating the programs and service we provide member congregations.

I do hope you were able to convey your concerns to the Emanu-El leadership and I would very much wish to know of their reaction and comments. As you know, we will discuss this matter at our December 1-4, 994 Board of Trustees meeting in Tampa. Mr. Holland will give a brief presentation to the Board and we will allow time for questions and answers.

Again, my thanks for your expression of appreciation for the Union's efforts.

With warm good wishes, I am

Sincerely,

The Cont

CONFIDENTIAL

February 6, 1991 22 Shevat 5751

Ms. Shoshana Cardin 3624 Anton Farms Road Pikesville, MD 21208

Dear Shoshana:

I meant what I said: your leadership of the Conference has been splendid.

In Washington there was one small but important matter which disturbed me and I want to share it with you. When Malcolm explained that those who were at the State Department would not go to the White House, he said "the President determined the make-up of our delegation," or something along these lines.

I would have been happy with the explanation that some people were picked to go to the Baker meeting and others to go to the White House. That's the only way you can function and you have to do the picking. Malcolm's explanation, if true, is something which simply cannot be countenanced. No one in the Executive or Legislative branches of our government has the right to determine who will and who will not represent the Jewish community. You are the only one who is enfranchised to do so -- by us. I hope you agree.

Warm regards.

Sincerely,

November 27, 1989 29 Heshvan 5750 Kenneth J. Bialkin, Esq. 919 Whird Avenue New York, NY 10022 Dear Ken: The Union of American Hebrew Congregations has no names to submit to the Nominating Committee of the Presidents' Conference. We will be delighted to second the re-nomination of Seymour Reich for a second one year term. With warm good wishes, I am Sincerely, Alexander M. Schindler bcc; Seymour Reich, Esq.



Seymour D. Reich Chairman

Malcolm I. Hoenlein Executive Director

November 24, 1989

To: Presidents and Executive Directors

From: Kenneth J. Bialkin, Chairman

Nominating Committee

Election for Chairman must be held before December 31, when the year term ends. The incumbant, Seymour Reich, is eligible to serve a second one year term. In accordance with Conference procedure we are soliciting nominations from member organizations. Please submit nominations to me by mail, care of the Conference office or by phone (my office number is (212) 735-2130.)

We would like to submit the committee's recommendations by December 1 and ask for your prompt response.

KJB

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515 Park Avenue, New York, N.Y. 10022 • (212) 752-1616 • FAX # (212) 644-4135

American Israel Public Affairs
Committee
American Cathering/Federation
Jewish Holocaust Survivors
American Jewish Committee
American Jewish Congress
American ORT Federation
*American Stephandi Federation
American Zionist Federation
American Zionist Federation
Foundation
AMIT Women

Anti-Defamation League of B'nai B'rith Association of Reform Zionists of America B'nai B'rith

Fnai Brith
B'nai Brith Women
B'nai Zion
Central Conference of American
Rabbis

*Council of Jewish Federations *Development Corporation for Israel Emunah Women of America Federation of Reconstructionist Congregations and Havurot Hadassah

Hadassah

"Hebrew immigrant Aid Society
Herut Zionists of America
Jewish Institute for National
Socurity Affairs
Jewish Labor Committee
Jewish National Tund
Jewish War Veterans of USA

IWB Labor Zionist Alliance Mercaz Na'amet USA National Conference on Soviet

Jewry National Committee for Labor Israel National Council of Jewish

National Council of Jewish Women National Council of Young Israel National Federation of Temple Sisterhoods National Jewish Community Relations Advisory Council *Foale Agudant Israel Rabbinical Assembly Rabbinical Council of America Religious Zomists of America Union of American Hebrow

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Official Observer





RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS

BRESIDENT B38 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

December 13, 1990 26 Kislev 5751

Mr. Seymour Reich Chairman Presidents' Conference 515 Park Avenue, New York, NY 10022

Dear Seymour:

Unfortunately, I must be out of town and cannot attend the Elections Meeting of the Presidents' Conference. I have asked Rabbi Daniel Syme, our Vice President to represent me at this meeting and to cast the Union's vote for Shoshona Cardin, now the Nominating Committee's choice.

This gives me an opportunity to thank you for your splendid service, although I am confident that there will be other public functions acknowledging your diligence and effectiveness, but I might as well begin the process now.

With all best wishes, I am

Sincerely,

Alexander M. Schindler

cc: Mr. Malcolm I. Hoenlein Rabbi Daniel B. Syme

BCC: SHOSHONA CARDEN



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

November 21, 1990 4 Kislev 5751

Rabbi Mark N. Staitman Rodef Shalom Temple Fifth and Morewood Avenues Pittsburgh, PA 15213

Dear Mark:

Thank you so much for following up on your conversation with Edie Miller in regard to the Presidents' Conference. She told me of your suggestion concerning Shoshana and I hasten to assure you that I also hold her in high regard. There was really no need to write, but I thank you for having done so.

I have worked with Shoshana on many projects and have come to respect her highly. Her name was also suggested by others for the post of Chairman of the Presidents' Conference and I can assure you that it is among those being considered.

With repeated thanks and warmest thanks, I am Sincerely,

RABBI MARK N. STAITMAN

RODEF SHALOM TEMPLE
FIFTH AND MOREWOOD AVENUES
PITTSBURGH, PENNSYLVANIA 15213

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November 13, 1990

25 Cheshvan, 5751

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

Dear Alex:

I had an opportunity today to talk with Edie Miller and wanted simply to emphasize my point through this letter. As a member of the Nominating Committee for the Conference of Presidents, you bear a difficult responsibility. With rising anti-Semitism, the difficulties in Israel and the perceived fragmentation in the American Jewish community, the next president of the Conference of Presidents will need to be someone with special ability and unique talents. I have been privileged to work with Shoshana Cardin through the National Conference on Soviet Jewry. Shoshana's quick mind and ability to understand the complexities of a situation have allowed her to understand and comprehend the radical changes in the Soviet Union as they take place. Shoshana has proven herself to be a superb interpreter of the problems of Soviet Jewry, both to our government and that of the Soviet Union. I have watched Shoshana in meetings with congressmen and senators, the Secretary of State and his staff, the Vice President, the Soviet Ambassador to the United States and his staff, and the Soviet Assistant Foreign Minister for Human Rights and Humanitarian Affairs. Shoshana has, in all of these instances, been able to press our points without antagonizing and with a spirit which allowed for sincere and open questions.

In addition to Shoshana's abilities in dealing with governmental officials she has the capacity to bring diverse Jewish organizations together. I am sure you were aware of the animosity that existed between NJCRAC and the National Conference just a few years ago. As a result of that animosity it was virtually impossible for the National Conference and NACRAC to work together. Under Shoshana's leadership a fine working relationship has been forged and, though not all of the problems have been resolved, the Soviet Jewry movement is able to benefit from the best skills and talents of both agencies. The Union of Councils is the "competitor" of the National Conference. In the past the Union of Councils and National Conference had little contact with each other and worked, often at cross purposes, on similar projects. Under the leadership of Shoshana there have been regular meetings between both the lay leadership and the staff of the two agencies. There is considerably less duplication of effort and much more cooperation thanks to Shoshana's leadership.

As Reform Jews I think it is important that we remember the role Shoshana played during the "Who Is A Jew" controversy. At great personal expense Shoshana led the delegation from the "GA" to Israel concerning "Hok Ha Sh'vut." Shoshana's

personal commitment to pluralism and her sense of the importance of K'lal Yisroel made her a most effective advocate. Her leadership in this issue has cost her personal relationships with members of the traditional community. I know that these friendships were of real importance to Shoshana. In spite of the rift, her leadership caused on a personal level, it has had no effect professionally. She continues to maintain close professional relationships in Soviet Jewry with Rabbi Schindler

Page 2

November 13, 1990

the Orthodox community. Not only "liberals" like Haskel Lookstein work closely with Shoshana, but those who worked hard to exclude us continue to work with her and respect her (Avi Weiss, Jacob Birnbaum, etc.) How marvelous it is that one can have a commitment to principles and still retain the respect and cooperation of those who disagree so violently.

I believe that the coming years will be ones in which the American Jewish community will need strong representation with our government and a credible responsive voice. Shoshana has the talents, abilities and qualities which make her that person. I would urge you to support Shoshana as the next President of the Conference of Presidents.

Sincerely,

Mark N. Staitman

MNS:mgf

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

On Conf.

January 7, 1991 21 Tevet 5751

Seymour D. Reich, Esq. 101 Park Avenue New York NY 10016

Dear Seymour:

Much to my regret, the tribute luncheon being tendered by the Presidents' Conference on the completion of your term as Chairman has been called for a time when I will be in California. The conflict distresses me, for nothing would give me greater pleasure than to join with your many friends and admirers in expressing heartfelt appreciation for all of your efforts in behalf of the Jewish people.

Your term of office as Chairman of the Presidents' Conference came at a very difficult time for Israel and the Jewish community. You handled yourself with statesman like dignity and represented our Conference with style, understanding, intelligence and integrity. We were most fortunate to have had you in such a key position at this time. You have rightly earned the admiration and esteem of all of us who have worked with you in behalf of Israel and K'Lal Yisrael.

While I cannot be present personally, please know that I shall be with you in heart and thought and spirit. From afar I extend my deepest gratitude for all that you are and all that you do.

With every good wish and warmest regards, I am

Sincerely,

Alexander M. Schindler

BCC: MALCOLM HOENLEIN

CONFERENCE OF PRESIDENTS
OF MAJOR AMERICAN JEWISH ORGANIZATIONS

Seymour D. Reich Chairman

Malcolm I. Hoenlein Executive Director

January 2, 1991

To: Presidents Conference Leadership From: Shoshana S. Cardin, Chairman Malcolm Hoenlein, Executive Director Called MB

Reget Event

West Event

You are cordially invited to a luncheon in honor of Seymour D. Reich on the completion of his term as Conference Chairman.

The luncheon will be held on Thursday, January 17, at 12:30 pm at UJA-Federation, 130 East 59th Street in the ballroom.

Please respond to Fiona Sharpe at (212) 752-1616 no later than January 14 to confirm you attendance.

SSC

Com

515 Park Avenue, New York, N.Y. 10022 • (212) 752-1616 • FAX # (212) 644-4135

B'nai B'rith B'nai B'rith Women B'nai Zion Central Conference of American

Rabbis
"Council of Jewish Federations
"Development Corporation for Israel Emunah Women of America Federation of Reconstructionist Congregations and Havurot Hadassah Hebrew Immigrant Aid Society

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Herory Zioniste of America
Jewish Institute for National
Security Affairs
Jewish Labor Committee
Jewish National Fund
Jewish Waz Veterans of USA
**Joint Distribution Committee

JWB Labor Zionist Alliance Mercaz Na amat USA National Conference on Soviet Jewry National Committee for Labor

National Committee for Labor Israel National Council of Jewish Women

National Federation of Temple

Sisterhoods

National Jewish Community Relations Advisory Council *Poale Agudath Israel Rabbinscal Assembly Rabbinscal Council of America Religious Zionists of America Union of American Hebrew Congregations Union of Councils for Soviet Jews Union of Orthodox Jewish Congregations of America *Unined Israel Appeal United Jewish Appeal
United Synagogue of America
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Judaism
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Zionist Organization of America

*Official Observer



Seymour D. Reic

Malcolm I. Hoenlein Executive Director

July 31, 1990

To: Presidents Conference Executives (Please share with your President)

From: Malcolm Hoenlein, Executive Director

- 1. A recent Evans & Novak column misquoted Conference Chairman Seymour D. Reich. In a letter to them, he said, in part, "The column incorrectly says that "I agree with Ted Mann" that the U.S. dialogue with the PLO in Tunis has "proved to be a valuable channel..to advance the peace process and should be restarted as soon as possible." I hold no such view. The statement attributed to me is both mistaken and misleading."... "When the State Department did break off the dialogue, I welcomed this action on behalf of the Conference of Presidents. This view is held, in my judgement, by the overwhelming majority of American Jews."... "The reported allegation that I (or the Conference) fear telling the Israelis the truth about the Israel-US relationship is absurd on its face. The implication of such a statement is that the Israelis exist in some sort of communication vacuum, and have to be told by bystanders about the status of their relationships with other nations." Seymour Reich was told by Evans & Novak that the letter will be distributed for publication to the newspapers which ran the column.
- 2. Please note: Foreign Minister David Levy will address the Conference on August 13 details will be sent shortly. The Conference will be paying tribute to Amb. Moshe Arad at a luncheon on Monday, September 10. The annual Yehuda Hellman Memorial lecture will be given by Sen. Daniel Inouye on Wednesday, August 22, 4:00pm at 515 Park Avenue.
- 3. The Conference will be moving (along with our friends in 515 Park) to 110 East 59th St. at the end of August. Please forgive telephone and other logistical problems that will result.
- 4. The Conference has expressed condolences to the family of Marnie Kimmelman, who was killed by the terrorist bomb on a Tel Aviv beach. You can write her parents at:

Dr. & Ms. Harold Kimmelman 21 Truman Road Toronto, Ontario M2L 2L4

5. We have continued following up on the plight of Ethiopian Jewry and have been in contact with key administration officials and others involved. The Foreign Minister of Ethiopia visited Washington and was told that this issue was the key to better US-Ethiopian relations. Immigrations was cut off for several weeks. We now await fulfillment of promises of full resumption.

515 Park Avenue, New York, N.Y. 10022 • (212) 752-1616 • FAX # (212) 644-4135

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American Israel Public Affairs
Communitie
Assertion Generaling/Federation
Assertion Generaling/Federation

Seymour Reich's secretary called to ask that AMS write the White House asking for clarification on their policy on the Jerusalem issue. Reich feels that it is still too ambiguous.

CONFERENCE OF PRESIDENTS OF MAJOR AMERICAN JEWISH ORGANIZATIONS

Seymour D. Reich Chairman

Malcolm I. Hoenlein Executive Director

Time:

TO:

FROM:

COMMENTS:

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515 Park Avenue, New York, N.Y. 10022 • (212) 752-1616 • FAX # (212) 644-4135

CONFERENCE OF PRESIDENTS OF MAJOR AMERICAN JEWISH ORGANIZATIONS

Seymour D. Reich Chairman

Malcolm I. Hoenlein Executive Director

March 6, 1990

TO: Presidents Conference Leadership

FROM: Malcolm Hoenlein

There have been many developments in the past day. Seymour Reich spoke to President Bush regarding his statement at Saturday's press conference in which he opposed settlements in the West Bank and East Jerusalem. Following that conversation, the White House issued the attached statement which still contains certain ambiguities. We are seeking further clarification and urge that the issue of Jerusalem be given top priority attention in all communications.

Also attached is an unofficial translation of the Likud position adopted at their meeting last night. We are in contact with Israeli leaders to ascertain the meaning and likely responses to the declaration. Labor party leaders have reacted angrily to the Likud's stance and rejected the demands. We await the meeting on Wednesday for the next step.

MH

THE WHITE HOUSE

. . .

Office of the Press Secretary

For Immediate Release

March 5, 1990

STATEMENT BY THE PRESS SECRETARY

The President talked by telephone this afternoon with Seymour Reich, President of the Conference of Presidents of American Jewish Organizations. The President urged Mr. Reich and all those who shared his concern for the Middle East to continue to devote themselves to bringing about as soon as possible a pre-elections dialogue between Israelis and Palestinians. This remains the surest path available to promoting a peace that would ensure Israeli security and the legitimate political rights of Palestinians.

The President also reiterated that U.S. policy toward Jerusalem is unchanged. The United States supports a united Jerusalem whose final status is determined by negotiations. The President also made clear U.S. support for Jews as well as others to live there in the context of a negotiated settlement. The President also reiterated long-standing U.S. policy that all parties avoid unilateral actions, including settlement activity.

The President also used the occasion of his conversation with Mr. Reich to state his strong support for the immigration of Soviet Jews to Israel, and made it clear that the United States will oppose any efforts designed to frustrate this human right. The President expressed his Administration's support for proposed housing investment guarantees provided the United States and Israel can work out assurances that satisfy the United States on settlement activity.

111

LIKUD STATEMENT (unofficial translation)

Israel is interested in continuing the peace process in accordance with its own peace initiative and to have the proposed meeting with a Palestinian delegation in order to prepare the modalities of the election in Judea, Samaria and Gaza.

In order to bring this meeting to success, Israel must speak with one voice. To accomplish this, there must be an understanding between the Likud and the Ma'arach on two vital and basic subjects:

 A commitment to Israeli sovereignty over a united Jerusalem.

There cannot be any question that Jerusalem is the sovereign, united capital of the State of Israel. Therefore, Arabs from East Jerusalem cannot participate in the process of the peace initiative by voting or being elected. Any such participation will inevitably mean the division of Jerusalem.

 Prevention of the domination by the P.L.O. of the peace process.

Attempts by or on behalf of the P.L.O. to dominate the process in any way will bring to a halt the plans to meet in Cairo and force Israel to withdraw from the meeting. If Israel were to accept the penetration of the P.L.O. in the peace process, it would entrench a Palestinian threat that would endanger the survival of the State of Israel and bring to fruition Palestinian claims to the right of return.

Acceptance by the Ma'arach of these subjects will enable the continuation and swift advancement of the peace process.

Edie --

The original Aresidents' Conference and has been killed, and they are running instead a very general ad welcoming Shamir to the United States, expressing hope that his visit will lead to peace, etc.

Alex knows all this, and has approved.

In the meantime, they are looking for money. I did not want to speak for the Union, so the Presidents' Conference will call you this morning to ask how much the UAHC can contribute.

Eric

White Continguery

Martin Raffle called. Mants Rathe & hirdlein reaction to the ad. gold call

CONFERENCE OF PRESIDENTS OF MAJOR AMERICAN JEWISH ORGANIZATIONS

Seymour D. te th Chairman Malcolm I. He en eln Executive Di sot r

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TO:

Presidents Conference Leadership

FROM:

Seymour D. Reich, Chairman

Malcolm Hoenlein, Executive Director

DATE:

November 13, 1939

Enclosed as the copy of an ad which we want to place in the New York Times or the Washington Post this Wednesday morning, prior to the Prime Minister's meeting with the President. Will be apportioned among the agencies. We ask that you contact the office immediately (no later than 2:00 p.m.) with your commitment.

SDR MH

515 Park Avenue, New York, N.Y. 10022 • (212) 752-1616 • FAX # (212) 644-4135

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"Official Conserver.

The American Jewish Community Greets Prime Minister Yitzhak Shamir of Israel on His Arrival in the United States

As the Prime Minister of Israel begins his visit to our nations's capital, the Conference of Presidents of Major American Jewish Diganizations wishes him success in his journey of peace and in his efforts to implement the peace initiative his government has put forward for resolution of the Arab-Israeli conflict.

As we welcome Prime Minister Shamir to our shores, we declare these principles representing the views of the 50 national Jewish organizations in the Conference:

- I Israel is a vital strategic asset and reliable ally of our country and a rampart of freedom and democracy in the Middle East. Its security is a matter of deep and abiding concern to Jews everywhere. We will not be silent if that security is put at rish.
- Israel's bold initiative for peace merits the strong support in has received from our Government. It offers one path-democratic elections, free of violence and terror, among the residents of Gaza and the West Bank -- that will produce a representative leadership in the territories.
- The PIO -- by its continuing acts of terror and its continuing refusal to amend the Palestine National Covenant, which your Israel's destruction -- disqualifies itself from any negotiating role with Israel. We endorse the Israel unity government's insistence that it not deal with the PIO. Legitimizing the PIO by inviting it to the peace table would not being peace but only further violence, terror and war.
- The proposed negotiation that would bring Israel together with a Palestinian Arab delegation must limit itself to the election procedures themselves. It is the responsibility of the Palestinian representatives who are to be chosen in free elections to discuss substantive issues with Israel.

We we come the Israeli initiative designed to move the peace process forward, and the Administration's positive response to it.

For 41 years, from the day of its independence, Israel has held out its hand in peace toward it neighbors, while the Arab world-with the sole exception of Egypt -- has rejected Israel's proffers of peace and friendship, and continues to deny Israel's right to national existence.

Israel is precious to us as it is to freedom-loving people everywhere. We are committed to its safety and security. We have confidence in its democratic processes. We stand together in unity with its Government in the search for a just and lasting prace.

CONFERENCE OF PRESIDENTS OF MAJOR AMERICAN JEWISH ORGANIZATIONS

Seymour D. Re ch

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CONFERENCE OF PRESIDENTS OF MAJOR AMERICAN JEWISH ORGANIZATIONS

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Presidents Conference Leadership

"ROM:

seymour D. Reica, Chairman

Malcolm Hoenlein, Executive Director

November 13, 1939 DATE:

Enclosed as the new text of an ad which will be placed in the New fork Times or Washington Post this Wednesday morning. contact the Presidents Conference office no later than 12:00 If we have not heard from you, we will presume you have no objections to the text.

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AN OPEN LETTER TO THE PRIME MINISTER OF ISRAEL YITZHAK SHAMIR

Lear Mr Prine Minister:

We welcome you to our shores as you begin your visit to our nation's

Use stand in unity and solidarity with your Government in your search for lasting peace and security. We commend and support the initiative undertaken by our government toward peace in the Middle East, and we wish you well in your your government toward peace in the Meartened by the positive response of talks with the Administration. We are heartened by the positive response of talks with the Bush and Secretary of State Baker to your government's peace initiative.

That response encourages us to believe that your talks with the President and Secretary of State will prove productive of renewed progress toward peace.

As Americans, we are proud that these two allies and democracies share common values, commitments and aspirations.

Mr. Prime Minister, our prayers and good wishes are with you.

Malcol n Hoenlein, Executive Director

Seymour D. Reich, President

CONFERENCE OF PRESIDENTS
OF MAJOR AMERICAN JEWISH ORGANIZATIONS
515 Park Avenue, New York, NY 10022

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LETTER TO THE PRIME MINISTER OF ISBARL VITZHAK SHAMIR

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December 5, 1989 7 Kislev 5750

Mr. Malcolm I. Hoenlein Executive Director Conference of Presidents of Major American Jewish Organizations 515 Park Avenue New York, NY 10022

Dear Malcolm:

Thank you for your response to my November 20th letter.

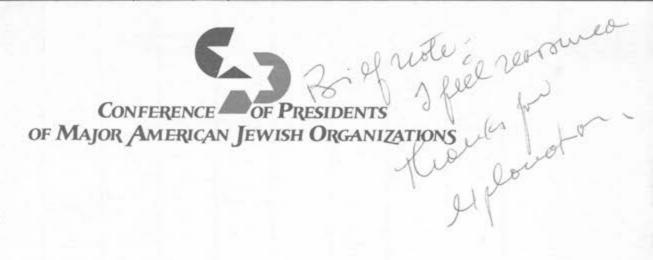
Your explanation of what transpired in regard to the Shamir visit is much appreciated. I feel reassured that I had not been ignored when these special meetings arise.

With warm good wishes, I am,

Sincerely,

Alexander M. Schindler

cc: Seymour D. Reich, Esq.



Seymour D. Reich Chairman

Malcolm I. Hoenlein Executive Director

November 22, 1989

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

Dear Alex,

I received your letter this morning and am dictating this response immediately as we are leaving for Israel this afternoon. I appreciate your sharing your concerns, so I can set the record straight.

Originally, the Prime Minister was meant to come to New York first and we had proposed a small meeting with him in which you were to be included. His plans subsequently changed and he flew directly into Washington. It was on the Tuesday that he arrived that Seymour received the invitation to meet with the Prime Minister in Washington. As you know, we had the luncheon for Secretary Kemp that day and left right after it. We had other meetings scheduled which we had to cancel at the last moment. There was no delegation, as I told Edie when she called me last week regarding this.

Aside from the meeting in which you participated with the President we have had no other Presidents Conference delegations meeting with the President or Secretary Baker. We currently have requests into both and arrangements are pending. There was one other meeting with the President to which Seymour and I were invited along with members of the Republican Coalition and Ed Levy of AIPAC. There were also two meetings with the Secretary on Soviet Jewry set up by the National Conference and a late evening meeting to which Secretary Baker invited Seymour and me on a few hours notice.

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American Section

Zionist Organization of America *Official Observer One further note: You have been and are always included in any Conference meeting of significance. We make every effort to make sure that UAHC is represented and we often extend invitations to Al and Dan when you are unable to participate. UAHC is hardly "ignored". Quite the contrary, we value your participation and do everything possible to facilitate it.

I hope that this resolves the questions that you raised and I would welcome the opportunity to talk with you about this and other matters.

Sincerely,

Malcolm Hoenlein Executive Director

MH/lb



Merson

November 20, 1989 22 Reshvan 5750

Malcolm Hoenlein, Director Conference of Presidents of Major American Jewish Organizations 515 Park Avenue New York, NY 10022

Dear Malcolm:

It is a source of disappointment to know that there are high level meetings of the Presidents' Conference to which I, as a past chairman, am not invited. I read of a recent meeting with Shamir in Washington and it so happened that I was in Washington and could have been available for a small, private session.

Come to think of it, I haven't been a part of any delegation to Washington in quite some time...only once during this past year. As you know, Malcoom, I have my own access and will feel free to use it in the future if the UAHC continues to be ignored.

Regards.

Sincerely,

Alexander M. Schindler

cc: Semour Reich, Esq.

P Edie 11-17 12:10 PM

H Rabbi Schindles 338-4400

N EXT. Room 817 Call Malcolm. There was E a meeting last Lues with Shamir according to Times + Port A Find out who was there + E why me mere not inmited. PHONED | CALL | RETURNED | WANTS TO | WILL CALL | WAS IN | URGENT | Seymour & Malcolm No others - Laws Trong leut he said Rose regat nat

PETER YARROW"S F/R -- 1/31///no need for you to do anything but be present - with Rhea -- have sent her a note 713-1919

Nevas will have Rabbi Yehuda Fine call for appointment

W

Left message on Seevak tape to call me if urgent and I'll give them location of you and rhea...

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RE PRESIDENTS' CONFERENCE ___ A PRIVATE MEETING WAS REPORTED
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CONFERENCE OF PRESIDENTS OF MAJOR AMERICAN JEWISH ORGANIZATIONS

Seymour D. Reich Cholistan

Malooim I. Hoenlein Executive Director

At a Presidents Conference meeting this morning with Minister Gur it was agreed that the statement of the Conference's past chairmen be endorsed by the membership of the Conference. We ask you to call the Conference office today to approve the inclusion of your organization's name.

THE FOLLOWING IS A STATEMENT ISSUED BY THE CURRENT AND PAST CHAIRMEN OF THE CONFERENCE OF PRESIDENTS OF MAJOR AMERICAN JEWISH ORGANIZATIONS

We, the undersigned, current and past chairmen of the Conference of Presidents of Major American Jewish Organizations fully support the call of the national unity government for the Prime Minister's Conference on Jewish Solidarity with Israel.

Whatever our individual points of view, we are unified in our commitment to Israel's security, its independence, its economic vitality and the well-being of its citizenry.

We stand with the people of Israel, as they face continuing external dangers and internal problems. We support Israel in its forty year quest for a just and lasting peace.

We are dedicated to maintaining the strong bonds between the United States and Israel -- a special relationship based on common ideals, commitments and goals which is of great importance to both countries and to Western interests.

We believe this gathering to be particularly significant at this time. We look forward to meeting in Jerusalem, Israel's capital, to demonstrate the solidarity of world Jewry and our solidarity with Israel.

> Seymour Reich Morris H. Abram Kenneth Bia kin Julius Berman Howard Squadron Theodore Mann Rabbi Alexander Schindler . Rabbi Israel Miller Jacob Stein Rabbi Herschel Schacter Lewis Weinstein

March 3, 1989

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MEMORANDUM

From

Rabbi Alexander M. Schindler

Date 2/10/89

To

TED MANN

Your drafted letter to Secretary of State Baker was FAXED to me in Israel.

I absolutely do <u>not</u> want to be a signator of this. I do not agree with the contents at all.

AMS:da



Union of American Hebrew Congregations
838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100

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Cantor Howard M. Stahl, Temple Beth Emeth, Albany, NY, CHAIRMAN Cantor Edward R. Fogel, Congregation Shaare Emeth, St. Louis, NO Cantor Jay I. Frailich, University Synagogue, Los Angeles, CA Cantor Janice L. Roger, Indianapolis Hebrew Cong., Indianapolis, IN Cantor Sarah J. Sager, Anshe Chesed Fairmount Temple, Beachwood, OH Cantor Paul C. Silbersher, Cong. B'nai Jehudah, Kansas City, NO Cantor Raymond Smolover, Jewish Community Center, White Plains, NY

For the UAHC:

John A. Geller, Holy Blossom Temple, Toronto, Canada, CHAIRMAN Gerald J. Holtz, Temple Israel, Boston, MA Joyce Ottenheimer, Baltimore Hebrew Congregation, Baltimore, MD William Pollack, Temple B'nai Israel, Elmont, NY Richard Rhodes, Beth Emet The Free Synagogue, Evanston, IL Mildred Ross, Central Synagogue, New York, NY David W. Sampliner, Community Synagogue, Rye, NY Bernard Wasko, Temple Israel, New Rochelle, NY

Ex-Officio

Rabbi Daniel Freelander, Director, Commission on Synagogue Music Cantor Nancy S. Hausman, ACC Administrator Rabbi Joseph Glaser, CCAR Executive Vice-President Rabbi Bennett Miller, Anshe Emeth Memorial Temple, New Brunswick, NJ

February 6, 1989

Secretary of State Department of State Washington, D.C. 20520

Dear Mr. Secretary:

We are writing to you at the outset of a new administration in Washington, to urge you to pursue aggressively the attainment of peace in the Middle East. We urge that course upon you fully aware of the incompatible goels of those Israelis and Palestinians who claim all of the land between the Mediterranean and the Jordan River.

In terms of procedure, the cornerstone of American policy has been to seek agreement, among other things, on the conditions under which Israel will withdraw from territories it has occupied since 1967 through direct negotiations among Israel, the Palestinians and the regional Arab states.

This should remain the cornerstone of this nation's policy. In terms of substance, we believe you share our view that any Israeli withdrawal be conditioned, at the very least, upon permanent demilitarization of the territories and adequate Israeli security measures therein, peace treaties between Israel and Jordan and Israel and Saudi Arabia and the other Gulf states, and the agreement of all parties to the conflict that Jerusalem, Israel's capital, shall remain undivided.

Such a policy, together with a continuing commitment to

help Israel maintain a qualitative and quantitative edge over the combined forces that threaten it, will have the full and continuing support of the undersigned and, we are certain, a very significant part of American Jewry.

The Camp David negotiations are still fresh in our minds, and we know what difficulties an administration may encounter when it undertakes to aggressively pursue an interlocutor's role. But the failure to act is a policy too, and the consequences of such a policy will be harmful to the United States, to Israel, and to the entire region.

Respectfully,

PAUL, WEISS, RIFKIND, WHARTON & GARRISON

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ALFRED D. YOUNGWOOD

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OF MAJOR AMERICAN JEWISH ORGANIZATIONS

Morris B. Abram Chairman

Malcolm I. Hoenlein Executive Director

August 24, 1988

Mrs. Aviva Hellman 157 East 32nd Street Apartment 22C New York, N.Y. 10016

Dear Aviva,

The past chairmen of the Conference met again this past week and gave priority consideration to the status of the compensation to you. As you know, this was undertaken after Yehuda's death as a good faith effort assuming the support of the agencies and others. Unfortunately, for a variety of reasons, this has not been realized.

It was decided at the meeting to try to place this into the Conference's regular budget. The full budget will be submitted early this Fall to the Conference members for approval. While no one can promise that the budget will be approved as submitted, past precedent gives us every hope of its acceptance.

At a personal level, I shall always feel that Yehuda's contribution to the Conference and to the Jewish community can never be measured. Please be assured that this is a matter we all take very seriously.

With kindest regards,

Morris B. Abram Chairman

cc. Past Chairmen

515 Park Avenue, New York, N.Y. 10022 • (212) 752-1616 • CABLE: COJOGRA

TO: PAST CHAIRMEN OF THE PRESIDENTS CONFERENCE

FROM: AVIVA HELLMAN

SUBJECT: Unpaid balance of compensation owed to Yehuda Hellman

Enclosed is a letter I sent Morris Abram in reply to his dated June 18th, a copy of which he sent you. I have not heard from him since and I suspect he has not contacted any of you to try and resolve this situation.

Having been placed in the position of a demanding shrew and Morris is now cast in the role of the helpless victim, I appeal to you, as past chairmen, who were involve din the original decision to pay Yehuda compensation for services to the Conference, to help Morris out and in so doing, helping me as well.

As you will not from his letter, he claims he does not know how to solve this intricate problem and that no one seems to have any suggestions as to how to go about it. Since I have spoken to several of you, over the last two years, I know that you do have a rather simple solution, could I ask you to contact Morris on my behalf and get this matter cleared up? Mind you, he admits the money is owed and it is a relatively small amount, which is important to me. The claim that the Conference does not have the money, somehow is a poor excuse.

Your cooperation would be greatly appreciated.

cc: Julius Berman

Ted Man

Israel Miller

Alexander Schindler

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Dear Morris,

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In any event, after receiving your letter, I called Alex Schindler, Israel Miller and Howard Squadron, three who I know suggested alternatives to your actions. They reiterated their feelings and will restate their suggestions. If you are sincere about wanting to end this mess, you will speak to them and together, I am sure, this matter can be resolved.

June 22, 1988

Here is the Copy you requested.

June 6, 1988

Dear Morris,

You're at the end of your tenure as chairman of the Presidents Conference and I do not know what your other achievements were during your chairmanship, but if they are as great as the one involving Yehuda, it is a pretty sad record. For in the final analysis, whathave you done? As one of the past chairman said recently, you succeeded in 'out smarting' Yehuda Helman's widow, by not fulfilling a moral obligation to the man, who was in fact resposible for giving you this chance at your 'last hurrah.'

Bravo!

Avila Heliman Hellucun

cc: Julius Berman
Ken Bialkin
Max Fisher
Ted Mann
Israel Miller
Alexander Schindler
Jack Stein
Howard Squadron

Mouris - You Deserved their one That on the saying grea it out men till it's over. From the Desk of

Date 6.8.88

Morris B. Abram

for your information

Call fell more dealer and a fun celler

Carley of July

PAUL, WEISS, RIFKIND, WHARTON & CARRISON

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DOMINIQUE FARGUE** SAMUEL MYERS EUROPEAN COUNSEL

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MOT ADMITTED TO NEW YORK BAR MCONBEIL JURIDIQUE IN FRANCE ONLY

June 8 Hg, 1928 Dear aviva String letter; wrang addressee The Conference under my flower open oracle enly export to secure flands grown every available joient with the sid and support from those who received copies your letter. you must know that assessments which would have produced the needed (and desired by me funds were not accepted by some members. Hence the definite The Conference does not generate funds and the defindency konvever unfortunate es a fact.

I am sudyni know that Yelculas menory is deeply fleasured and preserved by the life of the sustitution a now by the Hellman Lestones, Ilesse would leave made hum prud d'dlupe you shard this opinion. If there is anything that selve veasmable to those when received your letter, I am pure they will advise & in me they will find one who remembers yetherda who remembers yetherda and deeply vergects him dhes mening Smenly,

August 23, 1988 10 Edul 5748

Mr. Malcolm I. Hoenlein
Conference of Presidents of Major
American Jewish Organizations
515 Park Avenue
New York, NY 10022

Dear Malcolm:

Can you enlighted me about this? Phil is very much hert to be "written out of history."

I am sure that the error was inadvertent. How did it happen? What will be done to correct it?

Please keep me informed.

Sincerely,

Alexander M. Schindler

Encl.

cc: Mr. Philip Klutznick

August 16, 1988

Mr. Morris B. Abram Chairman Conference of Presidents of Major American Jewish Organizations 515 Park Avenue New York, New York 10022

My dear Morris:

Since I have received no indication from either you or Malcolm Hoenlein that the record of the date of the origination of the Presidents Conference as being some time in 1959 will not be corrected or has not been corrected to reflect the reality of its first meeting in 1954 and its activity during the crisis of 1956, I assume that there is no intent to make the correction. I called this matter to the attention of Rabbi Alex Schindler when he was in Chicago and therefore I am sending a copy of this letter to him as well.

Some time back I had queried the current President of the B'nai B'rith why it was that some other former past Presidents of the Presidents Conference were present at meetings abroad and particularly in Israel and I never received an invitation to go to those meetings. He inquired and was told that all past Presidents were privileged to go. They all received notice of the meetings and those that wanted to, did, and those that did not want to, did not. When I said I had never received any notice of meetings, he was then told by the present Secretary or Executive Director, whatever he calls himself, that perhaps there was some error. When I inquired of him, he told me that it was a mistake and that in changing to a computerized list there must have been an error. I have not received any notices even up to now.

I believe this is nothing short of scandalous behavior. Unless I am given to understand that some effort will be made to correct the abominable inaccurate record to reflect the truth, I shall go public on this matter and write an article explaining what has happened. I do not think that I am so important that there has to be a conspiracy to keep me away from the Presidents Conference. I think it is diabolical to exclude Dr. Goldmann who was the first Chairman and for whom I substituted a good part of his term by agreement of

Sold of the sold o

Mr. Morris B. Abram August 16, 1988 Page 2

the members of the Conference. I succeeded him and stepped down when my term as President of the B'nai B'rith ended and that was in 1959, about five years after we started meeting.

If there is some reasonable justification for what is being done, I should be afforded that reason. Perhaps I am living in a "dreamworld" but you are one of the last people I would have expected to permit such a thing to go unanswered and not considered. If correcting the record is going to embarrass someone, even that is better than trying to rewrite history. You will never be able to account for one of the greatest achievements of the Presidents Conference which was its activity during the trouble of 1956 by claiming that it was born in 1959. If you do not possess it, I will be glad to send you my copy of the excerpts from American Jewish Archives written by a distinguished Israeli diplomat, Moshe Fox. In a chapter entitled "Backing the 'Good Guys': American Governmental Policy, 'Jewish Influence,' and the Sinai Campaign of 1956" with the introductory quote from Abba Eban reading, "Israel has no greater strength than that which flows from these abundant sources of Jewish fraternity." In it is described from time to time the role of the Presidents Conference as well as all of the surrounding circumstances.

Please for oldtime's sake, if for nothing more, correct this deliberate falsehood concocted by someone, someplace, somewhere. Justice demands it; accuracy compels it; and decency cries out for it. I do not need the credit and certainly it will do Nahum Goldmann no good. I merely abhor this kind of indecency and lack of apparent willingness to do the just thing.

Sincerely,

Philip M. Klutznick

PMK:rs

cc: Mr. Malcolm I. Hoenlein Rabbi Alexander M. Schindler

Edir further Philip M. Klutznick 737 North Michigan Avenue • Suite 920 • Chicago, Illinois 60611 August 12, 1988 Rabbi Alexander M. Schindler President Union of American Hebrew Congregations 838 Fifth Avenue New York, New York 10021 My dear Alex: Thank you very much for your kind letter of August 9. I have always really felt that when one acts as the head of a voluntary organization and he enjoys it as much as I enjoyed my work in the Memorial Foundation for Jewish Culture, it is I who should be thanking those who participated rather than the reverse. Nevertheless, I appreciate your laudatory comments. It has been people like you that have made this work, which I relinquished frankly reluctantly, a genuine joy. I do think that in the past several years we have established the Memorial Foundation as a responsible and meaningful unit in Jewish life. I am accosted time and again by people who have told me how much it meant to have received a modest commitment from the Foundation. I determined to leave, primarily because of Ethel's condition, more than a year ago. It took that time to get the kind of person that I feel will not only hold the fort, but carry it and the program forward.

Next time you are headed this way, give me some advance notice. Ethel and I would love to see you and yours.

Best wishes.

Cordially,

Philip M. Klutznick

PMK:rs

July 1

July 21, 1988 7 Av 5748

Mr. Morris B. Abram Chairman Conference of Presidents 515 Park Avenue New York, NY 10222

Dagr Morris:

I received a copy of Aviva's most recent communication to you. I persist in my conviction that this is a debt of honor which obligates the Presidents' Conference. I reiterate my recommendation that if the cash flow does not permit this payment, we ought to take out a loan to make good those pledges which were made.

With every good wish, I am

Sincerely,

Alexander M. Schindler

cc: Rabbi Israel Miller Howard Squadron, Esq.

bcc: Aviva Hellman

TO: PAST CHAIRMEN OF THE PRESIDENTS CONFERENCE

FROM: AVIVA HELLMAN

to all to

SUBJECT: Unpaid balance of compensation owed to Yehuda Hellman

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June 22, 1988

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Lever a complete to the total and a control of the total and the first of the total and the first of the total and the first of the fir June 22, 1988 The add pos oc: Tersona de.

BCC: Menachem Rosensafi

Oper Cont

KENNETH J. BIALKIN
919 THIRD AVENUE
NEW YORK, NEW YORK 10022

(212) 735-2130

July 15, 1988

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

Dear Alex:

Thanks for your letter of July 6. I am glad you returned safe and sound.

I have been in touch with various of our Committee members and with the known candidates. Under all the circumstances I doubt that we will be able to get the candidates in for the planned visits before early September and I will try shortly to develop a schedule for that purpose. I hope to be in touch with you soon and in the meantime want you to know how much I appreciate your having made the report of our Nominating Committee to the Presidents' Conference as well as for your friendship and all your kindesses.

With best regards.

Sincerely,

Kenneth J. Bialkin

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

July 6, 1988 21 Tammuz 5748

Mr. Kenneth Bialkin 919 Third AVenue New York, NY 10022

Dear Kenny:

I just returned from Israel where I attended a meeting of the Board of Governors. As you will recall, the Nominating Committee met early on Monday morning just prior to my departure and then in the afternoon the Presidents' Conference itself met to discuss the Scope Committee's report as well as the interim report of the Nominating Committee, which I gave at your behest.

There was considerable discussion about the Scope report all the more so because Morris Abram indicated that he might not accept the extention if proffered "for personal reasons." Possibly stimulated by this statement and for other reasons as well, there was a considerable divergence of view on the question of just when the Nominating Committee renders its final judgment. Some wanted to have it in early July, others wanted it to be immediately before or just after the elections here and in Israel, still others suggested a September 7th date, that is to say, immediately after Labor Day.

Accordingly, I think it imperative that we proceed with our work during the Summer months, interviewing several candidates on our short list, as we agreed to do, so that we will be ready to make our recommendations whenever it is decided to have the election meeting.

I rely on you to convene the meetings I am sure we will be able to find an appropriate time.

With warm good wishes, I am

Sincerely, .

Alexander M. Schindler

cc: Mr. Malcolm I. Hoenlein

bee: 20 som Sept

MEMORANDUM

for Cubbenter

From Ms. Edith J. Miller

To Mr. Stuart Benick

Copies Mr. Martin A. Arch

Subject

Date July 20, 1988 6 Av 5748

At a meeting of the Executive Board of the Pennsylvania Council, Martin Arch spoke on Fund Raising. He promised to arrange to have copies of his Fund Raising Manual, as published by the UAHC, sent to any person present who had not received a copy and who wished to have one.

The list of those whom a copy is to be sent is enclosed herewith. Will you please make arrangements to have one manual sent to each person on the list, at no charge?

I presume it is Martin's intention to have the Communications Committee charged for these manuals. I don't know if he spoke to you about this matter, but since I was present at the meeting, I offered to bring the list to you so the manuals could be sent out without undue delay.

Thank you.

Encl.



Les of state of the Marty Arch.

Request for Find Ray Book. 2 Congregation Reneseth Pract
3227 Chew St. 18104 Sinda Wimmer Jammy Wimmer REFORM CONGREGATION HENESETH ARNOLD YOUNG 15RAEL YERM+ townsAID LINE RD. ELHILS DARY, DA 19117 Martin Weinberg - Beth David Reform Congregation Home address: 1354 Indian Creek Drive Phikdelphia Pa 19151 Jean Hecht Temple Concord-Binghamton, Ny.
Heme Address- 2612 Lynnhurst Dr.
Vestal, Ny 13850 MIRIAM FINKEL - REFORM CONGREGATION KENESETH ISRAEL YORK ROAD + TOWNSHIP LINE ELKINS PARK, PA 19117

maggie Lanfmen Temple Beth Israel 3004 Union Ceve. Altoona, PA 16602

Temple David 4415 Northern like Monroeville Pa 15146 Attn. Susan Bortz, Pres.

BARTON Z. COWAN

6626 FOREST GLEN ROAD

PITTSBURGH, PA 15217

(RODEF SHALOM-PITTSBURGH)

SHELDON PRUSHAN 2640 BONNIE LANG HUNTINGDON VAILEY PENNA 19006 TEMPLE BETH TORAH



NATIONAL COMMITTEE FOR ISRAEL'S 40th ANNIVERSARY

Chairman: Howard Squadron Vice-Chairs: William Belzberg /Israel Bondsi+Shoshana Cardin (Council of Jewish Federations)+Benjamin Cohen (American Zionist Federation) Michael Pelavin (National Jewish Community Relations Advisory Council) • Martin Stein (United Jewish Appeal) • Rabbi Gilbert Klaperman (Synagogue Council of America) Carolyn Greene, Coordinator

June 29, 1988

Dear Friends,

Throughout the last year, American Jews have joined with Jews around the world to salute Israel on her 40th anniversary. American Jewish community responded to this historic occasion with fervor and determination to demonstrate deep and abiding support for the State of Israel.

The National Committee for Israel's 40th Anniversary has prepared the attached review of national and local initiatives and events describing the scope of the American celebration. Communities have reported an enthusiastic response to the large number of exciting, quality programs with no marked adverse effect due to recent events.

The celebration of Israel 40 continues throughout the summer and fall and the National Committee strongly encourages all groups to keep 40th anniversary themes in clear focus, thereby highlighting important aspects of this milestone in Jewish history.

Sincerely,

Morris B.

Chairman, Conference of Presidents

Malcolm Hoenlein

Executive Director

Howard Squadron Chairman, National Committee

Carolyn Greene Coordinator,

National Committee



NATIONAL COMMITTEE FOR ISRAELS 40th ANNIVERSARY

Chairman: Howard Squadron Vice-Chairs: William Belzberg (Israel Bonds) • Shoshana Cardin (Council of Jewish Federations) • Benjamin Cohen (American Zionist Federation)

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Carolyn Greene, Coordinator

ISRAEL AT 40: AN AMERICAN SALUTE

The 40th anniversary of the establishment of the State of Israel provided an important opportunity to focus international attention on Israel's achievements, to reiterate publicly the depth of support for Israel in the US and to reaffirm the strong bonds which connect American and Israeli Jews.

Throughout this year-long celebration of Israel's independence, the National Committee for Israel's 40th Anniversary served as a clearinghouse, facilitator and resource for all events and materials related to this historic occasion. The Committee linked local 40th anniversary committees across the US and provided an umbrella for the activities of Zionist organizations, synagogue and community groups.

The Committee, created by and operating under the auspices of the Conference of Presidents of Major American Jewish Organizations, is chaired by Howard Squadron, with the Presidents of Israel Bonds, the Council of Jewish Federations, the American Zionist Federation, the Synagogue Council of America, NJCRAC and the United Jewish Appeal serving as vice-chairpeople. Carolyn Greene coordinates the Committee for the Conference of Presidents. Committee members from some 100 organizations represent the entire spectrum of American Jewish life, as well as Israeli governmental bodies and commercial entities directly involved in planning 40th anniversary activities.

The Committee has been able to focus on important aspects of Jewish unity and solidarity with the Israel throughout the celebration. The themes of the 40th anniversary have provided important rallying points for positive grass-roots identification with Israel and offered a framework for 40th anniversary programming. These themes emphasized the unity of purpose of the Israeli nation, as well as the vigor of its democratic institutions, the growth and accomplishments of the State, the important role American Jewry and the American people have played in the development of Israel, and the unique relationship Israel enjoys with our country and with the Jewish community.

Recognized as the central resource and clearinghouse 40th

anniversary, the Committee fostered a high degree of interagency cooperation. In addition to responding to requests for programmatic assistance, the Committee arranged various seminars and meetings to discuss sharing of resources, program ideas and preparation of special materials.

PUBLICATIONS

- * SERIES OF GUIDES TO EVENTS AND RESOURCES

 The National Committee issued a series of Guides to Events and Resources listing major community activities and festivities across the country. Thousands of copies of The Guides were distributed to organizations, communities groups and synagogues and became a valuable tool for 40th anniversary program planners. This handbook helped ensure that information about cultural, educational and academic programs, exhibits, publications and special initiatives was readily accessible. The Guide maximized the use of all available resources and facilitated participation by as many people as possible in scheduled events.
- * 40TH ANNIVERSARY ANNOTATED VIDEO AND FILMOGRAPHY
 Several thousand copies of the Annotated Video and Filmography,
 produced in cooperation with the National Foundation for Jewish
 Culture and the Jewish Educational Service of North America
 (JESNA) were distributed to agencies and educational
 institutions. The Filmography includes a synopsis and other
 descriptive information about nearly 100 films and videotapes
 which expose viewers to many aspects of Israel.

SPECIAL INITIATIVES

* LOGO USE AND DISTRIBUTION

In order to foster quality control and to identify officially approved resources and events, the National Committee set rules for use of the special Israeli-designed logo, the international symbol for the 40th anniversary celebration. The Committee encouraged authorized use of the logo and provided camera-ready stats.

* SOUVENIR LICENSING PROGRAM

To help generate awareness and excitement about the 40th anniversary, the Committee arranged a coordinated licensing program offering groups a selection of novelty items bearing the official 40th anniversary logo. A catalogue was distributed to all groups to enable direct order from manufacturers. T-shirts, sweatshirts, hats, buttons, pennants and posters are among the items which groups have used at community festivals, parades, conventions and other programs.



* US POSTAL CANCELLATION

The Committee arranged with the United States postal service for a special commemorative message and pictorial cancellation saluting Israel's 40th anniversary. Special philatelic stations were set up at community events to cancel envelopes for mail or souvenir items. Bearing the 40th anniversary logo and the message "40 Years of Israel Independence/US-Israel Friendship 1948-1988", these specially cancelled envelopes added visibility to festive events and brought the 40th anniversary celebration into countless homes across the United States.

- * LEGISLATIVE PROCLAMATIONS & RESOLUTIONS
 The National Committee was instrumental in the adoption of a Congressional resolution saluting Israel's 40 years of achievement and her abiding friendship with the United States. The Committee provided a similar text to local groups for adoption by State and City officials.
- * CJF GENERAL ASSEMBLY 40TH ANNIVERSARY PROGRAM SEMINAR
 More than 100 professional and lay leaders attended a special session for 40th anniversary program planners held at the November 1987 General Assembly. The workshop stimulated interest in 40th anniversary festivities, provided hands-on assistance in identifying national and local initiatives, program ideas and materials to enhance community celebrations and offered a forum for programmers to share plans and experiences.
- * 40TH ANNIVERSARY MATERIALS FAIR
 The National Committee organized an exhibit of materials produced by various organizations to celebrate Israel 40. This Fair enabled organizations to display their special resources and to exchange ideas with each other.

SPECIAL EVENTS

* KICK-OFF PRESS CONFERENCE

In October 1987 Deputy Prime Minister and Minister of Education and Culture Yitzchak Navon, Chairman of Israel's Committee on the 40th Anniversary, joined National Committee Chairman Howard Squadron to announce the array of events planned in both countries. Mr. Navon encouraged Americans express their pride in Israel during the year-long celebration by visiting Israel and sharing in Israel's accomplishments with Israelis.

* VISIT OF ISRAEL PRESIDENT CHAIM HERZOG

The National Committee played an important role in arranging President Chaim Herzog's visit to the United States at the beginning of the 40th anniversary year. President Herzog's November 1987 trip marked the first official visit of an Israeli



president to the United States. Committee Chairman Howard Squadron presided at a luncheon hosted by the White House for government officials and Jewish communal leadership in celebration of Israel 40. In conjunction with the luncheon a seminar on US - Middle East policy was held.

* VICE-PRESIDENTIAL RECEPTION

Vice President and Mrs. George Bush welcomed members of the National Committee and other Conference of Presidents leaders to their home on May 24, 1988 for an official reception in honor of the 40th anniversary. Mr. Bush expressed his personal commitment to the State of Israel and paid tribute to the strength of America-Israel strategic cooperation. Conference of Presidents Chairman Morris B. Abram responded to the Vice President and Howard Squadron presented the Vice President with an original signed etching, designed by artist Amram Ebgi, saluting Israel on this milestone.

COMMUNITY ACTIVITY OVERVIEW

It would be impossible to review the hundreds, if not thousands of events related to Israel's 40th anniversary which took place in communities across the country. In New York City alone, three hundred events were planned. Utilizing a multitude of mediums, the events demonstrated the diverse forms of American Jewish identification with Israel.

Programs involved the cultural, academic, business, arts and professional communities. Special activities were geared for children and families. Museums and galleries exhibited works by Israeli artists and photographs of Israel. Student exchange programs encourage discussion between Israeli students and their American counterparts; new bibliographies and study guides relating to Israel and Zionism were distributed. Contests added to the excitement of the celebration.

Featuring locally and nationally known talent, gala salutes, outdoor festivals and public parades drew large crowds. The Jerusalem Symphony Orchestra and many top Israeli performing artists helped project an image of Israel that was positive and dynamic. A special 40th Anniversary musical review from Israel toured 10 American cities. Film festivals featured recently released and vintage Israeli films.

The National Foundation for Jewish Culture's Independence and Interdependence Cultural Exchange has furthered close connections between American and Israel Jews and created an important opportunity for dialogue between Israeli performers, their American counterparts and American audiences. The National Committee has worked closely with the National Foundation to



facilitate participation of local groups in these cultural programs.

Many components of the American celebration were staged in highly visible locations, creating much community awareness and publicly affirming the strength of America-Israel friendship. Millions of people viewed the world's largest photograph of Jerusalem (18 by 60 feet), which was displayed on the Kodak Colorama screen overlooking the main lobby of New York's Grand Central Station. Supporters of Israel filled the Miami Seaquarium, the Boston Esplanade, Los Angeles' Rancho Park and the Atlantic City Boardwalk.

Elected officials at all levels joined in paying tribute to Israel. State and city leaders issued proclamations and sponsored special activities. In the United States Congress many Representatives and Senators rose to salute Israel as part of a Congressional Special Order. Sample texts were made available by the National Committee.

Fostering US-Israel trade and economic relations has also been a part of the 40th anniversary celebration. Several states signed economic agreements with Israel with joint commissions to oversee implementation. Virginia Governor Gerald Baliles led Virginia leaders to Israel, culminating an extensive series of economic and cultural exchanges. Department stores, supermarket chains and community trade fairs introduced Americans to the diverse industries Israel has established. Special conferences were also devoted to this important topic.

Many organizations and groups encouraged members to join the festivities in Israel by sponsoring special 40th anniversary missions, tours and meetings.

MEDIA COVERAGE

Intensive television, radio and newspaper coverage brought the 40th anniversary into millions of homes. The National Committee provided extensive assistance to super station WWOR-TV which devoted 40 hours of programming to an in-depth view of "Israel at 40". Virtually all anglo-Jewish newspapers featured special 40th anniversary sections and many secular newspapers covered this milestone extensively.

SPONSORSHIP

The National Committee expresses its gratitude to the CRB Foundation of Montreal, whose generous support contributed significantly to the National Committee's operations.



The National Committee is grateful also to the Seagram Classics Wine Company, whose Carmel and Sabra products are the official wines and spirits of Israel's 40th anniversary.

ACKNOWLEDGMENTS

The success of this multitude of events is due to the work of the Conference of Presidents member agencies and many other organizations, synagogues, groups and individuals who committed much energy and expertise to ensure that this significant occasion generated an outpouring of support for Israel. The National Committee acknowledges the efforts of all participating agencies and acknowledges their important contribution to the overall success of the American Israel 40 celebration.

June 1988





Morris B. Abram Chairman

Malcolm I. Hoenlein Executive Director

REPORT ON ANNUAL MEETING

CONFERENCE OF PRESIDENTS

June 13, 1988

Morris B. Abram, Chairman, presiding.

- I. & II. Scope Committee/Nominating Committee Report: Rabbi Joseph Glaser, chairman, presented the Scope Committee report and Rabbi Alexander Schindler presented the Nominating Committee's report on behalf of Kenneth Bialkin, chairman.
 - The Conference unanimously approved a recommendation of the Scope Committee that the term of the Chairman be changed to a calendar year of January 1 - December 31, beginning January 1, 1989.
 - The Conference also decided that the Nominating Committee be given enough time to consider all candidates and that the election be scheduled in November. This would allow a period for introductions and preparations by the outgoing and incoming chairpersons. The Nominating Committee was instructed to take into account all of the comments and views that had been expressed and to proceed accordingly.

The Scope Committee also recommended that Presidents Conference Missions to Israel be held on an annual basis in March. Organizations will be polled as to the most suitable dates around mid-March 1989.

The Scope Committee also recommended that the Presidents Conference hold periodic meetings outside of the New York area as has been done in the past, in cooperation with member agencies and their local affiliates. A meeting will be held in Atlanta at which the Conference chairman will be speaking. The site was chosen because of particular sensitivities and controversies involving the Israeli Consul General serving the Atlanta area.

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Congregations

The Scope Committee expressed concern at the breaches of confidentiality by members and urged the chairman to communicate Conference policy to all Presidents and Executives and to issue periodic reminders at the beginning of meetings which are to be off the record and the need to maintain confidentiality.

- III. The Conference unanimously approved the Membership Committee recommendation that Mercaz and WIZO be admitted.
- Malcolm Hoenlein, Executive Director reported on the IV. Conference's special National Committee on Tourism chaired by Rabbi Joseph Sternstein. A variety of programs have been developed in a joint effort with the Israel Government Tourist Office and El Al. Carolyn Greene will be staffing the Task Force which will also bring together professionals in a variety of related fields together with representatives of member organizations to develop plans for outreach and enhancing promotional efforts for tourism. Among the programs being initiated are a resource guide which will be issued periodically, a tourism hotline with an 800 number, and "This Year in Jerusalem" pledge campaign. A centralized tourism speakers bureau and a system for linking small groups will help restore American Jewish tourism to previous levels.
 - V. The Mubarak Awad case: It was decided that the Conference ask its member organizations to advise their constituents around the country that it would not be appropriate to provide a forum for Mr. Awad. It was decided that a press backgrounder be available at the time of his press conference and to respond to any press inquiries. Approaches are being made to church groups and a number of other steps were discussed

F-18s to Kuwait: A report was given on the status of the proposed sale and various approaches were discussed incuding focusing on specific aspects such as the 300 Maverick D missiles rather than an all out effort against the entire package.



Jerusalem Bill: As a response to Secretary Shultz's criticism of Governor Dukakis' position on Jerusalem, Senator Moynihan has indicated that he was reintroducing the "Jerusalem Bill." It was decided that this was not the most propitious time for a legislative debate that could become an occasion to raise all sorts of other issues and perhaps invite a filibuster as some have threatened in the past. It was suggested that a "Dear Colleague" letter might be the best approach. It was also decided that approaches should be made to the two Presidential candidates to ascertain their positions in this regard and to ask that this be included in the platforms of both parties.

It was also decided that we write to both platform committees to make sure that a plank addressing the UN anti-Zionism resolution and one on the plight of Syrian Jewry be included.

George Gruen reported on recent developments regarding Syrian Jewry and distributed a fact sheet which is available from the Conference office outlining recent arrests and what appears to be a tougher line on the relatives of those who have left the country.

It was suggested that a formal voting procedure be considered perhaps to allow for mail-in ballots. This was referred to the Scope Committee for considertion.





Morris B. Abram Chairman

Malcolm I. Hoenlein Executive Director

June 9, 1988

NOMINATING COMMITTEE MEMBERS TO:

MENNETH BIALKIN, CHAIRMAN NOMINATING COMMITTEE FROM:

Enclosed is a memorandum I received from Rabbi Joseph Glaser, Chairman of the Presidents Conference Scope Committee. We will take up the Committee's recommendations at the meeting on Monday, June 13 at 8am in my office, 919 Third Avenue.

Best regards.

KJB

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1889 CCAR Centennial 1989

אגוד הרבנים המתקדמים CENTRAL CONFERENCE OF AMERICAN RABBIS

192 LEXINGTON AVENUE

NEW YORK, NEW YORK 10016-6801

Office of the Executive Vice President

June 3, 1988

MEMORANDUM

Rabbi Joseph B. Glaser, Scope Chairman, Presidents

Conference

Morris Abram, Chairman; Kenneth Bialkin, Nominating TO:

Committee Chairman

Members of the Scope Committee

Gentlemen:

This memorandum will serve as a notice to you both as well as minutes of the June 2, 1988 meeting of the Presidents Conference Scope Committee, regarding actions taken at that meeting.

I. On the question of permanently changing the term of the Presidents Conference Chairman to January 1 - December 31, the vote was 7 for, none against and one abstaining, to make the change. On the matter of extending the present Chairman's term to end December 31, 1988, it was also voted to do so by the same vote of 7 for, none against and one abstaining. On the matter of whether or not the Nominating Committee should nominate a this time a Chairman-elect, the Scope Committee again voted 7 against such a proposal, none for it and one abstention. The Committee felt that a Chairman-elect was unnecessary, would create a double focus of leadership, and would create operational problems.

The rest of the meeting took up three subjects:

We recommend that the Conference maintain the recently adopted cycle of an annual Presidents Conference Mission to Israel and suggest dates around March 13-17, 1989. We recommend that a committee of the Conference be appointed to develop the program for Missions.

- The Chairman of the Scope Committee has been in touch with III. Rabbi Alvin Sugarman of the Temple in Atlanta, and we now have agreement that a visit by the Presidents Conference to Atlanta would be a very fruitful occasion, greatly helping to dispel some of the unfortunate impressions and rhetoric regarding the tenure there of an Israeli Arab as Consul General. The Atlanta Jewish community is excited about the prospect and will work enthusiastically with us in planning the program, they envisioning a sort of seminar as opposed to a one-shot evening program. Rabbi Sugarman agreed that the Presidents Conference will have the last word on the program. Malcolm Hoenlein is to be in touch now directly with Rabbi Sugarman and his people who will be primarily responsible. The Committee endorsed reinstating periodic meetings of the Presidents Conference outside New York in cooperation with member agencies and their local affiliates.
- The matter of confidentiality was brought before the Committee. The discussion was difficult since, because of the peculiar make-up of the Conference, sanctions are virtually impossible other than reproach and social ostracism. It is the opinion of the Committee, and here it was unanimous, that although we should not really have to even say to our participants that any given meeting or parts of a a meeting are confidential, sadly, it appears that we do, and we hereby recommend that the administration of the Presidents Conference undertake the responsibility to issue such warnings at the appropriate times and occasions. We further recommend that the chairman of the Conference send a letter to the Presidents and Executive Directors commenting appropriately on this matter.

Respectfully submitted,

Rabbi Joseph B. Glaser, Chairman Committee on Scope

Present: Joseph B. Glaser, Bernice Balter, Tom Neumann, Bernard Walfish, Albert Chernin, Malcolm Hoenlein. Abe Foxman, Dadie Perlov send opinions prior to meeting.



Morris B. Abram Chairman

Malcolm I. Hoenlein Executive Director

May 20, 1988

TO:

NOMINATING COMMITTEE

FROM:

KENNETH BIALKIN, COMMITTEE CHAIRMAN

5/26

This is to confirm the telephone call you received inviting you to serve on the Nominating Committee for the Presidents Conference. Last year the by laws were changed to allow for the election of an incumbent chairman/president, or an immediate past chairman/president of a member organization. For your information, enclosed is a list of the current presidents.

The Committee will meet on Thursday May 26 at 8:00am at the offices of Skadden Arps, 919 Third Avenue (between 55th and 56th Streets), 35th floor.

Please confirm your attendance by calling Gina Davidson at 212-752-1616.

KJB

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List of presidents of member agencies:

Ed Levy Jr. Judah Lifton Ben Meed

David Hermelin
Daisy Berman
Ben Cohen
Bert Levinson
Rabbi Charles Kroloff
Seymour Reich
Irma Gertler
Ernest Zelig
Rabbi Eugene Lipman
Beverly Segal
Ruth Popkin
Hart Hasten
Dr. Lawrence Goldmuntz

Herbert Magidson Rabbi Joseph Sternstein Lillian Kaplan Jack Litz Menachem Rosensaft Hermann Merkin Aaron Solomon Dr. Harold Jacobs Lenore Feldman Dolores Wilkenfeld Sisterhoods Michael Pelavin Donald Mintz Leon Levy Gloria Elbling Rabbi Kassel Abelson Rabbi Max Schreier Allan Goldman Pamela Cohen Sidney Kwestel Franklin Kreutzer Reese Feldman Evelyn Auerbach

Muriel Lunden
Dr. Barnett Zumoff
Bernice Tannenbaum
Milton Shapiro

AIPAC
American Jewish Congress
American Gathering/Jewish Holocaust
Survivors
American ORT Federation
AMIT Women
American Zionist Foundation
Anti-Defamation League
ARZA
B'nai B'rith
B'nai B'rith Women
Bnai Zion
CCAR
Emunah
Hadassah
Herut
Jewish Institute of National

Jewish Institute of National
Security Affairs
Jewish Labor Committee
Jewish National Fund
Jewish Reconstructionist Foundation
Jewish War Veterans
Labor Zionist Alliance
Mizrachi
National Committee Labor Israel
National Council Young Israel
National Council Jewish Women
National Federation Temple

NJCRAC JWB AZYF Na'amat Rabbinical Assembly Rabbinical Council of America UAHC Union of Councils for Soviet Jews Orthodox Union United Synagogue Women's American ORT Women's League for Conservative Judaism Women's League for Israel Workmen's Circle World Zienist Org./American Section Zionist Organization of America

^{*} Immediate past presidents are also eligible.

Project

April 26, 1988 9 Iyar 5748

Ms. Aviva Hellman 157 East 32nd Street Apt. 22A New York, NY 10016

Dear Aviva:

Rhea and I truly regret that we are unable to be present for the Second Annual Yehuda Hellman Memorial Lecture on May 19, 1988. As you may know, both Judy and Josh will be graduation on May 20th. Judy from Tufts and Josh from the University of Washington Law School. Thus, Rhea and I will separate, with me going to Boston and Rhea to St. Louis. Because of the timetable for the graduation we have to leave the night before in order to be present in time for the Exercises. As a matter of fact, I must be at Judy's ceremony early, as I am going to deliver the Commencement Address.

I just want you to know that it is only because of these two milestone occasions in the life of the Schindler family that we will not be at the Memorial. We shall be with you and Yehuda's friends in heart and thought and spirit.

With love from house to house, I am

Sincerely,

Alexander M. Schindler

April 26, 1988 9 Iyar 5748

Morris B. Abram, Esq. Chairman President's Conference 515 Park Avenue New York, NY 10022

Dear Morris:

Just a brief note to advise that I shall not be able to attend the Second Annual Yehuda Hellman Memorial Lecture. Rhea will be leaving on May 19th, for St. Louis to attend our son Joshua's graduation from teh University of Washington Law School. And I, shall be leaving for Boston to participate in our daughter Judy's commencement at Tufts. We simply cannot be in New York the night of May 19, and I wanted you to know the reason for our absence. I have also written to Aviva.

With every good wish and warmest regards, I am Sincerely,

Alwxander M. Schindler

April 26, 1988 9 Iyar 5748

Rabbi Israel Miller Yeshiva University 2540 Amsterdam Avenue Room #106 New York, NY 10033

Dear Is:

Just a brief note to advise that I shall not be able to attend the Second Annual Yehuda Hellman Memorial Lecture. Rhea will be leaving on May 19th, for St. Louis to attend our son Joshua's graduation from the University of Washington Law School. and I, shall be leaving for Boston to participate in our daughter Judy's commencement at Tufts. We simply cannot be in NEw York the night of May 19, and I wanted you to know the reason for our absence. I have also written to Aviva.

With every good wish and warmest regards, I am

Sincerely,

Alexander M. Schindler

R&bbi Alexander M. Schindler Rabbi David Saperstein her Conf

March 24, 1988 6 Nisan 5748

The enclosed is self-explanatory. Malcolm indicated he has discussed it with Anne Lewish in Washington and with you as well. I hope you will take this matter up with the Jackson people.

Many thanks.

encl.

March 24, 1988 6 Nisan 5748

Mr. Malcolm Honlein
Executive Director
conference of Presidents
Of Major American Jewibb
Organizations
515 Park Avenue
New York, NY 10022

Dear Malcolm:

I've shared with David Saperstein the letter to Morris from Gerald J. Austin. I have asked him to take up this matter with the Jackson people. We'll keep you posted.

With warm regards, I am

Sincerely,

Alexandeer M. Schindler



March 14, 1988

Morris B. Abram Chairman Conference of Presidents of Major American Jewish Organizations 515 Park Avenue New York, New York 10023

Dear Mr. Abram:

I apologize for not responding sooner to your October 13, 1987 invitation to appear at your organization's Presidential Forum.

Reverend Jackson will be unable to attend.

Again, I apologize for the tardiness.

Sincerely,

Gerald J. Austin Campaign Manager

GJA/amb

February 4, 1988 M6. Shevat 5748

Mr. Malcolm Hoenlein Conference of Presidents of Major American Jewish Organizations 515 Park Avenue New York, New York 10022

Dear Malcolm:

It was gracious of you to send me the photo taken at the meeting with Haig. Many thanks.

With warm regards, I am

Sincerely,

Alexander M. Schindler

CONFERENCE OF PRESIDENTS OF MAJOR AMERICAN JEWISH ORGANIZATIONS

515 Park Avenue, New York, N.Y. 10022 • (212) 752-1616

With our of mins Joenlew

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

November 12, 1987 Heshvan 20 5748

Mr. Malcolm I. Hoenlein Presidents Conference 515 Park Avenue New York, NY. 10022

Dear Malcolm:

I thank you for forwarding the check to cover the cost for the September Presidential Forum held at the Harmony Club. Many thanks for your prompt attention.

With kindest greetings, I am

Sincerely,

Alexander M. Schindler

aller Student of the of Morris B. Abram Chairman Malcolm I. Hoenlein Executive Director

515 Park Avenue, New York, N.Y. 10022 • (212) 752-1616 • CABLE: COJOGRA

Congregations

November 11, 1987

TO: Maria Murphy, CBT

Please depost the enclosed check for \$875.06 to my account #0102-1977-182.

Thank you.

A 145 darme

October 5, 1987 12 Tishri 5748

Mr. Malcolm Heenlein Conference of Presidents of Major American Jewish Organizations 515 Park Avenue New York, N.Y. 10022

Dear Malcolm:

I have just received the Harmonie Club invoice for the September 29th Presidential Forum meeting. The total bill is \$775.06. Inasmuch as I must pay this bill dir rectly I ask that you be kind enough to have a check, made payable to me in the amount of \$775.06 and send it to me here at my office.

Your prompt attention to this request will be appreciated.

Sincerely,

Alexander M. Schindler

HARMONIE CLUB
4 EAST 60TH STREET
NEW YORK NY 10022

SEPTEMBER 30 1987

*** INVOICE ***

RABBI ALEXANDER M SCHINDLER UNION OF AMER HEBREW CONGR 838 FIFTH AVENUE NEW YORK NY 10021

FUNCTION: MEETING

DATE: TUESDAY SEPTEMBER 29 1987

QUANTITY	DESCRIPTION	RATE	EXTENSION
73	COFFEES & SOFT DRINKS	\$3.00	\$219,00
	15% SURCHARGE		\$32.85
	TELEPHONE CHARGES		\$2.25
	8.25% NY SALES TAX ROOM RENTAL		\$20.96 \$500.00
p	LEASE PAY THIS AMOUNT >>>>))	\$775.06

MEMBER FUNCTION INVOICES ARE DUE WHEN RENDERED



January 15, 1988 25 Tevet 5748 Morris B. Abram, Esq. 1285 Avenue of the Americas New York, NY 10019 Dear Morris: Thank you for your kind note in regard to my participation in the Presidents' Conference Mission to Israel. I appreciate your confidence in me and your wish for me to be a part of the group at this critical time. Unfortunately, I must be in Israel a few weeks prior to the Presidents' Conference Mission of meetings of the Jewish Agency Beard of Governors. I may also have to return to Israel later in March for the CCAR Conference - and I can tell you I wasn't planning to attend that either as I do have some speaking engagements for the Union here in the U.S. at the same time. And, after all, I am but one human being and while I am feeling fine and my doctor is pleased with my progress I still try to watch my travel a bit. Why tempe fate? Be that as it may, Al Vorspan will be representing the UAHC on the Mission and I know he will be a splendid and important delegate. With warm regards, I am Sincerely, Alexander M. Schindler

PAUL, WEISS, RIFKIND, WHARTON & GARRISON

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DOMINIQUE FARGUE** SAMUEL MYERS EUROPEAN COUNSEL

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"NOT ADMITTED TO NEW YORK BAR. "CONSEIL JURIDIQUE IN FRANCE ONLY

Lierymuch hape that molence's or eat word wh home and to anche

August 16, 1987 19 Av 5747 Mr. Jacob Stein 20 Jerusalem Avenue Hicksville, NY 11801 Dear Jack: I have been in touch with the Gephardt people but like most campaign people it is very tough to pin them down. However, I will persist. Fond regards. Sincerely, Alexander M. Schindler Enc1/

August 16, 1987 19 Av 5747

The Honorable Howard Baker Chief of Staff The White House Washington, D.C.

Dear Mr. Baker:

It was very pleasant being with you and Mr. Carlucci this past Wednesday. Toward the end of the meeting, as you may recall, you urged me to give Judge Bork an opportunity to meet with the leadership of the Jewish community. Jack Stein has agreed to arrange for such a meeting and he will doubtlessly be in touch with William Ball to settle the details.

Many thanks to you for giving us so much time and the opportunity for an informal give and take discussion.

Corddal greetings.

Sincerely,

Alexander M. Schindler

CC: Mr. Jacob Stein

August 11, 1987 16 Av 5747

Mr. Malcolm I. Hoenlein
Conference of Presidents of Major
American Jewish Organizations
515 Park Avenue
New York, N.Y. 10022

Dear Malcolm:

I have notice of your Presidents' Conference Mission to Israel in 1988. Unfortunately the dates are not too advantageous for me since I will be compelled to attend the Jewish Agency Board of Governors sessions scheduled for February 11-18. As you can imagine, I simply cannot absent myself for three or four weeks.

We will be electing a new chairman of the Board come November at our Biennial. In all likelihood he will participate in the Mission. If not he, then I will Ask Al Vorspan, our senior viee-ppesident, to go this time round and to represent us.

With warmest regards and every good wish, I am

Sincerely,

Alexander M. Schindler

66: Rabbi Daniel B. Syme Mr. Albert Vorspan

CONFERENCE OF PRESIDENTS OF MAJOR AMERICAN JEWISH ORGANIZATIONS

Morris B. Abram Chairman

Malcolm I. Hoenlein Executive Director

July 28, 1987

PRESIDENTS CONFERENCE 1988 MISSION TO ISRAEL

The Planning Committee for the Presidents Conference 1988 Mission to Israel has recommended that it take place the week beginning February 28, 1988. This trip will be of special significance as we will join in celebrating the 40th anniversary of Israel's independence. The direction and scheduling were fully discussed. The official program should conclude by Wednesday. Participants may wish to stay for Purim (Wednesday March 3; March 4 in Jerusalem). The Committee also discussed various themes and formats for sessions.

As the Presidents Conference staff begins working on arrangements, the Committee is anxious to have your suggestions and ideas as to program, schedule, etc.

Please complete the enclosed form and return it to the Presidents Conference, 515 Park Avenue, New York, NY 10022 as soon as possible.

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American Israel Public Affairs American Gathering Federation Jewish Holocaust Survivors American Jewish Congress American OKT Federation American Zionist Federation American Zionist Youth Foundation AMIT Women

Anti-Defamation League of Binas Birith B has a first wormen. Jewish National Fund Jewish National Fund Central Conterence of American Rabbis. Jewish War Veterans of USA. Emunah Women of America Federation of Reconstructionist Congregations

Herut Zionists of America Jewish Institute for National Security Affairs

out Labor Committee Labor Zionist Alliance

National Conference on Soviet Jewry National Committee for Labor Israel National Council of Jewish Women National Council of Young Israel National Federation of Temple

Sisternoods
National Jewish Community Relations
Advisory Council

Rabbinical Assembly
Rabbinical Council of America
Religious Zionists of America
Union of America Hebrew
Congregations
Union of Councils for Soviet Jews
Union of Orthodox Jewish

Congregations of America United Synagogue of America

Women's American ORT
Women's League for Conservative
Judaism
Women's League for Israel
Workunen's Carcie
Workunen's Carcie
Workunen's Carcie
Section
Donist Organization American
Section Zionist Organization of America



Morris B. Abram Chairman

Malcolm I. Hoenlein Executive Director

> So the Presidents Conference staff can begin working on arrangements, the Planning Committee for the 1988 Mission to Israel is interested in your input and suggestions as to programming, scheduling, etc. Please fill out the form below and return it to the Presidents Conference, 515 Park Avenue, New York, NY 10022 as quickly as possible.

1.	Do you intend	to participate in	the 1988 Mis	ssion to Israe	1?	
	Yes	No				
2.	Have you been	on any previous P	residents Cor	nference Missi	ons to Israel?	
	Yes	No				
3.	Do you have a	preference in ter	ms of hotel?	Should cost	be a determinant	?
	Yes	No		Yes	No	
4.	Should the Mis feel we should	sion be limited t visit?	o Jerusalem -	- Tel Aviv? I	s thre an area y	ou
	Yes	No				-
5.	Are there any	specific subjects	that you wou	ald like to se	e examined?	
						7
						-
	0					-

515 Park Avenue, New York, N.Y. 10022 • (212) 752-1616 • CABLE: COJOGRA

о уо	u have	general	comments	regarding	programming	or arrangements?
						500 1000 WALL = 1000 0000 1000



1285 AVENUE OF THE AMERICAS NEW YORK, NEW YORK 10019

Joe por conti

373 - 3237

Jul 22,1987 Dear al-Juant to thank you for your excellent analysis and prescriptions on the issues descuessed yesterday at 575 Værh yerterdby

All my tet

Mu

Conference of Presidents 1323 Of Major American Jewish Organizations

(212) 752-1616 • 515 Park Avenue, New York, New York 10022 • Cable Address: COJOGRA

April 1, 1986

TO:

UNION OF AMERICAN HEBREW CONGREGATIONS

Rabbi Alexander Schindler; Mr. Charles Rothschild, Jr.

FROM: Kenneth J. Bialkin

Your share of expenses of the Presidents Conference for the period April 1, 1986 through March 31, 1987 \$ 6,000.00

Kindly remit.

321/42 DV 200

015-196

7/31/86

Conference of Presidents of Major American Jewish Organizations 515 Park Avenue New York, N.Y. 10022

Morris B. Abram Chairman Malcolm I. Hoenlein Executive Director

February 12, 1987

Enclosed is a copy of the Annual Report highlighting the activities of the Conference during the 15 month period ending June, 1986. The Conference has dedicated this report to the memory of its late executive vice chairman, Yehuda Hellman. It is also a tribute to the leadership provided by Kenneth J. Bialkin who served with distinction as chairman from 1984 to 1986.

This document is an historical record of this important period. A limited number of additional copies are available upon request from the Conference office.

Morris B. Abram Chairman

Malcolm Hoenlein Executive Director

RIPORT

OF THE

Conference of Presidents

of Major American Jewish Organizations

For the Period April 1, 1985 — June 30, 1986

OFFICERS

Chairman Kenneth J. Bialkin Executive Vice-Chairman Yehuda Hellman

Committee Chairmen

Bernice Tannenbaum Budget & Finance Committee

Dr. Seymour Weisman Membership & Admissions Committee Howard M. Squadron Nominations Committee

Rabbi Joseph B. Glaser Committee on Scope

Past Chairmen

Dr. Nahum Goldmann 7
Philip M. Klutznick
Label A. Katz 7
Rabbi Irving Miller 7
Lewis H. Weinstein
Dr. Joachim Prinz
Rabbi Herschel Schachter
Dr. William A. Wexler
Jacob Stein
Rabbi Israel Miller
Rabbi Alexander M. Schindler
Theodore R. Mann
Howard M. Squadron
Julius Berman

March 1955—May 1959
May 1959—May 1960
May 1960—October 1961
October 1961—December 1963
December 1963—February 1965
February 1965—December 1967
December 1969—February 1972
February 1972—February 1974
February 1974—December 1975
January 1976—June 1978
July 1978—June 1980
July 1980—June 1982
July 1982—June 1984

RIPORT

OF THE

Conference of Presidents

of Major American Jewish Organizations

For the Period April 1, 1985 — June 30, 1986

Editor's Note: This report covers a 15-month period — from April 1, 1985 through June 30, 1986. Future annual reports will cover the period July 1 through June 30, thus coinciding with the term of office of the Conference chairman.

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YEHUDA HELLMAN 1920 — 1986

Executive Vice Chairman of the Conference of Presidents from its founding in 1959 to his passing May 17, 1986

This report of the Conference of Presidents is dedicated to Yehuda Hellman's memory, in honor of the devotion he brought to its work and in recognition of his achievements in fashioning the Conference into an instrument that speaks for American Jewry to our government, to Israel and to the world. Zichrono l'vracha.



President Reagan and Kenneth J. Bialkin at White House briefing for the Presidents Conference. Center, Richard W. Murphy, Assistant Secretary of State.

INTRODUCTION

It was a tumultuous and anxiety-provoking period, marked by a rising tide of Arab terrorism directed against America no less than at Israel, by continuing frustration at the increased harassment of Soviet Jews and the almost total refusal of Soviet authorities to open their gates to the 400,000 Jews seeking to emigrate. There were accusations against Israel involving espionage and violations of American export laws, more U.S. arms sales to Saudi Arabia, an alarming drop in tourism to Israel from the United States — caused in large part by fear of Arab terrorism — and increased tension between various groups in Israel that deeply disturbed the American Jewish community.

Yet it was a period that also witnessed an ever-greater appreciation by the President and his Administration of the value of America's friendship with Israel. The warmth of that friendship was evidenced in many ways, including increased strategic cooperation between the American and Israeli military, the high personal regard that President Reagan and Prime Minister Peres showed for each other and the record amount of economic and military aid for Israel provided by the United States. The strength and closeness of the de facto American-Israel alliance were manifested too by the eagerness of both countries to regard the spy case as an aberration that should not be permitted to weaken the relationship between Washington and Jerusalem.

If America came under increasing attack by Arab terrorists who hijacked airliners and cruise ships and murdered American citizens aboard, it also struck back at terrorists by bombing the terrorist-controlled state of Libya, serving notice that it would retaliate against attack from any country found to be involved in anti-American terrorism.

If the Soviet Union continued to harass, intimidate, arrest and imprison Jewish activists, Hebrew



A highlight of 1986: Natan Sharansky, Soviet Jewish hero (second from left), after addressing the Presidents Conference. Left to right: Chairman Bialkin, Yehuda Hellman, Morris B. Abram.

teachers and others, the period under review also saw the release to U.S. authorities of Natan Sharansky, in a dramatic exchange on a bridge between East and West Berlin. There was no equivalence here: American Jews and Mr. Sharansky himself clearly understood that the USSR must permit tens of thousands of Jews to be repatriated to Israel and that the Kremlin could not appease world opinion by releasing even so renowned a hero of our time.

If the terrorist scare severely damaged Israel's economy, the period under review was also one that saw remarkable progress in reducing Israel's runaway inflation — at painful cost, to be sure, but resulting in less unemployment than had been feared.

If Saudi Arabia was permitted to buy advanced weapons from America, Congressional pressure was strong enough to eliminate the sale of Stinger missiles from an already-reduced package — and to discourage the Administration from introducing a proposal to sell sophisticated military equipment to Jordan in the absence of any announced decision by King Hussein to enter into direct peace talks with Israel. The King had appeared willing to come to the peace table, provided PLO chieftain Yasir Arafat approved; but Arafat vetoed the idea in February, and further progress toward peace was put on hold.

And if there was no change in the cold peace between Israel and Egypt, there were signs at midyear 1986 that Jerusalem and Cairo were moving closer toward agreement on the terms of an arbitration procedure to settle the thorny issue of Taba — and thus toward the return to his post of Egypt's ambassador to Israel.

For the Conference of Presidents, it was a year that saw the number of its constituent memberorganization rise to 40 and its influence grow as the acknowledged instrument of the organized Jewish community in setting policies on international Jewish concerns and taking action to defend the security and dignity of our fellow Jews abroad. But it was also a year that brought shock and grief as the Conference lost its founding executive vice-chairman, Yehuda Hellman, who collapsed and died while addressing the Union of American Hebrew Congregations in St. Louis on May 17, 1986.

More than any other person, Yehuda Hellman personified the Presidents Conference and transformed it from an idea into a great platform for our community. He served the Conference as its director from its founding in 1959 until the day of his death. May his memory be for a blessing.

ISRAEL AND THE DIASPORA— GAINS AND LOSSES

THE PERIOD under review began amid growing concern in the Jewish community and among Americans from many walks of life over plans announced by the White House for President Reagan to honor German soldiers killed during World War II.

When it was first announced that the President's proposed trip to West Germany would include a visit to the German military cemetery in Bitburg, protests by Jewish groups, veterans' organizations and others caused Presidential aides to reconsider. What especially stirred anger was that the President had several weeks earlier decided not to visit the former Nazi concentration camp at Dachau or a cemetery of Allied war dead. In a statement, Presidents Conference chairman Kenneth J. Bialkin termed the decision to visit the German cemetery but not Dachau "deeply offensive."

Honoring Ambassador Kirkpatrick

The issue was raised at a luncheon given by the Presidents Conference on April 19, 1985 to honor Ambassador Jeane J. Kirkpatrick on the completion of her service as the Permanent Representative of the United States to the United Nations. Among the 400 persons paying tribute at the luncheon to Mrs. Kirkpatrick were New York City Mayor Edward I. Koch; Linda Chavez, deputy assistant to President Reagan for public liaison; Norman Podhoretz, editor of Commentary; and Benjamin Netanyahu, Israel's Ambassador to the UN. Mr. Bialkin presided.

In responding to warm words of praise from Mr. Bialkin for her courageous defense of America's interests in the UN and her equally stout refusal to tolerate attacks against Israel, Mrs. Kirkpatrick said that anti-Semitism at the UN was "bold, unashamed, revolting." In the UN, she said, Israel was subjected to "incredibly vitriolic, bitter, hateful attacks. What is rejected is Israel itself — not its politics, but its existence."

Ambassador Kirkpatrick recalled that her relationship with Israel went back to her girlhood, when



Jeane J. Kirkpatrick holding Volume 1 of the Jewish Encyclopedia, a gift of the Presidents Conference, with Yehuda Hellman and Kenneth J. Bialkin.

church bells rang to celebrate the establishment of the Jewish state in 1948. "It seemed like the end of a long nightmare," she said, "marking not only the realization of age-old dreams and prophesies, but also the end of the nightmare of the Holocaust, the horror of war and genocide, and the birth of a new democracy."

Declaring that "the victimization of the Jewish people continues to this very day," Ambassador Kirkpatrick urged the organized Jewish community "to remind the world that something horrible happened and that it happened because people did not care enough, remember enough, struggle enough."

The outgoing UN ambassador appeared to criticize an earlier statement by President Reagan that most of the 2,000 German soldiers buried in Bitburg "were victims just as surely as the victims of the concentration camps." She told the luncheon guests: "We are not all equally victims.... We can never remember and learn enough of the horrors of the Holocaust."

The Presidents Conference presented Mrs. Kirkpatrick with a 13-volume set of the Encyclopedia Judaica and a citation lauding her for "extraordinary service to the cause of democracy and America-Israel relations."

In his own comments, Mr. Bialkin also deplored the President's remark comparing the Jewish victims of Nazism with German soldiers who died during World War II. Such an equation, Mr. Bialkin said, "diminishes the enormity and the significance of the Holocaust." He went on to say:

"This President, more than any other, has shown a deep, personal, sincere and emotional concern for the victims of the Holocaust, and an appreciation of its historical significance. These are bonds between us that are not easily shaken, for his support for Israel derives not only from his vision of the best interests of the U.S. but also from his appreciation of the burdens we have carried — and Israel's place as a refuge from oppression for Jews for all time."

The Bitburg Issue Heats Up

Five days later, Mr. Bialkin wrote directly to the President urging him not to visit Bitburg. "At a meeting of the Conference last evening," Mr. Bialkin wrote, "we heard reports of the strong views held throughout the nation, not only the anguish of the Jewish community but the deep concern of our fellow Americans of every persuasion. Mr. President, there is a strong public opinion, which we share, that your visit to that cemetery will be the wrong symbol to our fellow Americans, to our World War II allies and to the Germans themselves.

The letter to the President concluded: "Your own adult life has been marked by advocacy of decency, by reverence for the victims of the Holocaust and by your awareness of the importance of symbols and messages. We ask that you reconsider and find a bet-

ter way to continue the search for peace, reconciliation and good feelings amongst men and women of all places."

The next day — April 25, 1985 — Mr. Bialkin led a delegation to the White House to raise the issue directly with three of the President's closest advisers — Donald Regan, chief of staff; Patrick J. Buchanan, director of communications; and Edward J. Rollins, a political consultant. Accompanying Mr. Bialkin were Morris Abram, Max Fisher, Richard Fox, Elie Wiesel and Gordon Zachs. At the meeting, the Jewish group strenuously urged again that the President not visit Bitburg, noting in part that while the Jewish community fully supported improving relations with the present West German government, the President must understand the hurt he would cause and the confusing signals he would be giving were he to honor the German dead of World War II by visiting the cemetery.

The meeting of the Presidents Conference to which Mr. Bialkin referred had heard a spontaneous outpouring of concern by the heads of member-organizations at the prospect that the President of the United States would place a wreath on the grave of Nazi soldiers. At that meeting plans were drawn for a series of silent vigils, rallies and other events should the President go through with his visit. The meeting, which was also attended by Greville Janner, president of the Board of Deputies of British Jews, and Jean-Paul Elkann, president of the Jewish Consistoire of France, heard reports from the National Jewish Community Relations Advisory Council that Jewish community groups across the country were planning to visit local U.S. military cemeteries on Sunday, May 5, the day President Reagan was scheduled to make his visit to Bitburg.

In Washington, it was reported, Arlington National Cemetery would be the scene of a vigil at 12 noon that day "to honor the heroism of those who perished in defense of freedom from Nazi tyranny" sponsored by the Washington Jewish Community Council and attended by leaders of the Jewish community from all parts of the country. The Presidents Conference helped coordinate this event, which took place with the participation of Catholic and Protestant church groups, labor unions, veterans organizations, civil rights groups and others.

A day later Rev. Jerry Falwell, founder of the Moral Majority, telephoned the Presidents Conference to express his view that "the President and/or his staff made an honest mistake. I think the President should admit he was wrong — and I don't think it would be an indication of weakness for him to do so," Rev. Falwell said. "I have not talked to the President. He has not asked for my advice. I do recommend: recant, don't go."

Jerry Falwell was one of 43 prominent Americans from various ethnic and religious backgrounds, including Coretta Scott King and Lt. Gen. James Gavin, who signed a letter to President Reagan published as



News conference at 515 Park Avenue to protest President Reagan's proposed visit to Bitburg. At head of table, left to right: Richard Cohen, Kenneth J. Bialkin, Yehuda Hellman.

an advertisement in *The New York Times* on Sunday, May 5 — the day President Reagan visited Bitburg. The letter said in part:

"To honor the perpetrators of Nazi outrages is to dishonor the sacrifice of millions of American Allied soldiers who fought and died to liberate Europe from the Nazi death grip. And it mocks the suffering and death of millions of innocents, including six million Jews, who perished at Nazi hands." The advertisement was coordinated by the Conference of Presidents with the help of member agencies led by the NJCRAC.

Despite the storm of protest, which included a U.S. Senate resolution co-sponsored by 82 members, the President went through with his plan. Chairman Bialkin called the visit "most regrettable," adding:

"We also regret that the German government was grossly insensitive in suggesting the Bitburg visit, and then in refusing to a change in plan when U.S. public opinion reacted. At the same time, I was touched by the deep sincerity of the President's statements of concern, while in Germany, for the victims of Nazism, and by the commitment he expressed to the remembrance of the Holocaust and the lessons to be drawn from it." Mr. Bialkin's statement continued:

"We do not accuse the President of ill will; it was a failure to recognize how deeply we feel — and millions of other Americans as well — that led to the regrettable series of errors. He may have made a choice with which we disagree; yet in fairness we must state that the policies of his Administration have strengthened the safety and security of the State of Israel, and his understanding of the true nature of Arab political leadership has produced a sensible foreign policy in the Middle East. His commitment to the freedom of Jews living in the Soviet Union, his actions in behalf of Ethiopian Jewry, his sympathy for many of our community's concerns — all these must not and should not be either forgotten or overlooked.

"The Jewish community will forever remember the depths of man's inhumanity to man symbolized by the degradation of Nazism. But we do not dwell in the past. We live in the present, and our eyes are on the future — most particularly, the military security and economic strength of our country's friend and ally, Israel, and the defense of our fellow-Jews in the Soviet Union."

U.S. Strategy in the Middle East

The Administration's views on Israel and the Middle East were spelled out at a private briefing for members of the Presidents Conference by Attorney General Edwin L. Meese, former White House chief of staff and a close advisor of President Reagan, on June 7, 1985 in New York. Asserting that the security and military supremacy of Israel were the keystones of White House policy, he declared: "We will never endanger Israel's ability to defend itself. That is a firm commitment."

Mr. Meese said that the Administration's purpose was to protect the Middle East from Soviet incursion or domination by Soviet-oriented states and to promote peace negotiations "without sacrificing our relations with Israel." Discussing arms sales to Arab states, the Attorney General described United States policy as a "balancing act" between the need to maintain Israel's military superiority, on the one hand, and either providing weapons to moderate Arab states "with American strings attached" or forcing them to shop for arms in the USSR, "where we have no control or influence whatsoever."

He also expressed "the absolute commitment of the Administration to the right of Soviet Jews to emigrate and to express their religion and culture," stating that the Administration raised the issue "at every opportunity" and would continue to raise it "in every forum with the Soviets."

The Attorney General's remarks about arming "moderate" Arab states followed press reports that the White House was planning to propose substantial sales of sophisticated weapons to the Kingdom of Jordan. Responding to these reports, Mr. Bialkin wrote on May 31 to Secretary of State Shultz and again on June 7 to President Reagan. The letter to the White House followed a unanimous decision, reached at a Presidents Conference meeting the previous day, voicing "grave concern" that the Administration would ask Congress to approve the sale of a major arms supply to Jordan. Mr. Bialkin wrote to the President:

"In our judgment, such a sale would seriously imbalance the military equation in the Middle East and introduce an added measure of instability into the region. This imbalance would serve neither American interests nor Middle East peace.

"We of course agree that there is good reason to maintain positive relations between our country and the so-called moderate Arab nations and to encourage the peace process. But if your administration is indeed considering resuming arms sales to Jordan, it should do so not before King Hussein has entered into direct negotiations with Israel but only after such negotiations have shown positive results."

In his letter to the President, Mr. Bialkin noted further that selling sophisticated weapons to Jordan "will create special problems for Israel by placing an added financial burden on its economy that could severely threaten the chances of economic recovery. Because its traditional enemies are more heavily armed," the Presidents Conference chairman wrote, "Israel would be forced to take necessary steps to maintain its necessary qualitative edge. This means that it must acquire sufficient additional military strength to assure that any weapons sold to hostile Arab states would not seriously alter the military advantage that Israel requires.

"The tactical danger to Israel would be severely escalated if any arms package to Arab states includes sophisticated weaponry such as the advanced fighters Jordan has requested. The economic threat posed by the need to match Jordan's new arms could prove catastrophic.

"For these reasons, and also because arms sales to Jordan now, before it has agreed to direct talks with Israel, would send the wrong signal to the Arab states whose intransigent refusal to negotiate remains the chief obstacle to Middle East peace, we urge you to oppose any recommendation by your advisors calling for weapons sales to Jordan now."

Four days later *The New York Times* published on its op-ed page an article by Mr. Bialkin repeating these arguments and objecting also to a proposal by King Hussein for an international conference on the Middle East, to which the PLO, the Soviet Union and Syria would be invited. Mr. Bialkin said in part:

"Peace in the Middle East cannot be achieved until Israel's neighbors finally and irrevocably accept its existence, repudiate force of arms and come to the table without conditions. Nothing short of that will do."

Mr. Bialkin also questioned the apparent willingness

of the State Department to give serious consideration to a proposal by King Hussein for a meeting between the United States and a combined Jordanian-Palestinian delegation of uncertain composition. "It is hard to see the point of such talks," the Presidents Conference chairman said. "They might be appropriate if either the Jordanians or Palestinians had a dispute with the United States, but their dispute is with Israel and no useful discussion can take place without it."

The Flight of TWA 847

In mid-June of 1985, just minutes after taking off from Athens for Rome, TWA flight 847 was commandeered by two heavily-armed members of an Islamic terrorist group. Their purpose: to force Israel to release 766 Shi'ite prisoners held at the Atlit prison camp. In the hope of accomplishing this aim, the hijackers forced the plane to fly to Beirut and, after killing a U.S. Navy man aboard, spirited away the 39 remaining American passengers and singled out passengers with "Jewish-sounding" names, holding them separately.

In a statement assailing the Greek government for failing to enforce adequate security measures that could have prevented the terrorists from boarding the plane, the Presidents Conference declared: "We condemn all those governments, particularly Greece, that have welcomed terrorist leaders and treated them as heads of states, thus validating and encouraging terrorism everywhere." Chairman Bialkin continued:

"We express our revulsion at the racist philosophy that is the essence of Arab terrorism. These hijackers and killers — whether Shi'ite Moslems or PLO members — are not freedom fighters but gangsters motivated by hate. Arab Moslem terrorism must be destroyed lest it destroy the West. But Arab terrorism will never be eliminated as long as there are governments and politicians that receive and welcome their leaders."

Mr. Bialkin also sent a message to the chairman of TWA, L.E. Smart, requesting a meeting to learn "the full story of what took place so we can be reassured that the crew did not actively play a role in singling out the Jewish passengers." Such a meeting was held, at which the Presidents Conference was informed that flight attendants aboard the hijacked TWA jet in Beirut had tried but failed to dissuade the hijackers from separating passengers thought to be Jewish from the others.

The 39 Americans were held hostage somewhere in Beirut, placing enormous pressure on the United States to urge Israel to release the Shi'ite prisoners. But President Reagan declined to do so. For refusing to yield to these demands, the President was warmly praised by Mr. Bialkin, who declared in a telegram to the White House:

"We join all Americans in supporting your principled and determined refusal to yield to terrorist demands. We have confidence that our government is doing everything within its power to ensure that all of the hostages are returned safely home. There is only one course for our country to follow, and you have taken that course: to insist on the immediate release of every American held hostage. The hijacking, the murder of an American serviceman and the abduction of the passengers have posed a grave threat to the very integrity of American citizenship. If we should surrender now, other U.S. citizens will be the targets of Arab terrorism; every American passport-holder becomes a potential victim.

"We condemn not only the terrorists themselves but the governments of Iran, Syria and every other state that supplies and supports terrorism. These governments cannot escape responsibility for furnishing the arms, the money and the political backing that make it possible for Arab terrorists to bomb our embassy, destroy our Marine barracks and now to hijack an American airliner and kidnap its passengers. Our country cannot permit such states to avoid accountability for the crimes they have encouraged.

"Nor can we overlook the culpability of those governments that have welcomed terrorist leaders and treated them as heads of state, thus validating and encouraging terrorism everywhere. They too stand guilty today.

"The cruelty of the terrorists and the racism and hate that motivate them is further demonstrated by their ugly action in singling out passengers with so-called Jewish-sounding names and holding them separately. We know that you and all Americans share our pain over this vicious selection process, with its echoes of Auschwitz and the Holocaust.

"Finally, we express the view that the terrible events of the past several days re-emphasize the importance of Israel as our country's strong and reliable ally in the region, a nation whose democratic values are consistent with our own and which joins with us in rejecting any surrender to terrorist blackmail. This is a time for the United States and Israel to draw closer together in common refusal to buckle under to those who seek to humble America."

As the crisis continued, the Presidents Conference grew disturbed that, while U.S. policy ruled out negotiations or compromises with the hijackers — rejecting any link between the fate of the hostages and that of the Lebanese prisoners in Israeli hands — the signals given to the American people were mixed. On numerous occasions (Mr. Bialkin wrote later in a post-hijacking report to members of the Conference), "representatives of the Administration pointedly stated that Israel was holding such prisoners in violation of the Geneva Convention, thereby implying that they should be released. This message was picked up and fostered public pressure on and criticism of Israel."

Mr. Bialkin expressed his concern in representations to the State Department and the National Security Council. While government officials with whom he spoke agreed that Israel should not release the prisoners in response to the hijackers' demands, the Administration did not clearly and publicly reject the criticism of Israel.

On June 25, 1985 Mr. Bialkin flew to Jerusalem to meet with Prime Minister Peres, Foreign Minister Shamir and others. With them he reviewed the situation and presented the view of the Administration as the Presidents Conference saw it. He reported that the United States was aware of Israel's willingness to coperate with Washington and was appreciative of Israel's difficult position.

After two nervewracking weeks and the release by Israel of 31 Shi'ites held in Atlit, all 39 hostages were freed. In a statement issued by Yehuda Hellman, the Presidents Conference declared: "We rejoice together with all Americans at the return of the TWA hijack victims, and we express our deep condolences to the family of the brutally-murdered U.S. Navy serviceman aboard. If there is any lesson to be learned it is that freedom-loving countries must stand together in the war against terrorism." The statement added:

"It seems clear that the hostage crisis, far from disturbing relations between Washington and Jerusalem, in fact drew them closer together in common refusal to surrender to terrorism."

From Israel Mr. Bialkin cabled President Reagan the congratulations of the Presidents Conference for "your strong leadership and wise policies. We particularly rejoice," Mr. Bialkin said, "in the determination you showed not to yield to the intimidation of terror and your resolve to fight terrorism wherever it appears....We extend our sincere appreciation and congratulations."

During this period Mr. Bialkin was re-elected to a second one-year term as chairman of the Conference of Presidents.

Terrorism and TV

The hostage crisis was a long and frustrating one. made worse by television news coverage that equated the hijack victims in Beirut with the Shi'ite detainees in Israel, whom Israel had already promised to return home — a promise that was fulfilled after the hostages had been freed. In a letter to the presidents of ABC, CBS and NBC News, Presidents Conference chairman Bialkin requested the opportunity to meet with each network's news chief to discuss hijack crisis coverage that strongly suggested Israel was acting at cross purposes with the United States by not taking steps to free the prisoners promptly. One disturbing effect of this coverage was an ABC News-Washington Post poll indicating that 42 percent of a sample of Americans agreed "that the U.S. should reduce its ties to Israel in order to lessen the acts of terrorism against us in the Middle East." Only 41 percent disagreed with this statement.

During the next several weeks, Mr. Bialkin, Mr.

Hellman and Richard Cohen, public relations consultant to the Presidents Conference, met with representatives of each of the news networks. The Presidents Conference representatives expressed the view that the networks, in their eagerness to provide the most immediate coverage of this harrowing event, did not in all cases convey essential facts or reflect a balance of opinion that would have permitted viewers more fully to understand the events they were witnessing. No news network reported that the spokesman for the hostages, (who was later criticized for expressing sympathy for the terrorists' cause), knew Arabic, lived in an Arab country and in fact did business with Arab oil-producers. On several occasions during which Amal spokesmen equated the hijack victims to the Shi'ite detainees in Israel, network TV correspondents failed to note that the Lebanese had been taken into custody because of hostile if not violent acts perpetrated against Israeli troops withdrawing from Lebanon; that before the hijacking, Israel had announced its intention to release the prisoners, and that nearly 300 of them had in fact already been released.

Perhaps more serious, the Presidents Conference told the TV news executives, too often the "experts" and commentators selected to interpret the hijacking appeared to divert attention from the lawlessness of the hijackers to the "culpability" of Israel. At the same time, the impression was conveyed that by refusing to agree to the terrorists' demands for the Lebanese prisoners in Israeli hands, Israel was guilty of hurting American interests, jeopardizing the fate of the American hostages and acting contrary to Washington's efforts to free the hijack victims.

The meetings were candid, the exchanges often blunt. None of the TV news executives admitted their coverage had been faulty or their choice of "experts" skewed. Nevertheless, the Presidents Conference representatives felt that they had succeeded in sensitizing the networks to the Jewish community's concerns—and to the fact that their coverage was being and would continue to be closely monitored. After the CBS network offered a transcript of its hostage-crisis coverage and asked for documentation of the criticism, a Presidents Conference staff study citing numerous instances of biased, misleading, incomplete or inaccurate coverage was furnished to the network.

MFN for Romania

On July 23 the Presidents Conference testified before the Senate subcommittee on international trade to support the continuation for another year of most-favorednation status for Romania. Jack J. Spitzer, former president of B'nai B'rith International, represented the Conference. He stated:

"Despite our disappointment with the current emigration picture, we strongly believe that Romania's MFN status is important to preserve. For one thing, MFN provides a significant framework for discussing emigration and for dealing with specific emigration cases. Over the years, we have found the Romanian government to be especially responsive on specific cases. It is leverage that we would not have were MFN to be terminated.

"MFN is also justified by the Romanian government's posture in the Eastern bloc. Rather than bringing its foreign policy in line with that of the Soviet Union, Romania has tended to make its foreign policy decisions on the basis of its own national interests and its perspectives on the world. Among the examples is the fact that Romania alone among Warsaw Pact countries maintains formal diplomatic and commercial ties with Israel. These ties, along with its ties with the Arab world, have enabled Romania to play a special role in advancing the cause of peace in the Middle East.

"From time to time, we have been deeply concerned about manifestations of anti-Semitism in Romania, particularly in published writings. However, we note with gratification that President Ceaucescu, in an address to the Romanian Party Congress last November and on two other public occasions since, has resolved to combat anti-Semitism. We welcome these public statements and hope they will serve to discourage manifestations of anti-Semitic expressions in the future."

A Warm Welcome, a Fond Farewell

Late in July, Thomas R. Pickering, the successor to Samuel Lewis as U.S. Ambassador to Israel, addressed a meeting of the Presidents Conference on the eve of his departure for Tel Aviv. Speaking of the U.S. role in the Middle East, Ambassador Pickering disclosed that the Administration was seeking to work out a "package deal" between Israel and Egypt that would return the Egyptian ambassador to Tel Aviv and warm up the "cold peace" between the two countries. In a friendly meeting — his sole appearance before a U.S. Jewish group prior to his departure to Israel — Ambassador Pickering stated:

"Our main objective is to promote direct Arab-Israel talks. We are here to help, but we understand that the primary decisions must be made by the countries themselves."

Following the meeting, Mr. Bialkin praised Ambassador Pickering as a "wise and experienced diplomat, a warm friend of Israel and the Jewish people and a man who I believe will prove himself to be a worthy successor to his distinguished predecessor, Sam Lewis."

At a Presidents Conference reception a week later, Mr. Lewis was honored for his eight years of service as Washington's ambassador to Israel. Before an audience of 100 that included leaders of Israel's diplomatic corps in the United States, Ambassador Lewis and his wife, Sally, were hailed as "true friends of Israel who left an indelible mark on the Jewish peo-



Thomas R. Pickering, newly-appointed U.S. envoy to Israel, is introduced to Conference members by Kenneth J. Bialkin.

ple and the Jewish state, who won the affection and respect of all of Israel and the Jewish community."

In his impromptu response, Ambassador Lewis spoke of the "roller coaster relationship between Washington and Jerusalem — from love feasts to dramatic confrontation, from ceremonies of peace with Egypt to arguments over the war in Lebanon" — during his tour of duty. He added:

"Today I can say the relationship between Israel and the United States is stronger, more solid and more realistic than it has ever been before. Of course, there have been times when we differed sharply, as we will in the future. It is especially at such moments that you in the Conference of Presidents play so crucial a role, for you provide the essential connection among our government, the American Jewish community and the State of Israel.

"You are a participant in establishing the tone and often the content of that unique relationship. In presenting the views of the Jewish community to the Administration, in never hesitating to give us the benefit of your advice, you have proved an indispensible voice and are playing a vital role in building understanding between the United States and Israel."

That role was cited by Secretary of State Shultz, himself in responding to a Presidents Conference letter voicing concern over possible new arms sales to Jordan. Secretary of State Shultz wrote in part on July 1, 1985:

"In reaching any decisions we will be guided by our fundamental commitment to the security of Israel and the maintenance of its qualitative military superiority against potential threats in the region posed by any combination of adversaries. Any arms we would provide to other states in the Middle East will not adversely impact upon Israel's military and technological superiority. We are committed to a strong, secure Israel, because of our unique friendship and also because Israel must feel secure in order to take the steps necessary to achieve peace in the region.

"As this process moves forward I want to stay in close touch with you and other leaders of the American Jewish community. We need your understanding and support as we continue to do what we can to work with Israel and Jordan toward our common goal of peace."

Terror in Copenhagen

On July 28, 1985 Arab terrorists bombed the synagogue and Jewish old age home and the offices of an American airline in Copenhagen, Denmark. In a cable to the head of the Danish Jewish community, Mr. Bialkin expressed "shock and outrage at the cowardly terrorist attack," adding: "Our dismay over these brutish acts is tempered only by the relief we feel that no lives were lost. We applaud the Prime Minister and Minister of Justice for their unequivocal condemnation of these acts of violence. On behalf of the 39 national Jewish religious and secular organizations that make up the Conference, we give voice to the unity and solidarity we feel with you, along with our prayers for your safety and our hope that the perpetrators of these heinous deeds will be apprehended and punished."

Nairobi Women's Conference

At the end of July, in a telegram to Secretary of State Shultz, the Conference of Presidents hailed the results of the UN women's conference just ended in Nairobi, Kenya, and voiced appreciation to the U.S. delegation for "firm and dedicated leadership" in successfully opposing efforts there to condemn Zionism as a form of racism. Chairman Bialkin wrote:

"We extend our warmest congratulations and appreciation to you and to Maureen Reagan, the chairperson of our delegation to the United Nations End-of-the-Decade Women's Conference in Nairobi, Kenya. The firm and dedicated leadership demonstrated by our country's representatives, in accordance with the policy set by President Reagan and yourself, confirmed America's commitment to democratic values and to the support of our ally Israel.

"At the same time, these policies served significantly to make the Nairobi meeting itself a success by advancing the causes of peace, development and women's



Samuel Lewis, just retired as U.S. ambassador to Israel, is greeted at a reception in his honor by Yehuda Hellman.

rights while preventing further unjust attacks on Israel, Judaism and Zionism. We are gratified by the result and we salute all of those who helped to achieve it."

A Meeting With Secretary Shultz

On September 5 Mr. Bialkin conferred with Secretary of State Shultz at the State Department for over an hour. The meeting was in response to a Presidents Conference request of the previous week to discuss current developments in the Middle East and the up-coming summit meeting with the Soviet Union.

The Secretary, reviewing plans for President Reagan's meeting in Geneva with Soviet leader Mikhail Gorbachev, said he was distressed by the status of Soviet Jews and that he could not offer any prediction for improvement. He expressed some frustration in negotiating with the Soviets, noting that they deeply resented being accused of human-rights violations. He repeated his resolve to raise the issue of Soviet Jewry in his talks and expressed the hope that he could do so on a personal basis, which might have greater effect. He said, however, that he expected no change in Soviet policy in the near term.

Mr. Bialkin then reviewed for the Secretary briefly the meeting which he and Morris Abram, chairman of the National Conference on Soviet Jewry, had held earlier that day with Soviet Ambassador Anatoly Dobrynin. The Presidents Conference chairman told Mr. Shultz that he had informed Ambassador Dobrynin that the Soviet Jewry movement in the United States would become increasingly outspoken, aggressive and critical of the Soviet Union. Mr. Bialkin expressed to Secretary Shultz his view that the Jewish community's traditional policy of support for detente had not produced results and that a more effective approach at this time would be to become outspokenly critical of Soviet policies.

Secretary Shultz then raised the issue of Israel's economy, stating that he felt much better about the situation, that progress was being made although a great deal remained to be done, and that the leadership of Prime Minister Peres deserved praise. He also discussed briefly the report he had received from Max M. Fisher of Detroit, chairman of Operation Independence, the Jewish community's program to help strengthen Israel's economy.

Mr. Bialkin then brought up the problem of Arab-Israeli relations and the peace process. Voicing concern over reports that suggested Washington might be preparing to speak with the PLO, the Presidents Conference chairman reviewed the Jewish community's reasons for feeling that American efforts to bring the PLO into negotiations would be counter-productive. Any peace process that did not involve a genuine acceptance of Israel's legitimacy and direct negotiations, he argued, was doomed to failure.

Secretary Shultz replied that Administration policy

for the past 18 months had been to rely solely on the initiative of the parties to achieve direct negotiations. He said that King Hussein has responded to this policy in two ways: First, he had renewed relations with Egypt, contrary to the preference of the Arab world; second, he had said he was prepared to enter direct negotiations with Israel, recognizing that in doing so he would be forced to make concessions from the 1967 borders. Therefore, since the King was making concessions on behalf of Palestinians, he needed a "partner." The United States, Mr. Shultz said, was trying to develop the PLO as that partner. Egyptian-Israeli relations also needed strengthening, Secretary Shultz said, for their own sake and also to promote and extend the Arab-Israeli peace process.

The Secretary vigorously affirmed, however, that U.S. policy towards the PLO had not changed, that it was well-known, and that the Administration would not enter into discussions with the PLO except on its clearly expressed previously announced conditions: That any PLO acceptance of Israel's right to exist and of United Nations Resolutions 242 and 338 must be clear and unequivocal.

The Wrong Sale

On September 19, 1985 the Conference of Presidents publicly called on the Administration to withdraw its proposed sale of arms to Jordan, asserting: "This is the wrong sale, at the wrong time, for the wrong reasons. The sale will not serve American interests, or the cause of Middle East peace, or the security of our country's friend and ally Israel."

In a statement, Mr. Bialkin declared: "We recognize of course that there is good reason to maintain positive relations between our country and the so-called moderate Arab nations. But Jordan is no moderate as long as it rejects direct negotiations with Israel. Selling arms to Jordan would only encourage King Hussein in his refusal to come to the peace table."

The Conference of Presidents statement, noting "King Hussein's insistence on an international conference that would include the Soviet Union," continued: "For some 30 years the USSR has sought a recognized role in the Middle East, Giving it a place at the peace table would catapult the Soviet Union into the Middle East, to the detriment of American interests."

Mr. Bialkin also warned that "a new arms race" would be set off in the region as the "inevitable result" of an American sale of advanced weapons to Jordan. "Israel," he said, "would be forced to take necessary steps to make certain that any weapons sold to a hostile state such as Jordan did not seriously alter the military advantage that Israel requires if it is to continue to deter Arab attack."

"To provide arms to Jordan would be to undercut our country's efforts in the region and send the wrong signal not only to Jordan but to all those Arab states that persist in their strategy of no negotiations, no recognition and no peace with Israel."

Meetings With Leaders of Poland and France

On September 18, Mr. Bialkin — accompanied by Rabbi Alexander M. Schindler, Yehuda Hellman and Eli Zborowski, representing the American Federation of Polish Jews — met with Poland's Prime Minister Wojciek Jaruzelski and Workers Party Secretary Jozef Czyrek in New York. The Jewish leaders expressed concern over the continuing absence of diplomatic relations between Poland and Israel, broken by Warsaw in 1967, and voiced hope that an improvement in relations would be forthcoming.

Chairman Bialkin also said the Presidents Conference was gratified by Poland's recent efforts to recognize the Jewish contribution to Polish life and culture over the centuries, both in preserving the Jewish past and in governmental attempts to meet the cultural and religious needs of today's Jewish community in Poland.

Six days later a Presidents Conference delegation met with the Foreign Minister of France, Roland Dumas, who was accompanied by the French ambassador to Washington. That discussion dealt principally with differences between the United States and France on attitudes toward the Middle East peace process and, specifically, the PLO. The French officials stressed that while their policy differed from that of the United States, their country's attitude toward Israel had become more balanced, friendly and favorable since President Mitterand had assumed office. They nevertheless held that the Palestinians did have a right to a homeland and even a state, although they pointed out that they had defined neither the character of such a state nor what kind of association it would have with its neighbors.

The Presidents Conference representatives expressed their concern and disagreement with this policy. They also reviewed the Jewish community's concerns regarding the human rights policies of the Soviet Union and urged that Foreign Minister Dumas ask President Mitterand to take the issue up with Premier Gorbachev during their forthcoming meeting. M. Dumas indicated that the French were supportive on the issue of Soviet Jewry and would do what they could although he was skeptical of any immediate progress outside of the context of improvement in U.S.-Soviet relations.

Foreign Minister Shamir Speaks

On September 26 Yitzhak Shamir, Israel's Foreign Minister and Vice Premier, addressed a meeting of the Presidents Conference, one day after three Israeli civilians had been murdered aboard a yacht in Larnaca, Cyprus. Mr. Shamir accused the PLO of responsibility for what he called "these cold-blooded and savage murders." The PLO perpetrated and stood



Foreign Minister Yitzhak Shamir addressing the Presidents Conference.

behind all recent acts of terror in Israel, Mr. Shamir stated, and Israel was united "in the vow that we will find a way to put an end to it. We will overcome it. We will overcome them."

Noting that Israel's Labor-Likud unity government had just marked its first anniversary, Mr. Shamir spoke of its "considerable achievements in the economic field and the Lebanon problem." While Israel's economy had not yet fully recovered, the Foreign Minister said, "we feel we are making progress." As for Lebanon, he said the situation was much better than last year when Israeli forces still occupied part of that country.

Despite differences in the national unity government, he continued, there was agreement on a number of principles, among them: no negotiations with the PLO, no Palestinian state, a strong commitment to the Camp David accords, readiness to negotiate with Jordan without preconditions, and rejection of negotiations with a joint Jordanian-Palestinian delegation. In addition, he said, the government was united in its opposition to an international conference to solve the Middle East conflict.

Terrorist War, War on Terrorism

On October 2, 1985 Israeli planes attacked PLO headquarters in Tunisia in retaliation for the terrorist attack on Israeli civilians in Cyprus one week earlier. The Presidents Conference praised as "courageous and proper" President Reagan's statement recognizing Israel's right of self-defense in the air strike against the PLO headquarters. In a telegram to the White House, Mr. Bialkin said: "While we all oppose violence, we also recognize the necessity of taking proper forceful action when peaceful means fail. You and Secretary Shultz have expressed this view and we support it."

Anticipating the customary UN denunciation of Israel, the Presidents Conference statement urged the Administration "to veto any United Nations resolution which does not recognize Israel's right to protect its citizens."

However, the U.S. ambassador to the UN abstained on a Security Council resolution condemning Israel, which passed 14-0. Mr. Bialkin deplored the abstention, asserting that "terrorists everywhere will take heart at America's refusal to stand with Israel by vetoing the resolution. America's determination to resist Arab terrorism has been tested and found wanting," Mr. Bialkin said, adding:

"In failing to support Israel's act of self-defense against PLO headquarters, the Administration has raised questions about our country's willingness to seek out and punish those who attack and murder U.S. citizens such as the American diplomat William Buckley. American credibility has been shaken and the strength of America's commitment in the war against terrorism is now in question."

The Achille Lauro

The terrorist war against Israel and the Jewish people intensified less than a week after the UN resolution was adopted. On October 7, an arm of the PLO hijacked the Italian cruise ship Achille Lauro in the Mediterranean and murdered a wheelchair-bound American Jewish passenger, Leon Klinghoffer of New York, by throwing him overboard. Three days later, when the ship's hijackers were permitted to go free after the passengers were released, Mr. Bialkin held a news conference in Washington assailing all such "gentlemen's agreements" and calling on the United States to begin taking a strong position not only toward terrorists but toward Arab countries that harbor and support them. In outlining the position of the Presidents Conference on dealing with terrorists, Mr. Bialkin stated:

"The brutal murder of still another American citizen
— this time by the pro-Arafat Palestine Liberation
Front — raises anew the question: Is the Western
world impotent to respond to Arab terrorism?

"I do not believe our country or other democracies are helpless to punish those who hijack airliners, capture cruise ships, kidnap diplomats and blow up embassies. We require only the will to act.

"We must act to reject any deal with terrorists that gives them safe passage after they commit their crimes. In the case of the criminals of the Achille Lauro, we call on our government to demand that the terrorists be brought to justice by Italy, by Egypt or by the United States. Leaving them in the hands of the PLO, to which they belong, means reward — not punishment." The Presidents Conference leader stated further:

"We must insist that terrorist groups be refused admission to decent society. We recall that Yasir Arafat was received with honor by Pope John Paul II, by the governments of Spain, Greece and Italy, by the 'moderate' Arab governments of Egypt and Jordan. And we are outraged that two PLO representatives have been invited to London by Prime Minister Thatcher to meet with the British Foreign Secretary to discuss peace in the Middle East. One of those terrorists smuggled the explosives used in the 1969 terrorist bombing of a Jerusalem supermarket that left two shoppers dead and eight wounded.

[This meeting was cancelled by Foreign Secretary Howe when the PLO representatives refused a British request to accept UN Resolutions 242 and 338 and to abjure terrorism.]

"Finally," Mr. Bialkin said, "we must as a nation take our stand with those who have had the courage to strike at terrorists, wherever they may be — and we must seek to emulate them.

"Strong words are effective only if they lead to strong action. As a nation, we can no longer permit those who murder Americans to make deals that guarantee their safe haven. The escape must be barred, the safe haven denied, the punishment swift and sure.

"Only then will terrorism be brought under control." The following day Mr. Bialkin led a small delegation that met with Secretary of State Shultz in Washington. As they met, American jet fighters over the Mediterranean were intercepting an Egyptian plane carrying the four Achille Lauro hijackers — who had been released by Egyptian President Hosni Mubarak — to freedom. The military action, which led to the capture of the terrorists and their arrest and trial by Italian authorities (except for their leader, Abu Abbas, who was unaccountably released by the Italian government) marked a new phase in America's response to terrorism. In a letter of congratulations to President Reagan as commander-in-chief, Mr. Bialkin wrote:

"Both you and Secretary of State Shultz have affirmed that the war against terrorism carries with it the necessity of striking vigorously against terrorists when they can be identified and where they can be found with some certainty; clearly this was the case here, as it also was in the Israeli raid on PLO headquarters in Tunisia. Others should no longer wonder just how prepared we are to effectively implement that policy."

In another letter — to Secretary of State Shultz — Mr. Bialkin wrote:

"The role of the PLO and particularly Yasir Arafat in the Achille Lauro affair should tell us something about our country's efforts to bring the PLO into the peace process. The time has come to cut loose from the PLO in all its branches, to brand them an international terrorist organization and to urge that peace be made without them. If the Palestinians really wish to join a peace process, they must come of their own accord by reason of the forces of politics and diplomacy that operate naturally upon them."

Mr. Bialkin closed his letter to Secretary Shultz—as he did in writing to President Reagan—by urging reconsideration of the proposed arms sale to Jordan. "By offering King Hussein arms now, without any movement by him toward accepting direct talks with Israel," he wrote, "we impede rather than advance progress toward peace."

Blocking Arms for Jordan

On October 21 President Reagan formally notified Congress that the Administration planned to sell \$1.5 to \$1.9 billion worth of highly sophisticated arms to Jordan, calling it "essential to the peace process." Included in the proposed package were 40 F-20A Tiger Shark jets or 40 F-16Cs, plus 12 mobile Hawk surface-to-air missile batteries, 108 shoulder-fired Stinger anti-aircraft missile launchers, 200 Sidewinder air-to-air missile launchers, 32 M-3 Bradley tanks and equipment to transform Jordan's 14 fixed Hawk batteries into mobile batteries.

Two days later, Congress overwhelmingly passed a resolution postponing until March 1 any action on the proposed arms sale to Jordan. The resolution, said Mr. Bialkin in a comment to the press, "gives King Hussein valuable time to enter into direct negotiations with Israel aimed at a peace treaty between the two countries. Such direct talks would be a significant contribution toward peace and stability in the Middle East and therefore help remove objections in Congress to the arms sale."

Mr. Bialkin noted that 73 U.S. Senators had publicly declared their opposition to the proposed Administration weapons sale to Jordan under present conditions. "The four-month delay," he said, "now affords Jordan an historic opportunity to reverse its policy of re-

jection and negativism and come to the peace table with Israel." He added: "Recent events have proved again that the PLO is not a suitable participant in the search for Middle East peace. Israel has long known it. The American people have learned it. Now is the time for King Hussein to admit it, to repudiate the veto over his actions that he has given to Yasir Arafat and move at last toward peace with Israel."

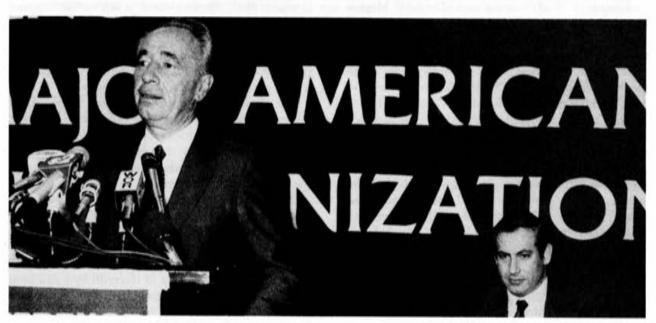
Q. and A. with Prime Minister Peres

On October 22, 1985, after addressing the UN General Assembly to announce his new seven-point initiative to reach peace with Jordan, Israel's new Prime Minister, Shimon Peres, took part in a question-and-answer session with the Presidents Conference at its offices in 515 Park Avenue.

Mr. Peres said that at his meeting with President Reagan and other Administration officials the previous week he had been received "very warmly," adding that relations between Israel and the United States had "never been better." The only point of disagreement in his Washington meetings, he said, concerned the Administration's proposed arms sale to Jordan. "Delivery of peace should precede delivery of weapons to Jordan," he said. Mr. Peres added that he had personally thanked President Reagan for the American airlift that had brought to Israel the thousands of Ethiopian Jews who had fled to the Sudan.

On his new peace proposal, the Israeli leader said he hoped that King Hussein of Jordan would "eventually understand perfectly well that without direct negotiations, we don't have a real start up."

The Israeli leader observed that relations between Jordan and the PLO might be waning, as indicated by the reported exchange of ambassadors between



Prime Minister Shimon Peres takes questions from Presidents Conference members. At right is Israel's UN Ambassador, Benjamin Netanyahu.



Jewish leaders crowd UN assembly hall, site of conference marking 10th anniversary of UN resolution equating Zionism with racism.

Syria and Jordan after a four-year freeze in diplomatic relations.

To Repudiate a Slander

November 10, 1985 marked the 10th anniversary of the passage by the UN's General Assembly of Resolution 3379 equating Zionism with racism. To repudiate that slander, Israel's Mission to the UN in cooperation with the President's Conference sponsored a "Conference on Israel, Zionism and the United Nations" at UN headquarters attended by more than 1,000 Jewish, Christian and civic leaders. Serving as co-chairmen were Kenneth J. Bialkin, Benjamin Netanyahu, Israel's Ambassador to the UN; and Senator Daniel P. Moynihan and Jeane J. Kirkpatrick, two former United States ambassadors to the world body. The Conference of Presidents served as the coordinating agency for the event, which was preceded by an outdoor rally at the Isaiah Wall, opposite the UN, coordinated by the New York Jewish Community Relations Council. The invitation to the conference, signed by Ambassador Netanyahu and Mr. Bialkin, spelled out its purpose:

"...to present the real meaning of Zionism, as dramatically illuminated most recently by the airlift to Israel of Ethiopian Jews. It is understandable," the invitation said, "that some would wish to ignore the date of November 10 and what it signifies: a betrayal of the principles on which the UN was founded and a critical moment in the worldwide propaganda campaign against the State of Israel. But to let this anniversary pass without notice would be wrong — and dangerous. The 'Zionism-Is-Racism' resolution was a formal endorsement of contemporary anti-Semitism practiced not by fringe groups but by governments. In the decade since its passage, this calumny against

Zionism and the Jewish people has become the single most successful instance of the technique of the Big Lie since the time of the Nazis.

"We will meet to expose the lie and to assert our determination that the moral decline of the United Nations be reversed and the organization redirected to the original vision of its founders."

The highlight of the widely-covered conference was a message sent by President Reagan pledging his support "for the removal of this blot from the United Nations record." The President's message read: "Few events have so offended the American people as the 'Zionism Is Racism' resolution of November 10, 1975. It was as if all America stood to affirm the response of our chief delegate, Daniel Patrick Moynihan: 'The United States rises to declare before the General Assembly of the United Nations and before the world that it does not acknowledge, it will never abide by, it will never acquiesce in this infamous act.'"

The President's message continued: "The United States, under the leadership of three different Presidents, has remained true to that pledge. Today I am proud to reaffirm that promise and, further, to pledge my support for the removal of this blot from the United Nations record."

President Chaim Herzog of Israel, who in 1975 was Israel's Ambassador to the UN, also sent a message to the conference, declaring, "The issue before the General Assembly was neither Israel nor Zionism. It was the continued existence of the UN, which had been dragged to its lowest point of discredit by a coalition of despots and racists. A great evil was done to the Jewish people at that time, but as in the past, so now too, the oppressors of our people pass into oblivion while we, the Jewish people, which has survived them

The Zionism-Racism' Canard

By Kenneth J. Bialkin

en years ago today, the United Nations General Assembly, in one of its mindless flights from rational discourse, adopted the infamous canard that "Zionism is a form of racism." Attacks on Israel and on Zionism have consumed more time and attention of the United Nations and its various bodies than any other subject - more time than the problems of world hunger, poverty, genocide, human rights violations, the threat of nuclear war, terrorism or the fight against disease and social disorder.

Why the focus on Zionism and Israel? Of all the issues facing the conscience of the world, why this one? It is not enough to say that the Middle East is an important region, or that Jerusalem and the holy places are important to all peoples of the world. That would not explain the concentration of hostility, or the refusal of the nations of the region to address their differences with Israel through peaceful negotiation.

The attack on Zionism and Israel derives from a fundamental hostility to a Jewish presence in the Jews'ancient homeland. It is fueled above all

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by anti-Jewish prejudice. The "Zionism is Racism" slogan is grounded in anti-Semitism and its propagation is manifestation itself

The slogan's supporters have transformed a political issue - the dispute between Israel and its neighbors into an intensely emotional crusade against an entire people and religion.

The Arab states, with the exception of Egypt, refuse to accept the legitimacy of Israel or to resolve differences through negotiation. Their media and government spokesmen maintain a drumbeat of anti-Semitism, sometimes crude, sometimes subtle, that poisons the minds and inflames the passion of their peoples. Little free expression, debate or disagreement is permitted in these countries. With few exceptions, the small Jewish communities that remain in Arab nations live in fear of persecu-

Moreover, the anti-Semitism of the Arab world has spread beyond the Middle East, into the third world and the Soviet bloc, which, to its eternal discredit, lends its full weight to these calumnies

The Soviet Union practices its brand of anti-Semitism with cat-like perversity. It torments those Jews who wish to live a Jewish life in the Soviet Union yet refuses to let them emigrate. Jews whose only "offense" is to ask to leave risk being sent to internal exile and labor camp. The authorities arrest teachers of the Hebrew language and contrive other, even flimsier charges to persecute Jewish activists. Jews live in an atmosphere of fear and intimidation.

and they are regularly denied decent jobs, housing opportunities and places in universities. The Soviet press criticizes Israel and Zionism in blatantly propagandistic tones, encouraging deceit, hypocrisy and passionate hatred.

This policy of harassing Jews yet refusing to permit them to emigrate is one of the most puzzling aspects of Soviet conduct. At once irrational and counterproductive, it violates the Helsinki agreement and embarrasses Soviet representatives wherever they go. For these reasons, it may be reasonable to expect some change in Soviet policy, but until that happens the Russians must expect to suffer the scorn and ostracism of the free world.

Anti-Semitism is a negative force that saps the energy of the hater, clouds his mind, fouls his mouth and weakens his community. The campaign against Zionism has consumed its enemies and prevented them from progressing towards a better life for

their people.

Why, then, can these enemies not face the reality of modern Zionism? Why can't they accept that the Jewish people have a right to live in peace and dignity in their ancient places and that the right-thinking peoples of the world will support them in that endeavor? Zionism provides a model for democratic living that offers hope for progress to those who would accept it and provides a promise of good will and respect for those who respect it. It is not too late, even 10 years later, to stop living by slogans and slander. It is not too late for truth and reconciliation.

The New York Times — November 10, 1985

all, will survive the shameful exhibition in the UN and the proponents of the resolution."

Addressing the audience that filled the UN auditorium to capacity, Ambassador Vernon Walters, the Permanent U.S. Representative to the UN, said his mission "speaks out forcefully against the resolution and the evil it embodies, and will continue to do so as long as necessary."

In his own remarks, Senator Moynihan pointed out that in the decade since the resolution's adoption, there had been no serious study of the subject and the motives behind the thinking of the Soviets, the Arabs and the non-aligned nations that supported it. But he said the resolution could be expunged "with 10 years and tenacity."

Mrs. Kirkpatrick told the conference: "It is a short step from the proposition that Zionism is racism to the proposition that the State of Israel is based on aggression. In UN'language, the 'Zionism-Is-Racism' resolution declared open season on the State of Israel. Henceforth, Israel would be fair game for armed 'liberation.'

Another speaker was Bayard Rustin, the civil rights leader and chairman of the A. Philip Randolph In-



Leading the protest against the UN's "Zionism-Is-Racism" resolution: Benjamin Netanyahu, Jeane J. Kirkpatrick, Kenneth J. Bialkin.

stitute, who observed that the resolution "obscures the true nature of racism, and thus has impeded the fight against it. Those nations — including many African states which supported that obscene resolution — dealt a monstrous blow to themselves and to everyone oppressed by racist ideologies, particularly blacks who are brutalized by apartheid in South Africa," he said. Mr. Rustin thrilled the audience by concluding his remarks with the fervent singing of the black spiritual, "Let My People Go."

Alan L. Keyes, Assistant Secretary of State in the Bureau of International Organization Affairs, told the conference: "The fight against the 'Zionism-Is-Racism' equation is a fight for the dignity of the Jewish people, for the interests of the United States and for the soul and future of the United Nations. The United Nations was established to promote peace. When it is used as a weapon of political warfare, it not only injures those who are assaulted but also discourages and corrupts the moral commitment that is the mainstay of the organization's existence. The fight against the 'Zionism-is-racism' idea in the United Nations is a key element in the general fight against this corruption."

Conor Cruise O'Brien, former deputy chief of Ireland's Mission to the United Nations (and author of "The Siege,") struck an optimistic note. "Israel's position at the United Nations - as distinct from the General Assembly - is stronger than might appear," he said, adding: "Public opinion in the West generally came to see that there is a difference between the friendship of a regime as in Iraq and the friendship of a people as in Israel. One — the regime — can change overnight. A country that was formerly thought of as friendly - bang, it's gone, it's now very unfriendly indeed! That couldn't happen in the case of Israel, because it is not just a regime, it is the people of Israel, through its democratic government, which is friendly to the West. That led to a reassessment favorable to Israel and I think on the whole it has lasted."

The Rev. Benjamin Nunez, former ambassador of

Costa Rica to the United Nations, urged the conference to "continue fighting and strengthening your hearts for the sacred ideals and dreams of Zion. Nothing and nobody will be able to stop you," he declared, "because it is not only your fight, it is the fight of all free men of good will. In your long history you have survived worse resolutions, and you will survive this one too. Don't lose your faith, your courage, your hope, in the decency of human beings."

Rahmin Eliezar, an Ethiopian Jew who emigrated to Israel and who is now secretary general of the National Council of Ethiopian Jews, told the conference: "I am an equal among equals, a Jew among fellow Jews. My life is proof that Zionism is not racism. Zionism is equality."

And Ambassador Netanyahu, after alluding to Israel's rescue of the black Jews of Ethiopia, observed: "The 'Zionism-Is-Racism' slander simply becomes too preposterous to tolerate."

At the outdoor rally preceding the conference, Presidents Conference chairman Bialkin presented a definition of Zionism that many in the audience would agree with.

"Zionism," he said "is the desire of Jews to live in peace and freedom in their ancient homeland. It holds no animosity to others; it threatens no one who would dwell in peace and friendship with it or alongside it. It provides a model from which others may come to learn that Zionism is freedom, Zionism is compassion, Zionism is brotherhood, Zionism is the restoration of human rights, Zionism is dignity, Zionism is against the subjugation of people, Zionism is the hand of peace that reaches out to be grasped, before it is too late." [The proceedings of the conference at the UN will be published.]

The Pollard Case

During the last week of November 1985, the Federal Bureau of Investigation in Washington announced the arrest of an American citizen on charges of espionage

After the Israeli Spy Case

By Kenneth J. Bialkin

The arrest of Jonathan Jay Pollard, an American Government employee charged with selling unauthorized information to Israel, was a sobering and unpleasant event. Israel's American friends are sorry and even angry about what happened. Our support for Israel and its people will not change. Our belief in Israel's essential mission and our pride in its achievements are not diminished, but Israel must not test that support by actions that may harm the United States.

Israel has apologized to the United States and has said that it is a violation of Israel's policy to engage in espionage in the United States. Jerusalem has stated its intention to investigate the breach of its policies, punish those who engaged in unauthorized conduct, terminate the unit involved in the activity and provide assistance to American investigators. The United States has accepted this apology and indicated that the friendship and mutual cooperation of the two allies will continue.

This is just as it should be. The two countries' fundamental relationships must remain intact. Their national and geopolitical objectives have not changed. Now, as before, there is no reason for conflict. Our common

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commitment to freedom and democratic values as well as our common resistance to terrorism, fundamentalist authoritarianism and the spread of Soviet hegemony provide a solid basis for the true friendship and moral support that each extends to the other. Israel can expect its extensive economic and military aid from the United States to continue, and the United States will continue to benefit from Israel's sharing of military and scientific intelligence.

Nevertheless, Israel's many American friends remain confused and shaken by recent events. They wonder why Israel would risk harming its relationships in the United States and are hopeful that Israel's leaders fully appreciate the importance of not permitting this kind of activity to be repeated.

Every nation has legitimate needs for intelligence — as much as it can get — and Israel has particularly pressing needs because it is a small nation surrounded by peoples who wish it harm. But even such need does not justify resorting to illegal and illegitimate conduct against a main friend. Actions that compromise United States security are simply not acceptable.

Unfortunately, there will be those who will use this episode for their own purposes — to undermine support for Israel and challenge American Jews. But the good sense of the American people must not be diverted by such efforts.

American Jews do not believe that their support for Israel and Zionism is in any way inconsistent with their , their countries.

commitment to America — and it is not.

Jews are second to none in their commitment to American society. After centuries of persecution in Europe and elsewhere, here in America they participate in the democratic process on an equal basis and enjoy a freedom and prosperity that was denied to them in many other lands. They have fought and died in all our wars. Thousands of Jews serve in the United States Government, including in the most trusted and sensitive services. Only the mischievous or the anti-Semitic would doubt that the loyalty and dedication of American Jews match that of other Americans.

What can be done to preserve good feeling between the two countries? The bruise will heal, but slowly and not without setbacks. The criminal-justice process remains to be served, and it may in itself produce strains involving the rights of defendants, prospective defendants and witnesses. Israel's willingness to permit American law enforcement personnel to meet with its inteiligence operatives to determine the nature and extent of their activities in this case is without precedent and is a further effort to make amends.

Both Israel and the United States are trying to handle the case with mutual good will and patience. The leaders on both sides have so far shown admirable restraint and understanding, and they must continue to do so. Only that way can they hope to protect both their national interests and the traditional friendship of their countries.

The New York Times - December 11, 1985

against the United States in behalf of Israel. His name was Jonathan Pollard, he was Jewish, and he was a government employee with access to secret Navy documents that he allegedly sold to the Government of Israel.

The news came as a shock to the American Jewish community as it did to the Presidents Conference. Responding to the event, Conference chairman Bialkin wrote an article for *The New York Times*, published on its op-ed page, that expressed the consensus view not only of the constituent members of the Conference but also of the great majority of American Jews. "Our support for Israel and its people will not change," he wrote. "Our belief in Israel's essential mission and our pride in its achievements are not diminished, but Israel

must not test that support by actions that may harm the United States."

Another Terrorist Strike

Palestinian terrorism took a further toll on December 27, when a bomb explosion at the El Al Airlines checkin counter in Rome's international airport killed 18 people — including an American girl — and injured more than 100 others.

At a Sunday noon press conference two days later, Mr. Bialkin assailed "the Palestinian terrorist war against the traveling public," which he said "requires urgent action by the international community." He added: "It is not enough to say that the murderers should be brought to justice. They are only the tools, the fanatic fools who carry out the orders that are fashioned in Damascus, in Tripoli, in Amman, in Baghdad and in Tunis. It is the leaders and planners who must be brought to justice and called to account for their crimes against innocent civilians."

Mr. Bialkin then proposed the following actions:

- "Serve notice that support for the PLO and other Palestinian terror groups must end.
- "Diplomatic support must cease and the PLO observer delegation to the UN must be expelled and their offices in New York closed.
- "Countries that give sanctuary or free passage to known murderers must be warned that consequences will follow their act.
- "Terrorist leaders must be extradited and brought to justice, damage suits by victims must be heard and enforced in courts of law, and victims compensated by the PLO.
- 5) "Diplomatic and economic sanctions must be taken against those countries that fail to cooperate in an international program to combat terrorism and deny sanctuary to leaders and followers of the PLO.
- 6) "World opinion must be mobilized against the deceit of Palestinian radicals who clothe their cause in the language of freedom and human rights but whose real message and cause is conquest and rejection of peaceful coexistence with Israel.
- 7) "We support Secretary of State Shultz in his rejection of any political justification for terrorist acts, and call upon the UN and the nations of the free world to develop a program of action that goes beyond the welcome words of condemnation of terrorism.
- 8) "Sadly, but necessarily, so long as the rule of law cannot cope with terrorism, the right and duty of national sovereignty and protection must be recognized to take action against those responsible for terrorist acts.
- 9) "Our Ambassador to the UN should call for an emergency session of the Security Council to censure Libya and Syria for their continuing support of terrorists in violation of recently-adopted General Assembly and Security Council resolutions."

On Christmas day the second of five Jewish hostages seized by Islamic terrorists earlier in the year was found slain in Beirut. The murder triggered a public appeal from the Presidents Conference, joining leaders of the Jewish communities of Britain and France, in calling for a halt to the massacre of Lebanese Jews "whose government has confessed its impotence to protect them."

The statement denounced "the taking of hostages and the systematic selection of Jewish victims," declaring: "It is no more acceptable today than earlier in this century that Jews should be murdered simply because they are Jews. This time other voices than ours must be raised in solemn protest. Today silence is a crime." The appeal, addressed "to the human conscience, to

the leaders of religious groups and to governments," was signed by Kenneth J. Bialkin, Dr. Lionel Kopelowitz, president of the Board of Deputies of British Jews; and Theo Klein, president of CRIF (the Representative Council of French Jewry).

Mr. Bialkin also asked Secretary of State Shultz in a telegram on December 27 to seek UN intervention in halting "the systematic selection by terrorist gangs of Americans — and now Jews — as victims of kidnapping and murder."

Noting that on December 11 the UN General Assembly and on December 18 the Security Council had adopted resolutions condemning abduction, hostage-taking and other forms of terrorism, and had called for international cooperation to prevent, prosecute and punish all acts of hostage-taking, abduction and other forms of international terrorism, Mr. Bialkin said in his message: "You have eloquently expressed on numerous occasions your abhorrence of terrorism. We ask you now to seek the good offices of the UN to free all the remaining hostages and to halt the terrorists' unspeakable acts of violence. Now that the UN has spoken, we believe it is both timely and appropriate to demand international action, through the UN, in behalf of our fellow-Americans and our fellow-Jews."

'Soviet Disinformation'

The new year 1986 began with a briefing to the Conference by Meir Rosenne, Israel's ambassador to the United States, on January 2.

Branding as "Soviet disinformation" reports that the USSR would renew diplomatic relations with Israel and reverse its policy toward Jewish emigration, Ambassador Rosenne said there had been "absolutely no change" in Moscow's attitude and policy toward Israel and the demand of Soviet Jews to be repatriated to Israel.

The Israeli envoy called the reports "part of a Kremlin propaganda effort, launched prior to the Geneva summit conference, to win sympathy for the Soviet cause." He added:

"The Soviet disinformation campaign has already had considerable success. Even worse, the leaders of the USSR may be convinced that they can get American credits and American technology without improving their treatment of Soviet Jews." He noted that 400 U.S. businessmen had recently visited Moscow for trade talks and that American banks had offered loans totalling \$400 million to the Soviets for the purchase of U.S. goods.

"Look at the propaganda value the Kremlin got out of the release of a dozen or so husbands and wives who had been separated from their spouses," Ambassador Rosenne said, adding: "The greater their propaganda success, the less likely it is that they will actually change their policy. Meanwhile, the situation for longtime Soviet Jewish refuseniks becomes increasingly grim as the gates remain shut and the pressure increases on Jews who seek actively to express their culture and religion."

A Chat With the Egyptian Ambassador

On January 6 Mr. Bialkin met privately with Abdel Raouf El-Reedy, Egypt's ambassador to the United States, at the ambassador's residence.

The meeting, held at Mr. El-Reedy's invitation, was a long and cordial one, in which the Egyptian envoy expressed the hope that his country and Israel would move toward closer and more understanding relations. If the Taba question were resolved through arbitration, Mr. El-Reedy said, he believed that the Egyptian ambassador would return to Israel. He added that Egypt remained strongly committed to peace and would resist any efforts to cool relations with Israel.

In a memorandum to the Conference reporting on his conversation, Mr. Bialkin said he had taken issue with the Egyptian ambassador's statement that Yasir Arafat had substantially agreed to recognition of Israel by accepting "all" UN resolutions on the Middle East.

On that same day in Washington, Mr. Bialkin held confidential talks with the White House chief of staff, Donald Regan (at which plans were set for a White House briefing for the Presidents Conference on March 5) and Judge William Webster, director of the Federal Bureau of Investigation (on issues affecting the Pollard case, the fight against international terrorism and charges by Arab groups in the U.S. of Jewish involvement in anti-Arab attacks in California and Washington, D.C.)

Later that day, Mr. Bialkin and Yehuda Hellman conferred with Michael Armacost, Undersecretary of State for Political Affairs, and Philip Wilcox, head of the Israeli desk at the State Department. In this conversation Mr. Armacost expressed his appreciation of the cooperation being provided by Israel in the Pollard affair. The Presidents Conference leaders also raised the proposed American arms sale to Jordan and the deteriorating situation confronting Jews in the Soviet Union. This visit was followed by a brief chat with Judge Abraham Sofaer, legal advisor to the State Department, on his recently-completed mission to Israel in connection with the Pollard matter.

Sanctions Against Libya

In mid-January President Reagan, in a nationwide address, announced the United States would invoke sanctions against Libya for its role in fomenting anti-American terrorist acts, including the bombing of a nightclub in West Berlin in which American servicemen were killed. In a statement, Mr. Bialkin supported the President's position, but added:

"While I applaud the President's action against Libya as a first step, countries like Jordan, Syria and Tunisia, which provide sanctuary, training and launching places for terror, must also come under some form of sanction. Saudi Arabia and the Soviet Union, which finance the PLO, should also expect some kind of pressure. The danger of focusing on Libya alone is that it gives a sense of comfort and ease to the other malefactors. Sanctions against Libya, even if backed by the European allies, are by no means the answer to the problem.

"There must be absolutely no distinction between Abu Nidal and Yasir Arafat. Abu Nidal is part of a movement grounded in the Palestine National Covenant. To say that there is a difference between the two because Arafat missed the chance to carry out this action is to forget all the terror actions Arafat did initiate. Both men are part of a group that has to be stepped on."

Spain and Israel

That same week diplomatic relations — long awaited but never put into effect — were initiated between Israel and Spain. In a cabled message to His Royal Highness, Juan Carlos of Spain, the Presidents Conference declared on January 20:

"We welcome the news that Spain and Israel have formally established diplomatic relations. This is an act of historic dimensions for which we congratulate and compliment you and your Government. It is a symbolic renewal of a relationship that was interrupted almost 500 years ago and that should provide the basis for renewal of the friendship and mutual development of the Spanish people and the community of world Jewry."

(Four months earlier, at a seminar on Spanish-Israeli relations in Toledo, Spain, Mr. Bialkin had urged the Spanish government to reject Arab pressure and implement its announced intention to exchange ambassadors with Israel. "Spain can serve the cause of peace," he said, "by demonstrating again to the world that there is an inexorable movement towards an acceptance of peace and of Israel's right to exist.")

With Secretary Shultz

On January 15, 1986, Mr. Bialkin and Yehuda Hellman had a private meeting with Secretary of State Shultz to review a range of current issues, including American policy regarding Libya, U.S.-Soviet relations, Jewish emigration, the Jordan arms sale and other matters.

The two Presidents Conference leaders expressed the view that the announcement of American sanctions against Libya must be only the first step in a worldwide integrated effort to combat terrorism, and that unless efforts were made to cut off the PLO's funding and diplomatic support, anti-terrorist efforts would inevitably end in failure.

On Soviet Jewry, Secretary Shultz said that he had absolutely no basis to expect any change in Kremlin policy. Regarding arms to Jordan, the Secretary confirmed that the Administration still favored such sales. When Mr. Bialkin observed that the Syrian threat to Jordan appeared diminished as a result of recent diplomatic initiatives between the two countries, Mr. Shultz replied that King Hussein's move toward Damascus was one of desperation and weakness, reflecting disappointment in the West. The Secretary of State indicated that he wanted to give every opportunity for King Hussein to come to the peace table with Israel and that early legislative action against the arms sale might discourage such an initiative.

But King Hussein, under intense pressure from the PLO, failed to come to the peace table and on Feb. 4, 1986 the Administration withdrew its proposal to sell arms to Jordan. Chairman Bialkin welcomed the decision.

On the terrorist issue, Mr. Shultz indicated his disappointment at the response of America's European allies to President Reagan's call for sanctions against Libya, particularly that of British Prime Minister Margaret Thatcher. Mr. Bialkin said he would discuss with leaders of the Jewish community in Great Britain what might be done to encourage Mrs. Thatcher to modify her position that economic sanctions were ineffective and retaliation contrary to international law.

Meeting Admiral Poindexter

On February 4, 1986, Mr. Bialkin led a small delegation organized by the Conference of Presidents to meet with Admiral John Poindexter, the newly-appointed National Security Adviser to the President. Mr. Bialkin opened the discussion by recalling that Admiral Poindexter had been in charge of intercepting the Egyptian plane aboard which the Achille Lauro hijackers were attempting to escape. He voiced appreciation and congratulations for that effort.

The delegation's members then expressed concern about the continuing instability in Lebanon — the threat of a Christian massacre there and indications that the Reagan Administration appeared to accept the prospect of Syrian hegemony over Lebanon. The delegation also spoke of the stalemate in the Middle East peace process and the tactics of Jordan and Syria in that regard; Egyptian President Mubarak's refusal to enhance the normalization of relations with Israel; and the failure of nations other than United States and Israel to deal with the problem of international terrorism.

Admiral Poindexter observed that the Administration felt every avenue toward peace must be explored because it was important both to the United States and to the free world that peace be established in the Middle East. He said he recognized the different opinion of the Jewish community and also the fact that Israel was under severe financial pressures. On Egypt, Admiral Poindexter pointed to the threat of fundamentalism there, as in other parts of Arab world, and said President Mubarak had problems that should be appreciated. The United States, he suggested, could not tolerate the growth of extremism in the region. On Lebanon, he said the Administration did not accept the Syrian compact with the Lebanese militias but, because the situation was so confused, realistic choices were extremely limited.

Shcharansky Is Freed

On February 11, the Soviet Union released Anatoly Shcharansky after nine years of imprisonment and permitted the Jewish activist to emigrate to Israel. Jewish communities around the world rejoiced. Speaking for the Presidents Conference, Mr. Bialkin said: "Our joy at Anatoly Shcharansky's freedom is matched only by our gratitude to President Reagan and Secretary Shultz for their unremitting and ultimately successful efforts to win his release. Their commitment to the cause of Soviet Jewry merits our deepest appreciation." He continued:

"We pray that Mr. Shcharansky's departure for Israel will be the harbinger of better things to come from the Soviet Union: more visas for Jewish refuseniks who have waited, many of them, for up to 20 years to emigrate to Israel, including Iosif Begun and Ida Nudel; an end to the harassing and hounding of Jewish activists; and an opening of the gates for the hundreds of thousands who have requested and received invitations from Israel to join their families there.

"If the departure of Mr. Shcharansky signals a rethinking of the Soviet position on human rights, such a development would be warmly welcomed by all Americans. Until then, we will continue our efforts to call to world attention the consistent violations by the Soviet Union of the solemn commitments which it made in signing the Helsinki accords more than 10 years ago."

The Presidents Conference chairman also rejected the notion that the Shcharansky release might signify a broader change in Soviet policy towards Jews and thus soften American Jewish pressure on the USSR. "On the contrary," he said, "it shows there is hope only in keeping the pressure on the Soviets. They clearly have not changed their attitude on human rights."

At a Presidents Conference meeting celebrating Mr. Shcharansky's freedom, Arye Dulzin, chairman of the Jewish Agency Executive and of the Presidium of the World Council on Soviet Jewry, said: "The lesson of his release is that we should never give up our struggle and efforts to free the other Prisoners of Zion and help all other Soviet Jews seeking emigration to Israel."

Another speaker at the meeting was Morris Abram, chairman of the National Conference on Soviet Jewry, who pointed out that Mr. Shcharansky's departure to the West was the result of "quiet diplomacy" by the Reagan Administration as well as the public campaign of protest in the United States and other lands. He called for "keeping up the pressure" to give the Presi-

dent the backing he needed when he negotiated with the Soviet Union. Congress should demand that the issue of Soviet Jewry be brought up at the Reagan-Gorbachev summit meeting scheduled for later in 1986, Mr. Abram said.

White House Briefing

A special White House briefing for the Presidents Conference on March 5, 1986 brought together some 100 representatives of member organizations with top Administration officials headed by President Reagan.

The President opened his remarks with an appeal for support of his request for \$100 million "in aid to the democratic resistance forces in Nicaragua." He spoke of the "ties to terrorist groups in the Middle East" of the Sandinistas, which he said "go back more than a decade-and-a-half." Mr. Reagan added:

"Thomas Borge, Nicaragua's Minister of the Interior, was one of many Sandinista Communists to train in PLO camps in Lebanon and Syria and Libya. To quote Borge's own words: 'We say to our brother Arafat that Nicaragua is his land and the PLO cause is the cause of the Sandinistas.' Yasir Arafat returned the compliment saying, 'The triumph of the Nicaraguans is the PLO's triumph.' Or listen to what the Sandinista communists say about Qaddafi whom they call 'our great friend.' Borge again: 'Our friendship with Libya is eternal. Libya is a people which, in accordance with our experience, has developed solidarity without frontiers.'

"Qaddafi, meanwhile, has been openly sending them millions of dollars of arms, because, he says, the Nicaraguan Communists fight with Libya. 'They fight America,' he put it, 'on its own ground.'"

The President continued: "The Sandinista Communists have matched their words with actions, joining the PLO in terrorist assaults in the Middle East, including the attempt to overthrow the Hussein Government and the hijacking of an El Al airliner. The Sandinista terrorist killed in the El Al hijacking, Patrick Arguayo Ryan, is revered as a hero by the Nicaraguan government. They even named a large power dam after him.

"The Nicaraguan Communists desecrated Managua's synagogue and drove the small Jewish community into exile. Isaac Stavisky, who was there, tells of the anti-Jewish Sandinista graffiti: 'Death to the Jewish pigs,' with red and black FSLN initials next to it, and 'Beware Sandinista justice.'"

Mr. Bialkin, in response, began by thanking the President for his role in winning freedom for Anatoly Shcharansky, which he said was due "primarily, if not exclusively — to the continued efforts of the United States in support of Avital Shcharansky and her movement, and the movement of all freedom-loving people. Anatoly Shcharansky is free," he said. "We thank you for that."

On Nicaragua, Mr. Bialkin said: "I do want to say that we admire your defense of freedom and your condemnation of terrorism. Your eloquent plea for the contras, to support freedom and democracy in Central America, to preserve the ability to maintain a decent and balanced society, to keep Central America in freedom's camp, has touched many of us and will find resonance in our community." He continued:

"As the chairman of the Conference of Presidents, I would lose my job if I said the whole Conference speaks as one in supporting you. But I do know from my own experience that while there may not be unanimity — there never is in a democracy and I assure you we're a democracy — I believe that the overwhelming sympathy and support of the American Jewish community rides with freedom, rides with the defense of those who wish to fight for their freedom and would support you in your interested and objective and principled effort in that end.

"We appreciate and support your strong condemnation of terrorism. Your support for the right to react to terrorist outrage is appreciated by all of us, as is your principled and moral and sentimental support for Israel. We know that the fight to repel terror, to defend Israel and to promote peace leads to concern—and you know that we have a concern—about further arming Arab countries, even those who call themselves moderate who do not support the peace process. We recognize it's a complicated issue. We do urge that if arms are to be sold they should be sold only under circumstances where you have reasonable assurances and are fairly confident that the recipients of those arms will move in the direction of peace.

Mr. Bialkin continued:

"The time has come for the abandonment of the rejection of Israel. The Arab countries, including the moderates, stand on a rejectionist platform. We hope that with your effort and with the pressure and enticement that arms may involve, Mr. President, you can get them to move toward abandoning their rejection of Israel's right to exist and move toward negotiation.

"The principal barrier to peace is that rejection. The threat of assassination and terrorism is something we can't stand. Respectfully, we urge that the time has come in the Middle East for emphasis on economic development and on positive measures to live together. If Egypt and Jordan and Israel can develop a joint economic plan, that may bring peace faster than the sale of arms."

In a brief rejoinder, President Reagan said his Administration was "pledged to the fact that we will never allow Israel to lose its qualitative or quantitative edge by anything we do in that regard."

[Asked during a question-and-answer period later in the briefing about the President's statement, Assistant Secretary of State Richard W. Murphy said the pledge to keep Israel's "quantitative edge" did not apply to all Arab states but rather to those with whom Israel might be likely to come into direct conflict.] Also speaking at the briefing session were Alan Keyes, Assistant Secretary of State, Bureau of International Organization Affairs; Assistant Secretary Murphy; Donald T. Regan, chief of staff to the president; Herbert Stein, senior fellow of the American Enterprise Institute; and Ambassador Robert B. Oakley, the State Department's counter-terrorism expert.

On Foreign Travel

Late in March Senators Gary Hart (D., Colorado) and J. Bennett Johnston (D., Louisiana) postponed a 10-day trip to the Middle East after being cautioned by the Administration against traveling abroad. Senator Hart said Administration sources told him his trip to Egypt, Israel and Jordan would "divert limited security resources." Senator Johnston said the Defense Intelligence Agency "strongly advised" him to "cancel the trip to Israel for security reasons."

The Presidents Conference deplored that warning. "The interruption of foreign travel is exactly what terrorists want, and the surrender to terrorist threats gives them the victory they seek," Mr. Bialkin declared in a statement, adding:

"Our government acted wisely and properly in repelling Libyan attacks in the Gulf of Sidra. By crossing the so-called 'Line of Death,' American naval forces demonstrated how empty were Muammar Qaddafi's threats and how meaningless his rhetoric. Having achieved its purpose, the United States now foolishly dissipates that achievement by permitting itself to be intimidated by Qaddafi's incoherent promise of reprisals.

"Such surrender demonstrates a weakening of American resolve to resist terrorism. It is exactly the wrong signal to send to the world and to terrorists everywhere. We deeply regret the unwarranted action of the Government in discouraging Senators Hart and Johnston and other members of Congress from visiting Egypt, Israel and Jordan for fear of Libyan terrorist attacks. The policy of the Government should be reversed."

Prime Minister Peres at the Conference

At a meeting with the Presidents Conference on April 3, after conferring with the President and high Administration officials in Washington, Prime Minister Shimon Peres of Israel warned that "the whole Middle East can burst into flames" unless the looming "economic catastrophe" in the region were averted. "The economic issue is becoming the most urgent issue in the Middle East," Mr. Peres asserted. The Prime Minister said that Egypt, Jordan, Syria and Lebanon were heading toward an economic disaster and that their foreign currency reserves were alarmingly low.

Emphasizing that economic stability in the region was necessary to create a positive atmosphere for a peace settlement, Mr. Peres said that in his talks in Washington he had discussed a "Marshall Plan" for the Middle East sponsored by the European countries and Japan. "I found the response in Washington to the plan positive and responsible," he told the Conference.

The Israeli leader expressed satisfaction with his visit and his talks with top Administration officials. The Administration, he said, was firmly behind Israel's efforts for economic recovery and economic independence, and had agreed to increase American purchases of Israeli goods and services. Washington was also receptive to Israel's request that the U.S. increase purchases in Israel for its forces in Europe, he noted.

"We have now reached such a good set of relationships between Israel and the U.S. that it is almost hard to imagine," Peres said. He described in glowing terms the warmth he encountered from President Reagan and from other U.S. officials. He praised Secretary of State Shultz in particular, calling him "an extraordinary human being and friend of Israel."

America Bombs Libya

On the night of April 14, 1986 American warplanes launched a retaliatory raid on Libya for the bombing of a Berlin nightclub in which American servicemen were killed. In a telegram of support to President Reagan, Kenneth J. Bialkin declared:

"Your firm action against Libyan-sponsored terrorism should be supported and understood by all Americans and by friends of freedom and democracy everywhere. We appreciate that you are reluctant to use force, but there are circumstances when diplomacy and international cooperation are insufficent to deal with lawless and cynical conduct. Regrettably, the use of force has become necessary to punish terrorists.

"We support your policies in defense of freedom and in rejection of intimidation. Only when international terrorists are made to realize that they must pay for lawless conduct and are accountable for the consequences of their acts will there be a return to the rule of law. Until then, your efforts should be appreciated by all of us who understand the dangers of appeasement.

"We also express our appreciation to the government of the United Kingdom for its understanding and support, and wish to express our disappointment with the government of France, which has not yet come to recognize that international terrorism must be faced with determination."

In reply, the President wrote to express his thanks for the Conference's message of support, noting that while Americans were "slow to anger and reluctant to use force...our love of peace must never be mistaken for fear to act."

Three days later a young woman was arrested at London's Heathrow Airport after seeking to board an Israel-bound El Al jumbo jet with a large amount of plastic explosives concealed in her luggage. (Before the end of 1986 an Arab terrorist linked to Syria was found guilty of attempting to bomb the El Al airliner, and

THE WHITE HOUSE

May 22, 1986

Dear Mr. Bialkin:

I want to thank you for your message of support for our recent actions to counter and deter international terrorism.

Our response puts on notice those who openly advocate and carry out acts of violence against the United States. We Americans are slow to anger and reluctant to use force. By tradition and temperament, we seek to resolve even the most intractable conflicts by the steady application of diplomacy and reason. But where these fail, and a government targets this nation or its citizens for terror, our love of peace must never be mistaken for fear to act. We will do what is necessary, unilaterally or in concert with others, to defend our people and our way of life.

Again, thank you for this demonstration of love for America. It means a great deal to me, and even more to the fine men and women in our Armed Forces. God bless you.

Sincerely,

Ronald Rogan

Mr. Kenneth J. Bialkin Chairman Conference of Presidents of Major American Jewish Organizations 515 Park Avenue

New York, New York 10022

How to Combat Terrorism

By Kenneth J. Bialkin

One of the most fashionable criticisms of the new American policy of responding to terrorism with force is that it fails to address "the underlying cause" of terrorist violence. Underlying causes should certainly be treated whenever possible, but those who urge understanding as an alternative to a military response err in several respects.

First, we must not be diverted from dealing directly and swiftly with terrorists when they can be identified and found. Those who would divert attention from the assassin and bombthrower weaken international resolve to punish lawlessness and prevent a breakdown of world order. Just as we do not delay law enforcement in order first to understand the psychological deprivations that motivate criminals, so we must not delay our response to terrorism.

Second, while some who counsel examination of underlying causes may indeed be sincere, others who do so have a political agenda.

Consider those who suggest that international terrorism would go away if only some solution could be found to the Palestinian problem. They argue that less hatred would be directed at Americans if the United States were

Kenneth J. Bialkin, a lawyer, is chairman of the Conference of Presidents of Major American Jewish Organizations and national chairman of the Anti-Defamation League of B'nai B'rith.

less supportive of Israel and more understanding of Arab concerns. It is an argument that misstates history and implicitly condones terrorism as a tool of international relations.

In fact, the United States has never given total support to Israeli policies. Instead, we have sought to maintain credibility and cordiality with both sides in the Arab-Israeli conflict, often to the frustration and despair of both. In 1956, 1967, 1973 and 1982, American restraint prevented Israel from exploiting opportunities that might have given it a considerable advantage in future conflicts. Further, the United States' concern for its relationship with the Arabs has effectively prevented us from insisting that they accept Israel's right to exist in the Middle East.

The real reasons for terrorist anger at the West are much more complicated — rooted in Arab radicalism, religious fundamentalism, frustrated nationalism and xenophobic hatreds. A "solution" to the Israeli-Palestinian conflict would do nothing to end the terrorism inspired by Shiite radicalism, the Iran-Iraq war or the East-West tensions in the Persian Gulf. More likely, such a solution would only reveal the vast disarray of the Arab world and accelerate the clash of religious and national differ-

Finally, those who argue for looking at underlying causes usually have the wrong causes in mind.

The common denominator of terrorism is the training and arming of terrorists — elaborate preparation that requires considerble sums of money. Who provides that money? We can trace it back. Most non-state terrorism can be attributed to one or another faction of the Palestine Liberation Organization, or to other groups, such as the Red Brigades and the Baader-Meinhof gang, that it has trained and supported. P.L.O. funding, it is known, comes largely from Saudi Arabia — "insurance" extorted by the Palestinians — Libya and Syria, among other places.

Why is so much money required? Terrorists are rarely fanatic religious idealists intent on suicide. Quite the contrary, very few of those captured are suicidally inclined. Much more often, they are mercenaries or misguided youths who have been drugged or otherwise manipulated by guerrilla leaders. Cut off their funding, and terrorism will abate.

"Moderate" Arab states like Saudi Arabia must be convinced to stop their payments. America's friends and allies must deny political and economic support for those who countenance terrorism. The Soviet Union, which maintains cordial relations with Libya, Syria and the P.L.O., should be made to see that it too suffers from international terrorism, which freezes travel and commerce and destabilizes political relations.

Something must be done about the ambivalent reaction of these nations and groups — and of anyone else who does not appreciate the need to move forcefully against international terror. By their ambivalence, they contenance and even encourage terror. It is one underlying cause that we cannot afford to neglect.

The New York Times - May 11, 1986

Great Britain broke diplomatic relations with Damascus.)

On May 7 members of the Conference were given a unique opportunity for an open dialogue with the ambassador-designate to Egypt, Frank Wisner, before he took up his new post. At a luncheon, the career foreign-service officer pledged his efforts to strengthen the peace between Israel and Egypt while regenerating the peace process between Israel and her Arab neighbors.

Rumors of War

Two days later, at a meeting with the Presidents Conference, Israeli Defense Minister Yitzhak Rabin used the occasion to strongly deny a spate of new reports that fighting might soon break out between Israel and Syria. The Israeli leader told the Conference: "The best war is the one that is prevented. We are not interested in escalating tension in the region but in deterring hostilities. We want President Assad to know that Israel is capable and ready to deal with terrorism and hostile action from Syria, but we seek no confrontation."

The Israeli Defense Minister rejected reports of imminent hostilities in the region, asserting: "Our policy is to cope with terrorism, but not to seek war." He told the Presidents Conference:

"President Assad has issued a public call to increase



Israel's Defense Minister, Yitzhak Rabin, briefs the Presidents Conference. Seated: Kenneth J. Bialkin, Yehuda Hellman.

terrorism against Israel. The planning and preparation of the attempt to bomb an El Al plane bound for Israel from London on April 17 was carried out by a body that belongs to the Syrian intelligence establishment, and I have no doubt that the decision was taken not at the lowest levels. Nevertheless, it is our policy not to initiate any escalation of tension in the region."

Mr. Rabin said Arab terrorism could be "wiped out entirely" were it not for the support — financing, arms, diplomatic cover, safe houses and other assistance — that terrorist groups receive from Iran, Libya, Syria, Saudi Arabia and others. As long as such support continues, he said, "Israel will remain the target of terrorism. I believe our people understand that and are prepared to live with it, as they have for 100 years."

Sharansky in New York

On the occasion of his first visit to the United States, Natan Sharansky (who had taken the Hebrew name to replace the Russian Anatoly) addressed the Conference of Presidents May 12 at an overflow meeting of more than 200 leaders of Jewish organizations and Soviet Jewry activists.

In introducing Mr. Sharansky to the gathering, Mr. Bialkin said in part: "We do not know why it is that the Soviets finally freed Natan Sharansky. We do know that for the last 10 years and more, his wife Avital conducted a campaign that teaches us a great and unforgettable lesson: In the struggle for rights and freedom, one never gives up, even when the outlook is utterly bleak, even when the world is against you, even when there is no place to turn. Avital and those who sustained her during that period never gave up. And we too will never give up.

"Natan Sharansky is now added to that list of men and women who have moved from prison to freedom. Having crossed the line, he speaks to those who struggle still and cry out for the freedom of all those still left behind: Vladimir Slepak, Iosif Begun, Ida Nudel, Vladimir Lifshitz and thousands of others.

"Our community is varied, but we are united in support of Soviet Jewry, in support of the freedom of our brothers and sisters to live as Jews and to be free to leave. As a united Jewish community, our message to our friends and brothers, to our representatives in the Congress, to the leaders of the Soviet Union and the world is simply this: There will be no yielding, no concessions, no interruption in the struggle in which we are engaged to free Soviet Jewry. We will not bow to those who want to repeal the Jackson-Vanik Amendment. We will make no unilateral concessions. And we will not cease until the Soviets move to release all of our Jewish brothers and sisters who yearn to be free."

Mr. Sharansky thanked the Jewish leaders for all their support on behalf of Soviet Jews. He declared: "Without your support, without your solidarity, we could never survive and hundreds of thousands of Soviet Jews could never join their people in Israel."

He also stressed the importance of maintaining open pressure on the Soviets, adding: "For us Jews there is no choice." The USSR, he said, would "never open the doors for 400,000 Soviet Jews until the losses which they will have and the danger for them if they don't open the gates are greater than if they did permit the Jews to emigrate."

During a lively question-and-answer period that followed, Morris Abram, chairman of the National Conference on Soviet Jewry, asked Mr. Sharansky for his views on the Jewish community's strategy of "demonstrations and tremendous pressure on the outside, and quiet diplomacy at the top." The Soviet Jewish hero replied:

"Of course I fully agree with it, but the President of the United States of America, like other political leaders, really must find a good balance between quiet diplomacy and open pressure. If we Jews start dividing our efforts between quiet diplomacy and open pressure, the Soviets will always have hope to deceive us. During my imprisonment I was told by my friends — and I saw it in the press — that before the summit meeting with Gorbachev, our Jewish community became in some way divided. There were many voices. People went to Moscow and said, now we have very good signs and everything will be okay soon. Then many demonstrations were cancelled.

"This was a very serious mistake. President Reagan has the right to decide at what moment to stop his diplomacy, but we Jews do not have such options. I do hope we won't repeat this mistake before the next summit meeting. Yesterday, speaking at the reception by Mayor Koch, I said that 400,000 Soviet Jews are now in prison in the Soviet Union. Let 400,000 American Jews meet Mr. Gorbachev in Washington when he comes!"



A beaming Natan Sharansky accepts the applause of Conference members as he takes the podium at 515 Park Avenue. Seated left to right: Israel Consul-General Moshe Yegar, Morey Shapiro of the Union of Councils for Soviet Jews, Kenneth J. Bialkin, Yehuda Hellman and Morris B. Abram.

Mr. Sharansky concluded his message to the Jewish community representatives by declaring: "It's very important that the Soviets have no illusions, that they understand that we Jews, the American people and the American President will never sacrifice the interests of our brothers in Russia."

[An illustrated report on the meeting, containing Mr. Sharansky's statement, Mr. Bialkin's welcome and the question-and-answer session that followed, was later published by the Conference of Presidents.]

Greeks Bearing Gifts

An invitation to travel to Greece as the guest of major Greek shippers, cruiseline owners and others was rejected by Presidents Conference chairman Bialkin in a letter dated May 21 to Andrew A. Manatos of Washington, a lawyer representing various Greek-American groups.

"While I would very much enjoy a visit to Greece," Mr. Bialkin wrote, "I am unfortunately unable to accept your kind invitation. The Government of Greece in recent years has followed a pattern of pro-PLO and anti-Israel activity which has distressed many of us who are friends of Israel and who have been concerned with attitudes which fail to appreciate the harm done by the PLO in so many ways."

While acknowledging that the Greek Government had recently shown "signs of greater balance and an inclination towards a warming of relations with Israel, especially in the area of tourism — a very positive development that I would very much encourage," Mr. Bialkin stated:

"However, until there has been some greater demonstration that this change in attitude reflects a conviction that the Greek Government wishes to reestablish the former friendship and cordiality that existed towards the State of Israel, it would not seem appropriate for those of us in the organized Jewish community to accept the hospitality of your clients at this time. I do want you to know that I very much appreciate the invitation and hope that it will be possible to accept it on another occasion."

A New Chairman and Executive Director

On June 10 Morris B. Abram of New York, a lawyer and chairman of the National Conference on Soviet Jewry, was elected by acclamation to a one-year term as chairman of the Conference of Presidents effective July 1, 1986. He succeeded Kenneth J. Bialkin, who had served the customary two one-year terms. Mr. Abram, a former president of Brandeis University, resigned as vice-chairman of the United States Commission on Human Rights, to which he had been ap-



Morris B. Abram



Malcolm I. Hoenlein

pointed by President Reagan, upon his election as Presidents Conference chairman.

At the same meeting, the Presidents Conference voted unanimously to approve the appointment of Malcolm Hoenlein as executive director, succeeding the late Yehuda Hellman. Mr. Hoenlein came to the post after serving for nearly 10 years as executive director of the New York Jewish Community Relations Council, a position he had held since the organization was founded in 1976. Earlier he was the founding executive director of the Greater New York Conference on Soviet Jewry.

On Keeping Jackson-Vanik

Shortly after Natan Sharansky's visit to the United States, some news media carried stories reporting that — as a gesture to the Soviet Union aimed at promoting trade and better relations — support was developing for repeal of the Jackson-Vanik Amendment, which denies most-favored-nation trade concessions and commercial credits to Communist [nonmarket] countries that deprive their citizens of the right to emigrate. Mr. Sharansky himself rejected this course of action.

To make clear that the Jewish community strongly supported retention of Jackson-Vanik, a joint statement was issued by the Conference of Presidents, National Conference on Soviet Jewry, Union of Councils of Soviet Jews, Coalition to Free Soviet Jews, Center for Russian Jewry (with the Student Struggle for Soviet Jewry) and World Jewish Congress. The full statement — an unprecedented expression of unity by all the groups working for Soviet-Jewry — read:

"The Jackson-Vanik Amendment, which is known as the Freedom of Emigration Amendment to the Trade Reform Act (1974), reflects U.S. commitment to the fundamental principle of free emigration, a principle on which American society was built. The Amendment denies favorable trade status and commercial credit to the Soviet Union and other Communist countries that restrict emigration. The Amendment provides that its restrictions may be waived, year by year, if the President and Congress find that there is a significant change in these restrictive policies. The Amendment remains the clearest and most effective expression of that commitment as it pertains to the rights of Soviet Jews and others.

"The campaign for and passage of the Freedom of Emigration legislation was instrumental in the release of many tens of thousands of Soviet Jews. Frequent Soviet complaints about the Amendment demonstrate that it remains a key lever for future progress on behalf of these human rights.

"Jackson-Vanik imposes no limit or ceiling on U.S.-Soviet trade. Furthermore, any financial disadvantages the Soviets incur by reason of less favorable tariffs and lack of credits can be suspended by Presidential waiver, earned annually. The Amendment permits U.S. trade concessions to flow so long as the emigrants flow. Hence, Jackson-Vanik enshrines as law the flexibility that its opponents have argued can be achieved only through modification or repeal. It ensures a continuing incentive for the granting of emigration rights.

"Despite some well-publicized cases affording freedom to a small number of individuals, there has been no sign of any change in the repressive policies of the Soviet Union. In fact, emigration of Soviet Jews diminishes while persecution of Jewish cultural activists and would-be emigrants increases.

"We vigorously reiterate our support for the principles and the policies represented by the Jackson-Vaník Amendment and affirm that we would strongly oppose any legislative effort to repeal or modify it. The Soviet Union must be shown that unless and until it has complied with the terms of the Amendment, U.S. policy will remain as it is. There is no room for unilateral gestures until the Soviets show that they are willing to abide by the rules protecting those human rights to which they gave their pledge at Helsinki. We look for significant changes, including major steps to resolve the refusenik and prisoner-of conscience issues, ending the present harassment of emigration applicants and study group participants and, of course, a very substantial climb in yearly levels of emigration as envisioned by Senator Jackson."

MFN for Romania

While the Jackson-Vanik Amendment also applies to Romania, the Presidents Conference has over the past number of years supported the year-by-year waiver provision that permits Romania to enjoy most-favored-nation status in its trade relations with the U.S. On June 10, Alfred H. Moses of Washington presented testimony to the Subcommittee on Trade of the House of Representatives in the name of the Conference of Presidents stating in part:

"Emigration procedures have been simplified, the waiting period for persons seeking passports to emigrate has been reduced and the backlog of applicants seeking passports to emigrate to Israel has decreased. As a result, over the last six years roughly 25 percent of the Romanian Jewish community has left for Israel."

For these reasons, he said, and despite "shortcomings in Romania's human rights policy and the burdens Romania continues to place on persons seeking to emigrate," the Presidents Conference favored granting a waiver under the Jackson-Vanik Amendment.

Mr. Moses also noted that the number of permissions to emigrate was "down considerably this year," adding: "This troubles us. We communicated these concerns last week to the Romanian government through its ambassador in Washington and have received assurances that the numbers for June and the rest of the year will show an increase." He also noted that there were no restrictions against the free exercise of Jewish religious life in Romania, that a number

of important synagogues had been restored under the leadership of Chief Rabbi Moses Rosen and that the Federation of Jewish Communities "maintains an extensive support system throughout Romania for the remaining, largely elderly, Jewish communities," including kosher kitchens, old age homes, and ritual baths. There is also religious instruction for children, he said.

Moreover, he added, "outcroppings of anti-Semitism that appeared in the government-controlled press a few years ago have not reappeared." The Presidents Conference representative concluded: "Admittedly the record is not all one-sided, but the alternative to extending most-favored-nation status is to snuff out the best means at our disposal to influence conditions in the country for the better."

[Later in the year, the Presidents Conference did not testify at Senate hearings on MFN for Romania as a signal of concern over continuing anti-Semitic incidents in Romania.]

Arms for Saudi Arabia

Early in June the Administration-proposed arms sale to Saudi Arabia — minus the supply of Stinger missiles that had originally been part of the package — went before Congress. Strong and articulate Congressional opposition defeated the measure in both House and Senate but failed to override a Presidential veto. Commenting on President Reagan's narrow victory, Mr. Bialkin observed:

"The action of the Senate in sustaining by only one vote President Reagan's veto of the Saudi arms package sends a double message. To the rulers of Saudi Arabia, it says: stop funding Palestinian terrorism and start supporting our country's interests in the Middle East. To the President, it says: the time has come to demand that the Saudis play their long-promised role as a 'positive force' in promoting Arab-Israel peace and thus demonstrate that they are — as the Administration claims — Arab 'moderates.'

"Our country has been generous and patient with the regime in Riyadh. The hour is long passed for the Saudis to deliver on their promises to America."

Meetings in Israel

In mid-June Mr. Bialkin flew to Israel for meetings with key members of the Government, the American ambassador and a number of the country's business leaders. A major subject of discussion was the future of the Lavi project — the American-financed, made-in-Israel jet fighter-bomber, about which serious differences had arisen between Washington and Jerusalem concerning costs. In a report to the Conference of Presidents, Mr. Bialkin expressed dismay at the evidence he saw and heard in Israel of heightening tensions among various groups.

On his return, Mr. Bialkin issued this statement commenting on the order by Interior Minister Peretz that the word "converted" be stamped on the identity card of any convert who immigrates to Israel: "The internecine struggle in Israel — now intensified by the mischievous and unacceptable order requiring the legending of Jews according to the quality of their Jewish origin — does serious harm to the unity of the Jewish people and thus threatens the support that Israel enjoys from every quarter of the Jewish world.

"Israel's friends everywhere are deeply disappointed by all those actions, whether from the left or from the right, that divide the Jewish community and that challenge the Jewish tradition of tolerance, understanding and respect for the rule of law."

On June 27, in a telegram to Prime Minister Peres, the Conference of Presidents expressed "unanimous support of your efforts to heal the alarming breach of unity among Israel's people." Mr. Bialkin released the text of a cable he had sent to the Israeli leader, following a meeting of the Presidents Conference, that declared:

"In behalf of the 40 constituent members of the Conference of Presidents of Major American Jewish Organizations, I am sending you this message to express our unanimous support of your efforts to heal the alarming breach of unity among Israel's people, as manifested by recent outbreaks of violence — the burning of bus stops and the horrifying reprisals against synagogues and yeshivoth, desecrations that have shocked and appalled us all.

"We therefore applaud your efforts to foster a sense of klal yisrael and ahavath yisrael in the life of the Jewish community, and to condemn and isolate those forces, whether on the left or on the right, that divide the Jewish people and that challenge the Jewish tradition of tolerance, understanding and respect for the rule of law."

MISSION TO ISRAEL

A 68-member delegation of the Presidents Conference — including presidents of member organizations, executive directors and spouses — arrived in Jerusalem on December 1, 1985 to begin an intensive series of meetings with Israel's top government officials and leading private citizens.

At a reception that evening, the group was warmly greeted by Dr. Yossi Beilin, secretary of the Government; Avraham Burg, advisor to the Prime Minister on diaspora affairs; Sholomo Gazit, director-general of the Jewish Agency; and Moshe Gilboa, director of the World Jewish Affairs division of the Foreign

Ministry, who was instrumental in arranging the mission's agenda.

A surprise guest at the event was Thomas Pickering, who had taken up his new post as United States Ambassador to Israel just a month earlier. The ambassador greeted the mission by reporting that, following a cabinet meeting earlier that day, Prime Minister Peres had issued a statement apologizing to the U.S. in the case of Jonathan Pollard, an American Jewish civilian employee of the Navy Department identified as a spy who had sold American military secrets to Israel. Ambassador Pickering told the group that Secretary of State Shultz had immediately expressed his satisfaction with the apology, in which the Prime Minister declared that the episode was counter to Israeli policy and promised both to break up the unit responsible and punish those guilty of violating directives of the Israeli government.

The First Day

Mr. Peres was the first Israeli official to meet with the delegation the following morning in the Jerusalem Hilton. In a candid question-and-answer session, the Prime Minister told the mission that the Pollard case was a singular, isolated incident that had created an unfortunate and regrettable situation representing a breakdown of policy that would be investigated so that it was never repeated. Mr. Peres revealed for the first time that he had had a half-hour telephone conversation with Secretary of State George Shultz at 3:00 a.m. the previous morning during which the Pollard issue was discussed. Mr. Peres also said the political and strategic liaison between Israel and the United States was as strong as it had been before the incident occurred.

In response to questions, the Prime Minister then gave his views on a number of key issues affecting Israel. Despite the dispute over Taba and other problems, Egypt appeared eager to develop a warmer relationship with Israel, he said, but King Hussein continued to be vague and non-commital about coming to the peace table. Israel's main adversary, Mr. Peres said, was Syria, which was intent on derailing any efforts to set up direct peace negotiations between Jordan and Israel.

The Prime Minister also asked support of his proposal to declare a 10-year moratorium on the divisive issue of "Who Is a Jew" and efforts to amend the Law of Return. He spoke of the need to continue the struggle for the right of Soviet Jews to emigrate to Israel, emphasized the importance of strengthening Jewish education and urged the delegates to encourage every American Jew "to visit Israel at least once."

Discussing Israel's economy, Mr. Peres cited highly encouraging statistics showing a drop in the inflation index, reduction in the foreign trade deficit and relatively low unemployment. He gave credit for these successes to the people of Israel, who he said had paid



New York Times correspondent Thomas Friedman takes questions from members of the Conference mission to Israel. Standing: Howard M. Squadron, former Presidents Conference chairman.

for this progress at the cost of an average reduction in their real income of 25 percent. Mr. Peres was also unstinting in his praise of the United States for its assistance during difficult times.

Later that morning, David Kimche, director-general of the Foreign Ministry, and several of his colleagues conducted a confidential briefing for the mission in which he reported a "changing atmosphere between Israel and the Arab world. Today the emphasis is no longer that Israel will be thrown into the sea," he said. "There is, rather, a growing acceptance of the fact that Israel exists."

Following a luncheon that featured a lively exchange about the role of the news media in projecting Israel's image to the world with Thomas Friedman, Israeli bureau chief for The New York Times, and Ido Dissenchik, editor-in-chief of Ma'ariv, the delegation met with the Knesset Committee on Defense and Foreign Affairs. Abba Eban, chairman of the committee and a Labor Party leader, along with Dan Meridor of Likud and Yuval Ne'eman of Tehiya argued their parties' respective positions on the issue of the West Bank. Mr. Eban held that Israel must disengage itself from the Arab population of the West Bank and Gaza "in order to remain a Jewish state." Mr. Meridor and Dr. Ne'eman contended that Judea and Samaria were an integral and indivisible part of Israel and any territorial compromise would threaten the very survival of the nation.

Later that day, at a reception for the mission in his home, President Chaim Herzog expressed deep concern over what he called "the grave danger to the United States and to Israel posed by the racist doctrine enunciated by an individual who moved here from America" — an obvious reference to Knesset member Meir Kahane. The President declared: "Such beliefs negate Israeli democracy. It is difficult to understand support for such beliefs, which endanger security and



In the Knesset, left to right: Moshe Gilboa of Israel's Foreign Ministry, Kenneth J. Bialkin and Abba Eban.

the lives of Jews. How can we attack racism when the accusing finger can be pointed at us?"

The speakers that evening were Israel's Minister of Absorption, Yaacov Tsur, and the treasurer of the Jewish Agency, Akiva Levinsky. Both stressed the importance of aliyah from the West as well as from the Soviet Union and from North Yemen, Lebanon and Syria, where Jews were in danger. Mr. Levinsky conceded that Israel must improve its efforts to help new immigrants in practical terms, such as providing apartments and mortgages, "because what new immigrants find when they get here will determine in large part how many will follow."

The Second Day

The second day of the mission opened with a breakfast meeting with Colonel Ephraim Sneh, head of Israel's civil administration in the West Bank, who reported that Palestinians under Israeli jurisdiction were actually becoming more moderate in their views and actions. Recent terrorist attacks - in Cyprus, Barcelona and on the Achille Lauro — had helped convince Palestinians living in Judea and Samaria understand that "terror is counterproductive to their aims," he said, noting: "These attacks have resulted in local Palestinians actually criticizing the PLO for the first time." Col. Sneh cautioned, however, that West Bank Palestinians, disappointed because Jordan had not been forthcoming in the peace process, were sinking into pessimism, despair and apathy that could readily be transformed into violence.

After the breakfast meeting, members of the mission visited Ariel, a Jewish settlement on the West Bank, where they received a delightful welcome from schoolchildren waving little paper flags of Israel and singing Heveinu Shalom Aleichem. Inside, the children and their teachers had prepared a charming program of Israeli songs for their American guests. On the bus back to the Jerusalem Hilton, more than one delegate expressed warm praise for what they described as "the continuity of pioneering tradition" represented by the settlers.

News reports of the visit drew criticism from Yossi

Sarid, a Citizens Right Movement member of the Knesset, who said the delegation's presence in Samaria "could only be interpreted as identification with settlers and settlements," and represented a "political statement." Chairman Bialkin defended the visit at a news conference the following day, asserting his conviction that "any Jew should have the right to settle anywhere in our biblical homeland, and any other Jew should have the right to visit him."

Before leaving for Ariel the Presidents Conferencee group had been briefed by Defense Minister Yitzhak Rabin and General Ehud Barak, chief of Army Intelligence. Mr. Rabin stressed the fact that while Israel had been forced to cut its defense budget by \$650 million because of the economic crunch, the Arab nations had combined military budgets totalling \$29 billion. Gen. Barak had harsh words for the Arab arms build-up, especially by Syria. He reported that enlarged Syrian military forces were heavily equipped with the most modern Soviet tanks, aircraft, missile-carrying submarines and a variety of short- and long-range missiles.

General Moshe Levy, chief of staff of the Israel Defense Forces, also discussed military affairs with the mission, pointing out that the redeployment of Syrian forces near the Golan Heights was causing grave concern in Israel. Gen. Levy also expressed his dismay at reductions in the defense budget, which he said endangered the country's future security.

At a dinner that evening, Vice Premier and Foreign Minister Yitzhak Shamir addressed the delegation. In discussing the stagnant peace process, Mr. Shamir stated: "We must not judge King Hussein by his statements to the media. The more we call on him to come to the peace table, the more he distances himself from us and allies himself with other Arab rulers." Mr. Shamir went on to note, however, that "the King is preventing direct attacks on us from Jordanian territory and is keeping a close watch on the PLO presence in his kingdom."

That night several hundred Jerusalemites joined the mission at a Presidents Conference-sponsored sym-



Visiting Ariel, Presidents Conference mission is greeted by flagwaving Israeli youngsters. Kenneth J. Bialkin leads the way, followed by Mayor Nachman Ron.



In Beit Hanassi, President Chaim Herzog greets Kenneth J. Bialkin.

posium on "Israel and American Jewry: Reciprocity and Responsibility." One participant — Moshe Arens, Minister Without Portfolio and former Ambassador to the U.S. — suggested that when differences arose between the American Jewish community and the Israeli community, the two should attempt to "meet halfway." But he argued that "when it's a matter of life and death for Israel and a matter of marginal interest for the U.S., you've got to defer to us because our necks are on the line." An American viewpoint was presented by Howard Squadron, a former chairman of the Presidents Conference, who contended that American Iews could not be expected to remain silent on issues of Israeli security and foreign policy at a time when they were often encouraged to intercede with the makers of U.S. public policy and public opinion in dealing with such issues.

Other participants in the lively discussion were Rabbi David Hartman, professor of philosophy at Hebrew University; Jacob Stein and Julius Berman, former chairmen of the Presidents Conference; Yehuda Ben-Meir, formerly Israel's Deputy Minister of Foreigr: Affairs; David Sidorsky, professor of philosophy at Columbia University; and Simcha Dinitz, a member of the Knesset and former Ambassador to the U.S.

The Third Day

The final day of the mission opened with a breakfast meeting with Teddy Kollek, the longtime Mayor of Jerusalem, who spoke in serious tones of the "increasing conflict over religious issues in the city, not between Jew and Arab but between Jew and Jew." Speaking about another issue confronting him — the strong opposition to the construction of a Mormon Center on Mount Scopus — Mr. Kollek commented: "The Mormons have been coming to Jerusalem for almost two decades, and there has never been a conversion." He also pointed out that there were more than 40 non-

Jewish organizations in Jerusalem and wondered aloud why anyone should be afraid of one more, especially since the Mormons had vowed not to proselytize. Several members of the Presidents Conference delegation took issue with the Mayor on the Mormon issue.

Officials playing key roles in Israel's belt-tightening program to strengthen its economy met with the mission on its final day. Finance Minister Yitzhak Modai, speaking of the austerity plan begun in the middle of the year, said at least 12 more months of sacrifice were needed to avoid a return to inflation. He expressed confidence that the Israeli people had the necessary courage and persistence. To reach the point of economic independence, which he thought could be achieved in five or six years, Minister Modai said Israel would have to "cut to the bone" — freezing prices, cutting salaries, reducing purchasing power, increasing exports while lowering imports and shifting workers from service occupations to industry.

Histadrut Secretary-General Israel Kessar said he was upset and worried by the high rate of unemployment (then 7 percent), even as he voiced general satisfaction with the "package deal" to rescue the economy. A different concern was articulated by Eli Hurvitz, president of the Israel Manufacturers Association, who stressed the need to deal simultaneously not only with inflation but also with Israel's budgetary and trade deficits.

Ariel Sharon, Minister of Industry and Trade, said his goal was to double Israel's exports. These now stood at \$6 billion a year, up from \$5.6 billion the previous year; he urged the delegates to spread the word back home that Israel was "a good place to do business."

The mission then enjoyed a change of pace by visiting Mevasseret Zion, the country's largest absorption



In Mevasseret Zion, newly-arrived Ethiopian youngsters greet the Conference mission. Standing between them: Julius Berman, former Presidents Conference chairman.

center, outside Jerusalem. There the delegates met with recent immigrants, many of them from Ethiopia, and exchanged gifts with a group of Ethiopian children. After accepting a gift from them in gratitude for American Jewish help, Julius Berman, immediate past chairman of the Presidents Conference, spoke for the group when he said: "We came here to be inspired, and indeed we were."

The final session of the mission was a panel discussion dealing with social issues facing Israel. In the opinion of Yitzhak Navon, Israel's Deputy Prime Minister and Minister of Education and Culture, the widening schism between religious and non-religious Jews represented "the most serious element in the polarization of Israeli society." The Ashkenzi-Oriental gap was disappearing, he said, in part because of the 28 percent intermarriage rate between the two groups. Mr. Navon also spoke of Israel's Sephardim, such as the Moroccans, who he said tended to have large families in which many of the children drop out of school, become unemployable and get into trouble with the law. This situation, he said, was deteriorating, and carried with it a potential for violence.

Israel Katz, director of the Center for Social Policy Studies in Israel, criticized the reduction in the country's social service budget as being self-destructive, and the cutback in education funds as a serious mistake, contending that it flew in the face of Israel's hope to become more reliant upon its own people. He noted that 40 percent of Israel's budget went to debt service, 21 percent to social services and another 20 percent to defense.

Another speaker was Meir Shitrit, mayor of the development town of Yavne, who spoke of the heavy concentration of poverty among Israel's Oriental-Sephardi population. Much of the blame, he said, could be attributed to the loss of "self-responsibility" resulting from Israel's welfare state system.

On the eve of their return home, the members of the mission attended a farewell reception given by Ambassador Pickering at his home in Herzlia. In a statement on behalf of the Presidents Conference mission, Mr. Bialkin said:

"We leave Jerusalem with a sense of heightened appreciation of the dedication of the Government and the people of Israel to peace, to friendship with the United States and to the continuing responsibility of returning to Zion all those Jews in the Soviet Union and other lands who seek desperately to reach these shores.

"As Americans, we are particularly gratified that the Government of Israel acted promptly and vigorously to underscore the policy of not engaging in espionage against the United States and to apologize for the regrettable violation of that policy that became publicly known only a few days before our arrival. We hope this unfortunate episode is now behind us, and that both countries will pursue their common interests in

furthering democracy and freedom throughout the world.

"The commonality of those interests and values that has characterized the relationship of the United States and Israel in the past remains as strong as ever. We are confident that these ties will continue and grow.

"We return home strengthened in our commitment to the welfare of Israel and the unity of the Jewish people. The memories we take with us will serve as a continuing inspiration in our efforts to strengthen the bonds of friendship, of interest and of human aspiration that tie our own land, America, with the land of Israel."

The Case of Kurt Waldheim

In the early spring of 1986, former UN Secretary General Kurt Waldheim was a candidate in Austria's Presidential election when evidence linking him to Nazi war crimes was unearthed by the World Jewish Congress.

Documents made public by the WJC, as well as information provided by the Yugoslav and U.S. governments, revealed that the former U.N. official had lied about his wartime service with the German Army. As the weeks passed, more evidence came to light about Mr. Waldheim's involvement in the execution of Yugoslav partisans and the deportation to death camps of Greek Jews from Salonika.

Despite a stream of denials by Mr. Waldheim of complicity in the wartime events, the disclosures created an international furor and caused Israel to request the UN to turn over its War Crimes Commission files on the Austrian political leader to Ambassador Benjamin Netanyahu; this request was granted.

In a letter to UN Secretary General Javier Perez de Cuellar, Mr. Bialkin said the Presidents Conference was "gratified" that the documents would be made available to Israel. Later, as additional evidence regarding Mr. Waldheim's wartime role was discovered, the Conference urged Mr. Perez de Cuellar to make public all documents in the UN archives that would shed light on the charges.

Mr. Bialkin also wrote to Attorney General Edwin Meese urging the Department of Justice to place Mr. Waldheim on the "watch list" of persons barred from entering the United States. His letter stated: "There is no room in public life for concealment and deception by public figures, and any further delay in expressing our government's conclusions regarding Mr. Waldheim's activities during the war years and his efforts to conceal his true record would not seem warranted."

Ambassador Netanyahu's Views

On May 15 Israel's Ambassador to the UN, Benjamin Netanyahu, in a briefing to the Presidents Conference, charged that the failure of the United Nations to make public its files on 25,500 persons charged with serious war crimes constituted "the greatest lapse in the 100-year history of international justice." There was no reason, Ambassador Netanyahu said, why the confidentiality of the archives must be protected.

"The files were turned over by the International War Crimes Commission when it completed its work late in 1948," he told the Conference. "Some bureaucrats at the UN then decided they must be kept from the public, with only governments having the right to see them — and even then, the governments that inspect the files must respect the rule of confidentiality. Neither the War Crimes Commission nor any of the World War II allies in the Commission ever suggested that access be barred to the public.

"This is an absurd situation, based on a 1949 internal UN memorandum that served to seal the vault on a huge dossier of war criminals. Israel is now demanding that the bureaucratic decision of more than a quarter-century ago be revoked and that the public, scholars, international organizations and bodies such as Yad Vashem be allowed full access to the files."

Ambassador Netanyahu disclosed that Yitzhak Arad, director of Yad Vashem in Jerusalem, would meet with him and UN officials during the following week to discuss Israel's request to open the files and to seek further information on the 1,375 suspected war criminals whose files Israel had requested. "If the UN does not respond positively," he said, "I believe the damage to what is left of its credibility and prestige will be irreparable."

A week later, the Presidents Conference again wrote Attorney General Meese, again urging him to place Mr. Waldheim on the "watch list." Mr. Bialkin cited in his letter a 1948 UN War Crimes Commission report charging Waldheim with responsibility for the deaths of hostages held by the Nazis during World War II.

In Austria's run-off election on June 8 — no candidate had received a majority in the first election on May 4 — Kurt Waldheim was the winner. The following day the Presidents Conference issued a statement asking Attorney General Meese to continue his investigation of Mr. Waldheim's Nazi record. The statement read:

"Austria's people, having chosen as their President a former Nazi who witnessed and reported on Nazi war crimes, and lied about it, must now accept the consequences of their lamentable decision. But there is no reason for our own country to discontinue its investigation of the charges against the newly-elected Austrian President. Indeed, it is more important than ever that the Attorney General determine, in accordance with all of the evidence available, what Mr. Waldheim did and what he knew."

One positive result of the Waldheim affair was an agreement by the UN to furnish Israel with a list of the 25,500 suspected Nazi war criminals in its archives and to provide the actual files on any on the list that Israel might request.

The agreement was disclosed by Israel's Justice Minister, Yitzhak Modai, at a meeting with the Presidents Conference on June 15. Mr. Modai reported that he had met with Mr. Perez de Cuellar "to end the 42 years of silence that surrounded the UN's files on Nazi war criminals." He said he had stressed to the Secretary General that Israel wanted the names made known "for the sake of the six million Jews slaughtered by the Nazis, not on behalf of Israel or of the Jewish people."

YEHUDA HELLMAN

The Conference of Presidents suffered a tragic loss on May 17, 1986 with the sudden death of Yehuda Hellman, executive vice chairman of the Conference since its founding in 1959. Mr. Hellman, who was 66 years old, collapsed and died of a heart attack in St. Louis while addressing a meeting of the board of trustees of the Union of American Hebrew Congregations.

Two days later, at memorial services in New York, some 500 mourners heard a series of eulogies to the man who, in the words of one speaker, was the "foremost architect" of the Presidents Conference. The services were conducted by Rabbi Abraham Klausner of Yonkers, N.Y. Cantor Joseph Malovany of New York's Fifth Avenue Synagogue sang the *El Mole Rachamim*. Mr. Hellman is survived by his wife of 37 years, Aviva, a well-known novelist; a daughter, Dor-Lee Lebensart, of Jerusalem; a son, Jonathan, of Denver; and

three grandchildren. Mr. Hellman was buried in the Mount of Olives cemetery in Jerusalem on May 22 after a funeral service at Jewish Agency headquarters in Israel's capital that was attended by hundreds. His son recited the *Kaddish*.

Yehuda Hellman was born in Riga, Latvia, the son of Jacob Hellman, one of the pre-eminent Zionist leaders of Europe. As a young man he went to Palestine, where he continued his education and became fluent in Hebrew. During World War II he attended the American University of Beirut, from which he graduated in 1945. During his years in Beirut, Mr. Hellman was once briefly jailed by militant Arabs who suspected he was a Zionist spy.

In 1946 he came to the United States, where he covered the United Nations as a newspaper correspondent and lectured widely until he helped Dr. Nahum

Goldmann establish the Presidents Conference in 1959. During his 27 years of service with the organization, he worked closely with all 15 of its chairmen, beginning with Dr. Goldmann.

President Ronald Reagan, Israeli Prime Minister Shimon Peres and former Prime Minister Menachem Begin were among the dozens of government officials and Jewish leaders in America and Israel who paid tribute to Mr. Hellman.

Among those delivering eulogies at the memorial service in New York were Israel's UN Ambassador, Benjamin Netanyahu; Kenneth J. Bialkin, Presidents Conference chairman, and two former chairmen, Rabbis Israel Miller and Alexander Schindler; Richard Cohen, the spokesman for the Presidents Conference, who was Mr. Hellman's closest friend; and Mr. Hellman's son, Jonathan.

The Israeli consul general in New York, Moshe Yegar, read messages of condolence from Prime Minister Shimon Peres and Foreign Minister Yitzhak Shamir. "We will remember forever Yehuda's dedication, inspiration and Zionist zeal," Mr. Peres stated. A personal message to Mr. Hellman's wife, Aviva, was received from Mr. Begin, who expressed his "deep condolences" and said that Hellman had "devoted his life to the people of Israel and the security of its people."

Mr. Hellman's passing brought the business of the Presidents Conference to an abrupt halt, cancelling plans to meet with President Reagan in the White House. The President had reportedly planned to press Conference leaders to endorse his proposal to sell \$354 million in arms to Saudi Arabia. The proposed sale had been overwhelmingly rejected in both houses of Congress despite a decision by the Presidents Conference and the American Israel Public Affairs Committee not to fight the sale actively. The Administration had hoped to convince the Jewish leaders to encourage enough Senators to change their vote to sustain a Presidential veto. [The veto was ultimately sustained.]

At the memorial service Mr. Hellman was remembered as the leader who, more than any single figure, has been responsible for turning the Presidents Conference into an organization that speaks to the U.S. government and the world as the unified voice of organized American Jewry on issues relating to Israel and the Middle East.

Recalling that Yehuda Hellman has been "very selfeffacing," Mr. Bialkin said: "I don't think he realized the importance that others in the community attributed to what he accomplished. Yehuda was a unique and invaluable asset to the Jewish community. His depth of understanding and rich experience played a vital role in bringing the Conference to its present status as the pre-eminent voice of American Jewry on issues affecting the security and dignity of our fellow-Jews abroad."

Many speakers noted that in all his years with the Presidents Conference, Yehuda Hellman strove to give his chairmen the highest possible public profile, while he led the task of forging from among the diverse membership of the Presidents Conference the necessary American Jewish unity in dealing with a variety of Presidents and Administration officials.

"In years to come, Yehuda's role as the foremost architect of the Presidents Conference will be increasingly recognized," Richard Cohen said. "Yehuda was responsible for creating a marvelous vehicle that allowed us to speak to the leadership of America with one voice."

In a cable read at Mr. Hellman's funeral service in Jerusalem, President Reagan said the Presidents Conference "stands today as a monument to Yehuda Hellman's devotion to the Jewish people and to our American democracy."

At the funeral service in the courtyard of the Jewish Agency in Jerusalem, Yitzhak Shamir, Vice Premier and Foreign Minister of Israel, was among those who delivered eulogies. Mr. Shamir expressed his "deep sorrow at Yehuda's passing," adding: "Yehuda Hellman dedicated his life and energy to the Jewish people and the State of Israel."

In a message read at the funeral, Chaim Herzog, Israel's President, called Mr. Hellman "the moving spirit" of the Presidents Conference, "with many achievements to his credit on behalf of Israel in the United States." Another message was received from Arye Dulzin, chairman of the Jewish Agency and World Zionist Organization. Other speakers included Dan Patir, former spokesman for Prime Ministers Yitzhak Rabin and Menachem Begin; Rabbi Richard Hirsch, a member of the Executive of the World Zionist Organization-Jewish Agency, and Dr. William Wexler, a former chairman of the Presidents Conference who now lives in Israel. In addition, scores of national Jewish organizations expressed their condolences.

PHOTO CREDITS

Pages 2, 4, 11, 13, 15, 16, 27, 28 (top) — Alexander Archer

Page 3 — Wide World Photos

Page 5 — Yossi Melamed

Pages 7, 18 - David Karp

Page 28 — George Gardner (bottom left): Isaac Berez (bottom right)

Pages 31, 32, 33 - Courtesy, The Jewish Agency

AFFILIATED ORGANIZATIONS

American Jewish Congress
American Zionist Federation
American Zionist Youth Foundation
Amit Women
Anti-Defamation League of B'nai B'rith
ARZA — Association of Reform Zionists of
America
B'nai B'rith
B'nai B'rith Women

American Israel Public Affairs Committee

B'nai B'rith Women Bnai Zion Central Conference of American Rabbis

Central Conference of American Rabbis Council of Jewish Federations (observer) Emunah Women of America

Emunah Women of Americ Hadassah

Herut Zionists of America Jewish Labor Committee Jewish National Fund

Jewish Reconstructionist Foundation Jewish War Veterans of the U.S.A.

JWB

Labor Zionist Alliance Mizrachi-Hapoel Hamizrachi

Na'amat USA

National Committee for Labor Israel National Council of Jewish Women National Council of Young Israel National Federation of Temple Sisterhoods

National Conference on Soviet Jewry National Jewish Community Relations Advisory Council Rabbinical Assembly

Rabbinical Council of America Union of American Hebrew

Congregations

Union of Councils for Soviet Jews Union of Orthodox Jewish Congregations of America

Congregations of America United Synagogue of America Women's American ORT

Women's League for Conservative Judaism

Women's League for Israel Workmen's Circle

World Zionist Organization-American Section, Inc.

Zionist Organization of America

This year, as in the past, the Conference of Presidents of Major American Jewish Organizations enjoyed the cooperation, support and participation of all 40 of its constituent members. Without them the achievements recorded in this report would not have been possible. February 9, 1987 10 Shevat 5747

The Honorable Teddy Kollek Mayor of Jerusalem Jerusalem, Israel

Dear Mayor Kollek:

Many thanks for your most gracious advance welcome to members of the Presidents' Conference mission to Israel. Alas, I shall not be able to join with this group for what I am certain will be a truly superb mission.

On my return from Israel some weeks back I had to head out to the West Coast and in a few days I will again be departing the U.S. for Jewish Agency and WZO Meetings in Israel. This is supposedly my "less frenetic" travel schedule. I had thought of joining the Conference Missionhut received a most intriguing invitation to speak in Moscow...it had to be onroothehe other and I have long been eager to travel to the USSR. I really could not say no to the invitation.

It is my fond hope our paths will cross a week or so hence when I am in Israel. It's always good to see you.

Sincerely,

Alexander M. Schindler

Der Strang hours have

ראש העיריה رئيس البلاية MAYOR OF JERUSALEM

> January 29, 1987 Tevet 28, 5747 Document 0499B

Rabbi Alexander M. Schindler Union of Am. Hebrew Congregations 838 Fifth Avenue New York, N.Y. 10021 USA

Dear Rabbi Schindler:

I was pleased to learn that the Presidents Conference has chosen the topic, "The 20th Anniversary of the Reunification of Jerusalem," as the central theme for their forthcoming mission to Israel, and it gives me great pleasure to extend you a formal invitation to participate in the special events we have prepared for this occasion.

I look forward to welcoming you personally to Jerusalem, exploring the city together with you, sharing thoughts about what we have done and our plans for the future, and to hosting you at a special reception which will be held in your honor by the City of Jerusalem.

All of this, in addition to a full schedule of meetings with top government officials, leaders of Israeli society, highest level briefings and lively exchanges on vital issues.

With warm personal regards,

Yours sincerely,

Teddy Kollek

Tk/lb



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EUROPEAN COUNSEL

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DOMINIQUE FARGUE**
SAMUEL MYERS

WRITER'S DIRECT DIAL NUMBER

(212) 373-3237

January 21, 1987

*NOT ADMITTED TO NEW YORK BAR.
**CONSEIL JURIDIQUE IN FRANCE ONLY.

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

Dear Alex:

I am so sorry that you are not going to be able to make the trip to Israel. I shall certainly miss you.

Meanwhile, I enclose a hand-written note sent yesterday to Cardinal O'Connor, which I hope creates a closure of the episode, except for the outstanding issue of recognition. That recognition has been highlighted, and I feel this is a gain.

All my best to you and Rhea.

Sincerely,

Morris B. Abram

/vc

Enclosure

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STEVEN SILVE

"HOT ADMITTED TO NEW YORK BAR. "CONSELL JUNIDIQUE IN FRANCE ONLY.

January Doth, 1987 Your Emmence: I ust a personal note of thanks for your graciones reception of supell and only calleagues genterlay, and for the atlacation of which time to the descession I believe ther & has been a net goin from the trip and aftermath, particularly as issues have been edentified, clampiel and where there are differences, these are heter unders took. One fact stands out and that is the misunlesstanding generated in the Teurch Community and elsewher as well, by the failure of the ratices to accord the june recognition of Israel, on thus, your influence youred with the cuceenstance that theological positions no longer her this outcome, can be so helpful:

I know my calleagues wer & delighted with the outcome of yes tudans meeting and I have that it well be only a way Station towards a growing relationship fruitful to human concern at the personal and community tects. with deep verget, I am I much, Monue

January 5, 1987 4 Tevet 5747

Morris 8. Abram, Esq. Presidents' Conference 515 Park Avenue New York, New York 10022

Dear Morris:

Thank you for inviting me to serve on the planning committee for the upcoming Mission to Israel. Unfortunately, it will not be possible for me to attend the January 14 meeting as I will be on the West Coast.

I also want to let you know at this early date that it is unlikely I will be able to participate in the Mission this March. As you know, I was in Israel a few weeks back for the Agency meetings. I will be returning to Jerusalem in February for additional sessions of the WZO and the Agency and thus I cannot plan on a March trip on the heels of my critical meetings in February. I hope you understand why I cannot be with you in March and I do wish you all the best for a very meaningful and successful journey.

If you have a planning session at a time when I can attend, and if you feel my input will be helpful please do feel free to call upôn me,

With warm personal regards, I am

Sincerely.

Alexander M. Schindler

Conference of Presidents Of Major American Jewish Organizations

(212) 752-1616 • 515 Park Avenue, New York, New York 10022 • Cable Address: COJOGRA

December 31, 1986

TO: PRESIDENTS CONFERENCE MISSION PLANNING COMMITTEE

FROM: MORRIS B. ABRAM

You are invited to serve on the planning committee for the Presidents Conference Mission to Israel. The first meeting will be on Wednesday, January 14th, 1987 at 9:00 am in the Penthouse at 515 Park Avenue, to discuss the draft program for the Mission in March of 1987. We will try to limit the number of meetings of the planning committee so we ask that you come prepared with specific suggestions and ideas.

We look forward to seeing you on January 14, 1987. Please call Susan Goldberg at 212-752-1616 and let us know if you will attend.

Surable abeliands

Short of h

J.

anglord.

December 10, 1986 8 Kislev 5747

Mr. Harris Gilbert 14 Sandy Hill Road Westfield, NJo67090

Dear Harris:

I appreciate your having taken time from your family to attend the Sunday eveningsmeeting with the Deputy Minister of the Prime Minister's office. Edie shared with me your report, which was most helpful and I thank you very much. The information you shared it most helpful to me!

I'm glad you remained silent in the face of the posture of the ADL and Hadassah representatives! Oy.

With fonde regards, I am

Sincerely,

Alexander M. Schindler

glearele yours

Harris Gilbert - re S nday meeting with Roni Milew, Deputy Minister of Prime Minister's office

Per Harris, a sort of half-meeting -came with a message and dodged all other questions beyond one line:

"At no time was Israel directly or Indirectly in touch with any money on the arms transfer--never -- American arms were sent in American planes to Ben Gurion where they were transferred to Israeli planes and then flown to Iran by American pilots, at no time was any money in Israeli hands."

The meeting seemed to be in control of ADL and Hadassah reps and they seemed to have a better sense of history than others present.....but RM wasn't prepared to answer questions on anything, he dodged other than the above and it was noted that until September 85 U.S. arms -- from then to now....israeli stock....

Harris felt the underlying theme was:" we will be happy to lie for Israel but we want to know the truth." Certainly this from ADL and Hadassah....Harris had his person thoughts but remained silent...

He's going to Israel -- if anything you want him to do after you leave -- he gets there the next day, leave word....

CAP CAR

CABLE

NOVEMBER 10, 1986

The HonorableGeorge Shultz Secretary of State Washington, D.C.

Rumors that you plan to resign are most disturbing. We are most admiring of you and have always had the utmost confidence in you. Recent events have not diminished our high regard one iota. Stay at work we need you.

Rabbi Alexander M. Schindler President, Union of American Hebrew Congregations

CE Ausnip Abrases

October 2, 1986 28 Elul 5746

Mr. Malcolm Hoenlein, Executive Director
Conference of Presidents of Major American
Jewish Organizations
515 Park Avenue
New York, New York
10022

Dear Malcolm:

Thank you for sending me a copy of Ruth Popkin's letter objecting to the Hellman Fund. Since I am not the first best person to talk to Ruth, for a variety of reasons, I think that either you or Morris should write something along the following lines to Ruth:

"Dear Ruth:

"We have your letter of September 17 and, of course, we regret your decision even as we feel free to make the appeal that you reverse it.

"You are absolutely right that normally 'employee benefits should be worked out between the employing organization and the employee.' But in this case, the 'employing organizations' are in effect the member-organizations of the Presidents Conference. Since the normal contributions of our organizations to the Conference of Presidents do not allow us to bear this added burden, we have no other choice but to turn to these organizations for a supplemental grant.

"Moreover, it must be noted that we, the 'employers,' did not pay Yehuda the salary which he deserved. He was dreadfully underpaid over the years, largely because he himself did not want to overburden the Conference budget. As a consequence, many debts accumulated which now have to be paid off which will dramatically reduce the pension benefit, especially once taxes are paid.

"These conditions are not likely to obtain in the future and accordingly, it is not at all likely that the continuing salary payments made to Mrs. Hellman 'set a very serious and dangerous precedent.'

"We understand your motivations and the earnestness of your concern, but in the light of what we know we , we plead with you and with Hadassah to go beyond the measure of the law to the realm where compassion abides.

Mr. Malcolm Hoenlein Page -2-October 2, 1986

"You ought to know that most of our other organizations, knowing the facts as do now, have gone along with the request for a special grant."

These are just some rough ideas, Malcolm. You can phrase the letter in any way you decide and perhaps the letter should be followed up by a personal visit by someone. Again, as indicated, I am not really the right person, not that there was ever any personal animus between us but there has been in the past some friction between ARZA and Hadassah on an institutional level.

Of course, I will see Bernice Tanenbaum. Unfortunately, my present obligations did not give me an opportunity to do so as yet.

Sincerely,

Alexander M. Schindler

cc: Morris Abram, Esq.

October 2, 1986 28 Elul 5746

Mr. Malcolm Hoenlein, Executive Director Conference of Presidents of Major American Jewish Organizations 515 Park Avenue New York, New York

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Alexander M. Schindler

cc: Morris Abram, Esq.

Conference of Presidents Of Major American Jewish Organizations

515 Park Avenue, New York, New York 10022 . Cable Address: COJOGRA

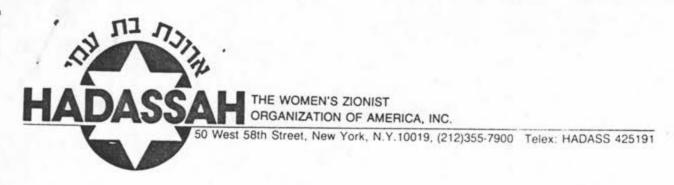
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ALEX SCHINDLER

Sept. 25, 1986

FROM: MALCOLM HOENLEIN

FYI



September 17, 1986

Mr. Kenneth J. Bialkin Conference of President of Major American Jewish Organizations 515 Park Avenue New York, New York 10022

Dear Ken:

Further to your letter to me concerning the plans for the Presidents Conference to make a one-time contribution of \$50,000 to Aviva Hellman as a death benefit, it was discussed by the Hadassah Executive Committee at its last meeting on September 11.

It was the unanimous opinion of the Executive that it would not be proper for Hadassah to participate in this effort, since it was felt that employee benefits should be worked out between the employing organization and the employee. contribution to Mrs. Hellman sets a very serious and dangerous We, as an employer, seek to provide suitable and precedent. appropriate benefits to our employees. It is the wrong time when a death has occurred to try and establish benefits which did not exist under the regular terms of employment. no way reflects on our regard and esteem for Yehuda and his contribution to Jewish Organizations.

I am sorry that we cannot join you but I know you will understand our position.

Yours sincerely,

Ruth W. Popkin National President

cc: Mr. Morris Abram



Treasurer

Bernice S. Tannenbaum

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STEVEN E. LANDERS
ROBERT L. LAUFER
WALTER F. LEINHARDT PAUL, WEISS, RIFKIND, WHARTON & GARRISON 345 PARK AVENUE NEW YORK, NEW YORK 10154 TELEPHONE (212) 644-8000 1615 L STREET, N. W. WASHINGTON, D. C. 20036 TELECOPIER (212) 644-8202 TELEPHONE (202) 223-7300 RAPIFAX (212) 355-0118 TELECOPIER (202) 223-7420 TELEX WU 12-7831 WUI 666-843 TELEX 248237 PWA UR RANDOLPH E. PAUL (1946-1956) 199, BOULEVARD SAINT GERMAIN LOUIS S. WEISS (1927-1950) 75007 PARIS, FRANCE JOHN F. WHARTON (1927-1977) TELEPHONE (33-1) 45-49-33-85 TELECOPIER (33-1) 42-22-64-38 ADRIAN W. DEWIND TELEX 203178F LLOYD K. GARRISON JAMES B. LEWIS 2008 TWO EXCHANGE SQUARE MORDECAI ROCHLIN B CONNAUGHT PLACE CENTRAL HOWARD A. SEITZ HONG KONG SAMUEL J. SILVERMAN TELEPHONE (852) 5-220041 JOHN C. TAYLOR, 380. TELECOPIER (852) 123-4286 COUNSEL TELEX HX66208 DOMINIQUE FARGUE** SAMUEL MYERS **EUROPEAN COUNSEL** WRITER'S DIRECT DIAL NUMBER *MEMBER CONNECTICUT & DISTRICT OF COLUMBIA BARS ONLY. **CONSEIL JURIDIQUE IN FRANCE ONLY. September 23, 1986 (212) 644-8654 Rabbi Alexander M. Schindler President Union of American Hebrew Congregations 838 Fifth Avenue New York, NY 10021 Dear Alex: You certainly have had good success in raising money for the special Fund for Aviva Hellman -- but you followed the maxim of making your own pledge first and substantial, for which I thank you. It was good to see you this morning. Sincerely, /vc Mr. Malcolm Hoenlein cc:

Conference of Presidents Of Major American Jewish Organizations

(212) 752-1616 • 515 Park Avenue, New York, New York 10022 • Cable Address: COJOGRA

May 23, 1986

TO: UNION OF AMERICAN HEBREW CONGREGATIONS

Rabbi Alexander Schindler; Charles Rothschild, Jr.

FROM: Kenneth J. Bialkin

Your share of expenses of the Presidents Conference for the period April 1, 1986 through March 31, 1987.....\$ 6,000.00

Kindly remit.

Dred are payment &

he paid 6,000 for 2c AHC's fiscal year 1485-86

Will pay men Will statis 7/86

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RABBI ALEXANDER M. SCHINDLER PRESIDENT WITHOUT NEW YORK, N.Y. 10021 (212) 249-0100

PERSONAL & CONFIDENTIAL

June 2, 1986 24 Iyar 5746

Morris B. Abram, Esq. 345 Park Avenue New York, NY 10154

Dear Morris:

Heartfelt congratulations on your impending election to the chair of the Presidents Conference. Your many gifts of heart and mind will enable you to add luster to the foremost place in American Jewish life.

One word of caution, do not allow yourself to be steam rolled into a quick decision on the director by choosing the most likely among those who happen to be available. A good deal of thought needs to be given to the choice and criteria established, e.g. the ability to create a communal consensus, Washington know how, etc. Israel perforce must be consulted. All this takes time and carethought.

An interim solution can readily be found to give you the time you need. Richard Cohen already works for the Conference and with slight inducement could supervise the New York operation. He is loyal and a workaholic. Hy Bookbinder, just retired from the AJC, could handle the Washington end for us and you know how well known and respected he is on both sides of the aisle. Few, if any doors are closed to him. The two of them could provide the needed strategic time bridge which you require for a more deliberative decision.

These are my thoughts. Morris, whatever way you shoose to go, you have my full hearted (oy) support. Mazal tov and thanks again for your note expressing your care and concern. The best always.

Sincerely,

Alexander M. Schindler

MEMORANDUM

From

Edie

Date

To

A1

6/2/86

Copies

Subject

afre

Alex is very concerned re candidate for Presidents' Conference directorship. He wants you to talk to Bernie Zlotowitz, Phil Hiat and Allen Kaplan -- and possibly David Mersky but I can tell you David berely knows the guy.

How did he do at NY CRC - etc. etc. -- Alex very concerned..,

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Arem will counter-balance.

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certain palcolm will bend

MEMORANDUM

From

Rabbi Alexander M. Schindler

Date June 2, 1986

To

Albert Vorspan; Rabbi Daniet B. Syme

Copies

Subject

I am still troubled about retention of Steve until September 1. Please check with Eric and Smitty before we do anything.

I have checked will both.

I there is realternative we are simply putting things the man is trip to Grail by the men is still on. I thent we could not still on. I thent we could not simply brush away the strong simply brush away the strong unanimors plia of the UMITE want more plia.



Alex is very concerned re candidate for Presidents' Conference directorship. He wants you to talk to Bernie Zlotowitz, Phil Hiat and Allen Kaplan -- and possibly David Mersky but I can tell you David berely knows the guy.

How did he do at N▼ CRC - etc. etc. -- Alex very concerned....

Conference of Presidents Of Major American Jewish Organizations

(212) 752-1616 • 515 Park Avenue, New York, New York 10022 • Cable Address: COJOGRA

KENNETH J. BIALKIN Chairman

May 20, 1986

TO:

President and Executive Directors

FROM:

Kenneth J. Bialkin

This is to advise, as previously scheduled and announced, that we will hold the election of a new Chairman of the Presidents Conference on Monday,

June 2, at 4:00 p.m. in the Penthouse at 515 Park Ave.

Please be sure that two authorized representatives of your organization are present to participate in the voting.

Please let us have the names of your delegates no later than Friday, May 30, so that appropriate security arrangements can be made.

O Ly Co Command

CORRECT Stownson

Conference of Presidents Of Major American Jewish Organizations

(212) 752-1616 • 515 Park Avenue, New York, New York 10022 • Cable Address: COJOGRA Hold twenter.

KENNETH J. BIALKIN Chairman

MEMORANDUM

TO: Conference Membership - Confidential - Not for Publication

FROM: Kenneth J. Bialkin

RE: Meeting with Secretary of State George P. Shultz

DATED: January 20, 1986

On January 15, 1986, Yehuda Hellman and I had a private meeting with the Secretary of State. We reviewed a range of current issues, including the U.S. policy regarding Libya, which we praised, U.S. Soviet relations, including Jewish emigration, the Jordan arms sale and other matters.

On the subject of terrorism we stated forcefully that while we totally supported U.S. policy regarding Libya, and the President's comments regarding the right to exercise self-defense against terrorist acts, we felt that the action against Libya is only the first step in a worldwide integrated effort to combat terrorism. I pointed out that unless efforts are made to cut off the funding and diplomatic support and recognition which the PLO presently obtains, any effort to resist terrorism would fail. I likened it to an effort to repair a punctured inner tube by patching only one of the punctures and not patching several of the other punctures in that tube; any effort to inflate the tube would necessarily fail.

I pointed out our statement of December 29th on this subject which had been sent to him.

On Soviet Jewry we asked whether there was any basis for optimism regarding a change in attitude of the Soviets toward establishment of relations with Israel, Jewish emigration, or direct flights to Israel. The Secretary stated that, although he had seen press reports on these subjects, on the basis of his extensive contacts and inquiry, there was absolutely no basis for any optimism for expecting any change in Russian policies. He stated that while there might be a change in the offing, there is nothing from which to conclude that that is likely. On that basis we agreed that there we should be no change in our attitude toward the Soviets or in our policies until we see some change in theirs. I then brought up with him the question of the proposed termination of the present export restrictions on oil and gas equipment so far as sales to Russia are concerned. I told him that it was my view that permitting those restrictions to expire at this time would send the wrong message and that we should maintain the status quo as a signal that until the Russians show some change, we will not change. The Secretary indicated that he was aware of a difference of opinion on that subject, which I acknowledged except that I stated that I felt that the majority of our community would support my request that no expiration be permitted at this time. He noted the comment but made no commitment.

Regarding arms sales to Jordan, he confirmed that the Administration still is in favor of such sales. When I pointed that the Syrian threat to Jordan seems to be diminished as a result of recent diplomatic initiatives, the Secretary commented that it might be that such a move by Hussein was a move of desperation out of weakness and reflected disappointment in the West. We both agreed that this is a subject we had discussed so often before that neither of us would repeat the many arguments on both sides of the question. The Secretary did, however, suggest that any legislative initiative being taken by the Congress to prevent arm sales to Jordan, which must be taken by March 1, if at all, be delayed as long as possible so as to permit the peace process to continue. He indicated that they wanted to give every opportunity for Hussein to come to the table and that early legislative action might discourage such an initiative (the Secretary was apparently referring to the new mission reported by Assistant Secretary, Richard Murphy, in his efforts to bring the same to the table). I indicated to the Secretary that we would be discussing this matter with our colleagues and that I could make no commitment in that regard.

Reverting to the terrorist issue, the Secretary was obviously unhappy at the response of our European

allies, particularly Mrs. Thatcher, and we agreed that we would discuss with our colleagues in the U.K. what might be done to encourage her to come off her position that economic sanctions are ineffective and that retaliation is contrary to international law. On the subject of international law, he indicated that he would be interested in more public support for the legal position taken by the State Department that retaliation against terrorists is lawful as a means of expressing self-defense. I told him we would pursue that issue.

KJB

KJB:ti

Mr. Yehudah Hellman 515 Park Avenue Dear Yehudah:

March 28, 1985

Conference of Presidents New York, New York 10022

Enclosed herewith is a UAHC check for \$120.00. This will cover reservations for Rabbi Alexander M. Schindler and Charles J. Rothschild, Jr. for the April 19 luncheon in honor of Ambassador Kirkpatrick.

With all good wishes, I am

Sincerely,

Edith J. Miller Assistant to the President Edith J. Miller

Fred Cohen

Per the enclosed mailgram please issue a check for \$120. to the Conference of Presidents of Major American Jewish Organizations. This will cover two reservations for the luncheon honoring US Ambassador to the UN Jeane Kirkpatrick on her retirement. Rabbi Schindler and Mr. Rothschild will attend for the UAHC.

Please let me have the check for traasmittal. soon as possible please.

Ju 3/2/85

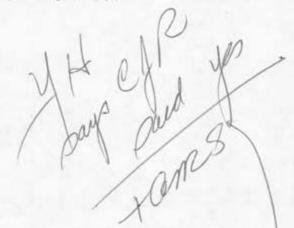
CONFERENCE OF PRESIDENTS S GOLDB 515 PARK AVE NEW YORK NY 10022 18AM

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RABBI ALEXANDER SCHINDLER AND CHARLES ROTHSCHILD JR UNION OF AMERICAN HEBREW CONGREGATIONS 838 5 AVE NEW YORK NY 10021



PLEASE RESERVE THE DATE OF FRIDAY, APRIL 19 FOR A GALA LUNCHEON IN THE GRAND BALLROOM OF THE PIERRE AT WHICH THE CONFERENCE OF PRESIDENTS WILL HONOR JEANE KIRKPATRICK ON HER RETIREMENT AS AMERICAN AMBASSADOR TO THE UNITED NATIONS. WE KNOW YOU AND YOUR COLLEAGUES WILL WISH TO TAKE PART IN OUR TRIBUTE TO MRS KIRKPATRICK FOR HER DISTINGUISHED AND COURAGEOUS SERVICE IN THE CAUSE OF OUR COUNTRY, ITS FRIENDS AND ALLIES, AND WORLD PEACE.

EACH CONSTITUENT MEMBER ORGANIZATION IS ENTITLED TO SIX PLACES AT THE LUNCHEON AT \$60.00 EACH. BÉCAUSE WE EXPECT THERE WILL BE MANY REQUESTS FOR TICKETS, WE SUGGEST YOU SEND IN YOUR RESERVATIONS AT YOUR EARLIEST CONVENIENCE BUT NOT LATER THAN APRIL 4 ACCOMPANIED BY/A CHECK IN PAYMENT FOR THE LUNCHEON.

WE LOOK FORWARD TO SEEING YOU AS WE EXPRESS OUR HIGH REGARD AND ADMIRATION FOR MRS KIRKPATRICK AND HER OUTSTANDING ACHIEVEMENTS.

KENNETH J. BIALKIN, CHAIRMAN CONFERENCE OF PRESIDENTS Grand Spland Continues &

16:15 EST

MGMCOMP

Camone ale

December 17,1984

Rdith J. Miller

Fred Cohen

Please let me have a check for \$20 payable to the Conference of Presidents of Major American Jewish Organizations. This is the Union's contribution towards a gift for Julius Besman, outgoing Chairman of the Conference.

Thanksyou.

Conference of Presidents Of Major American Jewish Organizations

(212) 752-1616 • 515 Park Avenue, New York, New York 10022 • Cable Address: COJOGRA

December 12, 1984

TO:

Presidents and Executive Directors

FROM:

Kenneth J. Bialkin and Yehuda Hellman

This is to confirm that the ceremony in honor of Julius Berman, our outgoing Chairman, will take place on Monday, December 17 at 10:30 a.m. in the Penthouse at 515 Park Avenue. May we suggest that you mail a check in the amount of \$20 made out to the Conference of Presidents, in order to help defray the cost of the award.

We would like to remind you that Foreign Minister Yitzhak Shamir will address the meeting following the ceremony. The meeting will last until 12:00 p.m.

Conference of Presidents
Of Major American Jewish Organizations

(212) 752-1616 • 515 Park Avenue, New York, New York 10022 • Cable Address: COOOGRA

700

MEMORAN DUM

November 19, 1984

TO: Conference Membership

Confidential

FR: Kenneth J. Bialkin

This will serve as a brief report on various recent developments. The Conference has been quite busy in recent weeks. We have had meetings with Benjamin Netanyahu, the new Israeli Ambassador to the United Nations; Jean-Paul Elkann, President of the Consistoire of French Jewry; Israel Kessar, the Secretary-General of Histadrut; and Abba Eban, currently Chairman of the Knesset Committee on Defense and Foreign Affairs.

On November 8 a small group was the guest of Secretary Shultz for lunch at the Department of State in Washington. The meeting was held at our request and was part of the ongoing discussions which the Secretary has said he considers useful. Mr. Shultz was joined at the meeting by Peter Rodman, Deputy for Policy Planning; Al Raphael, Deputy to Assistant Secretary Murphy, who was in Syria; and Philip Wilcox, head of the Israel desk. Marshall Breger of the White House was also present.

We opened the meeting by congratulating the President and the Administration on the President's re-election and expressed our sincere wishes for the good health of the President and for success in his second term. We also told Secretary Shultz of our hope that he would continue as Secretary of State.

Regarding the Middle East, we urged that the basis for current policy be maintained -- namely, the realization that U.S. interests are best served by a close and friendly relationship with Israel, which is regarded as a friend and ally and a resource as well. We noted the unreliability of the "moderate" Arabs as partners and said we saw no need for the United States to seek out a mediating role in the peace process unless and until the Arab side was prepared to engage in face-to-face negotiations with Israel, which stands ready -- as always -- for such talks.

The Secretary stated that in his view it was necessary to maintain the momentum for peace. Like nature, diplomacy abhorred a vacuum. Unless efforts were made to advance the process, he felt,

there might be some regression. Meanwhile, the U.S. and Israel were in close touch and the U.S. was keeping Israel fully informed on developments. He expected that this would continue.

Regarding the possible sale of U.S. arms to Arab states, Mr. Shultz reiterated the Administration view that the sale of arms to "our friends" in the region was an appropriate aspect of foreign policy. If this were not done, he said, Arab arms purchases would be made from other countries, possibly including the USSR. We responded by suggesting that in making any such sales the U.S. should avoid selling sophisticated lethal weapons that would create problems for Israel. We also noted that as increased arms were supplied to the Arabs, Israel's need to maintain its qualitative superiority would put a further heavy burden on its economy.

The Secretary noted that the United States was serving as a useful intermediary in current negotiations with Syria, with Israel's approval, and that U.S. diplomatic relations would likely be resumed with Iraq. He pointed to various hopeful signs in the region, noting that many Arab countries maintained positive relations with the United States despite the U.S. role in the Israeli-Egyptian peace treaty. He said it was significant that Jordan had recently renewed relations with Egypt.

Regarding the West Bank Secretary Shultz said that the U.S. was interested in improvements of the quality of life for Arabs living in the area. He expressed approval that Israel seemed to be moving in that direction.

We asked the Secretary for his reaction to the recently announced "package" adopted by Israel to solve its economic problems. Did he think it sufficient to provide assurance that U.S. aid would be forthcoming? The Secretary did not answer this question directly but the discussion that followed was revealing. He expressed the opinion that only Israel could solve its economic problems, particularly the problem of inflation. He pointed out that the shekel was no longer acceptable as a currency and said that Israel must deal with this problem directly. The U.S. was very sympathetic to Israel, he said, and will be there if it is needed. Secretary Shultz was particularly interested in programs for Israel's economic development and indicated that the U.S. would support such efforts, noting that a U.S. - Israel inter-governmental committee has been established and that this committee would be coordinating its efforts with the private sector as well. He also expressed the view that, despite its economic problems, Israel should not reduce its defense expenditures. He commented that the free trade zone recently approved by Congress and signed by the President, eliminating tariffs on U.S. - Israel trade, could be of great consequence in addressing Israel's economic problems.

In regard to terrorism, we congratulated Mr. Shultz for his recent speeches on that subject. We pointed out, however, that nothing had been said about Saudi Arabia and Libya as continuing sources of financ-

ing for world terrorism.

On U.S. foreign policy generally, the Secretary said current approaches would continue. Regarding U.S. relations with the Soviet Union, he believed a dialogue between the two countries would develop and, in that connection, the U.S. would continue to stress the issue of human rights. He also touched on matters concerning Central America and noted a general agreement that the U.S. should maintain its defenses at a very strong level.

The Secretary indicated that he was available to us and that he looked forward to our next meeting in the near future.

K.J.B.

The Conf August 6, 1984 Mr. Julius Berman Kay, Scholer, Fierman, Hays & Handler 425 Park Avenue New York, New York 10022 Dear Jullus: When I returned from Israel I found your thoughtful note of July 13. There certainly was no need for you to thank any of us. It is we who are indebted to you for your fine leadership. You have every reason to be pleased and proud. Warmest personal regards. Sincerely, Alexander M. Schindler

KAYE, SCHOLER, FIERMAN, HAYS & HANDLER 425 PARK AVENUE NEW YORK, N.Y. 10022



July 13, 1984

Rabbi Alexander Schindler 6 River Lane Westport, CT 06880

Dear Alex:

I can't let my term as Chairman of the Presidents' Conference come to a close without expressing my personal gratitude and appreciation for your aid to, and confidence in, my stewardship.

Although it is still too early to make a meaningful assessment of our work over the past two years, whatever we were able to accomplish was due in large measure to leaders like you, who put your shoulders to the wheel and worked together to mold an appropriate consensus and permit the organized American Jewish Community to speak with one voice.

I trust our paths will cross in the future as we continue to work on behalf of our people. May we all go "from strength to strength."

Warmest personal regards.

Sincerely,

Julius Berman

JB/al

MEMORANDUM

From

Rabbi Daniel B. Syme

Date Feb. 19, 198

To

Rabbi Alexander M. Schindler, Mr. Al Vorspan, Mr. Arthur Grant

Copies

Subject

at stiff mity The meeting of Presidents of Large Congregations in Cincinnati made

it abundantly clear that we will have to focus major programmatic and budgetary attention on synagogue management, even if that means diverting resources from other programs for a brief time.

The fact that we will have to reexamine the MUM formula is frustrating, as it will involve time and effort on the part of many people whose energies could be used elsewhere. Still, there is no doubt in my mind that we must go through that process, simplify the MUM form, and come up with some way of verification of proper dues payment.

As far as synagogue management goes, there are a few major areas in which we must move with 'dispatch:

- A Presidents' Newsletter. 1.
- Provision for Movement wide property, liability and health insurance 2. on a group basis.
- The commissioning of different pieces of computer software that can 3. be utilized in a temple setting. The group in St. Louis really did not care about the earnest attempts of the ADP Committee. They want a product, however modest, from the Union.
- A new UAHC magazine on synagogue management, with substantive, pro-4. fessionally written articles on subjects relating to that constellation of difficulties which congregations are facing.

There is much more to discuss, but it's clear that the budget discussions this time around will involve the determination of those UAHC programs which may have to be "retired" in order to free dollars for a task which I believe is mandatory. The rumblings have been there for years. We saw the tangible results in St. Louis.



FOLLOW UP ON

LARGE CONGREGATIONS

CONFERENCE

I		MUM

- A. Formula Review-Report at 1989 Biennial
- B. Strengthen compliance
- C. Simplify Form

II. SYNAGOGUE MANAGEMENT - DEPARTMENT

- A. Computer Software
- B. Liability, Health and Property Insurance

III. COMMUNICATIONS

- A. Presidents' Newsletter
- B. Yellow pages
- C. More manuals
- D. Visits from Regional Directors
- E. Orientations for new presidents
- IV. REVIEW YELLOW BOOK
- V. FREEZE NEW RABBI SALARIES
- VI. STUDY CLOSING HUC CAMPUS

From the desk of:



RABBI DANIEL B. SYME

I thought the attached might be of interest to you.

February 14, 1987

We Presidents of large UAHC congregations embrace and endorse the three major purposes of the UAHC:

- To do for all member congregations that which no one congregation can do alone.
- To build a Reform Movement which embodies our ideas and philosophy.
- To enable us to take our place as a unified voice in the North American and world community of humankind.

At the same time, we feel the pain and frustration of rising budgets, inflation, insurance and other costs, which both threaten the continuity of our Temple programs and impair our ability to make our fair contribution to the Movement of which we wish to remain a vital part.

It is in that spirit of commitment and concern that we make the following recommendations to the UAHC Board of Trustees:

- That a new review of the MUM formula be undertaken, to determine a fair and equitable formula for dues, and a simplified submission form, with findings to be shared at the earliest possible time, but no later than the 1989 General Assemly.
- 2. That a mechanism be established to assure equitable and verifiable compliance with both current and future formulas.
- 3. That Temple management be established as a major programmatic priority of the UAHC, adequately staffed and funded, with a charge of providing UAHC congregations with computer software, property, liability and health insurance programs, and other such national service as to enable temples to run more efficiently and in a businesslike manner.
- 4. That this conference of presidents meet on a regular, timely, and ongoing basis to review the program and budget of the UAHC, to offer input as to the

responsiveness of this program to our needs, and to serve as a think tank for both short and long term agendas as may properly come before us.

5. Finally, that a comprehensive review of the communications mechanisms of the UAHC be undertaken, so as to better educate and inform the constituency and render UAHC services more accessible and convenient.

We believe that these steps, once implemented will be good for us, healthy for the Movement, and above all assure our capacity to remain a creative impetus for Reform Judaism's growth and influence, now and in the future.

MEMORANDUM

From

Rabbi Daniel B. Syme

Date Feb. 23, 1987

To

Rabbi Alexander M. Schindler, Mr. Charles J. Rothschild, Jr.

Copies

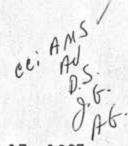
Subject

Marvin Novick called on Thursday to find out how things went in St. Louis. I briefed him fully on what transpired there. He has offerred to do whatever we want him to do in regard to the MUM recommendations of the group. He wants to be used, and I was somewhat relieved to hear that he was still available!



Congregation Shaare Emeth

11645 Ladue Road, St. Louis, Missouri 63141 • (314) 569-0010



February 17, 1987

Charles Rothschild UAHC - Chairman of the Board 838 Fifth Avenue New York, NY 10021

Dear Chuck,

Just wanted to drop you a note to share the positive feelings for this past weekend's conference for large congregations.

Throughout the weekend delegates and staff commented as to the health and candor of the sessions. I've enclosed a copy of my opening remarks in hopes you will be assured that our intent was and remains constructive and positive. Staff did participate as anticipated and their participation as opposed to their "presenting" was appreciated by all.

All but one recommendation passed unanimously. We are all anxious to receive and see responses to the recommendations. I am looking forward to the next conference in the fall.

B'Shalom,

ALICE DAVIS President

P.S. And I did indeed chuckle when I pressed Jack on his euphemistic description of me as one who keeps things stirred up.

Welcome! I am Alice Davis, Congregation Shaare Emeth.

Jerry Brasch of United Hebrew Congregation and Lou Lobener
of Temple Israel representing Merle Silverstein join me in
applauding your commitment and courage to come to St. Louis
in the dead of winter. (Merle got caught up in depositions
in Phoenix)

There are 58 of us here this weekend, 48 representing 29 congregations and 10 staff from UAHC, HUC and the CCAR. Our very presence is evidence that our concerns are serious and the presence of so many staff from the institutions which serve us is indeed evidence that they wish to serve us better.

All of us here received minutes from the conference in Cinncinnati last fall. Reading those minutes after this conference was convened served to affirm the necessity for such a meeting. The support of the Union in putting this together is much appreciated.

The purpose of this conference is to be positive and constructive in our efforts to more clearly indentify our difficulties with the areas on the agenda. Ladies and Gentlemen, these areas of concern pervade the minutes of the past 3-4 meetings of this group. We are all leaders, it is time we shouldered our responsibility.

It was our intent when this meeting was called to engender constuctive and productive ideas that staff can take back to their institutions for consideration and action. And in addition that we conclude this conference with a resolution or two for presentation at the Biennial this fall in Chicago.

Everyone here should speak candidly - for without candor we place at risk the survival of our congregations and therefore our Union which in its constitution clearly states its purpose: to serve us.

From the desk of:



RABBI DANIEL B. SYME

I thought the attached might be of interest to you.

Temple Shaare Emeth FOUNDED 1867 11645 Ladue Road St. Louis, Missouri 63141

Office of the Rubbi
JEFFREY B. STIFFMAN, Ph.D.

February 18, 1987

Rabbi Daniel Syme UAHC 838 Fifth Avenue New York, NY 10021

Dear Dan:

I heard by the grapevine that you were magnificent. I had a chance to speak with some of the presidents and some of my lay people--and they felt that the meeting ended up very, very positively.

I'm sorry that we didn't get more of a chance to talk--but please don't judge us by one leader.

Every Rabbi is entitled to problems and mistakes!

I hope that the next time you visit our medinah, it's for a happier and more pleasant purpose.

Incidentally, I just wanted you to know that the presentation that Alice made was not cleared with me or anybody on the Board. It was a personal statement.

Arlene joins me in sending our best.

Cordially,

JEFFREY B. STIFFMAN

JBS/gs

The Congregation Emanu-El Arguello Boulevard and Lake Street San Francisco 94118

(415) 751-2535

February 17, 1987

Rabbi Daniel Syme, Vice President Union of American Hebrew Congregations 838-5th Avenue New York, NY 10021

Dear Rabbi Syme,

The meeting of Large Congregation Presidents was an excellent forum for discussion. Hopefully, the resolutions passed by the group will bring meaningful action. Believe us, there is great concern.

In response to the request for a list of items of particular interest to our Congregation I list the following in order of importance:

- Consideration of the MUM dues reduction.
- Establishment of group insurance plan for Congregations in the areas of Property, Casualty, Liability, Director's and Officers Liability, Life Insurance for Senior Staff.

Thank you for your part in making our gathering so successful.

Sincerely yours,

Walter S. Newman

President

RABBINICAL PLACEMENT COMMISSION

Central Conference of American Rabbis / Hebrew Union College — Jewish Institute of Religion / Union of American Hebrew Congregations 21 EAST 40TH STREET, NEW YORK, N.Y. 10016-0501 (212) 684-4990 .

February 18, 1987

Rabbi Ronald B. Sobel 1 East 65 Street New York, NY 10021

Dear Ronald:

A note upon my participation in the meeting of the Conference of Presidents of Large Congregations in St. Louis on February 14.

The Conference began Saturday afternoon and continued through Sunday morning. Represented were some thirty-three congregations. I attended only the Saturday everning session, to which I had been invited, and which dealt with the College-Institute, the salaries requested by the Senior Class and the procedures for their placement.

Most of the evening was taken up with the College-Institute, which was very ably represented by Eugene Mihaly. The group resolved that a committee be appointed by the College-Institute to consider the feasibility of closing one or more campuses in order to save money. The group was made aware of the decline in rabbinic student enrolment.

Before the evening meeting had begun Daniel Syme and Joseph Baron, a Co-Chairman of the Conference, told me that during the afternoon session, which had centered on the Union and its finances, it had been suggested that the Placement Commission should establish salary and fringe levels for the Senior Class, or at least should give its approval to the compensation guidelines set by the Class. Rabbi Syme and Mr. Baron pointed out that it might be desirable for me to propose this arrangement during my remarks, instead of allowing it to be raised by one of the congregational representatives.

During my presentation on senior placement, I explained that the salary requests made by the Class were intended as guidelines and nothing more, (although on occasion students had imprudently given the impression that these figures were obligatory upon congregations). Certainly, I said, no new graduate has ever been subject to sanctions for accepting either more or less than the guidelines suggest. When I had concluded, one of the representatives of a large mid-western congregation who had raised the subject of senior salaries, apologized for having given the impression that their new assistant had demanded a level of compensation fixed by the class; instead, we were assured, the senior student had merely offered the figures as guidelines. A number of questions were asked of me, but no one suggested that we establish compensation levels for seniors or even pass on those set by the Class, nor did I feel it my task to refer to the matter. I consider that, were the Commission to institute this procedure, we should be setting a potentially dangerous precedent which might one day be invoked to have all rabbinic salaries evaluated by us or some other centralized body. Although many rabbis who want

Rabbi Ronald B. Sobel, New York, NY, Chairman; Mr. Donald Bean, Philadelphia, PA; Mr. Michael A. Bamberger, New York, NY; Rabbi Sidney H. Brooks, Omaha, NE; Rabbi Meyer Heller, Beverly Hills, CA; Prof. Robert L. Katz, Cincinnati, OH; Prof. Leonard S. Kravitz, New York, NY; Mrs. Lillian Maltzer, Huntington Woods, MI; Mr. Richard Matassarin, Wichita, KS; Mrs. Claire Miller, New York, NY; Mr. L. Kenneth Rosett, White Plains, NY; Rabbi Harold I. Saperstein, Malverne, NY

Rabbi Ronald B. Sobel

February 18, 1987

to engage assistants have been known to express their unhappiness at the compensation received by their new colleagues, I cannot imagine that those rabbis or any others who are above the median in total congregational compensation would welcome our opinions as to what constitutes fair and equitable compensation.

I should like to think that my remarks may have persuaded the Conference of Presidents not to follow up the suggestion with regard to our involving ourselves in senior compensation, but I left before the Sunday session.

Finally, I found the mood of the meeting much more positive than that of the September meeting. Concern was voiced without rancor. Perhaps that resulted from what I was told was a masterful presentation by Dan Syme during the afternoon, during which he reacted sympathetically to the observations of the group about the need to monitor Union expenditures and MUM dues, and he drafted a resolution calling upon the Union to study the matter carefully, in light of the fact that many member congregations are experiencing serious budgetary difficulties.

With kindest regards,

Yours sincerely,

A. Stanley Dreyfus

ASD;bf

c: Rabbi Joseph B. Glaser Rabbi Daniel Syme Rabbi Jack Stern

MEMORANDUM

From

Rabbi James L. Simon

Date February 19, 1987

To

Rabbi Daniel Syme

Copies

Arthur Grant

Subject

St. Louis Meeting

For the record, I want to tell you that I felt that your contributions to the meeting were extraordinarily impressive and immensely helpful. It was the first time that I have ever seen you "in action" and I especially found your remarks on Saturday afternoon to be a most eloquent and constructive response directed towards a highly inflamed group of presidents.



Having said that, I am completely convinced that there were a number of quite serious issues raised, issues that require a most timely and intelligent response on all of our parts. I am as much to blame as we all are, and I look forward to doing my part to ensure that these congregations are given constructive and meaningful assistance in the future.

As you know, many of the presidents of large congregations in the Midwest Council expressed the feeling that my salary is quite low and should be raised at least 30%. I think that you and Arthur Grant were out of the room when this discussion took place, but it was their specific feeling that I should be given an immediate 30% salary increase and I am sure that you will want to communicate this directly to Rabbi Schindler. I personally feel that 30% is to excessive, and I will be more than happy to take a 29% increse effective immediately along with a \$3000 stipend so that I may buy some personal books for my library.

On a serious note - I look forward to helping in any way that I can to continue the process that was begun this past weekend and am hopeful that you will know that you should not hesitate to contact me if I can be of any help whatsoever.



Perhaps one of the lessons that we learned from this past weekend is that at future gatherings of this group it is my firm belief that at least one regional director should be present to listen quite carefully and then to report back to the rest of his colleagues.

JLS

X

send the cash !



Congregation Shaare Emeth

11645 Ladue Road, St. Louis, Missouri 63141 • (314) 569-0010

February 17, 1987

Rabbi Daniel Symes Union of American Hebrew Congregations 838 Fifth Avenue New York, NY 10021

Dear Danny,

I trust things are well with your son.

I am so pleased to have had the opportunity to meet you and share thoughts, ideas and observations about this wonderful thing we call Reform Judaism.

Please do know that the participants are anxiously waiting to see and/or hear some response to the recommendations and beliefs extended to the Board and staff of our institutions (and thank you especially for helping to formulate them in such a productive fashion). I own up to the fact that I did reread all the recommendations with a skepticism that was looking for co-opting or circumvention. What presented itself was tempering, something I find constructive.

The conference seemed to establish a camaraderie and sense of mutual purpose I've not sensed before. Perhaps we made major progress toward eliminating the "we/they" syndrome.

Thanks for your listening and participation.

B'Shalom,

ALICE DAVIS President

MEMORANDUM

From

Richard B. Lorie, Chairman

Date February 19, 1980

To

Presidents of Large UAHC Congregations

Copies

Subject

THIRD ANNUAL LEADERSHIP CONFERENCE OF LARGE UAHC CONGREGATIONS, May 2-4, 1980

As of this date we have not yet heard from you concerning our Third Annual Leadership Conference.

In the event that it escaped your attention, I am enclosing another copy of my memo of January 17th and the draft agenda.

The plans for the conference are moving forward. I can now tell you that the registration fee for participants in the conference will be \$75 per person, which is the same as it was last year in Cincinnati.

Please fill out the form and return it to Rabbi Mersky's office no later than February 29th.

I look forward to seeing you in May.



MEMORANDUM

From

Richard B. Lorie, Chairman

Date

January 17, 1980

To

Presidents of Congregations with 900 or more Member Units

Copies

Senior Rabbis and Administrators

Subject

THIRD ANNUAL LEADERSHIP CONFERENCE OF LARGE UAHC CONGREGATIONS DATE: Friday, May 2, 1980, 6:00 PM - Sunday, May 4, 3:00 PM

I am pleased to report that your planning committee had a most successful meeting at UAHC headquarters in New York on January 9, 1980. In addition to myself, present were:

John H. Ball, Central Synagogue, New York, NY
Dr. William Groisser, Temple Israel, Lawrence, NY
Robert Kohn, Congregation Emanu-El B'ne Jeshurun, Milwaukee, WI
Marvin Novick, Temple Beth El, Birmingham, MI
Harriet Perlmutter, Congregation B'nai Jeshurun, Short Hills, NJ
Myron Pomerantz, Temple Beth El, Great Neck, NY
Judith Yoffie, Temple Emanuel, Worcester, MA
Rabbi David A. Mersky, UAHC Staff
Edith J. Miller, UAHC Staff

Together, we planned the program which you see on the enclosed draft agenda. We believe that the program is reflective of the concerns which were expressed when we were together in Toronto.

On benalf of the committee, I would invite any suggestions which we might consider. Prior to the conference a more detailed mailing will be sent to all with materials for the meeting and information about the registration fee.

We have provided a conference registration form. Please return the completed form no later than Friday, February 8, 1980. You will note that each congregation is entitled to three lay delegates. Spouses are invited to participate in all of our sessions. If there is sufficient interest, a parallel program for spouses will be offered for Sunday.

Enclosed with the agenda is a hotel reservation form which you should return to the hotel immediately. Hotel space in New York is at a premium, so I urge you not to delay. If you need additional forms please call Rabbi Mersky's office at the Union.

On a matter of "old" business, we reviewed the history of the Executive Compensation Survey which we conducted last year. We decided unanimously that the results should be distributed as soon as possible to the presidents and senior rabbis of the 48 participating congregations. Moreover, we agreed that the information should be given to the presidents and executive directors of the CCAR, ACC, NATA and NATE. We directed Marvin Novick to distribute the data and expressed to him in your behalf, our gratitude to him for his untiring efforts.

In conclusion, we all look forward to seeing you in New York on May 2-4, 1980. In the interim if you have any questions, please let me hear from you:



Richard B. Lorie, President Holy Blossom Temple 1950 Bathurst St. Toronto, Ont., Canada M5P 3K9

DRAFT AGENDA

THIRD ANNUAL LEADERSHIP CONFERENCE OF LARGE UAHC CONGREGATIONS Chairman: Richard B. Lorie, Holy Blossom Temple, Toronto

MAY 2-4, 1980 NEW YORK CITY

THE FUTURE OF THE SYNAGOGUE

FRIDAY

MAY 2 Central Synagogue, 123 East 55th Street

Designated as an historic landmark, Central Synagogue is the oldest congregation in continuous use in the City of New York. We will join with the congregation for worship and an oneg following services. The service in general and the sermon in particular will be relevant to our overriding concern - the future of the synagogue.

6:00 PM Reception

Dinner

8:15 PM Services

Followed by Oneg

SATURDAY MAY 3

Hebrew Union College-Jewish Institute of Religion, 1 West 4th Street

Our sessions on Shabbat will be at the magnificent new home of HUC-JIR in New York. Here we will have an unprecendented opportunity to draw upon the resources of our College-Institute for our substantive as well as spiritual concerns.

9:30 AM Service

10:30 AM Session I - "The Future of Reform Judaism"*

A dialogue with Rabbi Alexander M. Schindler,

President of the UAHC and members of the senior

staff and lay leadership of our movement.

Presiding: Richard B. Lorie

12:30 PM Kiddush-Luncheon

Tour of Facilities

2:00 PM Session II- "Lay Leadership and Professional Staff Build Together the Synagogue of the Future." Presiding: Richard B. Lorie

3:30 PM Session III-"The Future of Volunteerism: The Emergence of Para-professionalism."

Presiding: Myron Pomerantz

5:00 PM Return to Hotel

(over)

^{*} The time of Rabbi Schindler's session is tentative, depending on his schedule. Other sessions may have to be rescheduled.

PLEASE RETURN NO LATER THAN FEBRUARY 8, 1980

REGISTRATION FORM

3rd ANNUAL LEADERSHIP CONFERENCE OF LARGE UAHC CONGREGATIONS

me of Congregation		
City, State		
Conference Coordina	itor	
be represented by:		Check if
	Name of Spouse	interested in
Position held in congregation	if Planning to Attend	Parallel Pro- gram on Sunday
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27		
7/		
		-
	City, State Conference Coordinate be represented by: Position held	City, State Conference Coordinator be represented by: Name of Spouse Position held if Planning

MEMORANDUM

bc: Richard B. Lorie
Theodore K. Broido
Edith J. Miller
Rabbi Leonard A. Schoolman

From

Rabbi David A. Mersky

Date April 11, 1980

To

Presidents, Administrators and Rabbis of Large UAHC Congregations

Copies

Subject

THIRD ANNUAL LEADERSHIP CONFERENCE OF LARGE UAHC CONGREGATIONS

We are well on the way to what should be our most worthwhile Leadership Conference, scheduled for May 2-4, 1980 in New York. As of this date 29 congregations will be represented by 79 participants. The program has taken shape under the vigorous leadership of Richard B. Lorie, President of the Holy Blossom Temple of Toronto.

A pre-conference mailing to the actual participants will be sent out during the week of April 21st. This mailing will contain a detailed agenda as well as some "homework" for advance preparation.

The purpose of this memo is to elicit some data which we should like to collect and share at the conference. We have performed formal and informal studies in the past as they relate to the expense side of the ledger. We seek to direct our attention this time to the income side.

Please take a few minutes to complete the enclosed survey and return it by April 25, 1980. We shall collate the information and share it with the conferees and then distribute it with the post-conference mailing of the minutes. Thank you for your cooperation.

If you have any questions about this or any related matter, please don't hesitate to call.



SURVEY OF LARGE UAHC CONGREGATIONS

8	Name o	of Cor	ngregation	
	City,	State	e	
	Your 1	Name		
	Number	of N	Members	
		0.77.0		
			nt of gross operating expenses for your most recently concl r derived from dues and fees?	uded
	DUES S	STRUCT	TURE	
	How de	nes vo	our congregation determine the dues of members?	
	Cneck	one p	plan below. (Fill in appropriate categories.)	
	A		Uniform (fixed) dues: Amount: \$	_
	в		By Age Categories	
		1.	Fromyears toyears: \$to \$	
		2.	From years to years: \$ to \$	
		3.	Fromyears toyears: \$to \$	
		4.	Fromyears toyears: \$to \$	
	c		By "Family" Categories	
		1.	Husband-Wife \$to \$	
		2.	Family with Children \$ to \$	
		3.	Widow/Widower \$ to \$	
		4.	Single Adults \$ to \$	
		5.	Single-parent Household \$ to \$	
		6.	Married Senior Citizens, Over Age, \$	_ to \$
		7.		
		8.	Other (Please Describe)	

D.	Fair Share (ability to pay) Plan	
	1. lowest income bracket \$ to \$ pays \$	
	2. highest income bracket, over \$, pays \$	due
	3dues are based on 1% of adjusted gross income	
	4dues are based on 1.5% of adjusted gross income	
	5dues are based on 2.0% of adjusted gross income	
	6dues are based on 2.5% of adjusted gross income	
	7dues are based on other:	
	4 2	
E.	What amount represents the average collected from each member unit? (Total Collections/Total Membership = Average) \$	
F.	When were dues last increased? Year	
	Amount	
	% of Increase	
G.	The state of the s	
	last fiscal year? YES	NO
н.	Does your congregation have a life membership program?	
	If you answered "yes", please describe:	
SCH	OOL FEES YES	NC
Α.	Do you have a separate fee for religious school?	
	If "yes", One Child\$, Two \$, Three \$	
в.	Do you have a separate fee for midweek Hebrew School?	

YES

NO

	B.	Collection of Delinquent Accounts
	c.	Adjustment of Dues and Fees
VIII.	ANY	COMMENTS WHICH YOU WOULD LIKE TO SHARE?

bc: Edith J. Miller
Rabbi Leonard A. Schoolman
Theodore K. Broido

Rabbi David A. Mersky

Regional Directors
Richard B. Lorie
THIRD ANNUAL LEADERSHIP CONFERENCE OF LARGE UARC CONGREGATIONS

Attached is a list of all of the congregations in your region who were invited to participate in the forthcoming Leadership Conference to be held in New York on May 2-4, 1980.

The list indicates (a) those who will not participate or be represented and (b) why they will not, as has been conveyed to us in our mail and phone follow-ups.

Please contact, before April 15, the congregational presidents and/or senior rabbis (that I have checked) and tell them how sorry you were to learn that they will not be represented at this important conference.

We have also indicated those congregations who will be represented and who the specific participants will be. I suggest that you communicate with them just before May 1st to let them know how pleased you were to learn that they will be at the conference and to express your hope that they will share with all of the congregations in the region, in some meaningful way, that which they learned.

After the conference, I would suggest that you be back in touch with those who actually participated to debrief them.

As we get closer to the conference we will be sending you a sample of the pre-conference mailing and other relevant information which should go out on or about April 15.

CANADIAN COUNCIL

Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
Holy Blossom, Toronto	Yes	1. Richard B. Lorie, Pres. 2. Karl Bald, V.P. 3. Myer D. Brody, V.P.	
Temple Sinai,	Yes	1. Dr. Heather Morris, Pres.	

GREAT LAKES COUNCIL

Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
Beth El, Chicago	No		Spoke to Sidney Rafilson, Pres. Neither he nor anyone else from congregation can attend.
Temple Sholom, Chicago	Yes	1. Donald Kaufman, V.P.	
Chicago Sinai	No		Spoke to Dr. Noah Levin. He said they were not a Large Congregation They have under 800 members
North Shore, Glencoe	Yes	1. Edward S. Ex, Pres.	
Israel, Minneapolis	Yes	1. David Lieberman, Pres- Elect	I spoke to Elliot Kaplan, Pres. He said Mr. Lieberman will attend. Have not received acknowledgement as yet
Emanu-El B'ne Jeshurum Milwaukee	n, Yes	1. Robert W. Kohn, Pres. 2. Robert L. Hersh, V.P.	

MID-ATLANTIC COUNCIL

		11 168 , 11 10 ,
Congregation	Attendance	Participants: Reason:
Washington Hebrew, DC	Yes	1. Jay W. Freedman, V.P. 2. Mrs. Harriet Kriesberg, Bd. of Directors 3. Joseph Sitrick, V.P.
Baltimore Hebrew,	Yes	1. Trying F. Cohn, Pres-Elect 2. Rian M. Yaffe, 1st V.PElect 3. Edward Raskin, Treasurer-Elect
Oheb Shalom, Baltimore	Yes (?)	1. Frank Bamberger, 1st VP (Spoke to Marvin Schnitzer, Pres 2. Leona Morris, 2nd V.P. and he said he hoped these people will attend. Have not received formal acknowledgement

MIDWEST COUNCIL

	A STATE OF THE STA			
	Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
0	Emanuel, Denver			Spoke to Richard Robinson on 3/12. He said he would call later with a decision
C	Indianapolis Hebrew, IN			Spoke to Jerry Litwack, Pres on 3/12. Said he didn't receive Richard Lorie memos. Sent him another set.
C	The Temple, Louisville, KY	NO		Spoke to Jacques Morris, Pres. No one from congregation can attend. Would like copy of the Minutes. If he receives an answer from his officers he will let us know.
C	B'nai Jehudah, Kansas City, MO			Received letter from Lorraine Stiffelman, Pres., dated 3/12 stating that since they anticipate change in top leadership they should know with- in 3 weeks who or if someone will attend. (copy letter attached)
C	Israel, St. Louis, MO	NO (7)		Spoke to Paul Weil, Pres. He can't attend and his Board didn't seem interested. He will keep trying and Sanford Weissman, Adm. should get back to us.
C	Shaare Emeth, St. Louis, MO	NO		Letter fr. Charles Eisenkramer, Pres. 3/5/80. (copy attached) Send Minutes.
6	United Hebrew, St. Louis, MO	?		Couldn't reach Pearl Block, Pres. Called Richard Weinstein, Adm. May 2 & 3 is the 100th Anniversary of the Sisterhood. They are trying to get a vice president to participate in conference and he will let us know
C.	I.M. Wise, Cincinnati, OH	NO		Spoke to June Burgin, Pres. She can't come. Neither can her vice presidents
	Rockdale, Cincinnati, OH	МО		Spoke to David Reichert, Pres. No one from congregation can attend.

NEW JERSEY-WEST HUDSON VALLEY COUNCIL

Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
B'nai Jeshurun, Short Hills, NJ	YES	1. Harriet Perlmutter, Pres. 2. Jerry Harwood, V.P. 3. Paul Goldman, V.P.	

NEW YORK FEDERATION

Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
Beth El, Great Neck	YES	1. Myron Pomerantz, Pres.	(He cannot attend Saturday night or Sunday. He is trying to get someone else to be present)
Israel, Lawrence	YES	1. Dr. Wm. B. Groisser, Pr 2. Robert Levy, V.P. 3. Burton Kahn, V.P.	res.
Israel, New Rochelle	YES	1. Leroy Fadem, Pres. 2. Walter Bobrow, V.P. 3. Mitchell Rabbino, V.P.	
Central, New York	YES	1. John H. Ball, Pres.	(He will advise re other participants)
Emanu-El, New York	YES	1. Maxwell M. Rabb, Pres. 2. Mrs. Frederick H. Theod 3. Mervin H. Riseman, V.P.	
Rodeph Sholom New York			Spoke to Norman Schafler. He will be out of the country. Called Jack Eisenberg, Adm. and sent him copy of Lorie memos on 3/19/80.Will advise.
Sinai, Roslyn	YES (?)	1. Raymond S. Hack, Pres.	(He said he was almost certain he would attand. He will re- turn registration form with other participants)
JCC, White Plains	NO		Spoke to Harry Sternberg, Pres. He cannot attend. Reggie Port is trying to get delegates. He will keep trying.

NORTHEAST COUNCIL

Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
Beth Israel, West Hartford,CT	YES	1. B. Theodore Jacobs, V.P.	(He is able to attend Saturday program, excluding evening portion and possibly Sunday morning)
Israel, Boston	YES	1. Justin L. Wyner, Pres.	
Emanuel, Worcester	YES	1. Mrs. Wm. A. Yoffie, Pre 2. Allan N. Shriber, Treas 3. Michael Sleeper, Finance	urer
Beth Emeth, Albany, NY	YES	1. Audrey Kaufmann, 1st V. 2. Marvin Freedman, 2nd V. 3. Charles M. Sterm, Treas	P.

NORTHEAST LAKES COUNCIL

Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
Beth El,			
Birmingham, MI	YES	1. Walter Shapero, Pres.	(Spoke to Mr. Shapero. He said he will attend and possibly one or two others. He will return form)
Israel,			
Detroit, MI			Spoke to Leslie R. Schmier, Pres. He didn't remember specifics and on 3/17 I sent Lorie memos to his office: 1100 Owendale, Suite D Troy, MI 48084
Beth Zion, Buffalo, NY	YES	1. Mrs. Joan Shatkin, Pre	s.
B'rith Kodesh, Rochester, NY	YES	1. Warren H. Heilbronner, 2. Charles Chadwick, Exec 3. Lawrence S. Scott, Tre	. Vice Pres.
Fairmont, Cleveland	NO		Neither he nor anyone else from congregation can attend, he being Irving Konigsberg, Pres.
The Temple, Cleveland, OH	7		Spoke to James Reich, Pres. He cannot attend. Charles Evans, Pres-elect (216)752-1400) may attend but he is on vacation till end of March.
Israel,			Called Ewnest Stewn Dress He is
Columbus, OH			Called Ernest Stern, Pres. He is out of town for 2 weeks. Called Helga Eisen, Adm. She gave me Stern's Fla #(305)686-6947 (no answer) and asked me to send copy of material for 1st V.P.
Israel,	NO		Received letter from Walter

NORTHERN CALIFORNIA COUNCIL

Congregation	Attendance	Participants:	If "No", Reason:
Emanu El, San Francisco	NO		Spoke to Mrs. Nadine Rushakoff, Pres. She has been unsuccessful so far in getting representation. Will try again at next Board meeting week of Mar. 24.
Emanu-El, San Jose	NO		Received letter from Michael Cahn, Pres. (copy attached). Send Minutes.

PACIFIC NORTHWEST COUNCIL

Beth Israel, Portland, OR Called Lloyd Rosenfeld, Pres. 3/17 s 3/20. His secretary said he would return call.

De Hirsch Sinai, Seattle, WA

YES

1. Dr. Bernard S. Goffee, Pres. after 4/15

PACIFIC SOUTHWEST COUNCIL

Congregation	Attendance	If "Yes", Participants:	If "No", Reasons
Beth Israel, Phoenix, AZ			Could not reach Myron Rosenthal, Pre Spoke to David Silberman, Adm. He will have Mr. Rosenthal call.
Emanuel, Beverly Hills, CA	NO		Spoke to Ellsworth Roston, Pres. He is not much for conferences. No one else can attend
Stephen S. Wise, Los Angeles	YES 1	. Mitchell Shames, Pr	res.
Beth Hillel, No.Hollywood	NO		Spoke to George Friedman. He will be in Israel. No one else can attend.
Beth Israel, San Diego			per Rabbi Mersky, didn't call James Milch, Pres.

Judea, Tarzana Called Mark Novak, Pres. 3/17 and

3/19. His secretary said he would return call.

PENNSYLVANIA COUNCIL

Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
Keneseth Israel, Elkins Park			Louis Doull, Pres. is away until end of month. I called Wm. Ferstenfeld, Adm. and he asked me to send copy of material which he will give to Mrs. Benjamin Fishbein who will be the next president. Mailed 3/18
Rodeph Shalom, Philadelphia	YES	1. Ivan H. Gabel, V.P.	
Rodef Shalom, Pittsburgh	YES	1. Allen H. Berkman, I	Pres.
Mail Line Reform, Wynnewood	YES	1. Arthur Berlin, Pres 2. Larry Simon, 1st F.	

SOUTHEAST COUNCIL

Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
Beth El, Hollywood, FL	NO		Spoke to Milton Jacobs, Pres. May 4th is their annual meeting and he doesn't think anyone can attend.
Beth Am, Miami, FL	YES	1. Dr. William Silver, 2. Al Liebert, Exec. V	

Israel, Gr. Miami Miami Beach

Spoke to Peter Bermont. He can't attend but he will try to get someone else.

Beth Sholom, Miami Beach

Called Milton Gaynor, Pres. He suggested I call Rabbi Kronish. Did so on 3/18 & 3/19. He did not return call yet.

1. Marvin Botnick, 1st V.P. (Spoke to Larry Pike, Pres. He Hebrew Benevolent, YES (?) Atlanta, GA

can't attend but he believes Marvin Botnick is planning on coming. He will return form.

SOUTHWEST COUNCIL

Congregation	Attendance	If "Yes", Participants:	If "No", Reason:
Sinai, New Orleans, LA	NO		Spoke to Harry Blumenthal, Jr. He can't attend. Person in line for presidency has resigned and he doesn't think anyone will attend.
Israel, Memphis, TN	NO (?)		Spoke to Leo Bearman, Jr., Pres. He has cases scheduled for that time. If his cases break he will attend. He's trying to get someone else to participate.
Emanu-El, Dallas, Tx			Spoke to Lawrence Pollock, Jr., Pres. He didn't remember about conference. On 3/18 mailed set of Lorie memos to: P.O. Box 222027 Dallas, Tx 75222
Beth Israel, Houston, TX	NO		Jack Lapin, Pres. cannot attend and he doesn't know that anyone else will
Houston	NO		Spoke to Sanford Lack, Pres. He feels that the program is too short. He will let us know if another executive can attend.

MEMORANDUM

From

Rabbi David A. Mersky

Date March 5, 1980

To

Participants in 3rd Annual Leadership Conference of Large UAHC Congregations

Copies

Subject

Conference of Large UAHC Congregations, May 2-4, 1980 in New York City

- We have received your registration and look forward to seeing you in May. If you have any questions, please don't hesitate to be in touch with us directly.
- We will be mailing a detailed agenda and materials related to the substantive portions of the conference on or about April 15.
- 3. Registration Fees.

As was the case last year we are charging \$75 per participant. This fee covers the direct cost of meals, transportation, and materials. If your spouse will join for any part of the conference we have broken down the fee into component parts as follows:

Friday Reception and Dinner\$	25 Cencille
Friday Reception and Dinner\$ Saturday Luncheon	10
Saturday Reception and Dimier.	4000 11 1
Sunday Breakfast and Luncheon	15 9 2/

Transportation will be provided as follows:

Saturday from the Waldorf-Astoria to and from Hebrew Union College.

Saturday evening from the Waldorf to and from UAHC, 838 Fifth Ave.

Sunday from the Waldorf to Congregation Emanu-El, 1 East 65th Street.

Again, we look forward to seeing you on May 2.





How to Work with a Committee,
and Not Only Live to Tell About it,
But Also Want to Do it Again!

What is a committee, anyway ?

I thought you would never ask! A committee is simply a group of people who gather with some articulated common purpose. They may be appointed, elected, volunteers, selected, paid, whatever, it doesn't matter how they got there, they deserve to be given the full responsibility and authority of the committee's stated mandate.

What can committees do ?

Almost anything. Committees do program planning, decision making, policy setting, budgeting, long range planning, hiring - you name it and it can be done by a committee.

Please, give me a few examples of committees.

We usually think of a committee as only those groups called committees, but as a professional, you'll come in contact with all kinds of committees. We call them Boards of Directors, Advisory Boards, Task Forces, Sub-Committees, Staff Meetings, Families ... get the idea?

I never really thought about committees in all of those terms.

Well don't worry about it, it's what happens from now on that counts.

You list a Task Force as a kind of committee. 'Aren't they different?

Not really, a Task Force is a kind of a committee. It is usually understood to have a very well delineated objective & time frame, with a more common-goal oriented group of people, whereas, a committee often has a more general purpose and may have a more diverse membership. Often, a committee's mandate is as precise and concentrated as a task force, and, in such cases, there is no difference.

Which is better ?

It is not a case of "better". The Task Force concept is an easier one to employ.

So, we can forget about committees, right ?

Wrong !

Since a task force is easier to work with, then you must turn everything a committee does into very precise tasks, and simply turn your committee into the task force concept.

You know, sometimes I just don't have the time to work through a committee, I must make the decision myself.

That's a fair statement, and while there may be the rare time when an instant decision must be made, too often the "not enough time" response is just an excuse. It says that your experience with the committee process has been less than satisfactory... After all... who told you that you know how to make a decision? Or, who told you that your decision is any more valid than the decision of your committee? Or, who told you that it's your decision to make?

I'm the professional! I'm supposed to make the decisions. It's my responsibility. People expect me to make the decisions.

Good point! You are the professional, so be professional. Your job, as a professional, is involving people in every aspect of their world. Don't forget that the people on your committee may employ you - directly or indirectly. But even if they don't, your job is to work with the committee, not instead.

But, what if the committee makes the "wrong" decision ?

That's really it, isn't it? We're really afraid that the committee will make a decision that we believe to be wrong ... and don't forget, if we really let them make the decision, then we may have to accept it!

That's right, so we're going to give you a method for working with a committee that has enough safeguards, enough well defined tasks, enough logic and enough direction to allow you to facilitate the decision, get excited about both the process and outcome, and sleep at night.

Are you serious ?

Definitely, watch ! Remember, each stage is important, don't assume things. We must teach members of a committee, experiencially, what making a decision is all about. We're professionals (whether we get paid or not) which implies that our task is facilitating the group process in the making of a decision. We must start with fundamentals, and honestly and respectfully allow the committee members to make a decision that is their decision, an appropriate decision, and a decision that responds to the objectives of the committee, whatever the objectives are. Are you ready?

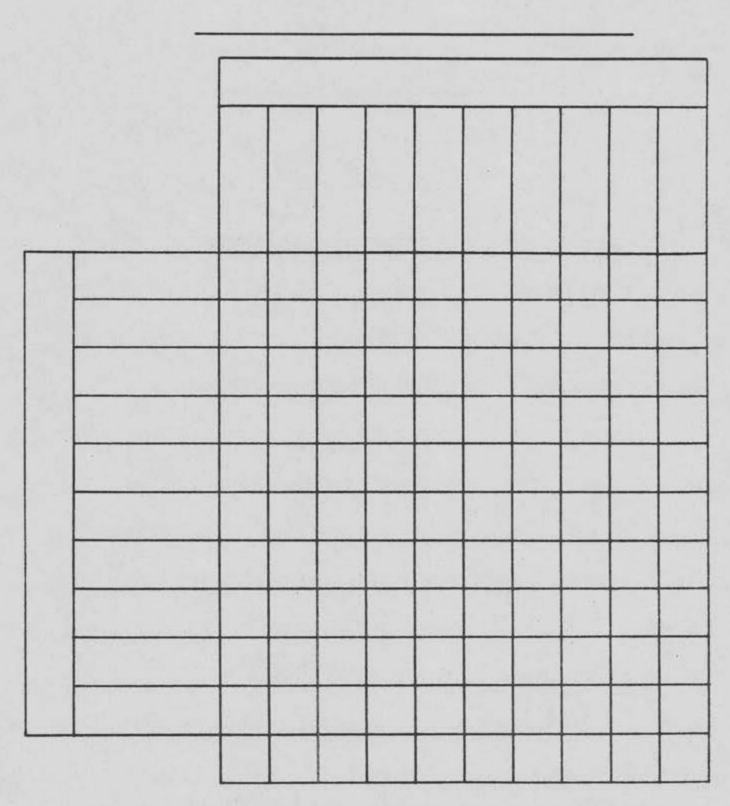
Why not ?

The first thing is to define and delineate the task in question. Spend some time on this. Involve your group in the discussion to isolate the goals & the objectives of the task. Write the task on the blackboard (or other teaching aid) so that everyone is reminded of it. When comments go off topic, you can bring the discussion back, immediately. Now we begin to have a brainstorming session.

I've used brainstorming before, and it's not so great.

More often than not, when people say they've tried brainstorming, but didn't think it was so good, they have used brainstorming as their total decision making process. There are too many problems with that. Brainstorming only produces immediate responses based upon individual experiences. If you then try to make a decision based upon those responses, you'll find that people become "wedded" to their impulses, and the session turns into a polarized, "convince me" forum. I said, start with brainstorming in the following way. Ask the people to state every possible response to the stated task. As these are given, you write them on the blackboard. You can participate in the brainstorming too ! Let every possible response to the task be stated. Don't evaluate them ! Don't let anyone else evaluate them ! Just list them. 1f someone says, "That's a good idea" or "That idea is no good", jump in and say, "That's not our purpose now, let's just list them". Before you conclude this part, ask if anyone can think of any other possible response. you look over the list and add any other possibilities you can think about.

Now, distribute blank charts, that look like this, to each person present.



There is nothing significant about the number of columns, either horizontal or vertical, as you will see, you may not use them all, or you may need more.

On the chart, ask the committee members to write the task, on the line at the top. Then, have each person transcribe the list of possibilities that you acquired through brainstorming onto the chart in the vertical columns.

TASK	,

	PO	5512	31117	IES		
200						

Now, explain what an "interest group" is.

I'd be happy to. Just tell me what it is.

An interest group is any group (or individual) that has an interest in the decision being made. Everyone who is affected by the decision is part of an interest group or may be that interest group. An individual may, in fact, be part of two or more interest groups. For example, if a decision were dealing with the use of leisure time in a specific context, a person who works might be part of the "workers" interest group, the "adult" interest group, and the "family" interest group. Please, explain interest group in the most general terms. Ask your committee to list all of the interest groups connected with the task in question. This will be an area for your help, since you'll think of more interest groups than your committee. Write the list of interest groups on the blackboard. Sometimes the visual impact of the groups will generate more groups, and that's good. Be imaginative. Everyone, from policy makers to participants, from observers to presenters may be within your interest group scope.

At this time, ask your committee members to transcribe the list of interest groups onto the chart's horizontal columns.

TASK :____ POSSIBILITIES INTEREST

Explain to your committee that they must now evaluate each possibility in terms of each interest group. The committee will look at each interest group and prioritize the possibilitities in accordance with the respective interests.

How is that done ?

You've just asked two questions. Mechanically, the answer is that we shall assign the value of "1" to the most appropriate possibility for an interest group, "2" for the second most appropriate possibility, "3" for the third, and so on, to the last possibility. (Which will have the same number as the total number of possibilities listed) Programmatically, you shall assign individuals or small groups, within your committee, to be responsible for finding out the priorities of the individual interest groups.

How do they do that ?

Rarely, will all interest groups be represented at your committee meeting. If they are, and they are represented by the interest group's spokesman, then you can have each representative spend a few moments prioritizing his/her group's interests in terms of the possibilities listed. However, since this is rarely the case, ask each group or individual, within your committee, assigned to an interest group, to visit that interest group and ask the interest group to be involved in the prioritizing of possibilities for itself. This may take some time, but it's time well spent. The job for each of your committee members is clear, "Get to know your assigned interest group, get the interest group involved in prioritizing the possibilities, and come to the next meeting with your list of priorities." Set a date, time & place for your next meeting and adjourn this one.

How much time did that take ?

Not much. It really moves quite quickly, and people get "caught up" in the pace. But don't worry, the world will not come to an end if a committee meeting doesn't take "forever".

Let's pause for a moment and review what's happened. You've met with a committee, isolated a specific task, involved your committee members in every aspect of the decision, given them real jobs, and acted as a facilitator in the true sense of the word. Your committee members have left their meeting feeling, perhaps for the first time, that they're not a "rubber stamp", and that feeling is warranted since they aren't. Neither you, nor any committee member knows the outcome of this process, the decision will be real, and more important than that, the decision will have been arrived at by the committee. It's rather exciting, and if that's what you're feeling at this point, that's good, because that's how I feel everytime I reach this point in committee work.

(MUSICAL INTERLUDE)

Welcome back to our next meeting. It's good to see you.

At this meeting, your committee members should arrive to see the chart with the task, possibilities and interest groups listed on the blackboard. (or any other teaching aid. I use a projected transparency, but I project it onto a blackboard so that I can write on the chart, erase if I have to, or do any other calculations) Immediately review the task. Even though they all know it, and have done their homework, your committee members are busy people, a quick review to refresh the memory is good.

Ask the representative of each interest group to relate that group's priorities and as this is done, you transcribe the numbers onto the master chart along the horizontal lines. Do this in turn, for each interest group without making comment or value judgments.

When you have completed the listing of priorities (by number), add up the vertical columns and put the total at the bottom. This reflects the total for each possibility in terms of all the interest groups.

Now, make a list of the possibilities in order of their "appropriateness" as solutions to the task. Remember that since we assigned the value of "l" to the most appropriate, and so on, the possibility that should appear at the top of your new list should have the smallest total. Your committee will begin to

When the entire list is on the board, read it to everyone. You can make the statement, "According to the priorities of the interest groups, the most appropriate solution to our task is ... " and let the people live with that, for a moment, or two. If the totals of your top few possibilities are extremely close, then you can present the committee with a few, "most appropriate" solutions. If, in fact, they are truly close, then a few other factors can be taken into consideration. First, are there any other outstanding factors, such as prior commitments, calendar problems, budgetary concerns, etc. that de facto select or reject one solution ? If there are, we must be bound by those commitments, but remember, before you make any further commitments, use this committee process to establish where commitments should be made. Second, "Is any of the top priorities, a very low priority for one or more interest Remember, the purpose is to accommodate the interest groups, so that we must qualitatively evaluate our results as well. If one solution excludes an interest group it may not be optimum. In the absence of the above conditions, perhaps the choice should be made by re-applying the chart with only those possibilities that were similar in their results and shown to be most appropriate. This can be done, on the scene, since your committee members are now advocates for the specific interest groups.

When the most appropriate solution is isolated, spend a few seconds reviewing the process, emphasizing that this was truly a committee decision, arrived at through joint efforts, and isolated rationally. This is very important.

Erase the entire blackboard and write the solution at the top. Review the task and begin to develop a clear understanding of what the decision entails. One of the best ways to do this is to develop a "Flow Chart" on the board.

What is a Flow Chart ?

It is simply a chart that, upon completion, will represent all aspects of the decision made. Start by writing the decision in the middle of the board, then ask the question, "What must we do to turn this decision into a fact?"

The responses, from the committee, will be fairly quick in coming. From the central decision, ideas will "flow". Write each aspect of the decision on the board and connect it, with a line, to the written decision. You will soon see that, depending upon the specific decision, everything that is required to make

that decision a fact will appear on the Flow Chart. Here, too, you have facilitated your committee's involvement. If something is left out, add it, but let the committee do the Flow Chart development.

You can now begin to bring things together. You can go through the final decision, outlining the various aspects to it. At that point, ask the committee, "What wrong with it?" Let the committee attempt to think of all of the weak points, in their decision, plan, etc. Indicate, on your Flow Chart where the weaknesses lie, and solve them. (You know how, see the first 8 pages of this chapter)

Once the weaknesses are stengthened, ask the question, "How can we improve upon our decision?" It's a strange question, and don't let people get caught up with simple emotional outbursts, but you might capture the committee's imagination by the thought of improvements before the fact.

Go back to your Flow Chart to outline what the specific tasks are in bringing the committee decision into reality. Delegate the tasks to groups of committee members and have them, individually, make Flow Charts for their own part.

Ask each group to devise a check-list for their specific tasks. As a facilitator, you may have to assist them in transfering their task into a check-list. When the check list is complete, develop a time chart, or critical path.

With a check list and time chart, the members of the committee have a clear picture of what has to be done, and when. You can ensure that the time chart is realistic and will result in the realization of the decision at the appropriate time.

How do I know that the jobs will get done ?

You don't. However, you do know that you don't like people calling you and asking, "Have you done this yet?" So, if you don't like it, why should someone else? We can build on this. You can set up a time chart of reporting back. Don't forget yourself! Don't "tell them", involve them. You have your time chart, now, ask, "What is a realistic time frame for the completion of each step?" "How can the person in charge of each aspect be assured that the individual

tasks are completed?" "When can each of you report back to the person responsible for your jobs?" Let the members of the committee arrive at realistic deadlines. (By the way, most committees with which you will work, will not be chaired by you. You must teach the committee chairman to go through each stage that has been described, here - the chairman's role must be as real as the committee's)

When you are satisfied that the time sequences are realistic, say, "Please, call the person you are to contact, confirming that your job is done, before your specific deadline. If not, that person will have to call you, and no one likes to either chase people or be chased. Our time frame is realistic, let's do it!"

At this point, it never hurts to quickly congratulate the committee on its ability to make the decision. Stress the fact that the decision is unique to the committee, and that it was arrived at in a rational, all-involving manner. Thank them, and tell them that you look forward to seeing them next time. Before adjourning, set the dates for any required meetings before the implementation of the decision, and, since you have the step by step process documented, you can also set a time for an evaluation session.

When evaluating a decision, always evaluate it against the documented factors that went into it. That's why the process is so important, for it gives us the behaviour indicators against which we can evaluate something. It is also a great learning experience for future planning. Many of the steps through which we've gone in this chapter provide you with the framework for evaluation. If, however, your decision was one of hiring personnel, please, look at the chapter on "Evaluation & Assessment of Personnel Performance".

Okay, we've done it, so what ?

So what? Are you kidding? You've just worked with a committee in a manner that has placed you in the role of facilitator. You've allowed the committee to make the decision. No pre-conceived reaction was right or wrong, the committee simply responded to the most appropriate solution based on the logical and real involvement within the committee. Every member of the committee has a vested interest in the decision. You have given the committee members the

respect they deserve, and in doing so, they'll give you the respect you deserve.

That's crucial - you've conducted yourself in a manner, a professional manner,
that reassures your committee, whatever the mandate, that they are important, and as
a result they're probably convinced that you're the right professional for them.

You know what I like about it? Everytime I use this method it reminds me that I don't have a monopoly on ideas or decisions. Sometimes, I forget that.

Now let's review it. These are the steps in working with a committee.

- 1. Delineate the specific task
- 2. Brainstorm for possible solutions/decisions
- 3. Identify the Interest Groups related to the task
- 4. Prioritize the possibilities according to each interest group.
- 5. By use of the chart, isolate the most appropriate solution(s)
- 6. Check for external factors
- 7. Develop the decision through a Flow Chart
- 8. Look for and correct any weaknesses & make improvements.
- 9. Divide the Flow Chart into Tasks and delegate responsibility.
- 10. Develop sub-Flow Charts, Check-lists, and Time-charts
- 11. Ensure the time sequence for accountability
- 12. Carry out the decision/solution/plan
- 13. Evaluate what took place
- 14. Thank the members of the committee, and give them appropriate recognition. (see chapter on Motivation & Morale)

You've really done a good job, with your committee. Now, make certain that your committee members carry this process with them to their other committee work.

It's really not very complicated. Just let your committee do it. Have fun with it. You've just worked with a committee, and not only lived to tell about it, but also, I believe, you want to do it again.

TASK :____

	POSSIBILITIES					
GROUPS						
INTEREST						

MEMORANDUM

From

Edith J. Miller

Date May 31, 1978

To

Presidents of Large UAHC Congregations

Copies

Conference Participants

Subject CONFERENCE OF PRESIDENTS OF LARGE UAHC CONGREGATIONS

The minutes of the April 2-3, 1978 Conference in Chicago are enclosed herewith. They have been edited by the Chairman of the April Conference, Richard England, and a covering memo from him is enclosed herewith.

In addition to participants, these minutes are being shared with presidents of congregations which were unable to send representatives to the meeting. Conference participants agreed that because of the delicate nature of some aspects of the discussions, it would be best to keep these minutes confidential.

For the perusal of non-participants, a copy of a memo from Rabbi David A. Mersky is enclosed. It details the materials included in kits given to Conference participants and notes the person or office to contact for copies of the materials.

Best wishes for a restful and rewarding summer.



MINUTES OF MEETING

0F

CONFERENCE OF PRESIDENTS

0F

LARGE UAHC CONGREGATIONS

APRIL 2-3, 1978

CHICAGO, ILLINOIS

Thirty-two representatives of twenty-eight of the forty-seven UAHC member congregations with 1,000 or more members met in Chicago, April 2-3, 1978, to discuss common problems and concerns. A list of those attending the meeting is attached herewith as Exhibit "A." The chairperson for the Agenda Committee for the Conference, Richard England of Washington, D.C., welcomed the participants and made some introductory remarks. A memorandum from England is attached herewith as Exhibit "B."

Members of the Agenda Committee chaired the five discussion sessions on areas of particular concern to the large congregation. It is to be noted that where polls were taken on various questions the number of responses may vary according to the number of people in the room at the time of the vote. The final session of the conference will show a lesser number of votes as representatives had begun to leave the conference in order to get to their home-bound flights.

ORGANIZATION AND FUNCTIONS OF OFFICERS AND BOARDS

"E.B." Hirsch (Mrs. Allan), President of Baltimore Hebrew Congregation, spoke to the mutual problems such as staff relationships to Board, multiplicity of relationships, advantages and disadvantages of a large congregation, the seeking to create a community and sense of belonging in a heterogeneous group with differing backgrounds and commitment to Judaism. There was also discussion of ways and means of Board orientation, how organizational responsibilities are divided and how Board meetings are conducted.

Of the congregations represented there was almost equal division on the size of the Board, one-half have thirty or more on the Board and one-half have less than thirty persons on the Board. In the majority of the congregations the rabbi sits on the Board; and in two, the rabbi is entitled to vote. Rabbis are expected to report to the Board and/or Executive Committee, and Executive Directors are also expected to provide regular reports. For the purpose of these minutes, the term "Board" refers to the full Board of Trustees; "Executive Committee" means the Officers, and, in some instances, the Officers, plus additional members chosen from the Board.

The role of the Past President varies from congregation to congregation with a majority including the Past President as a voting member of the Board. A lesser number of congregations invite the Past President to sit on the Board with voice, but no vote. Nine congregations have Past Presidents on their Executive Committee. Some congregations have UAHC National or Regional Board members serve on the Board; in one instance in a non-voting, ex-officio capacity. The Constitution and By-Laws of each congregation differ on the role of the Past President, as well as term of service for presidents and officers.

Executive Directors of almost all the congregations present sit on the Board; none is entitled to vote. Similarly, seventeen Cantors are invited to Board meetings, and one has the right to a vote.

Congregational members are permitted to attend Board meetings of nine temples; sixteen do not permit such attendance. In most instances, Board sessions are not announced, but very often they follow a regular schedule and congregants are aware of meeting times. Some congregations open the meetings to non-Board members only when a very critical issue, such as a zoning problem, is to be discussed. One congregation has opened Board meetings to spouses of members with voice, but no vote, and average attendance at their meetings has increased. This system works well for them. One congregation finds that few congregants attend open Board meetings unless a specific and critical issue is on the agenda.

Three congregations represented do not have an Executive Committee, one does have an unofficial small group, which meets on a fairly regular basis. The majority have a Board plus Executive Committee. Membership on Executive Committee varies from eighteen congregations which include officers plus others, fourteen include the immediate past president, seventeen invite the senior rabbi, and of these sixteen also invite the executive director, six invite all past presidents and all committee chairpersons, seven provide for appointments to Executive by presidential discretion and eleven allow presidential discretion for some appointment to the Board.

One congregation has Associate Trustees for a one-year term, with voice, but no vote. One has Honorary Vice Presidents named to sit on the Board in recognition of previous efforts. The majority of congregations with an Executive Committee finds it serves as a processing arm, which reports to the Board.

Time allowance for meetings of the Executive and Board varied from one hour to three and a half hours. Size of the group often determines meeting time: the larger the group, the longer the session. The majority meet for less than two and a half hours per session.

Most congregations give the Associate Rabbi the right to attend Board meetings, but with no vote. Religious School Directors are invited as required.

Board terms vary as follows:

18 - one year term for presidents & officers

4 - terms of two years or longer

3 - no provision for limitation

18 - allow a second term 13 - allow a third term

5 - allow one reelection

4 - unlimited terms

Presidential terms also vary:

6 - three years

1 - a six year limit

2 - 4 years

4 - no limit

By-laws of each congregation provide specific rules for election of Boards and Officers. Eight congregations elect the Board which, in turn, elects its officers. One elects the President and Vice President with the Board electing other officers. Twenty-one congregations have a Nominating Committee appointed to select nominees for office.

By custom or law, six congregations allow for a built-in progression for presidential service. The majority have Vice Presidents sans numbers and the number of Vice Presidents varies: one congregation has none, two have seven, three have ten, and four have seven.

Additional data on Boards and Officers is available in Synagogue Research Survey #11, part of a series of surveys conducted by the National Association of Temple Administrators, in conjunction with the Commission on Synagogue Administration, available from the Commission, at 838 Fifth Avenue, New York, NY 10021. The survey was distributed at the Conference.

On the questions of establishing qualifications and criteria for Board members, one congregation indicated it tries to seek representation from people of all ages and backgrounds, and elects twenty-four members, in addition to the exofficios. Some elect Board members on the basis of length of service and expertise, with a few individuals added because of financial support. One congregation follows the practice of asking a Board member to resign if three meetings have been missed without a valid excuse; others do not renominate non-attenders. Thirteen have orientation for new Board members in some form or fashion; eleven have a special orientation session and six temples have a Board retreat (this has been tried by many others, but has not been maintained). One congregation has an annual Board Shabbaton with workshops and discussion and one congregation has created a special manual for the Board and takes all new members of the Board on a tour of the entire temple facility. Five congregations have Board portfolios containing various informational materials for Board members.

Many of the representatives spoke of problems in securing qualified leadership for the congregation. There is often competition among congregations and charitable and communal institutions; in many instances the same people are involved, this creates a problem in areas where Federation's political-economic clout is weighted against the congregation. There is also a problem to be overcome in people's timidity and/or inability to recognize the fact that the synagogues are the life-line of Judaism and that there must be criteria for Jewish knowledge and commitment. Twenty people present indicated they wear two hats in their home communities, congregational, as well as Federation or UJA or some other communal agency. An assessment of communal priorities must be made and rather than struggle for loyalty and funds, congregations and organizations must make a conscious effort to work together.

In Houston the presidents of all congregations in the community meet on a regular basis, they have become a strong, united voice in the community and have helped the communal scene by this unity. Baltimore has created a similar instrumentality by the organization of a Conference of Presidents of Major Congregations, and presidents and directors of the communal organizations have taken note of this development.

On query as to whether congregational Board service depends on a compulsory gift to the UJA, no one responded in the affirmative. It was noted, however, that this question represents a two-sided coin -- does Federation require members to belong to a congregation?

Without lengthy discussion it was noted that the involvement of youth in congregations is important for the training of leaders and the development of congregational workers and leaders.

Minutes of Board meetings are made available in the temple office by twenty-one congregations. No concerted effort is made to share minutes with the congregation unless a specific action is to be announced. None of the congregations mails minutes to congregants; fifteen provide a summary of action; thirteen have no communication at all to other than Board members. Many place items of concern in temple bulletins.

The majority of the Boards meets monthly or eight times a year. A dozen have a charge for committee scope and activity, and three have developed a notebook for policy committees. If no action is required on a specific committee they provide written reports for the minutes, rather than an oral report. This is the policy in most congregations represented. One congregation has a Board enrichment program, which provides for discussion of one topic at each meeting to help enrich members in their knowledge of a special item of concern to either the congregation or community. Eleven congregations include a Dvar Torah by the rabbi at each meeting.

In the majority of represented congregations the process for decision-making goes from officers and/or Executive Committee to the Board. It is evident that there is a move toward more openness in our congregations. Thirteen congregations approve the budgets on recommendation of the Boards and the budgets go before the annual congregational meetings, but are not discussed line by line unless a request is made. Questions are answered, and in only one congregation is the budget shown line by line with the inclusion of salaries.

One president has a set time at the congregation and is available to staff and congregants. Many meet with staff on an ongoing basis and find that a regular luncheon or meeting session with the rabbi and/or executive director serves this purpose. In response to a question as to whether the congregation is run by the officers and Board or the staff the consensus was that the Board determines policy, and the staff implements policy.

It was agreed that demands must be made on leadership. Officers and Board members must have Jewish knowledge and commitment. They are responsible for the goals, philosophy and policy of the congregation; and must select and evaluate, monitor management and evaluate programs.

UAHC-CONGREGATIONAL RELATIONS

Harold Kuttner, President of Temple Sholom, Chicago, chaired this session. He was joined by David Lebowitz of his congregation and Rudi Scheidt of Memphis, a member of the UAHC Board and Executive Committee and Chairperson of the Union's Long Range Planning Committee.

Scheidt noted his involvement in the Reform Movement in addition to congregational activities started some seventeen years ago when he became a member of a UAHC Regional Board. He went through various offices to the national Board and through his activities has come to know the Union, congregational problems, ways and means of aiding congregations, etc. He hoped he might be able to provide counsel and assistance during the discussion of UAHC-Congregational relations.

There was an expression of interest in rabbinic salary ranges. Because some congregations were unable to obtain data from the Union, Irving Bogatin, President of Temple Israel of Memphis, conducted his own small, confidential survey among large congregations. Fifteen temples responded, ten of them represented at this Conference. Ted Broido noted that congregations themselves may be reluctant to share salary information with the UAHC, and thus the Union is unable to provide data. However, the information is at hand with the Rabbinic Pension Board, but they do not release figures, as all their information is kept confidential. It could be made available for a confidential survey. It was determined that Marvin Novick, President of Temple Beth El, Birmingham, would undertake a confidential survey, with information from the Pension Board and assistance from Ted Broido, on salary ranges, fringes, etc. by congregational size. The data available from the Bogatin survey, which might not be up-to-date as of this writing, is attached herewith as Exhibit "C."

Rudi Scheidt spoke of the Union's responsiveness to congregations and its realization of the fact that the needs of large congregations differ from smaller ones. There has been an evolution in the past ten years and the Union has noted the growing need to have groups of presidents of all sizes meet for give-and-take sessions. He emphasized the need to speak in terms of "us" rather than "you" and "we," for the Union is all of us together. He noted that in communities with a UAHC Regional Office there was a better on-going relationship created because of proximity, etc. He noted the difference between Chicago and Memphis, but he also suggested Union-congregational relations are a two-way street, and we must aid each other. Meetings such as this conference are to be encouraged.

The Union provides relocation information on new members for congregations three times a year. Each congregational president receives names of affiliated Reform Jews who have moved to his or her area. These are gathered from inixies to REFORM JUDAISM, the newspaper of the Reform Movement, returns with forwarding addresses are encoded and tabled by zip codes and shared with congregations. If more than one congregation exists in the area, all congregations receive the information. Names are to be used for recruitment, welcome letters, invitations to the temple, etc. Unfortunately, the cost factor is high and thus names cannot be sent more often. Should this Conference of Presidents wish to increase the frequency of this service, the Budget Committee of the UAHC would have to allocate additional funds.

In discussing the UAHC Biennial, a request was made for less programming in esoteric areas, and more nuts and bolts. It was felt there is a tendency to move into social action areas rather than the nitty-gritty of congregational life. It was recommended that the Biennial make better use of program time, have more meetings of the congregational presidents and officers. There was a consensus expressed that the 1979 program set aside time for a meeting of this Conference. It was also suggested that the presidents meet in alternate years as a group rather than at Regional Biennials. The Biennial should seek a better balance between theory and nuts and bolts, and deal with items of direct concern to our people.

The problem of lack of post-Biennial follow-up was noted. As an example, no minutes of the meeting of presidents were mailed, although a recorder was present. The group, recognizing the difficulty in followup with 740 congregations, urged that suggestions not be dropped or stopped because of lack of follow-up. One representative noted it becomes harder and harder to sell the Union to congregants because

of this lack. A Canadian representative spoke of the particular problems in so large a country and the feeling that the UAHC is not as responsive to the needs of its Canadian congregations who, therefore, feel they are not getting a fair shake.

It was suggested that the representatives tell the Union in which areas they feel it is not responsive. It is easy to say the negative. Large congregations do not ask the Union for information as often as small congregations. Some representatives noted they do get the aid they seek very often. In order to help the Union help respond to needs, more specifics should be shared.

The question of Rabbinic Placement was discussed. In response to a complaint that the UAHC hadn't been of help in a placement situation, it was noted that placement is handled by a tri-partite group of representatives of the Union, College-Institute, and CCAR. Often the Union is said not to be helpful when in fact the particular problem is not necessarily a Union concern alone. It was reiterated also that the 12% MUM dues do not go to the UAHC alone, but are dues to the Movement, with 50% going to the UAHC and 50% to the HUC-JIR.

Another complaint voiced was that Union public policy positions are not made known to congregations. They have no opportunity to voice opinions on stances in advance and there was a question as to whether UAHC positions reflect congregational feelings. It was noted that all UAHC positions are based on mandates of the Biennial, it is through this instrumentality that we obtain input from congregations, resolutions are shared with congregations via Board, Social Action Commission, Education Commission, etc.

One representative noted his congregation had sought out the Union on a number of problems and had received a good response, especially during the past two years. He felt the discussion was really dealing with minor gripes at this point and that to receive assistance large congregations must seek out the Union and share concerns.

Large congregations can also be of help by being active within the Regions. People could be involved in the work of the Union via the regional structure. Congregations could give of their membership to the Union and create new leadership. The value of affiliation increases with increased involvement.

Contact from the Union was discussed. Unfortunately, much of it is by way of paper, which is not as real as personal contact. Thus, a true feeling of communication is lacking. The direction of communication must be two-way. The Union has to be told what the congregations are doing and vice versa. The Union has to be told what we as large congregations seek and want. The specific problem of Canada was discussed again.

The activities of Rabbi Schindler in behalf of the Presidents' Conference were questioned. Do they not distract from his UAHC presidential duties? In reponse, a representative spoke of the great pride the Movement should have in the fact that a Reform rabbi, indeed the President of the UAHC, was selected for this top post. He felt Rabbi Schindler has done more for Reform Judaism by his activities in the wider Jewish community and that all should take pride in his efforts. Any temple or organization can have a similar situation. Others on staff pick up the gap and cover, staff works that much harder to carry out the mandates of the UAHC. He also spoke of the fine staff of the Union, which, while limited in number, and limited by budgetary stringencies, carries out the work of the Union in the face of many difficulties. Rather than express complaint, appreciation should be directed to Rabbi Schindler and the Union staff.

Rudi Scheidt suggested large congregations could be more responsive by inviting Union staff and Board members, taking time to come to know them and to learn more about the UAHC. He suggested each congregation might have a UAHC Liaison Committee to bring to the temple items of concern from the Union agenda, all resolutions and agenda items, not just social action concerns. Such a Standing Committee could give the UAHC visibility and create a better understanding and relationship. One congregation with a Liaison Committee sent forty people to the San Francisco Biennial.

It was urged that the 1979 Biennial Program Committee have representation from this Conference. Two names were suggested and have been submitted: Ed Wulfe of Houston and Dick Kaufmann of Washington.

Clarification was made that the Union or its personnel never speak for the Union except within the context of a resolution of the Board or Biennial. The Union also does not seek to represent the thinking of all Reform Jews. Its positions represent the consensus mandated by delegates to a Biennial.

In response to a query as to why personnel for UAHC Board Membership was not discussed with congregations, it was noted that a new procedure was adopted at the 1977 Biennial. Six months prior to Biennial, congregations will be circulated for names to be considered by the Nominating Committee for UAHC Board membership. This will provide an opportunity for input from congregations.

MUM was discussed at length, including the work of the Rothschild Committee, which oversees expenditures of the UAHC and the HUC-JIR, as well as the implementation of the MUM program. In response to learning there is no ceiling on dollars to MUM, a representative suggested per capita dues in order to lessen difference in dues payments of large and small congregations and short of total per capita, perhaps such a system for large congregations. Various methods of collecting 12% UAHC dues from congregants were discussed: tack-on, budgetary item, etc. One congregation with a fair share plan subvenes lower dues categories and feels some of these dues categories ought not be applied to MUM. The Union needs additional programs and costs continue to rise because of inflation and thus they would oppose a maximum. It would be preferable to have a lower percentage for 100 than for 2000, as the UAHC does not need regressive taxation.

The point was made that the congregation that does nothing new in programming doesn't find new ways to serve its members, pays less than those who do more to build program and activites. Those congregation are penalized, as it were. In a letter to one region's congregations about the dues plan most of the congregations which responded favored a per capita system. The speaker noted that in percentage fugures an apparent majority of congregations are not in MUM compliance and questioned a \$60,000. surplus in the previous year's Union budget. The explanation was given that special income provided for the surplus went toward reduction of bank debts, as mandated by the 1975 Biennial. \$77,000. of indebtedness was repaid in the fiscal year ending June 30, 1977, alone.

On the question of compliance, it was noted that more and more of our congregations are in compliance, or developing programs leading them to compliance.

In response to a question on the process for congregations not in compliance, Rabbi Mersky noted terms had to be defined. Compliance at 12% does not necessarily cover the situation. The Board of the UAHC makes arrangements for sums less than 12% when the situation warrants such action for a stipulated time, and hopefully leads to compliance. Meetings and evaluations are held, and new arrangements are eventually recommended. The National MUM Committee meets quarterly. MUM assesses all funds regardless of source "applied to the annual operating expenditures of the congregation." There are guidelines for up to eighteen exclusions and some items on the expense side of the ledger are not assessable; a net base to which the percentage is applied is determined. As of July 1976, following the Dallas Biennial, the UAHC Board affirmed that any extraordinary expense not covered in the basic eighteen exclusions, such as a day school subvened by the congregation, a summer camp, etc., can be removed from the assessable base. It is the intent of MUM not to place penalties on congregations which strive for excellence but to aid them.

Failure to comply is represented by: failure to file fiscal information with MUM, failure to pay 12% or to reach an agreement on a fair share plan leading to 12%. The 1977 Biennial amended the Constitution and By-Laws so that congregations are notified if they are not in compliance. They have a right to appeal, via regional and national MUM. The Board of the UAHC can suspend services of the Reform Movement to the congregation only after appropriate hearings have been held. Even after suspension, efforts to resolve the situation continue. Where agreement is not reached, the Board of the Union can expel member congregations only after a hearing mandated by the Constitution.

Of congregations expelled all but two have reached an agreement. Two congregations have resigned, Emanu-El of Dallas and Wilshire Boulevard Temple of Los Angeles. They claim ideological differences rather than a complaint regarding the dues plan. Meetings are now in process with Emanu-El and it is hoped the situation will be resolved and that they will re-affiliate with the UAHC.

FINANCING THE CONGREGATION

Kay Lavitt (Mrs. Sol), President of Beth Israel, West Hartford, Ct.. chaired this session. Her presentation covered four areas of concern: 1/ Annual Income from Members; 2/ Capital Funds; 3/ Project Development and 4/ Deferred Giving.

Many congregations face financial problems because past Boards did not secure funds for the future. Dues cannot provide for reserve funds and so most congregations require a building fund, capital giving, appeals for special projects. Endowments or Funds can be tailored to the special needs of a temple. Special honors and memorial funds involving plaques, tree of life, etc. are also set up.

Temple De Hirsch of Seattle has a "Membership in Perpetuity" program and a similar plan is being instituted at The Temple in Atlanta. The basic operations is as follows:

A member pays \$15,000 in cash or cash equivalent to a restricted endowment fund for the balance of the life of the donor and/or spouse. No further dues are paid, the \$15,000 is invested by the congregation and with, for example, an interest rate of 8%, there is income of \$1200. a year for dues, this sum often representing a higher dues payment than is common in the congregation. The donor receives a tax deduction in the year in which the gift is made. After the demise of the donor and spouse, the restricted endowment ends and the funds are placed into a general endow-

ment fund. A further advantage to this plan is the fact that donors often become prime candidates for future capital gifts.

Temple Oheb Sholom of Baltimore has a "Presidents Club" with twenty members at present, and the expectation of increased participation. All dues, membership in affiliates, admission to temple functions, and congregational greeting and memorial cards sent in behalf of the donor on request, are covered by an annual contribution of \$1,200. to this "Club."

Another congregation has created a group known as "Pillars of the Synagogue," with 166 members signed up to contribute \$1,000 or more per annum.

Of the congregations represented, thirteen are on a fair share dues plan, fifteen have a minimum dues figure, and one has dues based on seats. One congregation still has permanent family pews purchased some fifty to sixty years ago, held in perpetuity, and the families are now taxed 10% of the value each year over and above their dues. Most of the congregations with minimum dues have open seating and no pewholders.

The majority of the congregations, almost all, has a means by which hardship cases may have a hearing on a confidential basis to seek a lower dues payment. A number of congregations make special arrangements for the recently widowed, such as nondues payment for six months, etc. If necessary, at a later date, they seek to have the widowed enter a new dues category. One congregation has a single dues plan plus a special dues category for teen-agers and a division by age (32-36, 36 and over) as well as dues for singles under age 32.

New members in most congregations are asked to pay a building fund pledge and this undoubtedly causes problems, especially when a new facility is not being contemplated. One congregation moved to charge new members a higher dues charge three years ago, geared to include building fund, and within twenty years they expect all dues schedules to merge and eventually become one dues schedule. A problem exists, however, in trying to divide the new dues funds and while they would wish to create a special fund for some portion of the monies at the moment it isn't possible, funds go to operating expenses.

Because it is difficult to justify a building fund for an older facility, congregations seek to explain past commitment and the need to have monies for replacement and repair, and seek funds to endow a special fund for this purpose. New members have to be sold on the need. If needs are not disclosed to members, they do not readily increase their giving. They must have knowledge of need and facts must be shared with the members in order to raise the level of giving.

Eight congregations refuse membership to those who do not meet dues requirements or offer enough on a fair share plan. There is an exception for hardship cases.

Temple Sholom of Chicago shared brochures on a charitable annuity gift program they have undertaken. Harold Kuttner, President, explained the plan. The donor makes a gift of \$10,000 to the Temple and receives a tax deduction in the year of the gift, based on age and life expectancy of the income beneficiary. In each year the Temple pays interest income of \$650, of which \$410 will be taxable and \$240 tax-exempt. On death of the income beneficiary, the gift may become unrestricted and be placed in a general endowment fund. It was noted this plan provides tax advantages for people in the higher brackets and should be explored for us by major donors. Copies of the brochure describing the program are available from Temple Sholom.

Many congregations have Kol Nidre and Hannukah appeals for funds to offset operating expenses. Five have a Kol Nidre appeal for Israel Bonds, eight for their own needs, and twelve have no appeals on the High Holidays.

The congregations are in the main responsive to needs of Federation, UJA, etc. Some cities cooperate in providing names of unaffiliated givers to congregations, since the UJA, Federations, etc. seek names from the congregations for possible givers. Communal make-up determines cooperation. It varies from city to city. An overriding concern was noted by delegates that congregational members give more of their time and talents to the find-raising organizations. Six congregations undertake programs of indemnity for Israel Bond purchases, guaranteeing bank loans, etc.; seventeen do not.

Thirteen congregations noted deficit budgets for the current year; one makes up deficit from cemetery surplus, unless those funds are needed for replacement purposes.

With regard to problems with non-payers, fifteen congregations eventually suspend congregants who renege on dues payments and provide no high holiday tickets. One congregation undertook a legal action against a non-payer but the hassle of the situation was not worth the time and trouble of the situation. It was noted that eighteen years ago a responsum was requested of Rabbi Solomon B. Freehof on legal action for non-payment. His responsum has been published and for a variety of reasons, including the image of the Jewish community, Dr. Freehof felt civil courts should not be used for collection of dues or pledges. A second congregation present also noted ill-feelings within the temple which still hold from an instance where twenty to twenty-five members were sued for non-payment, all said they would pay when they could afford to do so.

Various Memorial Programs were discussed. Some temples provide for name plaques on pews, chairs, etc. Others have one or two large plaques for names to be honored. Prices vary on yahrzeit plaques -- two charge \$350 with lights, one has a \$250 charge and one \$750 with lights. Some congregations charge \$1,000 per name sans lights and \$3,000 with lights. Bricks have been sold for sanctuary walls, names for Trees of Life. One congregation sold letters in a special anniversary Torah Scroll.

No congregation present has named its total facility for a donor. Sections are named for large gifts. One congregation has been offered a large sum to name the total building, but is not certain it wishes to do so. Another congregation has been offered a large sum to build a senior center on the present parking lot but the sum would be utilized for the building and a problem would ensue in terms of maintenance. Much study has to be devoted to offers of this type, as there is much at stake, not just the name on a building.

Policies varied on charges for the use of temple facilities. Twenty-three congregations charge members for life-cycle events, seven rent to non-members and twenty-three allow non-profit communal institutions to use facilities. Nine congregations allow class room space to be used for school purposes by other groups. In some instances, this is a public service and tax status must be considered; state and county laws must also apply.

On billing procedures, fourteen congregations have computerized billing and mailing procedures; six congregations bill quarterly, nine annually and sixteen send monthly statements on unpaid balances.

RABBINICAL-CONGREGATIONAL RELATIONS

Richard Kaufmann, President of Washington Hebrew Congregation, led this discussion. He spoke of the interrelationship between rabbis when there is more than one on staff. Many questions arose concerning the distinction between junior and senior rabbi, salary levels, honorariums, communal efforts, parsonage, fringe benefits, review of rabbinic performance, contracts, retirement, etc. The majority of the temples represented have two rabbis, one has four and seven have three rabbis. In some instances the third rabbi serves as religious school director. Fifteen congregations have non-rabbinic educational directors.

Age and experience dictate functions of assistant rabbis. Some congregations feel it is their responsibility to engage newly ordained rabbis as assistants to provide learning experience and to show support of our seminary. As they develop, their talents become evident. Twelve congregations utilize assistant rabbis as youth directors. Many younger rabbis hope to be full-service rabbis but can be thrust by congregational needs into specific responsibilities. Assistant or associate rabbis often remain with a congregation for but two or three years and, in serving as educator, cause a problem of lack of educational continuity to arise.

A majority of congregations has a written or verbal agreement with rabbis and other staff personnel. Salaries were discussed and the survey made by the President of Temple Israel of Memphis is attached herewith as Exhibit "C." The survey must be seen from a geographical view as cost of living factors vary in specific areas.

The average vacation period for rabbis is four weeks per annum.

On Parsonage it was noted that the sum be reported in congregational minutes.

U.S. Tax Law requires a written record and congregations should make certain to comply.

Tenure was discussed. Ted Broido indicated the Movement suggests consideration be given for rabbinic tenure if the rabbi has attained age fifty and has served the congregation for at least ten years.

Long Term Disability was also discussed. Ted Broido, in reviewing the work of the Committee on Rabbinic-Congregational Relations touched on contracts as well as long-term disability. Every congregation should have a written contract, either letter, part of minutes, or other written form, with the rabbi. This is not so much for matters of termination but because of disability and retirement. Evidence of the relationship is required and there is a danger in regard to disability when specifics are not in writing. While some rabbis may not wish to have a written contract with fiscal items, terms, etc. spelled out, there should be a written record in the congregation which spells out pension, housing allowance, term, fringe benefits.

Broido also noted the importance of bringing problems to the Rabbinic-Congregational Relations Committee at an early stage so the situation is not allowed to fester and grow to proportions which make settlement difficult.

Two of the congregations represented have a fixed policy on Sabbaticals for the rabbi, the others face the question as it arises. In the greater New York area, five smaller congregations have granted rabbinic sabbaticals during the past few years. Generally, when a rabbi has served seven to eight years, a five to six month Sabbatical is granted and usually runs from a period following the High Holidays to early Spring which allows the rabbi to work with the confirmation class.

The question of review of rabbinic performance was discussed. Policy varies in

this connection. One congregation holds an open discussion by Trustees and a small Board Committee meets with the Rabbi to review. Included are items such as relationship with congregants, relationship with staff, quality of sermons, etc. Four temples have regular evaluation and they range from the above noted to meetings three or four times a year between staff and Executive Committee, perhaps a dinner session with free and open flow of discussion. One President felt that evaluation is an ongoing process and since the rabbi and the president have almost daily contact, they can try to work things out together and have an ongoing evaluation. Other congregations discuss problems on an ad hoc basis as they may arise. A potential problem was raised in regard to evaluation with a large number of people -- details of discussion can fan out to congregation and can cause even more difficulties. Another problem must be kept in mind: strong rabbis committed to program conflict with concerns of lay leadership for fiscal responsibility. The consensus was that it is preferable for the rabbi and the president to meet regularly and have serious, open discussions which can often avoid potential problems and/or embarrassment.

Four congregations have a mandatory retirement age. Due to new laws, this may not be legal at this time and temples should be sure to conform with law.

Seven congregations permit their rabbis to perform mixed marriages. From this discussion the question of income from outside sources developed: performance of non-member life cycle functions, for example. Policy varies from the rabbi retaining such funds for his own discretionary fund, to turning over funds to a congregational discretionary fund or the general fund of the congregation. Many of the congregations who allow the rabbi to retain funds have no idea as to the amount of money involved. Twenty-one congregations allow life-cycle service to non-members, eighteen permit it for immediate families of members. It was urged that congregations discuss this and create a policy to spell out the do's and don'ts and just what is meant by "immediate family," "member," etc. Problems can be avoided by means of a written policy.

One person suggested rabbis may not be paid a proper salary if outside income is permitted and allowed to be retained.

The question of performance of life-cycle services led to outside involvement on the part of the rabbi, how much is to be permitted and for what purposes. One president felt that the more respected the rabbi the more likely is outside activity to be a fact of life. He felt that a rabbi who is respected and considered a leader is, in reality, a leader of leaders and the congregation should take pride in activities of the rabbi in the community. Rabbis are not paid by the hour, the quality of rabbinic leadership is important and one really can't tie a rabbi down to a specific number of work hours per week or to 50% congregational time and 50% communal. Other members of the staff handle many responsibilities at the temple and policy should be set down that staff members discuss leave time with the senior rabbi so coverage is always administered properly.

A balance must be created between lay leaders and rabbinic leadership, they must work in mutual respect and understanding, many areas of synagogue life are gray areas and can not be clearly set forth. A give and take, to achieve balance must attain.

One California congregation indicates it has a President's Discretionary Fund. They have done well with it and funds help to subvene Biennials and Regional meetings. this encourages leadership development. President can use funds as he sees fit and the sum in the fund is \$1000 and is replenished as required.

Ted Broido discussed pension problems. Many congregations do not keep proper track of pension program and are suddenly faced with impending retirement of rabbi only to learn they are underfunded - this happens now with rabbis approaching retirement. The new system is much more efficient so as younger rabbis reach retirement age the current problems should not continue. When a senior rabbi attains age 55-56-57, the congregation should study pension benefits and they can always receive assistance from the National Committee on Rabbinic Congregational Relations, as well as the Pension Board. There has been a problem of waiting too long and then the congregation has the burden of adjusting the funding or of having the rabbi remain beyond expected retirement age in order to create a proper pension. Pension payments exclude Social Security by law, congregations do not pay SS; and therefore, it is not figured into Pension.

MEMBERSHIP

Ellis Levine, Temple Beth El of Great Neck, New York, discussed aspects of membership which are a particular problem to the larger congregation. Membership is often restricted and there are waiting lists. The large congregation built on a life concept has to be sustained for a long period of time, families put a sizeable sum of money into the congregation and we must make sure it is worth while. Today's younger generation is very mobile, there is greater turnover in the congregation and the needs differ. Programs must be created to make the Reform congregation better than the competiton, we must reach out and enrich the program with new ideas and techniques.

Often members come into a congregation via the affiliates. Northern congregations have a problem in that so many of their older, long-time members are moving south. Dues are a serious consideration and some people will seek to join a congregation which does not have a building fund. Twelve congregations present permit non-members to join affiliates. One has a special membership category for high schoolers to join the temple and very often the families also become members. Our congregations now have many widows, divorcees, single parent families and programming for the single person must be increased. A very high priority is programming for senior citizens, especially in areas with a large influx of elderly people. Some of the congregations have a special dues category for senior citizens and one congregation noted that dues from senior citizens do not cover cost of services and care must be taken to plan special new programs for younger people, or else the congregation may tend to become a congregation for the elderly.

One congregation has started a program "Whatever Happened to the Class of '65," in which they are seeking to contact graduates of their school from the years 1960-65 to determine where they are, are they married or single, etc. All are to be invited to functions at temple and will seek to bring them back into the congregation. Another president noted the appointment of a membership chairperson of thirty years of age helped to bring in new younger members. They also have a special dues plan for under-thirty's especially if they are not particularly affluent. Where higher payments are possible by younger people they seek to gain them.

Some congregations have gained active, knowledgeable committed members who first came to the synagogue as part of a couples club. Many have family services once a month or on some regular basis. One temple has dinner for families of religious school students, grade by grade, before family services. One congregation often has an early service without a sermon followed by the regular late Friday service.

One congregation has a program for young mothers one morning a week, with baby-sitting service, open to non-members, and at no cost. They conduct a lecture or study series and provide intellectual stimulation for these young women. Another has a program immediately following Sunday school session which offers ten to twelve craft, music, art, etc. courses for young women. Many students, about 100, stay for one hour each Sunday after religious school for these programs.

Five of the congregations still represented (by Monday afternoon, the group had decreased) operate more than one facility—a center city and a suburban.

The welcoming process is important to create a sense of belonging. One congregation assigns ten new families to one Board member, who is asked to serve as a liaison to bring the newcomers into the congregational community. One congregation has ten or fifteen new couples meet together with Membership Committee on a social basis to come to know each other and create an aura of friendship.

Techniques for involvement of new people are important -- invite newcomers to serve as ushers; on committees; at Oneg Shabbat, have oldtimers seek out new faces; have special hosts and hostesses on Friday evenings to give warmth and hospitality.

While this portion of the meeting had a small number of representatives still present, six noted the attendance at services by Board members was about 25%. Sixteen noted they regularly attend Friday evening or Saturday morning services, fourteen did so even before they became president.

Only three congregations participate in a Wagon program. Others have a special welcoming committee to greet new members.

Process differs from congregation to congregation in the signing up of new members. One of two congregations have the rabbi interview prospective members; one congregation has the executive director meet with them first and then the membership committee, the majority utilize a committee structure. Eighteen congregations have applications presented to the Board and they elect people to membership, three do not have Board determination on new members, seven congregations provide information on dues and pledges to the Board when members are presented. One congregation also has any resignation presented to the Board. In all instances hardship cases were kept as confidential as possible. Sixteen congregations seek information on past affiliation and financial responsibility with previous congregation.

Two congregations require prepayment of dues for first year of membership.

In Worcester, all of the congregations seek to cooperate on sharing information when members seek to change affiliate.

One congregation holds old family seats for the High Holy Days and at a specified time prior to services others are permitted to utilize. One congregation has reserved seats for members only and allows for some free tickets to the needy if seats are still open at the start of services. One congregation has its main service piped into another auditorium which is open to the public at no charge. None of the

representatives still present indicated sale of Holiday tickets in addition to dues. Eighteen congregations check tickets at the door. One tried professional ticket takers but determined not to do so again after the first experience. Fifteen congregations have a first or second Seder. One has a second seder for the elderly unaffiliated and this has served to bring great fulfillment to the temple members who work at the seder arrangements, service, etc. Thirteen congregations represented use Gates of Prayer, eight people noted they liked it, and seven said they were not happy with the new prayerbook. Eight congregations have a full-time, paid youth director. In discussing expectations of new members it was felt two priorities are fairly commonplace -- the rabbi and the religious school. It is also important to have a sense of community and involvement for new members. Some of the congregations undertake a special theatre program, they hire a special package deal from a New York firm, Cargill, which provides scripts, a director, etc. People from the congregation are involved in staging the production, acting, costumes, etc. This not only is a good fund raising program, but it creates a stimulating atmosphere of friendship and involvement. Other congregations have bazaars, flea markets, auctions, etc. which are not just fund-raising events, but also bring involvement and a sense of participation to volunteers. Eleven congregations still have active Brotherhoods and nine get good financial assistance for the operating budget from Sisterhood and Brotherhood. Six congregations have joint NFTS/NFTB activities. In a number of congregations, Confirmation Class trips to Israel have been a positive factor in retaining young people and their involvement in temple. Parents usually pay for the trip but one or two congregations make either a subsidy or a loan available if there is a need. One congregation had its young people raise the funds for the class trip and a special fund was set up for needy youngsters. One congregation noted it is undertaking an ad hoc study of volunteerism and wondered if and how other congregations used volunteers. A few do for office work, some feel members are good potential volunteers for the nursery school, one has had success with congregational volunteers in havurah programs when the expertise of members can be utilized for programs. Continuing volunteerism can be difficult, it can be excellent when you call upon volunteers for a specific project and/or program. At the Monday luncheon session, the group discussed the possibility of future meetings of this nature and were unanimous in the expression of a need for a continuation of the process. Those present felt the meeting was helpful, that they learned a great deal and an opportunity to discuss substantive matters with others was most helpful. The size of the congregation is a common denominator and twenty-one people voted for an annual Presidents' session. It was agreed Chicago is a good central location for such meetings. A committee was named to plan for the next Presidents' conference. John Ball will chair the agenda committee and he will be joined by E.B. Hirsch, Richard Lorie, Jim Reich and Ed Wulfe. It was suggested that Irvin Bogatin also be invited to serve on the planning committee. ### - 15 -

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HECHINGER

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TO: The Presidents of the 47 UAHC Congregations with Family

Memberships of over 1,000 each.

FROM: Richard England, Vice-President of Washington Hebrew

Congregation.

DATE: April 12, 1978

You folks represent 30% of all UAHC members and 36% of all UAHC income. You - or really "we" - - represent the big customers, with problems unique to our size. We found this out at the San Francisco Biennial Convention, when lack of time and preparation prevented us from doing anything to cure these problems.

In Chicago this month we did something about it. About 35 of us, representing 28 different large temples, spent two days of hard work - - 20 hours or so - - of discussion of nuts 'n bolts problems. Because I joined the others present in a great feeling of spontaneous enthusiasm for this concept, I now recommend that this become a regular, annual UAHC event. Regional meetings of all sizes of temples are no substitute because large temples' problems are so different from those of small or medium size.

The idea of this meeting came from my business, in which for years I've met with the presidents of enterprises similar in size and type to mine from all over the world. Only in face-to-face, unhurried discussion can a leader get the feel of how he/she is doing. Problems of financing, motivation and compensation of top professionals, growth, philosophy, etc. are such natural and exciting subjects to discuss. It's the best leader-ship and inspirational educational device I know of. I hope future leaders continue it.

EXHIBIT C

Statistical Data on Salaries

A/ Compensation to the Senior Rabbi:

YEARS SINCE ORDINATION	CACH DAVADAM	
ORDINATION	CASH PAYMENT	INSURANCE
**	S S S S S S S S S S S S S S S S S S S	
21	\$53,500	\$ 673
25	52,000	1336
32	51,000	1200
15	45,000	584
48	43,500	675
20	43,000	400
24	41,000	1457
26	40,000	840
30	39,500	1000
20	37,500	
12	35,780	1333
6	35,600	1300
12	34,650	-

B/ From the same report there was a salary schedule for Associate Rabbis with 5 or more years experience since ordination:

ORDINATION	CASH PAYMENT	INSURANCE
20	\$31,000	\$1100
5	31,100	1200
7	27,760	1218
5	25,000	584
5	18,000	1100

MINUTES OF MEETING

OF

CONFERENCE OF PRESIDENTS

OF

LARGE UAHC CONGREGATIONS

APRIL 7-9, 1979

CINCINNATI, OHIO

Presidents and officers of 62 congregations with more than 900 members were invited to participate in the 1979 Conference. Forty-seven representatives of 33 congregations were in attendance.

The opening session of the Conference on Saturday, April 7, 1979 began with a tour of the Hebrew Union College-Jewish Institute of Religion Cincinnati campus. Delegates had an opportunity to visit the library, the American Jewish Archives, the museum and rare book room. A lovely dinner was tendered by President and Mrs. Alfred Gottschalk at their home. After greeting the delegates, Rabbi Gottschalk spoke of the HUC-JIR, its programs, its hopes and aspirations for the future. There was a question and answer period following his presentation.

The formal business sessions began on Sunday morning, April 8. John H. Ball, President of Central Synagogue of New York City, chairman of the Planning Committee for the 1979 Conference, greeted the delegates and gave a brief overview of the history of the Presidents' Conference, the program planned for the 1979 session, format and participants, and he reviewed the materials provided by the UAHC in the special kits provided for delegates.

Mr. Ball Keynoted the first session dealing with the all-important subject of Financing the Congregation. He shared with the Conference the experience of Central Synagogue and stated that the principal source of income at Central is from the sale of memberships. The other principal source of income is from an annual Yom Kippur drive which commences on Kol Nidre with an appeal by the Rabbi which is followed up over the next two weeks with five telethons in which members of the Congregation participate. Mr. Ball stated that at the 1977 meeting of the Presidents' Congerence held in Chicago one of the congregations presented an idea of having a President's Club as a means for raising additional monies. stated that Central Synagogue had adopted this idea during the past year with gratifying results. He stated that in 1977 a total of \$117,000 had been raised from 645 members during the Yom Kippur Appeal. The total membership of Central Synagogue is approximately 1100 families. In 1978 the idea of a President's Club was adopted with a minimum of \$1,000. being required for membership. In this latest campaign 70 members joined the President's Club contributing a total of \$90,000. Overall the total amount raised in 1978 was \$170,000. and the goal for the coming year is \$200,000. In brief, the idea utilized at Central is to have a short, hard-hitting campaign. The funds raised from the Yom Kippur Appeal are used to meet current needs and yet despite this apparent success the Congregation continues to operate at a deficit with the result that monies raised from the annual Kol Nidre Appeal only help to defray the shortfall required to meet current expenses.

In the main Sanctuary at Central Synagogue there are reserved seats and the location depends on the price of membership. There is a simultaneous service conducted by the rabbinic staff at a chapel in the Community House directly across from the Synagogue and here there is "open seating." Mr. Ball stated that the Board has considered open seating for the entire Synagogue but operating at a deficit, it was felt that the adoption of open seating would in all likelihood increase the deficit through a loss of revenue and thus for the time being consideration of the adoption of any such plan has been postponed. At the present time the average membership at Central runs about \$250, which includes the right to attend Sunday School without additional cost. Mr. Ball requested information from any delegate whose congregation may have changed from reserved to open seating. He said that the experience of others in this regard would be welcome.

Central Synagogue has long recognized the need for an endowment fund but its efforts in this regard have not, to date, been very effective. A letter has recently been sent out to the Congregation requesting letters of intent with respect to the Synagogue being remembered in the wills of its members. Mr. Ball pointed put that while this plan does have some benefits the dollar amounts to be realized can never be known until such time that the legacy becomes a reality.

Long Range financial planning is, of course, an urgent need of most congregations and Mr. Ball asked representatives to share their congregational experiences in developing such programs.

Rabbi David A. Mersky spoke of the need for congregations, both large and small, to look to future needs. With smaller families, our religious schools are shrinking; when building fund pledges have been fulfilled and families do not have children in religious school some leave the congregation, and both relatively and absolutely give less annually to the synagogue. He commended to the group a book published by MacMillan in 1976, "Why They Give" by Milton Goldin, a professional public relations person and fund raiser. The book gives the history of fund raising in the post World War II era, the increased giving to the United Jewish Appeal and the lower place synagogue fund raising has been relegated to among our people. The growth and development of UJA/Federation has affected synagogues in many ways, particularly fund raising. Ways and means to provide for the future of the synagogue must be found.

One of the problems is that not enough time is given to the planning and conception of the financial needs of our congregations. Three elements are involved which must be considered:

- 1/ Plans must be carefully drawn there must be clear objectives, a coherent totality of planning by the congregation.
- 2/ People must be involved in the planning, the process and the culmination.
- 3/ The effort must be properly managed, hard work is required by many with an assignment of responsibilities to members.

Dr. Boris O'Mansky of Baltimore Hebrew Congregation, noted his temple was undertaking a new President's Club campaign. Many past members have opted to continue membership. Their President's Club minimum giftis \$1,200 & includes dues and membership in the Club. The Central Synagogue plan is \$1,000. minimum over and above dues. Central also gives members a small token replica of the synagogue building which has recently been named a national landmark.

Mrs. Judith Yoffie of Emanu-El of Worcester makes the Kol Nidre appeal at her congregation. She asked for suggestions as to ways and means to move members up from their normal appeal response. John Ball noted the senior rabbi of Central Synagogue makes the appeal and tells of the needs and the aspirations of the congregation.

Elliott Kaplan, Temple Israel, Minneapolis, spoke of their "Pillars of the Temple" program. They had 10 people who gave \$1,000. per year, there is no special p.r. or recognition; as the program moved they reached 260 "Pillars." They have also increased dues by 10% due to the rise in cost-of-living and have eliminated all Yom Kippur appeals. They have home meetings with one or two "Pillars" meeting with about 10 prospects, this seems to work well in gaining new members as "Pillars of the Temple." They feel special recognition is not needed. There is a need to convince members that they have a resonsibility to the temple. In Minneapolis the leadership of Federation and the congregation are the same. Long term large giving requires that people become convinced of the need and it takes time, work and leadership to educate people.

Ed Wulfe, Emanu El of Houston, spoke of the personal approach followed by his congregation. You can obtain better results if the effort is personal, one to one, to get the message to the membership. Emanu El rated 120/150 congregational families in terms of dues and spoke to them to up-grade their dues to what the committee felt would be proper. There was a good response. They had one \$2,000. giver and after 30 days of working with the selected families they now have 20 families paying \$2,000. dues. There is personnel in our congregations who can work; the money is there, you have to go after it.

Matthew Ross underscored the need to abandon a low key position and share the plight of the synagogue with the membership. They will respond when they are aware of and understand the fiscal problems.

Dr. William Silver, Beth Am, Miami, indicated he had received Board permission for a High Holyday appeal. He made a statement designed to inform the congregation of the needs, he spoke of the activities of the synagogue and tried to educate rather than plead. Their \$1,000. contributions are up to \$1,250. this year. They have open seating and members get little else for dues. But their Committee of 100 - large givers - has 126 people this year. The only recognition is the printing of the givers names on a letterhead or bulletin.

Richard Lorie, Holy Blossom Temple, Toronto, noted they have a fair share dues plan but there is a \$35. Religious School fee and a \$125. fee for Hebrew, all else is included in dues. They try to obtain dues based on income category and they watch the development of members in regard to age and career status. Some members are re-categorized each year. They have an active committee, representing a cross-section of the congregation, which seeks to have an ongoing evaluation of dues. Four years ago their top dues were \$840. for people in the \$50,000. annual income range, this has been moved up to \$1,500. dues for a \$75,000. annual income. They may seek to raise that figure. They have a balanced budget and open seating. If a congregant has health problems or a disability, special arrangements are made in regard to seating. The Kol Nidre Appeal is for Israel Bonds. appeal from the pulpit. Their membership is 2,200 and 75/80 are at the top dues level and 200/250 at the \$1,000. level. When asked how they arrive at average income levels of congregants, Mr. Lorie indicated the community knows the history of its people, how they have been doing over the years and people know or have a good idea of the income categories and realize that they increase as the years go by. fessionals know the income levels of peers, they seek to keep the dues level moving up and they review members regularly.

Lorraine Stiffelman, B'nai Jehudah, Kansas City, noted her congregation as being similar to Holy Blossom. They have a fair share dues ranging from \$150. to \$1,000. Many pay less than \$150. and couples under 30 without children have a special dues category. Last year they raised the dues level to a range from \$200. to \$1,200. Members were asked to recertify their category to one of 8 and dues seem to average 1½% to 2% of income. A Dues Advisory Committee of 4 Board members and 4 non-Board members, reviews dues on a regular basis. She noted a problem because of lower dues plans of two other local Reform congregations and B'nai Jehudah lost 45 members when they increased their dues. But they still review and seek to raise dues levels. Each family is evaluated at least every 3 years.

Sinai De Hirsch, Seattle, has a plan for a \$10,000. onetime dues commitment, for anyone over age 55. They plan to increase the sum to \$15,000. this year. Forty-seven members have made this commitment. Should a member be widowed the spouse retains the membership. They try to get the payment within one year but if it will aid a member taxwise, arrangements can be made to pay the dues over two years. The funds are placed in an Endowment Fund and the earnings go into the temple's operating budget. They now have \$600,000. and hope to reach \$3,000,000. from this program of "Membership in Perpetuity." The Executive Director makes the initial contact and then members follow-up. They have open seating and a fair share dues program. Average dues are approximately 2% of income. They try to revise the dues schedule every second year.

Sixteen congregations represented have fair share dues. Twelve have fixed dues. The fair share plans vary from congregation to congregation and the question was posed as to how many are really fair share. Holy Blossom Temple has a number of indigent members who pay no dues or a bare minimum. Because of peer review of status not too many members are at their low figure of \$100. B'nai Jehudah of Kansas City raised almost every member by one category during their last attempt to increase dues; some members were moved up by 3 or 4 categories.

Emanu El of Houston also seeks to rate members by peers. A letter is sent to members asking them to increase dues and is followed up by personal solicitation. Not every member receives the letter requesting an increase; they try to determine those who are not paying their fair share. New members are on a schedule which is about 1½% of income. They seek to zero in on members they feel can afford a higher dues level. They also feel very strongly that dues should be based on commitment to Judaism rather than a minimum or maximum fee.

Temple Israel of Minneapolis does not use the term dues, rather they urge that temple membership is a choice and people must know they have to support the congregation. Elliott Kaplan feels that no maximum dues should be set; the congregation has to tell the prospective member what it costs to belong to the temple; what it costs to run the congregation; and then concentrate efforts on gaining higher dues from people in the upper income level. He noted that they have failed in regard to the medical community of Minneapolis; they do not contribute as much as they undoubtedly are able to give.

Jerry Litwack of Indianapolis Hebrew Congregation expressed his delight concerning the important issue being discussed. He feels we must also examine ourselves, our Boards must examine themselves, we must all reaffirm our own commitment to the synagogue. His community is over-organized and members of the temple Board are not the leaders of UJA/Federation. He feels a bad selling job has been done in regard to our congregations. UJA sells every year but if one is committed to the synagogue the giving has to be greater. Giving to the synagogue must be the basis for giving for it is our commitment to Judaism and its future. We have to attack the sacred cow; we most no longer accept \$1,000. membership fees from those who make tremendous gifts to UJA; that sets a bad level of giving. We have to strive to get the highest level for the synagogue.

Matthew Ross suggested that perhaps we're not doing our job properly. When Central Synagogue of New York, of which he is a past president, required a 25% increase in dues, they determined to talk to the membership. A letter went to the entire congregation; they shared their problems and 80% of the members came to a meeting called to discuss the problem. The discussion brought suggestions such as "cut the choir," "cut the number of staff," "create larger classes," etc. OR "raise the dues by 25%." There was an overwhelming vote in favor of the increase and the members paid. If you have something good you have to sell it; people have to know the problems as well as the service they receive.

Jerry Litwack spoke of a series of luncheons and dinners held by his congregation to share problems. Participation was not 100% but 67 members came to sessions. They spoke of the things the synagogue could not do because of a lack of funds. He feels strongly that members have to be told what can't be done because of financial problems; it's not enough to tell members what you are doing; problems must be shared.

Harriet Perlmutter suggested that Synagogue and Federation have to help each other.

In Worcester, the congregations cooperate and do not accept members who have left other temples in order to pay a lower dues figure. Judith Yoffie noted the congregation's particular problem of a rabbi emeritus who never took an annual increase and never asked for a raise. The younger rabbis come in making a much larger salary than the older rabbi and this creates a problem for the congregation which must rebudget for the future.

Buffalo, New York, according to Joan Shatkin of Beth Zion, has a major problem with Federation. The JCC is accepting Bar/Bat Mitzvah to be held at their facilities. The dues to the Center are \$220. per year, less than synagogue affiliation. With an attempt to have life cycle events at the Y on a "do your own thing" basis without the services of a rabbi, people are tempted to move functions from the synagogue to the Y. (NOTE: This situation was resolved shortly after the meeting in Cincinnati. No life cycle functions will be undertaken by the JCC of Buffalo.)

Bob Kohn, Emanu-El B'ne Jeshurun, spoke of a similar situation in Milwaukee. The JCC which is part of Federation is strong. The community has 25,000 Jews and raises 8 million per year. But the Milwaukee congregations are still a community force. The JCC wanted to hold High Holyday Services. The project never got off the ground. The community has its own Synagogue Council comprised of presidents of all the congregations. They are a strong group and they put an end to this suggestion. They have also now defined the parameters of Federation and congregations. The "do your own thing" life cycle functions have to be stopped, otherwise the community will lose control and the rabbis will lose the commitment of the community. Those who can pay higher dues must. His congregation just increased dues from \$750. to \$1,000. on a \$75,000. income. They have a Dues Revision Committee with 25/30 members serving, a cross section of the congregation. Members are evaluated every two years. Last year the dues of 400 units were increased for a sum of \$68,000. Evaluations are made; a letter goes to the member noting new dues will be X amount. Personal contact is made for all whose dues are over \$100. An appeal committee of three is available if requested. They have no religious school tuition, very few extra fees in congregation which feels it is a service congregation. They use resources of Federation, people as well as the agency, and seek to cooperate. They joined in sponsoring a seminar on "Loss, Death and Dying." Three hundred people registered. This kind of program helps to sell the synagogue.

Ted Broido suggested that involvement in temple makes for better dues paying members. If they are close to the congregation and understand the needs, they pay their fair share.

Karl Bald noted that Holy Blossom Temple offers special services to members, life cycle events, including funerals in the temple, are part of membership contribution.

In response to a question regarding obsolescence and replacement funds, Myron Pomerantz of Beth El, Great Neck, noted his congregation has a fixed fund in the budget for replacements. The money is set apart from other funds.

Dr. Robert Hess of North Shore Congregation Israel, Glencoe, Illinois, regretted that his congregation had not made such a provision. They had to create a fund for a special need and it was not part of the operating budget.

Oheb Shalom of Baltimore, per Marvin Schnitzer, has a fund set aside for such replacements.

Bob Kohn's congregation had a program to fund capital improvements, 2 times dues paid is to be paid by each member over a 5 year period for an Endowment Fund for replacement and repair. This includes office equipment. They were unable to get the Fund started on their own, they had to seek outside assistance.

Mervin Riseman of Congregation Emanu-El, New York, described their \$5 million fund. Fifty percent has been collected or pledged and a paid professional was engaged for the program. The prospective giver is approached by the senior rabbi and a layperson. Next year marks the Golden Jubilee of their building's dedication; they are tying this event into the Endowment program and hope to gain large contributions. The congregation tries to keep dues low and they sell Holyday seats.

Walter Ohlmann, Temple Israel, Dayton, inquired about expelling of delinquent members. His congregation had to expel three members and he wondered about the experience of others.

About five years ago, per Marvin Novick, Beth El of Birmingham, Michigan had some 30/35 delinquent members. When payment wasn't received after two letters the Board voted suspension with 30 days notice. Five members had to be suspended.

Emanu El of Houston has a Board resolution to stand behind and support dues equalization in support of the Dues Committee. If the need is real and a member can't increase dues they are retained. When it is felt the member can but will not pay proper dues they are subject to suspension.

In this connection, Warren Heilbronner of B'rith Kodesh of Rochester, New York, spoke of the problems they have with many older members moving south to warmer climes. He asked what is expected in regard to their continued support and retention.

Leroy Fadem of Temple Israel, New Rochelle indicated they have non-resident members at 50% dues. Baltimore Hebrew Congregation has a waiting list and must control membership; they retain non-residents on mailing list if some contribution is made. B'nai Jeshurun, Short Hills, N.J. has \$100. non-resident dues and Emanu El B'ne Jeshurun of Milwaukee charges 50% of dues if members are in a retirement community. Beith Zion, Buffalo, has the same policy and Temple Israel of Dayton terms them "cemetery members," retained because of cemetery rights.

The question was posed as to what constitutes a delinquent member and how they are to be treated. Dr. Leonard Goddy's congregation merged and is now Adath Israel-B'rith Sholom of Louisville. Some members resigned after merger because of dues increase and building fund. Their By-Laws define delinquent members as being in arrears for more than six months. They bill quarterly on annual dues so a family could be six quarters in arrears before the By-Laws are invoked. A letter is sent noting impending suspension. Family can continue to attend Shabbat services but no life cycle functions will be performed. They have held firm on this and raised dues of 940 families; approximately 80 letters came in pleading for adjustments which were made. The congregation has open seating and when available delinquents are given balcony seats for the High Holydays.

Harold Kuttner, Temple Sholom of Chicago, inquired as to any legal action taken against non-paying members. Rabbi Mersky noted that very little can be done except in a community like Worcester which has a history of cooperation and an instrumentality to serve the best interest of the community.

In response to a query as to temple membership as a requirement for membership in affiliates, Bob Kohn noted they require temple membership for affiliation with Sisterhood or Brotherhood. He noted they have a singles program with some 300 people between the ages 20-32 and the assistant rabbi works with them. They are a group which serves the community, dues are not required and non-temple members are affiliated. However, some weddings have taken place among group members and many

of these couples have joined the congregation. The group sponsors a Seder and what began as a social organization is now a mini-adult Jewish education program and as the group grows it benefits the community. They also have a group for senior citizens. He indicated that the Milwaukee Synagogue Council is a great boon in regard to membership when people are delinquent, move to another area of the city, etc. The cooperation aid, all of the congregations.

At Great Neck's Beth El one need not be a temple member to join an affiliate but office in the affiliate is only open to dual members. This policy makes for an open door for congregational membership. They also have a Nursery School which has become a membership vehicle.

There was a question as to how the congregation's budgets are presented and adopted. Does the entire congregation receive the budget, how much time is spent in study and discussion of the budget?

Some 60 hours are devoted to the budget at Emanu El of Houston. The officers and a few selected members with expertise in finance meet 6 to 10 times. The budget is prepared on the basis of the previous year with necessary additions and cuts. When complete, it goes to the Board for study and approval and ultimately to the entire congregation.

In past years Baltimore Hebrew Congregation depended on the Executive Director to prepare the budget. Now their Budget Committee takes a more active role; small sub committees meet with temple groups and all of the pieces are put together by the Budget Committee. When there is controversy over a program the committee involved comes before the Budget Committee to discuss. They try to leave unsettled controversial matters for the Board but the Executive Committee reviews the budget first; in recent years they have devoted two full meetings to this discussion.

Moving back to the discussion of membership, Baltimore Hebrew Congregation noted they have non-members in auxilliaries but they cannot rise to the presidency of the affiliate. The community has a Council of Presidents of Synagogues, representatives of 4 Reform, 3 Conservative and 4 Orthodox congregations are involved and at least 3 or 4 come to each meeting. They have an exchange agreement in regard to temple membership and anyone delinquent in dues payments to a congregation will not be accepted as a member of another congregation. The group has been important in the community in regard to Synagogue-Federation relations, especially in regard to life-cycle events and competition between nursery schools and kindergartens. It was also reiterated that the congregation has an ongoing dues evaluation program and they seek to involve members in trying to develop proper levels of giving.

Representatives were asked to share ideas about special fund-raising events. Emanu El of Houston had a special Israel Exposition which raised \$40,000. Temple Israel of Lawrence has a Bazaar and an annual Dinner Dance Journal which raises money from ads. Such functions help to make up the difference when budget projections are in error and dues do not bring in sufficient funds. Special events income helps to fill the gap.

Temple Israel, Minneapolis, has found that parlor meetings are good but it is necessary to share information on what is being done with the young people of the congregation. Sometimes slide films of youth activities are shown; they seek to share what the temple means to the youth and how it brings fulfillment to many of them. By such sharing with parents and elders, visually and personally, many questions are eliminated. It is in reality an educational tool and the kids help sell their parents and grandparents. The congregation has a year-round camp which is most beneficial in creative programming for its young people.

Questions were posed about adding the 12% MUM dues directly on the dues bill as a tack-on and what if any special treatment is given widows in regard to dues.

Fairmount Temple noted that 1/3 of its membership is in the widowed category. Adath Israel-B'rith Sholom of Louisville used to give special consideration to widows. They have found they need not be bound to this practice since the women's liberation movement. They do hold back on billing recent widows but do not change the rate. Many widows can and do pay full dues. Others noted the membership committee is available for appeal by all, not just widows, for all exceptional cases. Many congregations have age categories for dues and when a family faces a problem it is dealt with on an individual level.

Beth Zion of Buffalo has three committees seeking to raise funds. They have tried concerts, etc. but people with season tickets don't support the temple program. They even tried to get a date with tv personality Phil Donahue for fund raising purposes but had to gain approval for fee involved and because of time lapse they lost the date.

Indianpolis Hebrew Congregation had its 3rd Annual Jewish Food Festival this year. The project involves the entire congregation, including inactive people who have come back because of this effort and they have become reinvolved. They have food booths, a theatrical production, special events. Monies are raised and the income is put into the budget for the following year. Involvement is a bonus, the program brings people back and creates an arena for involvement. The Festival is open to the entire community, church groups attend, many tour groups come, some 6000 people attended.

Beth Emeth of Albany's president, Ed Bookstein, asked about securing investments. He noted they had moved their Endowment Fund from one Bank to three Funds in trust in three banks. Baltimore Hebrew Congregation has outside consultants on Funds and are doing much better in terms of income results. Temple Sholom, Chicago, has a committee of bankers - 8 brokers and 2 counsellors - which meets once a month with the Executive Board. They manage the Endowment Fund portfolio of two million dollars They have had a larger Fund but there has been a drop in return in the last 2 years.

In wrapping-up the session, Rabbi Mersky spoke of the many threads which wove through the discussion regarding present or long range needs and the major concern with annual operating needs. There must be activity and involvement on the long range problems. There must be coordination of ongoing efforts, major gifts are important, dues are important, the efforts must be coordinated and integrated, it is crucial for the future well being of our congregations. Deferred giving must be part of our

program. Life memberships which provide tax relief for large givers and which produce high earnings must be instituted. He suggested there is importance in sharing common problems and aspirations; he felt a group might be convened to work on guidelines for these programs and especially to deal with some of the tricky questions. He suggested the possibility of working with Dr. Aryeh Nesher of UJA who is a very effective solicitor, a problem solver who deals with the question of psychological poverty in our community, one who might help our larger congregations in the area of finances and fund raising. It was noted that one congregation undertook a very simple and beautiful program which will give them well over \$350,000 proceeds free and clear. They are creating a Torah for their 100th Anniversary, letters are purchased by members at \$1.00 per letter. The culmination will be a Torah of special meaning and a large financial boon.

Matthew H. Ross, Chairman of the Board of Trustees of the UAHC, spoke on the theme, UAHC-CONGREGATIONAL RELATIONS. He noted that from his observations as he travels to congregations across the country he is encouraged; he is confident the synagogue is in the hands of dedicated, He firmly believes that without the synagogue there concerned people. can be no secular leaders, only the synagogue can create and provide educated Jews for the future. He spoke of the manifold programs of the UAHC and the services it provides to congregations which they would not be able to create on their own. Educational materials, program data, administrative and statistical information, text books, etc. He urged those present to make use of the materials provided by the they not be disregarded, they should be shared with the Union; proper committee heads and leaders of the congregation. Regular packets are sent to rabbis, presidents and administrators. It is beneficial to every congregation to use these materials. He spoke of the new Hebrew Video Tape program which will help teach youngsters Hebrew, the program is a costly one which an individual congregation could not undertake alone. It will be a very useful tool for all congregations.

Mr. Ross spoke of the sense of movement, noting the Union speaks for the movement in government circles and to other Jewish movements and organizations. Social issues are of critical interest to us as Jews and Americans, they are dealt with under the leadership of Rabbi Alexander M. Schindler. We have a system of checks and balances. He gave as an example a resolution passed by the Social Action Commission dealing with Israel which might have been harmful had it been released to the press. Because of the check and balance system it was stopped before being made public.

He noted relations between the Union and its member-congregations have improved over the years and that the congregations and the Union are not "we" and "they," or "us" and "them," but "WE." He spoke of the work of the Committee on Constitutional Revision and Restructuring which is seeking to better organize the Union so it will better serve the congregations and the movement.

Judith Yoffie asked about congregational input in regard to membership on the Union Board. Mr. Ross outlined the make-up of the Board, with 1/2 of its membership selected by the various regions. A new process has been instituted wherein the Union contacts all congregations for suggestions for the 71 At-Large members. Consideration is given to these suggestions and while every congregation cannot have a representative on the Board it is helpful to have their input and all names submitted will be considered.

In response to Arthur Berlin of Main Line Reform Temple, Wynnewood, Pennsylvania, Mr. Ross indicated a special form is being sent to all congregations requesting information on suggested candidates for the Board. These names will also be helpful in considering personnel for committees of the Union. He noted difficulty in the past due to financial factors, for many it was difficult to participate because of monetary considerations in regard to travel and accommodations. The Constitution has been changed to allow for reimbursement when travel costs exceed \$100. and this allows for democratization in membership. The Union also changes the site of Board meetings to different areas of the country; one meeting a year is held out of New York. This also helps the process of democratization.

Leroy Fadem inquired as to fund raising expenses. What are costs for MUM and RJA, how is a split attained?

In response, David Mersky noted the direct expenses are for national staff and the MUM and RJA office. Of the budget of \$400,000.,65% is for MUM, the balance RJA, a more expensive appeal since it's on a one to one basis to more people for lesser sums. John Ball noted congregational presidents are invited to the meetings of the UAHC Budget Committee. Matt Ross noted this, too, is part of the process seeking to attain more democratic procedures. Departments submit budget requests, questions are raised by the Budget Committee, priorities are set, the process is similar to the congregational process, but possibly even with better advance preparation than the average congregation. The Board feels a fresh look is required somewhere along the line and having presidents attend the meetings helps. He reminded those present that budget equals program.

Dick Lorie was happy to learn of the Board decision to provide subventions for Board members. Bob Hess asked about materials for the development of leadership. With new people coming on Boards all the time, training sessions are required and he wondered if the Union assists in this area. Mr. Ross agreed that this is a problem on all levels, congregational, regional, national. We have an orientation program for new Trustees. There is a brochure on the services provided by the UAHC and it might be well to have a brochure to describe to new members just how the Union Board functions. He agreed there is a need for better programming for leadership development.

Ted Broido spoke of the Joint Committee on Leadership and Training of the UAHC-CCAR which held its first meeting; it is developing a program for presentation at the Toronto Biennial. Ed Wulfe noted this was discussed by the Biennial Program Committee and suggested that this group might consider such a session for presidents every year.

Matt Ross noted that many congregations in close proximity to New York hold a Board meeting at 838 Fifth Avenue, this helps to acquaint members with the Union and its staff. He also spoke of his and Rabbi Schindler's travels to congregations as well as other staff member's travel, all to present the Union to the congregations.

Bob Kohn urged that this Conference of Presidents be continued at the Biennial. Mr. Ross affirmed the convening of such a session, albeit not as lengthy or in-depth as these special meetings. He also noted it was hoped to eliminate as many outsiders (people not within the Reform Movement) as possible at the Biennial; it is hoped the sessions will be vehicles for a sharing of information to meet the needs of

the congregations and an opportunity to share with fellow Reform Jews programs, problems, and aspirations.

Dr. Alfred Gottschalk spoke of the need within the Reform movement to have people understand the sense of a Movement. The tripod leadership of the movement, the CCAR, HUC-JIR and UAHC, must their information efforts. As they have matured over the years, they have adopted a consulting process beyond the administrative to create a sense of movement and an ongoing effort has to be made to provide a sense of belonging to the movement.

Mr. Ross spoke of the responsibility of individual UAHC Board members to clusters of congregations in their home areas, they meet with them and report to the Board on concerns and interests of the congregations. This program must be enriched and the Union intends to strengthen the process. Dr. Gottschalk agreed that this would be a fine process and he also urged the creation of a Task Force on Communication to consider ways and means for the UAHC-CCAR-HUC-JIR to make known to congregations and congregants what the Reform movement is doing.

Dr. Silver asked about the Union's terms of office for Board and Officers. Mr.Ross explained that the Chairman may serve four years, two terms of two years each. Ex-Officio members and Regional presidents serve on the Board during their term of office. Regional and At-Large Board members may be elected for no more than two four year terms. The limitation of term does not apply to anyone while serving as an officer or member of the Executive Committee. There are 180 on the Board, 20 Ex-Officio, 71 At-Large members and 90 Regional representatives.

Larry Sachnowitz of Emanu El, Houston, underscored the need in the movement to communicate to the people who pay the dues. A written piece is not always the most effective means of communication; it is important to look into this critical issue.

Arthur Berlin urged that mailings be sent to vice presidents of congregations as they are the coming leadership. It was explained that this becomes expensive and we therefore depend on the "pass-along" system within the congregation so the proper people receive items of interest. Dick Lorie felt the size of the Union Board might be reduced. Mr. Ross spoke of the excellent committee work within the Union Board; details are shared with the full Board and the system works with minor exceptions. The Committees hear or see reports prior to sharing with the Board. He noted that while he personally was not adverse to a reduction in Board size, it was but a few years ago, at the behest of congregations, that the Board was enlarged. He also noted we get excellent Board representation at meetings, that there are quorum requirements. The Executive Committee, a smaller body, also gets excellent attendance.

Walter Ohlmann suggested a series of filler materials on the Union be shared with congregation for bulletins. This request will go to the proposed Communications Task Force.

Abraham Braude, Cincinnati, a member of the Board of Governors of the HUC-JIR and a past president of a large congregation, was a guest at the meeting. He expressed his delight at joining with this group. He gave a brief history of the Isaac Mayer Wise Temple of Cincinnati and invited delegates to see its historic and very beautiful building

Mr. Braude shared his great sense of fulfillment gained by his involvement as a lay leader as well as the strength the Union and the College-Institute give to one another. The Union leads the way and speaks for the movement, the HUC-JIR provides the leadership for the future and together they have built a great movement. He noted that the state of the College-Institute is very good and that the rapport between the UAHC and HUC-JIR is excellent; there is cooperation and communication. He urged delegates to impress upon their congregations the importance of the institutions and to tell congregants what the Union is and what it does. He brought to the attention of the group HUC-JIR's house organ - CHRONICLES - and urged them to have their names placed on the mailing list to receive copies. He also suggested they be shared with other congregational leaders.

Discussion ensued regarding a continuation of this Conference next year. It was suggested a meeting be held in the Spring or Fall of 1980. There will be a session in December at the Biennial. The group felt the Spring was a more salutary time to meet. A target date for the Spring of 1980 was agreed to and an agenda committee will be appointed. It was also suggested that two sets of minutes be sent to each congregation, one for the participant and/or president and one for sharing with the congregation.

In the discussion of CONGREGATION-STAFF RELATIONS, Marvin Novick, who has undertaken the Salary Survey of Congregational Professionals, gave a brief, off-the record report. His findings are as yet incomplete and additional information is required. Thus, it was felt it would be in error to include his interim report in the minutes. He did indicate that 48 out of 62 congregations contacted participated in responding to the questionnaire.

Ted Broido then discussed the overall theme of relations between staff and congregation. He noted that the survey is a very volitile subject and urged everyone to hold in complete confidence the data shared. Time is needed to complete the survey and to verify information and interpret responses. There is sometimes a variation between information shared with Marv Novick and information sent to the Pension Board. Ted urged that when the survey is complete it be shared with the professionals involved.

He referred to the work of the UAHC-CCAR National Commission on Rabbinic-Congregation Relations and the number of problems dealt with annually. A surprisingly small number of conciliations represent really difficult situations, perhaps 8 or 9 each year. When the NCRCR is called in early in the game it is often very helpful to all concerned and problems are solved. When a situation is allowed to fester within a congregation and outside help is not sought, it becomes more difficult to conciliate. Misconceptions abound, they have to be straightened out. The Commission has regional representation and usually a representative can meet with the parties quite quickly, this helps the situation. With early warning and the counsel of a regional representative of the NCRCR with no emotional involvement in the difficulty, it has been found that matters can be resolved in many instances before they become overblown and impossible to work out.

Mr. Broido spoke of the improved investment situation of the Rabbinical Pension Board. Improved income has allowed for higher retirement benefits and increased pre-retirement death benefits, now a maximum of 4 times salary as opposed to the past 3 times salary.

In connection with pensions the problem area is with rabbis of age 52/53 or over; many were serving before the plan came into effect, some when it was at 10% of salary, pre World War II, when salaries were very much lower. Pensions can't be increased but arrangements can be made by congregations to provide special funding. If the rabbi is timid and doesn't make this known until just prior to retirement a real problem exists - they might receive only 20% or 30% or 40% of salary as pension rather than 50% and a burden is placed on the congregation. For rabbis over 55 at this time there should be a review of pension benefits with an eye to bringing the benefits up during the next 9 or 10 years. With an increase to 18% participation in the Pension Plan in 1967 the problem is not great for younger rabbis and in terms of the older rabbis the problems lessens each year for most went to an 19% plan in 67.

Dick Lorie questioned the situation of the younger rabbis, say 42-45 years of age now. With inflation at a rate of 7/8% each year and the possibility of it lasting for 20/25 years the problem could remain for the future.

Ted Broido noted the Pension Board studies the problem, worries about it and cares, with a 9½% return on new money, inflation will hopefully be covered. Post-retirements is the problem and it is possible there could be overfunding.

Rian Yaffe of Baltimore Hebrew noted he is an actuary and he questioned whether the plan was equitable to individual congregations. They make contributions for a few years and then the rabbi moves on and the process starts with a new person. Perhaps a supplemental pension should be funded by the congregation to be paid only if the rabbi stays with the congregation. The rabbis should be asked to pay 3% and thus becomes a regular deduction and closes the gap. In response to the first query, it was noted that when a new rabbis comes the previous congregation had made contributions and thus the process is really not inequitable.

It was asked if a congregation should ask for a statement from the RPB when interviewing candidates. They have a right to make such a request but the RPB statement may differ from a congregational response.

Myron Pomerantz spoke on PROGRAMMING FOR THE LARGE CONGREGATION. His congregation has an outline of program activities for new members. They seek to program for the needs of their members and at the same time draw in the community. Beth El has a strong youth program and a rabbi who excels in this area. He shared a Great Neck program outline with those present and asked for their comments.

Jerry Harwood, B'nai Jeshurun, Short Hills, N.J., said his congregation's senior citizens program is so good it impinges on other temple programs; How does one deal with this problem? Mike Pomerantz spoke of Beth El's Bible Breakfasts to which men and women are invited; it is an open program for they realize people want to come to an interesting event and you can't really limit such special things to one group alone. At Fairmount Temple, Cleveland, they have a men's auxilllary for retirees. and women attend Men's Club meetings. Jack Stewart noted that they now have two women on the Men's Club Board at Cleveland's The Temple.

David Mersky suggested that Men's Clubs look into ways and means of serving senior citizens through volunteer activities, possibly providing legal and accounting services for the elderly. Baltimore Hebrew's Men's Fellowship group meets Tuesday afternoons, about 100 retirees are members; they invite women to special programs from time to time. The program is educational and they invite speakers on a wide variety of subjects. Congregations seems to have no difficulty in programing for the elderly, the serious concern is how to service the needs of post-college age people and how to attract them to the synagogue.

In Short Hills, noted Harriet Perlmutter, they had a problem because so many young people of the congregation moved into New York City. Some are now returning to their suburban community because New York as become so expensive, The congregation seeks to attract them. They have held some home meetings designed to get the younger people together; to have them develop programs of interest. However, help is needed in this critical area and a prime concern is attracting them to services.

The Young Woman's Group of Beth Zion, Buffalo, has existed for about six years. They have some single women and newly married who feel they are too young to join Sisterhood. They compete with the Young Women's Division of Federation but have done quite well. About 100 young women are involved, many become members of the temple.

Holy Blossom has a Young Peoples Congregation; many are couples but they fall into separate categories, those with children and those who are childless. Often interests differ; life styles differ.

Mike Pomerantz urged that young couples, especially as they get older, be encouraged to join Brotherhood and Sisterhood. Too often couples remain within a couples group for too long a time and as they age younger couples feel the age differences.

Ted Broido spoke of a congregation which provides an extra High Holyday seat for all single members; this allows them to bring a guest and makes for a less lonely experience.

The Singles group of Temple Sholom, Chicago, has a large mailing list and good turn out at meetings. They are moving away from the more social programs to educational programs and rap sessions with the rabbi.

Many tend to discuss singles as the younger unmarrieds. Congregations must begin to program for those persons alone in the congregations, the older singles, the widowed, divorced, etc. They fall into varying age categories and there are many single parents. These people have to be brought into the synagogue; a healthy congregation has dynamic leadership which can be found on all levels of life. Programs must be coordinated; groups have to be melded so one program can be instituted for the entire congregation when it is of interest; there should not be five groups undertaking similar programs.

Rabbi Paul Menitoff, Director of the UAHC's Mid-West Council, continued the discussion on programming. His council includes 11 States and varying communities. He spoke of the approach to program and the philosophy for programming. There are resources available through regional offices to aid congregational programming, often lay people can be used to provide interesting and good programs. The regional program is a support system to bolster the congregational programs. As Rabbi Menitoff visits regional congregations he

hears of program needs. He also sends out a questionnaire to his region to determine interests and to find out from the congregations what they feel would be effective programming sponsored by the region. He projects a very varied program covering every area of congregational life. When he meets with congregations he often conducts workshops for Boards and helps the congregations initiate program. There must be goals set and objectives for the future. The congregation requires a yardstick and must look at its own structure, size and needs. Is the program of the congregation leading in the direction in which the congregation truly seeks to go?

Rabbi Menitoff presented a Mini-University of Judaism Catalogue which might serve as a model for a congregational program. In the Council Mini-University he offers speakers from the many areas, including UAHC staff and HUC-JIR faculty. Congregations can draw on these resources as well as their own memberships. He outlined a Mid-West Council Board week-end which provided for business to be conducted on Sunday. Friday and Saturday were set aside for programming and study sessions. This particular session focussed on Rabbinic-Congregational Relations. Special panels discussed particular areas of concern --- Lay people spoke of their responsibility to the rabbi and their view of the rabbis' responsibility to the congregation. This discussion helped to sensitize people to various problem areas. A panel of rabbis, their wives and children, spoke of their problems and family issues. The third panel was on Conciliation with Ted Broido and Rabbi Randall Falk exchanging information on rabbinic conciliations. In all sessions the audience participated in the discussions.

The presidents discussed cooperation with Federations and other agencies in terms of program. An Open University might be conducted with the cooperation of a congregation and the local JCC. The temple could provide the facilities, resource people could be suggested by the JCC, and a forum series conducted on subjects of importance to the community such as The Quality of Life, Privacy in the Computer Age. Resources are available in most congregations and communities.

Ted Broido suggested we don't use our own people enough, we often go outside of the Reform movement. He noted the Mid-West Council's Mini-U utilized talent from the movement. We must seek to use our own resources; they are there for the asking.

CONGREGATIONAL MANAGEMENT was discussed by Richard Lorie and Ed Wulfe. Exhibits A and B attached hereto on Leadership Training and Long Range Planning were shared with participants. Discussion ensued based on these papers.

In response to Judith Yoffie's query as to how younger leadership can be brought into a congregation which inherits a Board, Dick Lories noted his own congregation has a 3 year Board I mit and a 3 year limit for officers. They rotate and by Constitutional limitation terms cannot exceed 3 years and consecutive terms are not permitted. The Past President usually chairs the nominating committee and selects personnel. They seek to use retiring Board members and presidents of auxilliaries on the nominating committee. There are usually 8 Board seats to be filled. Congregations should review their Constitutions and if necessary ammend to provide for a limitation of terms.

Joan Shatkin asked for information on Board orientation and how it can be best handled. Is there orientation for new members only or an ongoing process for all Board members? At Holy Blossom a professional from the staff gives new Board members an orientation; senior staff and affiliate chairpersons are also included in the session. Dick Lorie noted they hope to make this procedure a more regular one than has been the case in the past. Baltimore Hebrew

Congregation invites the full Board for orientation and they approach is five-pronged. They discuss:

1/ The history of the Congregation

2/ What Leadership Means

3/ Financial Aspects of Congregation 4/ Congregational Functions and the UAHC

5/ Religious Aspects of Congregation

Dick Lorie cautioned that Board Orientation should not be confused with leadership training; they are not the same. When asked about attendance at his Board meetings, Dick indicated the Board meets the 4th Thursday of every month, excluding July and December; they get a 60/75% attendance.

Beth El of Great Neck also gets an excellent attendance. They traditionally hold a Board Retreat every 2 or 3 years, over a week-end, and they seek to set goals at this retreat. Getting away together provides a harmonious setting where members can get to know one another on a personal basis. Spouses are invited for it is felt their participation reinforces the program.

Dick Lorie noted Boards vary in composition. His elects past presidents as honorary life trustees on the Board and Executive Committee. They also have Wardens, people who have given long years of service on the Board but who never attained the presidency. They have a maximum of ten wardens. This group is asked to take over special fund raising projects for the congregation.

David Mersky shared the experience of Beth Emet of Evanston. They have two Boards; one involved in traditional Board concerns: management, finances, administrative matters. The second Board functions in regard to policy and program. Substantive issues in the congregation cross over between the two and there is a give and take between the two groups. Heather Morris of Sinai, Toronto, feels most congregations do not utilize past presidents properly. She suggested an Overseers Group be convened 4 times a year, past presidents plus financial experts, to look at the financial situation and suggest projects.

Bo O'Mansky urged leadership training program. There is a need and recognizing that need Baltimore Hebrew is instituting such a program. They expect it will not only develop potential leadership, but also aid congregants in understanding what the congregation is and does, to teach them what Reform Judaism is, etc. They have set a budget of \$1,000. for the program which will involve some outside experts. Bob Hess of Glencoe also urged management training and better informed Board members as regards Reform Judaism. The Glencoe Board has a 15/20 minute Dvar Torah by the rabbi at the start of each meeting.

Beverly Schiffrin of Main Line Reform, Wynnewood, noted they have a policy book for the congregation and all Board members receive a copy. Past presidents are used at Main Line Reform and they are most helpful.

Dick Lorie suggested that "failing to plan is planning to fail." Generally temples think of long range planning as financial planning, this is in error. Long range plans must also include the setting of goals and objectives, and priorities.

Mildred Ross of Central Synagogue proposed that congregations call on the resources of the UAHC. Staff members are available for help to congregations in the areas of leadership training, program planning, management assistance.

Emanu El of Houston convened 7 task forces with 30/40 people each to look into various aspects of the temple program. Following a year's study there were formal reports and recommendation which were implemented immediately when warranted. Close to 300 members learned a great deal about the congregation for involvement was created for persons not previously involved. Personnel was selected from 900 people who responded to a questionnaire sent to 1600 members. It was noted such questionnaires are to be carefully prepared for the manner in which questions are presented makes a difference in responses and the information gained can be relevant and useful for many aspects of temple life. This program brought about some immediate changes and many ideas for the future.

Of the congregations present, 14 have Planning Committees.

It was asked how you report to the congregation the end result of special surveys and questionnaires; how do you share the information gained?

Ed Wulfe noted talk is not enough. You must take action and implement suggestions. Congregants must be told what comes out of long range planning. Emanu El started a suburban Hebrew School as a result of their survey. The idea was suggested, they discussed it with the Religious School Committee and School Board; space was rented and a program initiated for the after school hours; Hebrew program registration doubled instantly. People have to know what is happening.

Ed also stressed the importance of the president and senior rabbis relationship; they have a partnership and must be in constant communication. This benefits the congregation, the balance between president and rabbi and communication with congregation. The rabbi often knows the people, how they work, what they can be expected to do, etc. and the rabbi and president bounce names off each other - the interplay is essential.

He spoke of the importance of the Executive Committee and committees. Executive is essential in regard to management aspects. A team effort of officers plus past presidents involved, meeting 2-3 times a month, they have valuable input and insights to offer and provide assistance in a cooperative effort. Executive Committee is a sounding board; they also help select chairpersons for committees as they know the members and particular talents and/or interests. When asked if the Executive by-passes the Board, Ed noted that it does not. The Board is the responsible body and runs the temple; the Executive Committee recommends, they have little if any legal authority but are a most important arm of the congregation. His congregation sometimes names a non-Board member as a committee chairperson because of special talents and in such cases a Board member is asked to co-chair. You have to reach out to your membership in this manner. The chemistry of the Board is critical. The Emanu El Board has 30 members plus past presidents.

In response to Lorraine Stiffelman's inquiry as to the presence of the senior rabbi and executive director attending Board meetings, the majority agreed they should be at meetings.

Bo O'Mansky noted similar components on Baltimore Hebrew's Board with exception of past presidents. He finds the Executive Committee to be helpful for an airing of problems prior to presentation to the full Board. Committees report to the Executive Committee and then in writing to Board; the Executive reviews, it makes no decisions, that is the responsibility of the Board.

Ed Wulfe feels the Executive Committee is an important instrument to help sell ideas to the Board.

The importance of congregational committees for the development of potential leaders was stressed. Mike Pomerantz described Beth El's non-voting Associate Trustees. They are recommended to president; attend meetings of Board and are invited on a year-to-year basis. The congregation now has 10 such Associates; many eventually serve as elected, voting Board members.

The Temple in Atlanta holds open Board meetings. Problems to be discussed are held for the end of the meeting when non-members are asked to leave. It was also noted members of the professional staff attend the Board meeting but are excused when professional salaries are to be discussed.

Time of Board meetings vary, but most felt it best to hold them at a set time on a regular basis to provide for advance scheduling. Some congregation honor a member at the Annual Meeting of the Congregation in order to create interest and a good attendance. Gimmicks have to be used to interest members; one temple has a Sunday night dessert buffet; another gives certificates of recognition. Some congregations invite students from junior and senior high to participate on committees, this brings involvement of youngsters in temple life and helps to develop leadership. In many congregation the youth group president sits on the Board.

Ed Wulfe reiterated the need to use members to get things done at temple; create a sense of involvement. One person, the president, can't do everything alone, it is necessary to know your members, see that they serve on committees; find out their interests; screen them and assign them to committees or special tasks.

GET THEM INVOLVED. His congregation considers Thursday night as "Temple Committee Night." Leonard Abel of Washington Hebrew Congregation asked if any congregations have a committee to evaluate the functions of professional leadership. Ed Wulfe suggested this is part of the budget process in most congregations. Mr. Abel noted his congregation had evaluated the professional staff this year, all areas other than compensation, office responsibilities, integrity of the individual, etc. Two members of the Executive Committee and one congregational member were involved in the evaluation. A reluctance on the part of rabbis to be evaluated was noted; this, it was felt, is a dis-service to the institution and the person.

Ed Wulfe described his congregation's budget process which in the first instance is discussed by the Executive Committee. They review and recommend, this year it was a provision for a 7% increase. Priorities are set, various components of the budget are studied, some are decreased, some increased, some remain the same. There are 8 or 9 meetings and sometimes non- Executive Committee members are invited to meeting. The leadership meets with every member of the professional staff at least once a year for a rap session. They discuss concerns, problems, objectives, etc in an open and frank manner.

It was felt that issues can be cleared early if professionab are evaluated, pro and con aspects can be discussed. After such discussion the president or chairperson of committee meets with professional to review responsibilities and work patterns. Economic evaluations are not included in this process.

Notice to professionals being terminated varies in congregations; some terminate following a review procedure. In many congregations the president will discuss any criticism with rabbi or other professionals. It was felt that constructive criticism can benefit all but that the process need not be annual; it should be ongoing and constructive. Leaders work with professionals on a very close basis and that provides for an ongoing view of manner in which professional handles people, responsibilities, etc.

WRAP-UP: The Chairman of the meeting was requested by a unanimous vote of the participants to direct that the recorder include in the minutes of the meeting the following statement: The gratitude and appreciation of the Conference is extended to Edie Miller, Rabbi David Mersky and Theodore Broido of the UAHC for their unstinting and tireless efforts in both arranging for the meeting, assisting in the preparation of the agenda, preparing the study materials for distribution and for their invaluable input during the course of the discussions; without their efforts this meeting would never have been possible and to each of them, we the members of the Presidents' Conference express our sincerest thanks!

John Ball advised that there would be a meeting of presidents of large congregations at the Toronto Biennial, December 7-11, 1980. Volunteers were requested for the agenda committee for a Spring, 1980 session and appointments will be made at a later date.

Agenda items for the 1980 meeting included the following suggestions: budget; personnel; synagogue-federation relations; roots of Reform Judaism study session; parameters of Reform Judaism and the philosophical changes in congregations; education; synagogue priorities in Judaism.

It was urged that there be advance sharing by presidents of special and exciting programs, how they were planned, the kick-off, the program, the results. If there are some very special programs, 3 or 4 presidents should be asked to discuss them fully. A session on leadership training for the group was urged, with a panel of experts. Also suggested were a session on dues, how to move from fixed to fair share; guidelines for budget divisions. A request was made for materials from congregations, perhaps even sample budgets with names and designations removed; responsibility of innrer-city temples to city and neighborhoods.

The group requested the participation by more UAHC staff members and expressed the hope that Rabbi Schindler and Al Vorspan participate. New York City was suggested as the site of the 1980 meeting, with the desire to meet at the UAHC House of Living Judaism and the new HUC-JIR New York campus.

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LEADERSHIP TRAINING

- 1. Select competent professional leader. If a member of the congregation, he should be engaged in this type of profession. If such a lay person is not available, then it is worth while to pay for such professional leadership.
- 2. Carefully select the lay people who should gain most from the leadership training seminar or course. These people should be drawn from the Temple Board and the boards of auxilliary organizations.
- 3. The seminar should be a study in depth on inter-personal relationships, organization, planning, etc., and should also be directed towards the expectations and relationships between lay leadership and senior Temple staff this is most important. Those attending the seminar should be made aware of how groups work and the means of maximizing group efforts to reach decisions in committees.

 Another very important area is to help teach chairmen and aspiring committee leaders how best to run meetings to

maximize the efforts of all attending.

An important aspect of leadership training is also to be sure to recruit young people and employ them meaningfully in the workings of the Temple so as to give them a sense of accomplishment and achievement which would stem from their involvement.

These young people should then be encouraged to continue through the leadership process as far as their abilities and capabilities will allow them.

They should be incorporated into the committee structure, given definite tasks to perform and those who perform best would then be elevated to co-chairmen -- chairmen -- Temple Officer and on to the Presidency.

* Material is available from U.A.H.C. upon request.

LONG RANGE PLANNING COMMITTEE

- 1. Set goals and specify objectives desired.
- 2. Have a professional (either lay or paid) to draw up a questionnaire to be circulated to the congregation asking them their opinion on present programs and perceived needs.

Professional evaluation should then be applied to the answers.

Involve as many congregants as possible to give a proper spin-off. If people are genuinely concerned and involved in the process and eventually perceive changes along the lines desired, this will have a very positive effect on the support for any changes which are implemented.

3. Select a suitable chairman, preferably one who does long range planning as part of his profession, senior officers of Temple and auxilliaries, department chairmen and senior staff. This would make up the composition of the committee.

4. The task of the committee would be to examine "How did we get here?, Where do we go?, and How do we do it?" and, of course, to use the results from the questionnaire as part of the process.

In going through the long range planning process the emphasis should be off dollars as in the past too much long range planning was really a projected five year budget not concerned with programs, etc.

The Long Range Planning Committee should examine the present structure, concentrate on ideas of future needs and prepare various models showing how best to apply human and financial resources to achieve the desired goals.

Physical plant and equipment must also be looked at in light of the desired goals.

A very important aspect of this committee is to ensure the continuity of those first selected for the life of the committee and that senior professional staff input is sought and used. It is essential to set dead lines for the completion and adoption of this planning process. Regular reports from the Long Range Planning Committee should be made to the Executive Committee and the Board and, if possible, implementation of suggested changes should take place as and when these are agreed to.

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