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UNITED JEWISH APPEAL, INC.

165 WEST 46th STREET
NEW YORK 19, N. Y.

MEMORANDUM

THIS
COPY
FOR:

Spkrs.	T. & I.	W. D.	CONF.	

Date Oct. 1/55

To Field Dept.

From David Taub

Subject JBW- N.O. letters as requested by F.R.

I believe some comment is in order concerning my frequent requests of JBW and like N.O. letters. I find them extremely helpful in stimulation, cash, allocations and all other campaign activities.

Very often, a JBW letter sent at the proper time, has restrained, kept, or brought back those wanting to take the easy way out.

Very often, a sincere and valuable UJA worker, discouraged by indifference or even outright hostile thinking on the part of his community - has found new spirit and strenght to carry on our work. He needs these letters which are a strong link in the chain which binds him to an organization capable of attracting so many people whose names he knows and respects.

Then there are those to whom these letters mean 'selfglorification' a letter to be kept on the desk, to be shown to family and friends as proof of 'belonging and recognition'.

To just name one recent experience. In the Tri-Cities, Ala. this F.R. was, after a hard-hitting meeting, promised \$1,000 by Oct. 15. A F.U. letter by Ass't Field Director Stanley F. Weiner to Mr. Louis Rosenbaum, Chrmn. of the Tri-Cities camp, resulted in not only getting cash sooner, but also in \$1,000 more than was promised.

So, even if my requests seem rather numerous - they are important and always bring results.

Regards,

1120
March 1, 1956

Mr. Herbert A. Friedman

Dorothy Manson

Correspondence Department Staff

Since the formation of the UJA our stimulation letters have played a significant role in promoting the national campaign. Their special function is to augment the efforts of the field men, and they are written in most cases at the direct request of the field men, or their supervisors at headquarters, and often at the request of community leaders themselves who know the value of these letters.

In general, this work addresses itself to a peculiar and very sensitive area of public relations - an area which is not accessible to newspaper releases or any kind of generalized statement. The letters are personalized in every case. As you know, they are ghost-written in the names of our national officers or important lay leaders, whichever name carries the greatest impact in the particular case.

Since they are personalized and deal with concrete and specific situations in the particular community, each letter must be preceded by, first of all, a general knowledge and experience with the campaign as regards UJA policies and procedures and by a great deal of specific research on the status of the campaign in the particular community, and on the individual's activity, past and present, in the local campaign.

The great bulk of the letters are stimulative which serve to tell and sell the UJA story to newly elected, prospective, or incumbent campaign leaders. Often the letters are meant to solve or alleviate problems involving relations of individuals to the campaign, problems which threaten to lead to reduced income for UJA, - all those intangible problems of personal motivations which, as any field man knows, make up the whole climate of a campaign in any given community. This is only a thumbnail sketch of the work of this department. I don't want to belabor you with details.

Even at the very ebb point of the UJA campaign during the 19 years that I have been responsible for this work (excepting a 3 year interval when I was on the overseas staff of the JDC) I have never been without an assistant and at least 2 stenographers. During periods of higher tempo campaigning, this staff was augmented.

It seems rather strange, to say the least, that now when we are launching the greatest campaign in UJA history, I should find myself with no assistance and insufficient stenographic help. My secretary who worked with me for 12 years resigned the first of the year and has not been replaced.

Mr. Herbert A. Friedman

-2-

3/1/56

1124
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This means that some 1143 communities serviced by about 70 field men, all of whom request letters - and are requesting more and more as the campaign picks up momentum - must, in the nature of things, be inadequately served. To put it bluntly, I am not writing all the letters that should be written, and I am not able to give enough time or thought to those that I can write.

I urge that some real attention be given to this problem.

AMERICAN JEWISH
ARCHIVES



HAF

March 24, 1961

RECORDS

Melvin S. Goldstein

Providence, Rhode Island

On Thursday, March 23rd, Mr. Naparstek who was in Providence, called to report on a situation that had arisen in Providence as a result of a request for an allocation made by Jerome Unger on behalf of the American Zionist Council. Mr. Unger had made a presentation to the appropriate committee in Providence the previous evening. In a conversation I had with Joe Galkin, immediately following Mr. Naparstek's report, Mr. Galkin said that Mr. Unger had made a very good impression on the group in Providence. Mr. Unger explained that for many years the American Zionist Council was supported by the American Jewish communities through their allocation to the United Jewish Appeal. He said that the American Zionist Council had received from the American Jewish communities in this manner two and a half percent of the allocations made by the American Jewish communities to the United Jewish Appeal and he therefore requested that Providence make available to the American Zionist Council a sum equal to two and a half percent of Providence's allocation to the UJA. He noted that in the instance of Providence this would come to a little more than \$8,000 and he also noted that if Providence planned to raise its allocation to the United Jewish Appeal this year he would hope that the American Zionist Council would also receive a little bit more evidently on a percentage basis.

Mr. Unger said that this was the first presentation he had made on behalf of the American Zionist Council to an American Jewish community. He pointed out that since 1924, approximately, the funds of the American Zionist Council had come through the UJA and that Providence, therefore, has been supporting the American Zionist Council all these years as have other American Jewish communities which have given money to the UJA.

Mr. Galkin said that whole question of the tax angle was raised and Mr. Unger explained that the American Zionist Council is tax exempt and that there need be no concern about that. Mr. Unger was asked whether American Jewish communities will deduct from their UJA allocations the amounts being made available to the American Zionist Council and Mr. Unger replied that he would rather not comment on that.

I told Mr. Galkin that the UJA would have to protest in the strongest possible terms against this method on the part of the American Zionist Council of requesting funds from American Jewish communities; that I had no reason to ask any community not to give money to the American Zionist Council but that I had every reason in the world to protest the manner in which the presentation was being made and in asking for a percentage of the allocation to the United Jewish Appeal. I told him I had no definite information that the American Zionist Council had always been receiving its funds through the UJA because so far as I knew the American Zionist Council was supported by the Jewish Agency and there were funds from other

Memorandum
to: Records

2.

March 24, 1961

communities in the world made available to the Jewish Agency. I said that this made it all too easy for a community to give an allocation to the American Zionist Council and, in good conscience, deduct it from the UJA and we could not under any circumstances permit this.

On Friday, March 24th I spoke with Itzik Hamlin at the Jewish Agency and explained the matter to him and he understood our point of view and said that he would immediately take the matter up with the people at the American Zionist Council. I pointed out that I did not want the Council of Jewish Federations and Welfare Funds putting out a statement to the communities relating the budget of the American Zionist Council to a percentage of the UJA allocations because, I said, I understood from Pete Goldberg at the Council of Jewish Federations and Welfare Funds that this indeed was what the Council was planning to do.

I talked to Pete Goldberg separately today and he confirmed this. He said that they were not putting the memorandum out immediately but were still working on the facts and figures. I said that I would appreciate it if such information were not given out until we had a chance to go into this further.

MSG:mm
cc:HAF,IJ,SS,MP

UNITED JEWISH APPEAL, INC.

165 WEST 46th STREET

NEW YORK 36, N. Y.

MEMORANDUM

Date March 24, 1961

To Mr. Herbert A. Friedman

From Melvin S. Goldstein

Subject CJFWF -- Israel Relations Committee (Jewish Agency for Israel, Inc.)

Dewey Stone called me yesterday and said that despite the fact that he and Philip Bernstein had agreed on the wording of the report of the CJF on Dewey Stone's meeting with their Israel Relations Committee, Irving Kane did not agree and in the course of four telephone conversation Dewey Stone had with Irving Kane, the following wording was agreed upon:

"We are gratified that the Chairman of the Jewish Agency for Israel, Inc., speaking for himself only, has offered to make available to the Council through the LCBC and/or the Israel Committee full budgetary information and agrees to discuss with community representatives any questions they may have assuring us that careful consideration will be given to their views."

I told Dewey that this was not so good and Dewey said that, unfortunately, he was unable to do anything more about this because of the fact that he had definitely promised, at the meeting with the Israel Relations Committee, to present the budget to the LCBC.

MSG:mm

TENTATIVE AGENDA

UJA EXECUTIVE COMMITTEE

Monday, April 17, 1961

1. Campaign and Cash Reports
2. Report on Morocco, Algeria and Israel
3. Young Leadership Mission
4. Problem Communities
5. American Zionist Council Fund Raising
6. National Study Mission, October 1961
7. Program for National Annual Conference, December 1961
8. National Inaugural Conference, February 1962
9. Regional Conferences 1962 and Review of Regional Conferences 1961
10. Date of next meeting

Insurance Program
Appoint committee

- postpone

22 May 61

Loan Report

MSG/fc
4/10/'61

UNITED JEWISH APPEAL
165 West 46th Street
New York 36, N. Y.

April 19, 1961

To: Members of the UJA Executive Committee

Re: Notes on meeting held April 17, 1961

The Executive Committee met at 10 a.m. on Monday, April 17th. The following were present:

Morris W. Berinstein	Joseph Meyerhoff
Samuel H. Daroff	Edward M. M. Warburg
Paulette Fink	Jack D. Weiler
Max M. Fisher	Herbert A. Friedman
Fred Forman	Melvin S. Goldstein
Moses A. Leavitt	Irving Jacobs
Albert A. Levin	

CASH REPORT: In presenting the cash report, Mr. Friedman said that as of the close of business Friday, April 14th, the UJA had received in cash from all sources \$16,549,000 compared with \$16,884,000 for the same period in 1960. It was noted that the cash goal for June 30th was \$36,370,000.

CAMPAIGN REPORT: Attached is a statement of the status of campaigns throughout the country. The total campaign is now at the one-third mark and shows \$36,275,000 raised against \$33,775,000 from the same people last year, a 7% increase. In addition, the New York City regular campaign is at \$8,200,000 and the project campaign in New York stands at \$1,125,000 representing new money.

PRE-CAMPAIGN BUDGETING: There were reports on Boston, Chicago and Hartford. Mr. Berinstein said that the proposal left with Boston is that the UJA will not accept less than the same as last year on the same amount raised. Mr. Jacobs indicated, however, that Boston plans to propose to the UJA that it accept \$50,000 less on the same amount raised.

Mr. Leavitt reported the Chicago pre-campaign budget formula will probably call for a \$90,000 loss to the UJA on the same amount raised.

Hartford, said Mr. Leavitt, has agreed to a PCB formula providing for the same amount to the UJA on the same raised as last year.

Mr. Berinstein introduced a full discussion with regard to the position of the UJA in view of the evident whittling away by communities of amounts made available to the UJA. He said that UJA must undertake a forceful and vigorous program to maintain its position of pre-campaign budgeting and stated his belief that there is a large body of important contributors in the United States who want their money to

go for overseas causes. In this connection he urged that the UJA develop closer contact with leaders in communities throughout the country to make them aware of what is happening so that at budget meetings in their communities they will be more inclined to protect the interests of the UJA. Mr. Leavitt suggested the UJA must consider the advisability of undertaking independent campaigns in eight or ten communities where the organization feels it can gain additional funds. Mr. Fisher pointed out that the UJA must work with the communities, and perhaps with the Council of Federations and Welfare Funds, in order to develop a proper program.

Mr. Meyerhoff pointed out the importance of having complete information on communities where problems exist. It was agreed that the office prepare a complete statistical analysis of the situation in communities throughout the country noting particularly where the UJA stands in each community with regard to allocations, what the trend has been and what can be expected in the future, and that at an appropriate time the UJA officers or a sub-committee meet to study these communities, determine what is to be done and make a presentation to the leadership of the United States. Mr. Weiler urged that New York City be included in the study and that cash figures rather than campaign and allocation figures be used for all communities.

DEBT LIQUIDATION PROGRAM: Mr. Levin reported that, exclusive of New York City, 17 communities have made definite commitments for \$24,785,000. Loans are pending in 31 communities for \$18,575,000. In addition there are other communities with quotas of \$7,150,000 and this group ranges from questionable to fairly bad. Including New York City, therefore, there are firm commitments for \$49,785,000. It is believed that the \$65,000,000 total will be reached and it is hoped that this may be arranged by May 15th.

MOROCCO, ALGERIA AND ISRAEL: Mr. Friedman reported that while in Israel he made arrangements for an itinerary for the Young Leadership Study Mission and in this connection has secured the cooperation of the army.

With regard to Morocco, Mr. Friedman said everybody he talked to reported there was little or no hope of getting any large number of passports for emigration purposes. It seems that only between 50 and 150 passports have been issued to Jews in the past six weeks or so. People in Morocco are extremely concerned and many are trying to get out by every means.

In Algeria people are still in an indecisive frame of mind. They feel that time has run out but there is still very little movement. March, however, showed an unexpected movement of almost 600 from Algeria to Israel. It is expected that in due course there will be a flood of refugees from Algeria to France. There are, for example, now 45,000 Jews in Marseilles making it the second largest Jewish community in Western Europe. Fifteen years ago Marseilles had 7,500 Jews. The situation of the Jews in Marseilles is extremely difficult and there are hardly any community facilities available.

YOUNG LEADERSHIP TOUR: Mr. Goldstein reported that originally tentative plans had been made with El Al to carry 140 tour members at a total cost of \$72,000 or \$515 per head. Since then there have been certain technical complications with regard to making a charter available. Air France, however, has now offered a charter to carry the UJA group of 129 persons at a total cost of \$58,145 making the per capita cost \$452 as compared with a per capita cost of \$515 on El Al. The Executive Committee agreed, therefore, that the group travel via Air France.

AMERICAN ZIONIST COUNCIL

Mr. Goldstein reported that the American Zionist Council is now conducting an independent campaign and attended its first budget hearing in Providence, Rhode Island. The representative of the AZC informed Providence that heretofore his organization was supported by the Jewish Agency with UJA funds and that it had received the equivalent of 2½% of the allocations made to the UJA by communities. The AZC therefore requested an allocation equal to 2½% of the allocation made to the UJA which in the case of Providence amounted to \$8,000. The matter was taken up with the Jewish Agency which, in turn, met with representatives of the AZC who agreed that hereafter this type of approach would not be made. The LCBC was also consulted regarding a memorandum which it was preparing for distribution to communities indicating that this 2½% policy might be applied. Latest information is that this percentage item was deleted from the memorandum which was left to read that the AZC was supported by Jewish Agency funds and that the source of Jewish Agency funds was the UJA. It was pointed out that this and similar items relating to the LCBC must be watched very carefully.

UJA STUDY MISSION:

Mr. Goldstein, commenting on the growth of the Study Missions, indicated the problems that exist in connection with any attempt to reduce the size, one being that some leaders who are prevented from going might not maintain as friendly an attitude as the UJA would like them to have. After some discussion it was agreed that membership in the Study Mission be restricted to those who are recommended by top community leaders and officers and who contribute at least as much as the cost of the trip for themselves and their wives. The suggestion was also made that it might be well to consider drawing up two itineraries, one for new visitors to Israel and the other for people who have been in Israel before. Mrs. Fink suggested that an effort be made on the National Study Mission to involve the wives of Mission members in the work of the United Jewish Appeal.

NATIONAL INAUGURAL CONFERENCE:

Having regard for the fact that it was the consensus of the Executive Committee not to run another Inaugural Conference in Miami, Mr. Friedman suggested that the conference be held on February 3rd or 10th in Washington where it would be easier to have the participation of top government personalities. There was considerable discussion on the subject during which Mr. Goldstein pointed out that a Washington meeting would not have a very good attendance particularly since, as a practical matter, New Yorkers who represent the largest group of important contributors in the country would not attend. It was agreed that Mr. Friedman look into the possibility of having top government personalities participate and that a final decision on the place and date of the conference would be made at the next meeting of the Executive Committee

REGIONAL CONFERENCES:

In 1962 plans are being made to hold regional conferences as follows: South-Southwest January 19 - 21; West Coast February 23 to 25; Central States March 2 - 4; Middle Atlantic States March 16-18.

Mr. Levin suggested that additional consideration be given to the advisability of holding some type of meeting in Florida during the winter season and it was the consensus of those present that perhaps this might be done by assisting individual communities that wish to hold such meetings for their people in Florida.

Mr. Berinstein urged that the regional conferences be used for pre-campaign budget purposes.

LIFE INSURANCE PROGRAM: Mr. Friedman reported on conversations held with Mr. Philip Goldberg, a life insurance man, who has had some success in selling insurance with irrevocable beneficiaries to a large number of people. This man is now willing to embark on such a program with the UJA as beneficiary. Following Mr. Friedman's description of how this program might be handled there were various opinions expressed as to its advisability for the UJA. Mr. Meyerhoff suggested that the entire matter be checked and that it be taken up at a future meeting.

EPSTEIN LETTER: Mr. A.S. Epstein of Santa Monica published a letter he received from Israel indicating that political parties and/or their constructive enterprises still receive UJA funds from the Jewish Agency and demanding that this practice cease. The letter was turned over to Messrs. Fisher and Berinstein to discuss in Israel.

COMMUNITY RESOLUTIONS RELATING TO THE JEWISH AGENCY: Note was taken of the fact that several communities -- St. Louis, Chicago, Boston and Cleveland -- have passed almost identical resolutions calling on the Jewish Agency to enter into review of its annual budget with the LCBC. It was noted that the Jewish Agency and the JDC have always refused to submit their budgets to the LCBC for review, and it was the consensus of those present that while information may be made available to the Council of Jewish Federations and Welfare Funds and others it would be a great mistake for the UJA, the Jewish Agency or the JDC to submit their budgets to the LCBC for review.

PEORIA, ILLINOIS: There was a discussion of the letters written by Samuel Rothberg of Peoria to the Peoria Community Council and to Melvin Dubinsky protesting against the action of Peoria in guaranteeing local and national needs and giving the UJA only the balance. It was the consensus of those present that Mr. Rothberg be informed that Peoria will be one of the communities that will be carefully considered in line with the policy of the Executive Committee to review all problem communities, and that appropriate action will be taken.

NEXT MEETING: The next meeting of the Executive Committee will be held at the UJA in New York on Thursday, May 25th, at 10 a.m.

April 14, 1961

1961 CURRENT RESULTS

	<u>1961</u>	<u>1960</u>	<u>% of Increase</u>
Los Angeles, Calif	\$2,632,171*	\$2,344,501	12
San Francisco, Calif.	900,000	850,000	6
Chicago, Ill.	2,566,077	2,389,000	7
Baltimore, Md.	1,813,750	1,741,250	4
Boston, Mass.	2,060,000	1,870,000	10
Detroit, Mich.	3,817,185	3,705,975	3
Newark, N.J.	1,150,000	1,055,000	9
Cleveland, Ohio	1,982,000	1,766,000	12
Philadelphia, Pa.	2,458,586	2,211,000	11
Pittsburgh, Pa.	1,020,000	962,200	6
AMERICAN JEWISH ARCHIVE			
Birmingham, Ala.	249,767	255,006	(decrease) -2
Phoenix, Ariz.	212,000	208,000	2
Tucson, Arizona	185,000	177,000	5
Long Beach, Calif.	139,775	102,544	36
Oakland, Calif.	208,000	139,000	50
San Diego, Calif.	120,000	93,000	29
Denver, Colo.	660,000	610,000	8
Hartford, Conn.	68,000	58,000	17
New Haven, Conn.	73,710	70,560	4
Wilmington, Del.	106,545	95,025	12
Washington, D.C.	900,000	810,000	11
Hollywood, Fla.	151,845	148,075	3
Miami, Fla.	1,265,000	1,240,000	2
Atlanta, Ga.	541,838	525,111	3
Southern Illinois	60,000	56,000	7
Ft. Wayne, Ind.	76,572	74,240	3
Indianapolis, Ind.	239,646	216,162	11
Louisville, Ky.	338,806	305,406	11
New Orleans, La.	440,000	420,000	5
Lynn, Mass.	23,333	22,913	2
Worcester, Mass.	138,925	126,089	10
Flint, Mich.	76,680	70,580	9
Minneapolis, Minn.	239,050	230,950	4
Kansas City, Mo.	480,000	447,500	7
Omaha, Nebr.	82,750	79,735	4
Atlantic City, N.J.	302,000	301,000	0
Camden, N.J.	112,200	88,600	27
Elizabeth, N.J.	77,906	62,031	26
Jersey City, N.J.	62,985	50,460	25
North Hudson, N.J.	35,058	34,683	1
Paterson, N.J.	173,000	171,000	1
Plainfield, N.J.	51,415	50,272	2
Teaneck, N.J.	116,200	100,150	16

* Los Angeles publicized \$2,900,000 (no comparison).

April 14, 1961

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	<u>1961</u>	<u>1960</u>	<u>% of Increase</u>
Trenton, N.J.	\$ 261,000	\$ 257,000	2
Albany, N.Y.	165,375	137,330	20
Buffalo, N.Y.	505,920	468,456	8
Syracuse, N.Y.	108,500	105,410	3
Akron, Ohio	151,250	159,950	(decrease) -5
Cincinnati, Ohio	598,492	578,083	4
Columbus, Ohio	472,480	460,243	3
Dayton, Ohio	68,800	58,500	18
Toledo, Ohio	178,000	163,000	9
Tulsa, Okla.	257,500	259,500	(decrease) -1
Portland, Ore.	74,500	69,250	8
Allentown, Pa.	186,200	164,905	13
Harrisburg, Pa.	166,179	151,008	10
Reading, Pa.	72,100	59,230	22
Scranton, Pa.	120,925	106,000	14
Memphis, Tenn.	189,265	183,976	3
Nashville, Tenn.	178,849	161,000	11
Dallas, Tex.	693,565	685,866	1
El Paso, Tex.	93,868	89,020	5
Fort Worth, Tex.	40,828	42,500	(decrease) -4
Houston, Tex.	559,433	600,216	(decrease) -7
San Antonio, Tex.	78,673	66,145	19
Salt Lake City, Utah	96,235	80,000	20
Norfolk, Va.	83,275	83,275	0
Richmond, Va.	217,493	220,651	(decrease) -2
Milwaukee, Wisc.	439,000	368,000	19
Seattle, Wash.	145,000	140,000	4
	<u>\$34,610,000</u>	<u>\$32,250,000</u>	7
Rest of Country	<u>1,665,000</u>	<u>1,525,000</u>	9
TOTAL	\$36,275,000	\$33,775,000	7

HAF

M E M O R A N D U M

April 10, 1961

To: Members of UJA Executive Committee
From: Melvin S. Goldstein
Re: Agenda Meeting April 17, 1961

The next meeting of the UJA Executive Committee will be held on Monday, April 17th, at 10 a.m. Please let us know that you will attend. Enclosed herewith is the tentative agenda for the meeting.

Herbert Friedman, who was in France last week and is now in Israel, will bring us up to date on the situation in Morocco and Algeria, particularly as reflected in France, and, of course, on Israel.

The Young Leadership Mission now has 115 reservations. We are looking into the possibility of making some new arrangement with the airline so that we will not be charged for the complete charter of a jet which covers 140 seats.

The problem communities include those whose PCB formulae give the UJA less than 40%, those which give the UJA very little cash against allocations and those in certain special situations. Communities in the group include Peoria, Newport News, Tampa, Toledo, Oakland, Atlantic City and several others.

The American Zionist Council which used to receive its funds from the Jewish Agency, is now conducting an independent campaign and is approaching the Welfare Funds for allocations. It is important that the Executive Committee review the type of appeal being made by the American Zionist Council.

The National Study Mission item has been held over for several meetings. We are now beginning to receive a number of inquiries from people around the country who want to join the Study Mission, and the Executive Committee must now determine the type of study mission to be run this year.

The program for the National Annual Conference this December must be considered very carefully, one reason being that this year the conference will be held December 10, 11 and 12 -- Sunday, Monday and Tuesday.

Item 8 -- "National Inaugural Conference February 1962" -- relates to whether this conference should be held in New York or Washington.

I look forward to hearing from you.

MSG/fc
Encl:

MEMORANDUM

UNITED JEWISH APPEAL, INC.
165 West 46th Street
New York 36, N.Y.

April 24, 1961

To: The Members of the Executive Committee
From: Melvin S. Goldstein
Re: Meeting of Executive Committee, May 25, 1961

Following consultation with several members of the Executive Committee, it has been decided that the next meeting, scheduled for Thursday, May 25th, begin with luncheon at 12 noon, and end at 4 p.m. This will enable several members of the Committee to come into New York that morning for the meeting rather than the night before.

Please let me know as soon as possible that you will be able to attend.

M. S. Goldstein

MSG/fc

SAMUEL F. GINGOLD
New Haven News Agency, Inc.
390 Exchange Street
New Haven, Connecticut

HAF

April 26, 1961

Dear Iz:

Unfortunately I did not receive your communication until I returned to New Haven last week. Of course, I am most pleased to serve with you on the Cash Committee and will do everything possible to be of assistance and invite you now to let me know at any time I can be of help.

Of course, I will cover the territory allotted to me and I hope to become very active on securing cash within the next three weeks.

I enter the hospital tomorrow, Thursday, for what I hope will be some minor surgery so that after a few weeks I hope to be back in action.

My kindest regards.

Sincerely,

S.F. Gingold

SFG/jca

~~HAF~~

May 4, 1961

Mr. Max M. Fisher
Aurora Gasoline Co.
15911 Wyoming
Detroit 21, Mich.

Dear Max,

You will recall that at the last meeting of the Executive Committee we agreed, on the basis of your recommendation, to a general rule for membership in the UJA Study Mission.

I think that the study mission this year will be more important than ever before and I have been giving it a great deal of thought. It seems to me that we ought to have a small committee composed of three people to deal with various problems relating to the mission. One point on which the committee could provide necessary guidance is membership on the mission; another is the itinerary, particularly since we will probably want to establish separate itineraries this time for those who have been on earlier missions and for new people; and a third point is the business program for the mission and just how that should be handled. I am sure there are a number of other items that you, with your experience on these missions, will want to bring up.

I should like, therefore, to ask you to serve as chairman of a committee composed of yourself, Fred Forman and Melvin Dubinsky. Fred, of course, has also been a member of every one of the missions, and I know that Melvin, who has been with several of them, would also be very helpful. Please let me know that you agree and I will then get in touch with Fred and Melvin.

Kindest regards,

Sincerely,

Joseph Meyerhoff

JM/gfc

cc: HAF

COPY

June 14, 1961

Mr. Joseph Meyerhoff
The Joseph Meyerhoff Co.
1300 First National Bank Bldg.
Light & Redwood Sts.
Baltimore, Md.

Dear Joe:

This is further to our telephone conversation today regarding the completion of the UJA Loan Liquidation program.

It would seem to us that there is a great deal of news value attached to this UJA achievement. The fact that the United Jewish Appeal was able to put this loan together through banks in every part of the United States, represents a new force in American philanthropy and gives us the opportunity of presenting the United Jewish Appeal story and its capabilities through the business and financial pages of the newspapers and the business magazines of the U.S. This would be the first time that the United Jewish Appeal would be in the position of presenting itself with a new status even similar to that of some of the foremost foundations like Rockefeller and Ford.

The following suggestions occur to us:

1. Announce the successful consummation of this Liquidation Loan project via a press luncheon. Perhaps this could even be done at the Bankers Club down at 120 Broadway. This site could help draw every financial and business editor in New York.
2. Co-hosts should be you and Al Levin.
3. The invitation list should include all the business and financial editors of the New York press, the press associations, national news magazines and business and financial periodicals like Barron's Weekly, Business Week, Financial World, American Banker, etc.

We could also invite the regular reporters of the American newspapers, the JTA, the radio and TV news editors, and the New York correspondents of the Israel press.

In view of the fact that some of the banks have Arab connections and are concerned with regard to those connections, we would have to be careful not to use the names of individual banks. This would, therefore, be a general story related to what the UJA has accomplished rather than on what the banks have done for us.

Sincerely,

Melvin S. Goldstein

MSG/fc

MEMORANDUM

Date June 22, 1961

To Mr. Herbert A. Friedman

From Melvin S. Goldstein

Subject

I want to post you regarding a few items discussed with Joe Meyerhoff who expects to be in New York Tuesday morning about 11 o'clock.

1. September Emergency Conference: If the conference is to be held, Joe is very anxious to attend it and is prepared to change his plans for leaving the country. He would, however, like to see the conference held earlier in September. He was thinking of September 17th and/or 18th. September 20th is Yom Kippur. Actually, the Council of Federations and Welfare Funds has a Board of Directors meeting set for September 17th and 18th. I would think that September 19th is definitely out.

2. I discussed with Joe the advisability of contacting by telephone, over the next couple of months, all the \$10,000 and over givers. My thought was that there is a very large group of these people who have never been contacted by either Joe Meyerhoff or the other National Chairmen and it would be a good idea now, at the end of the campaign, to call them to express appreciation for what they have done and to fill them in on the situation overseas. This could then also serve as a build-up for the September conference. And this, of course, has never been done before.

Joe felt that it would be much too difficult to call all of these people individually, even if the names were to be divided among the National Chairmen. He suggested that there might be a telephone hook-up with these leaders and that you might address them on the telephone hook-up.

3. Loan Liquidation Project Publicity: Attached is a copy of a letter I sent Joe Meyerhoff on June 14th regarding this subject. Actually, we haven't even begun to exploit this. This gives us a chance, for the first time, to get into the business pages and the business magazines. We would, of course, definitely include Dewey Stone and we would also have to clear this with the Jewish Agency.

4. CJFWF Mission: This mission will be in Israel in a few days. I told Joe that I am very much concerned that this mission will be having full and frank discussions with Jewish Agency people without a UJA person present. I'm concerned about this because the Jewish Agency Executives cannot appreciate the true role of the CJFWF in the United States and the relations that exist between that organization and the UJA. This, too, then is something that we will want to discuss with Joe.

Memorandum

To: Mr. Herbert A. Friedman

2.

June 22, 1961

5. September Emergency Conference: I suggested that we ought to think in terms of a tv closed circuit program to precede our emergency conference. The September conference will be a very important one and one of the basic problems that will arise is that after the presentations have been made and after there has been a good deal of discussion the representatives of the communities, with the best will in the world, can say only that they will return to their communities and take it up with their leadership. Then we have to undertake the grinding task of pressuring the communities which may or may not be successful.

It might be well for us to think in terms of a closed circuit tv presentation to which leaders in the communities will be invited on a highly selective and restricted basis and we would want to have every name cleared with us. I know the dangers inherent in this but I think we can be careful. The program would include Moshe Sharett, Charlie Jordan, Joe Meyerhoff, yourself and all the officers of the UJA would be present. A full and frank presentation would be made with regard to the problem overseas. There would also be some discussion with regard to the action that should be taken. There would be suggestions with regard to a supplementary campaign in the fall, an accelerated campaign, a special fund for 1962, etc. The leaders in the communities would be asked to consider very carefully all of these suggestions, to take them up with their Boards or other executive bodies and then to come to our emergency conference to discuss the matter in great detail. In this way the delegates will have some backing for the views they express.

MSG:mm



UNITED JEWISH APPEAL, INC.

165 WEST 46th STREET
NEW YORK 36, N. Y.

MEMORANDUM

Date June 29, 1961

To Rabbi Herbert A. Friedman

From Raphael Levy

Subject

As I think you are aware, there are at this moment actually two publicity operations in the United Jewish Appeal. One is represented by the regular Publicity Department. The second is represented by Mr. Hanft's unit, which reports to the Field Department and Mr. Goldstein's office.

1. The questions have been asked -- "Should there be two publicity operations? How does it happen that there are?"

It is my opinion that there should not be two publicity operations, and that this situation is against the best interests of the agency.

I believe this to be the case, because as matters now stand;

- a. There is no clear line of publicity policy and decision from your office to the second publicity operation.
- b. There are overlappings of responsibility, and duplications of effort.
- c. The community is receiving a confused image of UJA's publicity operation, and often does not know which operation to approach in its request for help.
- d. The total resources of the combined publicity operations are not used to the best advantage.

2. The second publicity operation came into being with the setting up of the Community Development Program some two years ago.

It was felt by those who created the establishment of the CDP that a publicity man should be attached to the new unit to give special publicity support to its work.

Since that time there has been a continuous gradual assumption of various jobs once done by the regular Publicity Department by the CDP publicity operation. Today, it cannot be said that the CDP unit is carrying out the functions for which it was originally set up to meet.

The publicity operation of the CDP was set up without consultation with the head of the Publicity Department. The functions which were assigned to it, were always assigned without consultation and discussion with the Publicity Department, generally on an arbitrary basis.

At the same time, new assignments of responsibility to the CDP publicity operation were used as an excuse for denying the regular Publicity Department needed re-

placements, or the support of additional temporary help to make it possible for the department to carry out the total volume of its responsibilities.

3. Here are some of the functions of the Publicity Department which have been pre-empted from it one by one in the last three years:

- A. Preparation of Speakers' biographies and Speakers Bureau releases.
- B. Briefing of second echelon speakers -- and the working out speeches with second echelon speakers from Israel and other areas.
- C. The handling of the out-of-town promotion of top-rank speakers. (We handle still in N.Y.)
- D. The publicity promotion of regional meetings (but not national meetings.)
- E. The promotion of Area meetings (such as Teaneck, Catskills, etc.)
- F. The preparation of literature devoted to the promotion of speakers --
- G. And in some instances, the publicity preparation and follow-up in connection with large UJA overseas missions and community missions.

All of this has produced frequent instances of confusion as to who should be doing what. Take, for example, the matter of the promotion of regional meetings. The CDP Publicity unit was awarded responsibility for handling the promotion (this year -- but not last) of the South-Southwest and Middle West conferences. The Far West, however, still called on the Publicity Department for assistance for its conference, so did the UJA Labor unit for its Los Angeles conference, and the Tri-State.

In the instance of the Tri-State, I decided enough was enough -- and I directed Mr. Mintz to call on the CDP publicity unit for the help they were supposed to extend to him.

4. The confusion with regard to publicity on UJA speakers is perhaps even more serious. There is often duplication in the task of preparing top-figure bios. There often is no clearance with me, or you, of the material to be used for speakers' quotes. Finally, publicity is sent by the CDP unit to the papers in "sensitive communities" without clearance with these communities. This has resulted in cries of anguish and complaints.

In the last two years each of the following communities called me in real rage, asking "Why do you invade our territory with publicity?" -- Philadelphia, Cleveland, Pittsburgh, Boston and Chicago. (But the publicity came from the CDP unit.)

Thus, I made the following note for myself, on Friday, January 27, 1961:

"Got an excited call from Jim Jaffe of Cleveland, about the fact that the Laskov publicity had been pushed into the community without clearance. Said Jim 'What the hell is UJA trying to do to us?' Why do they do this to us? Don't they think we can do our own publicity and that we know what is and is not needed here? We wanted to keep this meeting quiet. You pushed it into the papers!"

5. On another level, I attach a letter from Mr. Theodore Krantz, President of the United Jewish Fund of St. Joseph, Mo., regarding publicity in the French Lick conference. It makes much the same complaint.

I attach, too, an item from David Geller in Boston, complaining about the calibre of the Speakers' bios. It, too, is self-explanatory.

6. Additionally, note the situation with regard to Mr. Meyerhoff's bio:

On March 27th, Mr. Goldstein sent a memo to Mr. Fishzohn stating that "Mr. Meyerhoff told me he was recently at a meeting where he was introduced as first Vice-President of the Associated Jewish Charities of Baltimore. The fact of the matter is that he is the President of the Associated Jewish Charities of Baltimore."

(All this while, there was a perfectly usable and up-to-date bio on Mr. Meyerhoff in the Publicity Department files, which we originated and circulated when he became General Chairman of the UJA.)

In late May, however, the CDP publicity unit was called on to write an entirely new bio, which Mr. Goldstein instructed be used as the official bio. We would assume that this bio was cleared by Mr. Meyerhoff.

But it is interesting to note that it was written largely on the basis of material originated by the Publicity Department. And the questions may be asked "Why the need for two bios? Why the failure to correct the Speakers' Department bio?"

7. We come now to the question of the "double image". For more than twenty years, the UJA has had a symbol which has become a trademark -- a candle in a circle. Trademarks are not cast aside lightly by any organization when they have achieved recognition, and ours is a famous and well-known one.

Yet immediately with the establishment of the CDP publicity unit, the UJA symbol was redesigned for use on Field Staff material.

The question may be asked who approved this -- the UJA Advertising Advisory Committee? Who felt it was necessary to have a "special" UJA symbol -- one which resembles the current Joint Distribution Committee symbol -- and bears only a nominal relationship to the nationally known, nationally identifiable, UJA symbol. Does the second symbol suggest psychologically that there are two UJAs?

8. Finally, there is the matter of news stories -- news stories originated by the CDP publicity unit, and not cleared with the Publicity Department. Are they cleared with the Executive Vice-Chairman, who sets publicity policy? It seems hard to believe that the attached item from the New Orleans Item, which came out of the Biloxi conference, was cleared by you. It seems to say:

A. That the Southwestern States are calling for an increase of \$10,000,000 to what they alone mean to raise for the UJA.

B. That most of the \$72,000,000 the UJA seeks in 1961 is for the resettlement of 30,000 Jewish refugees.

C. That \$15,000,000 is needed for emigrant resettlement in Israel and

\$17,000,000 to service 60,000 aged and handicapped immigrants already there and other Jews. (No number specified.)

The fact that UJA must meet the needs of nearly 600,000 Jews throughout the world (not 30,000 here or 60,000 there) is not brought out. The fact, too, that UJA faced an enormous agricultural problem, affecting 130,000 Jews in Israel, is nowhere mentioned. The fact that 320,000 of the Jews UJA seeks to serve are in Israel, while the remainder outside -- never emerges.

9. Do some of the above points seem picayune and trivial? The very nature of a publicity operation is such that any publicity man can and does make mistakes.

But an overall look at the situation reveals that whatever gains may have been achieved by our giving the CDP special publicity support, are now being negated by the confusion of areas of responsibility, line, and image which have resulted, and which do not advance the welfare of the UJA as a whole.

RL:LST



~~HAF~~

May 4, 1961

Mr. Max H/ Fisher
Aurora Gasoline Co.
15911 Wyoming
Detroit 21, Mich.

Dear Max,

You will recall that at the last meeting of the Executive Committee we agreed, on the basis of your recommendation, to a general rule for membership in the UJA Study Mission.

I think that the study mission this year will be more important than ever before and I have been giving it a great deal of thought. It seems to me that we ought to have a small committee composed of three people to deal with various problems relating to the mission. One point on which the committee could provide necessary guidance is membership on the mission; another is the itinerary, particularly since we will probably want to establish separate itineraries this time for those who have been on earlier missions and for new people; and a third point is the business program for the mission and just how that should be handled. I am sure there are a number of other items that you, with your experience on these missions, will want to bring up.

I should like, therefore, to ask you to serve as chairman of a committee composed of yourself, Fred Forman and Melvin Dubinsky. Fred, of course, has also been a member of every one of the missions, and I know that Melvin, who has been with several of them, would also be very helpful. Please let me know that you agree and I will then get in touch with Fred and Melvin.

Kindest regards,

Sincerely,

Joseph Meyerhoff

JM/gfc

cc: HAF

cc: JM FC SG IB Field REF

September 27, 1961

Mr. Marshall Kuhn
30 Seventh Avenue
San Francisco, Calif.

Dear Mr. Kuhn:

Knowing of the understanding and dedicated support you have always given to the cause of the UJA, it certainly was good to learn you will exert your leadership in an especially significant way in the 1962 campaign in San Francisco. In seeing to it that the UJA fulfills the great task that looms before it for the year ahead, it really is necessary count upon a maximum effort from devoted leaders like yourself in every community.

The needs before us are unusually pressing, as I believe you know, because of the increasing immigration to Israel that is already taking place. We will surely have to rely more strongly than ever in 1962 on the kind of dedicated leadership you are able to give.

You have my warmest appreciation for agreeing to act as Co-Chairman of the 1962 San Francisco drive. As I have indicated, I derive a great deal of encouragement from the fact that you will serve in this key post.

With all good wishes and kindest regards,

Sincerely yours,

Joseph Meyerhoff
General Chairman

JM:GGS

COPY

September 27, 1961

Mr. John Steinhart
Steinhart, Goldberg, Feigenbaum & Ladar
111 Sutter Street
San Francisco 4, Calif

Dear Mr. Steinhart:

It really was most heartening to learn that you have agreed to act as Co-Chairman of the 1962 campaign in San Francisco. I want to thank you very much for accepting this very important post of leadership.

I know you are the kind of person who will want to see that everything possible is done toward fulfilling the especially heavy obligations which the UJA will be carrying in 1962. New and critical events have been taking place overseas, which I am sure you have heard about, that make it necessary for us to rely more strongly than ever on the kind of dedicated leadership you can be expected to give.

I know we can count on you to make your impact felt in the most thorough way during next year's drive in San Francisco.

With warm thanks to you again, and kind regards.

Sincerely yours,

Joseph Meyerhoff
General Chairman

JM:GGS

MSG

MR FRIEDMAN

September 22, 1961

Mr. Chester H. Koppel

Rabbi Herbert A. Friedman

Waterbury, Conn.

Mr. Vajda has called my attention to your memorandum of September 16th in regard to the 1961 allotment. I would want to congratulate you for the vigilance that you displayed in picking the new Executive Director up on his interpretation of the pre-campaign budgeting arrangement for 1961.

While it is true that without shrinkage we had been advised that the campaign and administrative expenses were \$30,824 in 1958, and had been advised that with shrinkage these items totaled \$30,000 in 1959 and in 1960, there is no data to prove it. Our agreement for 1961 is exactly as you maintained with Mr. Cohen: 60% after campaign costs, administrative expenses, and shrinkage. If they in fact total \$30,000, that will be our misfortune. On the other hand, if as you and we suspect, they total substantially less, you will have saved for the UJA 60% of the differential.

Thank you.

HAF:VRF
CC: MSG AH BS EJ MF WEM

It's very bad procedure to send a note like this without clearing it with Pepperson or Santuz, and you shouldn't do it. It's too easy to send a note to a man complimenting him and find later that the department is having a lot of trouble with him.

(mk) 10/13/61

October 4, 1961

Mr. Dewey D. Stone
53 Arlington Street
Brockton, Mass.

Dear Dewey:

You may already have all the details but just in case you do not, I thought it best to take this means to let you know how the campaign in Providence is progressing.

You were at the Big Gifts dinner on the 13th and the figures we have show that \$266,175 was raised at that meeting compared with \$226,345 from the same people last year.

Abe Harman was in Providence on September 25th for the Campaign Opening. That meeting resulted in a total of \$360,000 from people who last year gave \$315,000 (including everything previously announced at your meeting). Most of the new gifts were increases. Bernard Simonds went from \$1,000 to \$5,000 at this meeting.

Best regards.

Sincerely yours,

Melvin S. Goldstein

MSG:mm

This is after I asked MSG
not to do this any longer.

PAR AVION



Rabbs Herbert Friedman

5 X 61 = PARIS-XVII =

% Mr Isadore Hamlin

515 Park Avenue,

New York

U.S.A.



RECEIVED
52
POSTAGE

AMERICAN WISH
A. S. M. S. 10 X 2
Raphael
17. Avenue Kleber. 17
Paris
H. Sharill
דבר אלה יעקב וישראל

Red wavy cancellation lines

3 Oct 1961



Raphael
17, Avenue Kléber, 17
Paris

Dear Herb,

When I got down
to writing that letter to Bill R.,
I have found it extremely difficult
to commit to paper the whole com-
plicated story, involving third persons.
I have therefore contented myself
with a short note, of which I attach
a copy. I hope it will help,
though I am not sure.

I have arranged with
Ephraim that Mrs Fink should be

taken to Gibraltar. Tell her
to contact him, when in Paris,
through Yaël Vered at the
Israel Embassy.

AMERICAN JEWISH
ARCHIVES

Ever yours,

Moshe.

Excuse the scribble, but
I have no secretarial help
here, certainly not at 2 a.m.

Copy

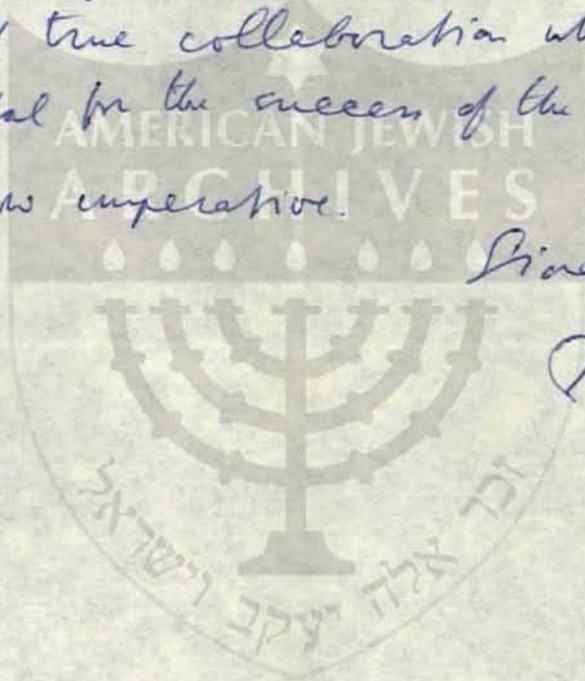
Paris 7 Oct 1961

Dear Mr Rosenwald,

After our conversation I had a long talk with Herb Friedman. I cannot relate this interview in detail - it is a long story, and, from his point of view, a painful one - but it brought me to the definite conclusion that there are ^{two} sides to the case and that Herb for his part has a great deal justifiably to complain about. In any case, he categorically rejects the charge that he has been guilty of non-cooperation with his administrative assistants and that, more particularly, he failed to associate them in the preparation of the Extraordinary Conference. According to him, while he cannot accept the position that there ^{two} are the only members of the staff whom he is supposed to consult, they have been regularly consulted on all aspects of USA work and, again more particularly, they were fully associated with all the stages of the preparatory work for the last Conference. In view of these and other conflicting versions as to the facts of the situation, and the on-

-sided impressions which seem to prevail, it seems to me that only a frank discussion of the points at issue among those concerned, conducted in a friendly spirit, can restore that basis of mutual confidence and atmosphere of true collaboration which are absolutely vital for the success of the exceptional effort now imperative.

Sincerely,
M.S.



IRVING BERNSTEIN

HERB -

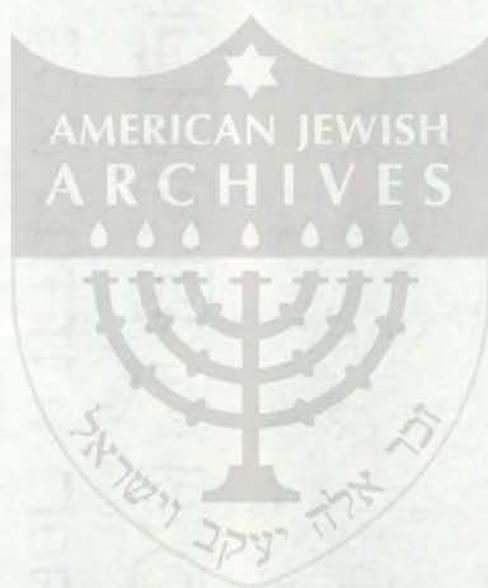
Have been thinking about the question you raised as to the "when" the reorganization should go into effect -

Also the supervisory changes can wait until Fall - am convinced as ever that the field director must assume responsibility & leadership immediately.

If you permit a lapse such administration - you allow for tensions - problems - and all kinds of obstacles to be placed in the way of your choice -

Also I'll see you Monday night - I'd very much appreciate your calling me before the weekend to let me know the results of your meetings - otherwise the 5 hours to NY will seem like a trip to the end of times -
Irving

By the way, Julie finally came
thru - the Rivera painting will
be on route shortly -



IRVING BERNSTEIN

HERB -

Attached is a personal letter written in the fall of 1955 - which is as interesting - and in many respects pertinent - to me today as it was then -

The correspondence which followed in the intervening years is more of the same - but the first one can be most appreciated - from the vantage of hindsight -

In re-reading our letters - we never seemed to doubt the eventual outcome - altho we were troubled as to the casualties en route to the end of your infinite patience -

Our primary concern then as now - was not with ourselves - but with the agency - that it should be molded in your form - and it will be - if you want it -

By the way - I went ahead and booked you into San Diego on May 7 - but you have the option to cancel - if the change of pace isn't worth your while - If you do come - my hope is that you'll stop first either in Vegas or LA -
Looking forward to seeing you -
Good to have you back - IRVING

Dear Irving:

The old buzzard writes again. He does it very reluctantly, because there is too little that he can add to your abundant sources of information.

You are not interested in office gossip. You want facts. Alas, lately some of the facts sound like gossip and some of the gossip assumes an authoritative veracity of facts. (Now, take it easy, don't jump to the conclusion that HAF alone is responsible for this state of affairs. We, collectively and individually, are also at fault.)

We know too well the selfish nature of HAF's advisors. With all means at their disposal they strive to preserve their situation in the UJA and their position vis-a-vis HAF. They are not refined psychologists but shrewd practical fellows, with little regard for mental ability. They owe their careers to highly developed instincts that guide them in exploring weak spots of their superiors. Once the spots are discovered, the advisors exploit them profitably. The advisors move silently. They are always on their toes. They are efficient.

Because of the peculiar character of their work, their efficiency is a strange one. Mostly it is paper work, very mechanical, but they have learned that nothing impresses a top executive more than the amount of letters and memos put on his desk for signature. In addition, the advisors free the top man from many boring administrative detail that usually consumes a lot of time and, as a rule, annoy many top executives.

In every modern organization the "boss" depends upon advisors. This we have to take for granted.

After they have succeeded in "conditioning" their superior to depend on their services, the advisors move cautiously but tenaciously, one step forward - to win his reliance upon their judgment. It is the most important and the most difficult process. It involves their status with the superior and their relations with the staff. They report to him on the goings on in the office. The reports are not always objective.

For themselves, the advisors evaluate the entire professional staff in terms of "enemy", "ally", "opponent", "challenger", "menace". The non-classified are people who can be led, the middle-of-the-roaders, just in case there is a need for mass support. Generally, the advisors do not believe in "mass participation" of the staff in office or policy discussions. And for good reasons.

They are not always the brightest and best informed people. Neither do they know well the business of any particular organization. In our case, lack of knowledge is not a serious handicap. We are not a commercial organization, and the test of profits and losses does not apply to us.

Fund raising is a capricious undefinable field. In its present dimensions and scope it exists some four decades. Here, in USA, it was spurred by our tax structure. The latter was greatly responsible for the generosity of our citizens.

Because of its relative newness, fund-raising was never formalized as a specialty. The old hands are supposed to know the "technique". In its crudest elements fund-raising consists of audacity, bluff, devotion, familiarity with persons and places. As you see, there is a fluidity and shapelessness in fund-raising that offers the advisors many opportunities.

They never leave the office; they have a second hand knowledge of the field. This is their weak spot, and they know it. However they are shrewd enough to offset the possible impact of these disadvantages. The mutually low opinion that most of the staff members have of each other helps them well.

The advisors maintain that there are not fund-raisers in the UJA. We have campaigners, who are not even good or bad, but young or old. Now, nobody can say that this contention is altogether true, yet is not absolutely false. Once this notion stuck to the mind of the top executive, the rest is easy. Their opinion on policy, strategy, or tactics is as valuable as that of the rest of the staff. Moreover, in order to get the staff's views, a meeting must be called. Some of us abuse the "freedom of speech". This helps to create the impression that staff meetings are fruitless. On the other hand, the advisors are more concrete, less verbose, and have a better chance in making a point with the boss.

The dividing line is established. The advisors guard the line with military precision. What they do, is simple. With the middle-of-the-roaders they exercise prudently and wisely the "touch and go" approach. With the challengers and menacers they deal differently. After having discredited them in the eyes of the superior, the advisors keep them in a state of guessing what their next move will be.

People fear the advisors. They pretend enjoying their unpopularity, maintaining that they would be bad administrators if the staff would like them. You may argue that this is a pervers idea of good administration, and you may be right. However, top executives are rather inclined to share the opinion of their advisors.

The professional staff is torn by many problems. Firstly, there is the eternal bitterness in the "seconds in command". They have a frustrating feeling of reaching the end of the road. All they may expect is an increase in salary, but no promotion. Secondly, the department heads themselves

SPENT TOO MUCH TIME in the ranks and files, and they know the ambitions of their subordinates. They do things their predecessors have done and their successors will do. They trick the subordinates into petty fights. The department heads are jealous of each other. Too much of their energies go into inter-office competition.

A healthy competition is desirable. Normally it produces better results. But the small rivalries among department heads have little to do with sound competition. Nobody grows in stature; if anything, everybody shrinks to a midgety size.

Irving, I am sorry for taking your time and forcing you to read things you know so well. I am doing this to bring back and to refresh in your mind the conditions we are working in.

May I repeat again, the description above applies not only to the UJA but to many other organizations.

HAF indicated in his original dealings with us that he would have liked to reform the office. What happened?

He runs the show the way JJS used to run it. Perhaps HAF is more impulsive. His impulsiveness results not only from young age; let us remember that he is running two

campaigns: the special fund and the 1956 regular. There is a lot of improvisation in our work; we are bewildered. But remember also, that you and I sat together many hours debating the all important issue of innovations; we felt that some sort of sclerosis afflicts our work and we would recommend to whoever would listen to us a substantial revision of our tactics and a new bold approach to campaigning. HAF is doing this on his own, by ways of "trial and error". In many instances he is by-passing the staff, and we are sore at him.

HAF apparently still toying with the idea of a new "brain trust". Can we blame him for looking at us with misgivings and doubts that the present professional staff has suitable candidates for brain-trusting? No.

You and I, and many others watch closely HAF's first and second steps. He invited frank discussions concerning UJA family.

We did not discuss real issues, but factional nuisances that pestered us for some time. The old injuries and insults sustained by us in the "line of duty" assumed tremendous, almost grotesque proportions. Although, psychologically it is understandable that we stressed ourselves in the UJA, and not the business of the UJA, HAF's impression was not too favorable. After awhile he began to look outside UJA circles for new blood.

Collectively we could represent a force. The accumulated experience in various fields and at various levels of work is our joint capital. But we are individualists. Because we seldom hear a word of praise, we are recognition-hungry. We compete with each other for a pat on the shoulder from the top executive. To get it some of us imply that the next fellow deserves a kick in the pants.

Still, with our limitations and shortcomings we are a good crew. HAF should have given the staff a better chance to work as a team; it could bring greater unity and surely would lessen the tension which dominates the office.

Finally, LLB's departure will not simplify matters. The struggle for his place is perhaps an academic issue, since some of us believe that the decision is already made.

I am tired and have to go home, otherwise you will urinate ^{on} my grave much sooner than you may have wished.

Kisses to your family.

max

Clémentine and Martine
would like to see you and feed you
good food.

INSIDE UJA

The UJA is divided into front, back and down.

Front has a kitchen and cook for free snacks to overcome that tired feeling. Back buys its coffee from a little man with a cart. Down secretes hot plates.

Front is wall-to-walled. Back has linoleum from the old Waldorf Astoria kitchens. Down never looks underfoot for fear of what it might see. A few backers get six by nine remnants.

Front is air-conditioned. Back has a fan for every 500 square feet. Down keeps the air moving by waving copies of copies of copies.

Front has Spanish leather upholstered swivels and posture chairs. Swivel-type chairs are one to every ten backers. Down doesn't get to sit much.

Front sports colorful modern paintings and one sofa each. Back has old calendars and scotch-taped art. Down walls stack filing cabinets.

Top front is way front. Top back is way back. Top down scatters.

Front fronters live alone. Front backers double. Front downers double in glass.

Front calls back. Back calls down and around. Down answers calls.

Front secretaries are better than back professionals. Back secretaries are friendly low. Down secretaries have no faces.

A few fronters slip back. Some backers have gone out, but never down. Down has no place to go.

Front, back and down meet in the middle in LADIES AND GENTS.

Feb 27 - Chicago - Max MSG speaking
Cohen
Testimonial / with Bressler

March

7 - Phila.

Paper Trades Div.

9 - Indianapolis

St Workers FR

12 - Albany

Young Adults (Morris Bernstein
Shimshon Arad)

29 - Allentown

CO FR (Ike A.)

April

9 - Dover, N.H.

Regional Conference (M. Prager)

11 - Dayton

Young Leadership

12 - Buffalo

AG

16 - Newark

Maplewood FR

18 - Akron

Workers FR (Yael Dagan)

20 - Columbus

Closing Rally

21 - Utica

USA Sabbath

25 - Chicago

Paper Division

30 - Rome, N.Y.

Central N.Y. Regional
Leadership (M. Prager)

MELVIN S. GOLDSTEIN

Melvin S. Goldstein, Administrative Vice Chairman of the United Jewish Appeal, the world's largest agency raising funds for Jewish overseas relief and the resettlement of immigrants in Israel, will speak at _____ on _____ in behalf of the _____ of which the UJA is a major beneficiary.

Mr. Goldstein joined the European staff of the American Jewish Joint Distribution Committee (JDC), a constituent of the United Jewish Appeal, in 1941- the darkest year in the history of Jewish life on that continent. Like the Jewish people with whom the JDC had been identified since World War I, that agency had been driven out of Eastern and Central Europe by the Nazi armies. Determined to stay on the continent after the Allied rout at Dunkirk, it established headquarters in Lisbon, Portugal.

At first, Mr. Goldstein's major task was to help in rebuilding the morale of the handful of Jews who managed to straggle from the war zones and other danger areas, into Portugal, attracted by the fact that the only American Jewish voluntary agency in the world that could help them was established there for that purpose.

As the Allies' victories mounted, creating greater opportunities to aid the surviving Jews, the JDC operations expanded and Mr. Goldstein was appointed Assistant Secretary of its European Executive Council. In that capacity he helped extend the JDC relief and rehabilitation activities to the Jews of North Africa, then an almost forgotten segment of Jewry who were suffering bitterly in that area of political and military strife.

He was in this post during one of the most momentous periods in Jewish history. That was when, with the destruction of Nazism, liberated Jews emerged by the hundreds of thousands from hiding places and the concentration camps.

A great complex of Displaced Persons camps had to be created to keep them alive and intact as a group. To provide essential supplementary aid, maintain morale and begin the process of rehabilitation, Mr. Goldstein helped direct a staff of social workers, physicians, vocational guidance counselors, religious and secular teachers and other professional workers whom the JDC brought over from the United States by the hundreds. He also kept flowing into those camps a huge supply of clothing, medical equipment and other health and personal necessities.

This post-war operation provided over a million people with urgent relief and welfare aid and, eventually, involved the transfer of more than 500,000 Jewish men, women and children from Europe, North Africa and the Middle East, to Israel, the United States and other countries.

In 1951, Mr. Goldstein came to the United Jewish Appeal to serve with Dr. Joseph J. Schwartz, the Director-General of the JDC's overseas operations, who returned to the United States to serve as Executive Vice Chairman of the UJA.

Since his return, Mr. Goldstein has kept in close contact with Jewish communities in every area of distress overseas as well as the progress of Jewish settlement in Israel, both as a member of the annual UJA Study Missions to Europe and Israel and through personal on-the-spot surveys.

**INTERNATIONAL
Press Clipping Bureau,
Inc.**

5 Beekman Street
New York 38, N. Y.
Phone: COrtlandt 7-5450

From APR 7 1961

JEWISH LEDGER
Newark, N. J.

Expert on Overseas Relief Will Speak in Maplewood

Melvin S. Goldstein, administrative vice-chairman of the national United Jewish Appeal, will address the Maplewood UJA breakfast Sunday morning, April 16, at 10 A.M. at Congregation Beth El, 222 Irvington Ave., South Orange, it was announced this week by Richard Freeman and Dr. Joseph Semel, co-chairmen, and Joseph B. Stein, vice-chairman of the community's drive.

Those who attend the breakfast will be the guests of a sponsoring committee.

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There At War's End

He was in this post when nazism was defeated and liberated Jews emerged by the hundreds of thousands from hiding places and the concentration camps.

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MELVIN S. GOLDSTEIN

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Call Joe

1. MSB was in my room, because I wanted no misunderstanding
2. Since he said he might go to Emmet for advice - and this might create a fuss - think it would be only fair to tell Dewey & Max
3. Does Jim want to, or shall I?
4. Senior Staff group worked fine ~~into~~ on question of 1962 ~~obj.~~ plan. Also told them a little about pension, and will discuss further next week when we meet again.
5. Adelman stationery items.
- 6.

Dewey v Max

(6/27)

1. JM objected to "staff recommendations" re meetings discussed. Wrote me memo.
2. Paulette told him msb had called staff meeting upon return + excluded Stang, Vajda.
3. Told me he wouldn't work if there was this internal tension. Said he wanted it settled.
4. I told msb (6/28) that I wanted an admin. asst. He said he conceived of self as #2 man.



- 1.) Staff meeting - excluding
Vayda & Stang
- 2.) Sparking set of meetings
Leavitt - Dallas
Chi
Memphis
Hannover - Buffalo
Levin - Milwaukee
Sudman - Kansas City
- 3.) sending Lesser off on community
tour, without telling me.
- 4.) Leave (JFWF) alone (see
letter to JM - previous
fight with Dewey, etc)

MAL

24 Apr 61

Historical Review

Montro - Coons

These two men
JDC men.

Joe - no check needed

HAF - check + balance

*

JDC

no ideological issue. It is not that I
am anti-JDC. Though they have felt that the JDC has
been downgraded - particularly in films.

Change

after 6 years - why?

Two lieutenants feel their position is
undercut. Can't stay. Putting jobs
on the table. (I didn't say I was putting mine.)

Appointing #3 man without consulting #2.
Makes him expend boy. Whole staff will
understand. Not simple matter of hiring Field Dr.

Define authority. Larger meeting MAL + G H

If you had thought through their reaction
you might not have done this. I said
I would have.

*

JDC has an interest in the matter. Wants
to run a business-like operation, not a (Commist)
"movement". These men guarantee that.

Eddie B.

let the country know

Gott H.

Morris B. telling Max F. in Israel (and
possibly Dewey) that I gave orders to
speakers not to book Bernstein & Goldstein



HERBERT A. FRIEDMAN

20 April 61

Eddie

Three executives

checks +
balances

function of exec. v-c.

J.M.

pres. exec.

I must interfere with

can't run org. with
3 bosses

wrong to stick nose

28 April 61

1. call Hammer^(a) find out about m&c conversation
Dewey

May 8

b.) find out if Jim told him whom he wants on the committee
Eddie
Mike
Dewey
WR
Jim
Hammer
Morris
Max
maybe all national comm.

small meeting with W, S, M, F.

2.) call Fisher - report on a) & b) above
+ IS going to GH for support
+ re-stress importance of ODS standing firm + MF must contact ODS

3.) call Forman - ?

AL Levin - down the middle
doesn't want a JDC-via but

H.C.B. agrees
I don't want you to back down
I think you're doing all right
can't resound appointment

2 May 61

Engel - Youngstown -
asked Vajda

1. Why no review to LCBC - JDC
hiding mistakes?
2. why letter from IS on loan -
why not HAF?
3. what is lesser doing in special
bureau - is he a front for MSF?

1. Handling^{by mst} of Meyerhoff situation in Miami

2. Dubinsky telling me how outraged he was
at way they ^{IS + msa} spoke ~~behind~~ about PK
(and me ~~by~~ by implication).

3. Hyman asking me in Jan. what was
cooking, i.e. my personal plans - because
of talk of ^{power struggle} (oomi). I
was awayed.

4. IB telling me of high degree of
general discontent with dictatorial handling
of men by mst.

5. Harry Shapiro asking me on way home from Tarned what was going on between me & MSB - rumors of big fight

6. SS approached at rally in New Haven by field men saying union would have to take a stand in this fight. They assumed one was on.

7. MSB pushing self as speaker - hate Pinsky, Akun, told me at French Lick Eddie Ginsberg said Soroker came to him perplexed - N.Y. was pushing MSB

MJH pushed self into Max Cohen dinner.

Started small - Arkansas - made self-deprecating jokes - now going for big-time.

8. Has his own man in Spektor's dept -
S. Lesser. Also has asked
MP to get speaking dates for him.
9. Said at ^{his} meeting (in my absence)
that I was his ^{key} - he made me.
10. Can't work with RL, so has his
own publicity men - Haupt & Gettheimer.
11. Writes many letters in his name -
not mine. Sends no copies of his
letters to the man.
12. MP has just about reached end of
patience with him.

13 Has adopted arrogant attitudes with
MPL

14. Has adopted habit of sitting on days -
without asking

15. Paulette F. complained that J. Stang has
no one to ^{report} tell to - MSG would speak
with her.

MSG

Rosenberg - Boston - "MSG any good
as speaker? He is being pushed."

Sara Goodman - "MSG marvelous in
Indianapolis. Wanted let you know."

Pushing a whole lot of Dewey,
LCBC, etc. This not administration -
but policy.



HERBERT A. FRIEDMAN

Support on principle of
me boss

Support on ERV

(told DDS ^{confidentially} that I decided
deliberately on this charge -
but told him I wouldn't admit
this to anyone else.

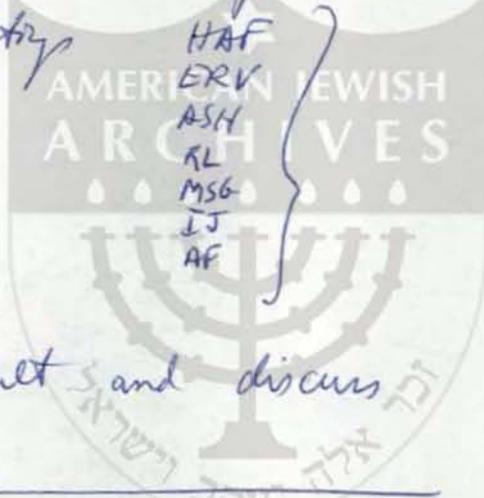
Said I wasn't asking for maximum -
i.e. dismissal

his face-savvy was to say that these
two men shouldn't be cut down to
nothing - but invited into Exec. Comm.
to give opinions, etc.

HERBERT A. FRIEDMAN

I said I might want to bring
others (ERV) into Exec. Comm. &
would discuss this with Joe.

Also said I planned weekly
staff meetings



HAF
ERV
ASH
RL
MSG
LJ
AF

to consult and discuss

DDS suggested broadening group to
include Morris - I said that had
to be in.

I said I would meet with the lay
~~com~~ group - but not with other two.
They could invite other two ^{separately} if they wished.

6 May
Max Fisher said MSG
called him - and Max
said there could only be
one boss.

Max asked who field director
would report to. I said me.
Then it was OK for me to
appoint, he implied.

He wouldn't appoint somebody
lower down, who had to report to
someone else, without consultation with
that someone.

HERBERT A. FRIEDMAN

I am interested in the
a long-range good of USA

I do not want to create a public schism.

I have never made my resignation a threat,
and don't want to.

Therefore, I'll subordinate my own wishes to
yours - and will stay along with you,
for the long term program of gradualism.

I simply want to "button-up" those things
we've discussed and agree on a working
situation

HERBERT A. FRIEDMAN

Is Breslau

2 subjects

- a) concessions
value
- b) ~~importance~~ of Vajda

amenable
give me time
give me a chance

very satisfied

Just happened

clear with senior staff group

leave status quo alone
with ^{Sonny} ⁱⁿ ^{me}
ARCHIVES
till next year

solve his personal problems

leave Marty

leave PCB

what happened

What does "shooty
from the hip" mean

What is the documentation of this charge or
general feeling that I have wild or imaginative schemes
which need "checks & balances"? What have I
suggested or unilaterally imposed without consultation
that has been so bad? I don't like loose thinking on ^{this point}

Following is list of things I have done or suggested, on
my initiative, and with consultation. For these I must
take responsibility.

1. Special Fund - backed by JM
2. Good will tour - JDC now wants something similar
3. Individual city missions - sent ASH out to stimulate
4. Personal Letter
5. FYI articles
6. Documentary-type films
7. Regional conferences - starting with west coast - thanks to EB
8. Young Leadership Conference
9. Young leadership overseas tour
10. Rabbinical Advisory Council
11. Hillel Student Program
12. Switch to consolidated fund-raising (reg. + spec.) with combined %
13. Idea of goal
14. TV programs - 1957

[HERBERT A. FRIEDMAN

Max Fisher
9 May 61

FA 29718

Morris bitter - sick

Walt is a friend -

Max saw Joe + Dewey (They on my side)

old-timers vs. newcomers

JDK giving them ^{very} different time

Joe + Dewey trying to get control
back in UJA

face-saving scheme, so Joe is boss.

Then you report to him. This is program.

~~Cards are started~~

We have to get Joe back to be
the boss. Get the control back to the UJA,
lay and professional.
Save everybody's face - to where Joe
makes final decisions.

What about specific issue of Vayda? I didn't get
into that. That comes later.

HERBERT A. FRIEDMAN

The specification
of duties precludes
the assumption of
other duties.

all items have to
come to me. They
don't now. S2C
LCBC

Notes on Jacobson article

Notes on things I want corrected

mail routing - who decides - what criteria - I want to see copies of everything until I can determine for myself.

Notes in JM folder

List of leadership names

Allie Adelman - etc.

Question

Doesn't PCB fall into two categories - normal (problem of another to point a toe) + abnormal (due to capital fund drives, etc.)? Shouldn't JM be telegraphed the abnormal ones? (Clean new copy - not carbon.)

HERBERT A. FRIEDMAN

Morris B.

Eddie W.

Bill R.

Jack Weiden

Al Levin

Meyerhoff

Stone

Breslau

Fisher

Dubinsky



Daroff

Mrs. Fink

Forman

Holtzman

Luckman

Mayer

Leavitt

Hammer

List of Leadership Names

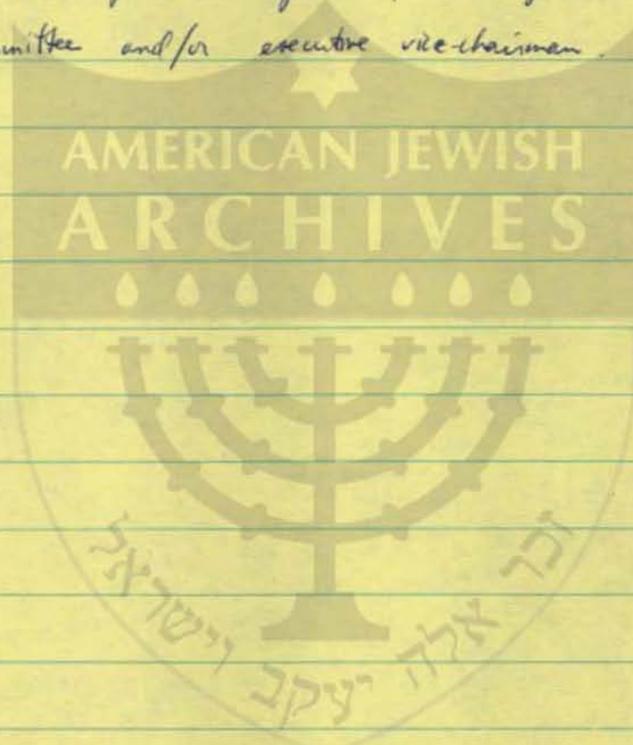
Edward Ginsberg	Jack Studen
Barney Barnett	Ed Weiner
Dave Lowenthal	Gordon Barowsky ?
Allie Adelman	Hehemick Cohen
Merril Hassenfeld	Leonard Laser
Paul Zuckerman	Moe Miller
Al Taubman	Dr. Gene Parsonnet
Dick Sloan	Sam Gungold
Manny Salzman	Herb Schiff
George Shapiro	
Bernie Weinberg	
Charlie Goldberg	
Dick Tucker	
Ed Mitchell	
Bram Goldsmith	
Max Firestein	
Gilbert Schnitzer	
Sol Esfeld	
Dany Cohen	
Victor Carter	
Max Bay	
Paul Kepelow	
Bernie Kobrovsky	
Dr. Bob Lucie	
Alan Sagner	
Philip Stollman	

#4

Suggested Functions and Duties of Administrative Vice-Chairman

1. Help implement policy decisions which have been made by ^{General Chairman,} executive committee and/or executive vice-chairman.
2. Help with executive committee meetings:
 - a. send out call for meeting over name of general chairman
 - b. keep reservations
 - c. prepare material for meeting, after agenda has been agreed upon
 - d. prepare and send out minutes of meeting over name of general chairman, after clearing such minutes with executive vice-chairman and general chairman.
3. Help with cabinet meetings:
 - a. send out call for meeting over name of cabinet chairman
 - b. keep reservations
 - c. prepare material for meeting, after agenda has been agreed upon.
 - d. prepare and send out minutes of meeting over name of cabinet chairman, after clearing such minutes with executive vice-chairman, general chairman, and cabinet chairman.
4. Handle visitors to Europe and Israel
 - a. receive requests for special handling of visitors from executive directors of communities, field department, important individuals, or any other source.
 - b. process those requests through Vinitzky, ^{in Jerusalem} or IDC in Geneva.
 - c. receive reports from abroad as to how visitors were handled, their reactions, etc. - and report back to source requesting the handling in the first instance.
copies of such reports to be given executive vice-chairman.

5. Assist in preparation for national overseas study missions and individual community missions.
6. Assume coordination of arrangements for national conferences
7. Handle special assignments, as designated by executive committee and/or executive vice-chairman.



The Waldorf-Astoria
A HILTON HOTEL
NEW YORK 22, N. Y.

Pincus called Max

Max talked to Eddie

who admitted Morris

Eddie didn't sleep
psychosomatic

let them do whatever they want

Max showed how they spread on me

Eddie says how control Herb

maybe I've listened to M & I not Herb

Herb passes me without saying hello

Max says H. doesn't get into gutter.

Eddie " They'll give me & have assignments

" " money

The Waldorf-Astoria

A HILTON HOTEL

NEW YORK 22, N. Y.

Pincus asked ^{Max} again

Brought Dewey ⁱⁿ

Gutter with Morris
Dewey begins to understand

Need a man for money ^{Gott says I think}
^{he is power behind}
^{the}

Mel would be an office boy
Max says let him go if he can't fit in

Dewey says that ^{come}

Eddie more concerned about Irving

GENERAL STAFF

FIELD STAFF

1 { FRIEDMAN ✓
 GOLDSTEIN ✓
 JACOBS ✓
 HYMAN ✓
 SONTUP

SONTUP
 PEPPERORN
 6 Regional Directors
 VAJDA
 Biele

2 { BIELE ✓
 PEPPERORN
 VAJDA ✓
 STANG ✓
 BAUMGOLD ✓

SENIOR STAFF GROUP

3 { TABATKIN ✓
 LEVY ✓
 FISHZOHAN ✓
 WECHSLER ✓
 ABRAMSON ✓
 BERNSTEIN ✓

ASH
 SS
 MP
 MSG
 IJ
 RL
 ERV
 J.S.
 A.F.

4 { MICHEL
 MINTZ
 NAPAARTEK
 COZWIN
 WEINER

put in positive form

Things ^{to inst} not to do

Some should be in name

1. Write ^{general} letters in own name, ~~instead~~ of JM ^{or} HAF
2. Take control of policy matters - i.e. Dewey v LCBC; Providence + A2F
3. insert items on agenda of Exec. Comm. without clearance with exec sec
- ~~4. write to Exec Comm. in his name~~
5. Sit on desks at public meetings
6. push self as speaker
7. have separate publicity dept - under his direction
8. have separate men in speaker dept
9. don't offer to go to Baltimore to discuss "pukken communities" with JM

THINGS TO BE DONE

- ✓ 1. All general mailings to be sent in name of JM or HAF, ~~whichever more applicable~~ or appropriate lay officer
- ✓ 2. All publicity personnel and functions to be under supervision of publicity director
- ✓ 3. Policy

5

Miscellaneous Items

1. All general mailings should be sent in name of general chairman, or appropriate lay officer, or executive vice-chairman.
2. All publicity personnel and functions should be under supervision of publicity director.
3. Items for the agenda of the Executive Committee should be determined by the general chairman in consultation with the executive vice-chairman. Items for the agenda of the Cabinet should be determined as above, but in addition include consultation with the cabinet chairman.
4. All policy matters should be handled by the general chairman and/or the executive vice-chairman.

S.S - Camp Director - remains + title will not
not be used, nor position
filled, after his retirement
works with N.F.D. until retirement
~~present~~

H.A.F. will be
active camp director

ERV - National Field Director

MP - Assistant National Field Director

Keep present office, salary, functions

OFFICE SPACE

ERV into present SS office

SS into J. Stang office

J. Stang into other side (check space)

LINE OF RESPONSIBILITY

Women's Division

Big Gifts - Lay Leader Assignment

Speakers' Division

} to Field Department

PROBLEM OF CASH AND ALLOTMENT TO BE LEFT

IN ABEYANCE - FOR FUTURE DISCUSSION + DECISION

ITEMS

1. Alter ERV salary
2. ERV on stationery
3. Re-discuss whole question of Kitchen - pro + con. Abolish.
4. Weekly staff meetings

ERV - MP - SS - ASH - RL - MS6 - IJ

5. Explain to ^{J. Stang +} Paulette meaning of change of office space & reporting line.

Order

1. Discuss with SS - no decision yet on his request.
2. Discuss with MP
3. Discuss with MS6 - IJ
4. Discuss with ERV

MSC Duties

1. Administrative Assistant

help ~~submit~~ ^{implement} policy decisions which have been made by exec comm and/or exec v.c., ~~and which~~ and which he is specifically asked to help implement by either exec comm or exec v.c.

2. handle ~~traffic~~ ^{visitors} to Europe, Israel

- receive requests from field left, communities, individuals
- process those requests with Vinitzky or JDC
- receive reports from abroad as to how visitors were handled, and report reactions to communities

3. assist in ^{preparation for national ~~overseas~~} study missions and ^{individual} ~~overseas~~ community missions

4. handle such special projects as requested, for example - ^{by exec. comm or v.c.} young leadership conference

5. prepare call for meeting, keep reservations and keep minutes of exec. comm. meetings - submit same to exec. v.c. ^{+ gen. chmn} before sending out - send out over name of gen. chmn. ~~as determined~~ - also notices calling meetings to be over name of Jm ~~at~~

6. Ditto with cabinet

7. ^{coordination} ~~supervision~~ arrangements for national conferences

30 April 61

Dear Joe -

I am including several items for your consideration. As we said over the telephone some of this represents hard and fast thinking. This is exploratory and can serve as the basis of further conversation.

1. There is a photostat of an old table of organization, which is simply historically interesting. I think it is somewhat more complicated than it need be. I have also made some notes in connection with it.
2. There is a proposed table of organization for now, also with some footnotes.
3. There is a suggested list of duties for the comptroller, all of which he is doing now.
4. There is a suggested list of duties for the administrative vice-chairman.
5. There is a list of miscellaneous items, which I can explain more fully, when we speak again.

After you have looked through this stuff, we can have another telephone conversation, or I can come down to Baltimore, and I can clear up any questions you may have. As you suggested, I have done this in longhand, and there are no other copies.

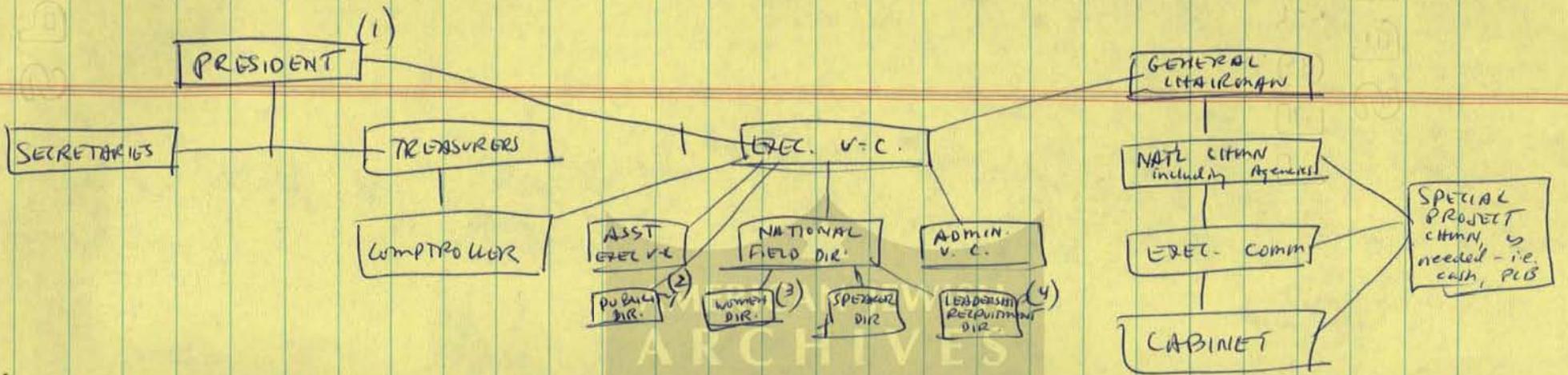
Heck

#1

Notes on Winter 1957-58

Table of Organization - Partially implemented

1. Title of M.S.G. at that time was exec. assistant
2. Boxes under comptroller indicated duties.
3. Long line of boxes across the middle indicated lay leader chairmen.
4. Director of Community Relations and Director of Fundraising were intended to be professionals. Former was never appointed. Idea was that all activities directly connected with fundraising (everything on right side, bottom line) be under one professional; and everything not directly connected, but service department to fund-raising be under another professional (everything on bottom line, left side). This never worked out in actual practice.



~~Handwritten scribble~~

See attached notes for this chart

2

Notes for Chart 4

- (1) Office of president not always filled.
Not necessary to have it filled. Right now ~~President~~ it is open, I think.
~~President~~ General Chairman is sometimes president.
- (2) Publicity Director ^{reports to and works directly with} ~~relates~~ ~~to~~ ~~exec. v-c. at present time~~
^{in addition, would relate} ~~could also be directed~~ ^{if necessary,} ~~to relate to~~ asst. exec. v-c.,
~~with whom the pub. dir. has made good personal~~
~~relationship~~ - ~~and~~ whose skills could be valuable for
pub. dept.
- (3) Women's Division Director could also, if necessary,
relate to asst. exec. v-c. in addition to state field directors.
If there is an asst. m.f.d., this would not be necessary. If there
is not, then the m.f.d. might want help with this division.
- (4) Leadership Recruitment Director (~~Harry Bate~~) could also
be given additional duties in an accelerated life gifts
program or Trade & Industry program, if such were to be
developed. This is particularly true ^{now} since it is ~~is~~ anticipated
there will ^{not} be ^{some} ~~any~~ ^{long} ~~term~~ ~~programs~~, ~~which used to occupy~~
~~his time previously.~~ He need to work on these quite
extensively.

Note on Field Dept

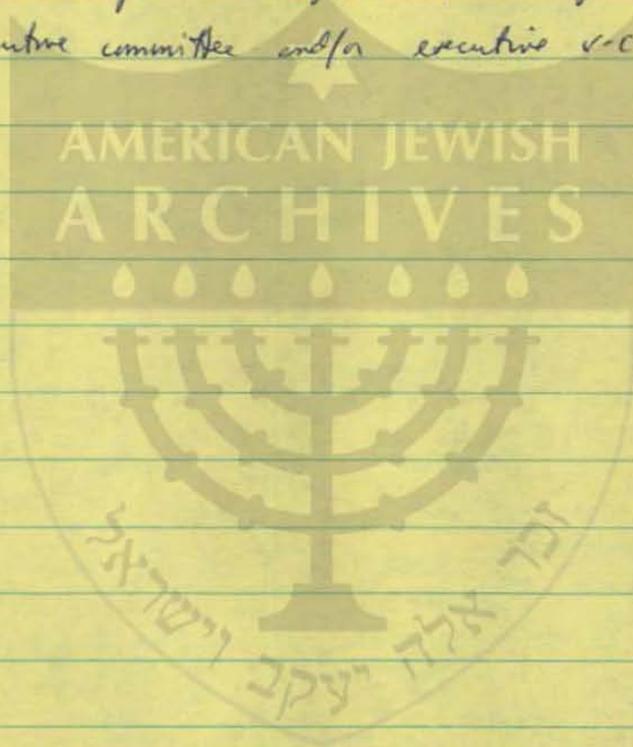
I have not drawn the chart below the director, but there may be an assistant or associate national field director, and there will be six regional directors. These men will administer a proposed staff of 44 field men (42 fixed positions, with two extra men to cover illness, emergencies, etc.)

There will be an integrated vertical field department function - which means that the total field job - fundraising, PCB, post-campaign allocations, & cash collections - will be the responsibility of field department. Each regional director will be responsible for the total job in his area, including small communities. This will make for greater efficiency, in my judgment.

5. ASSIST in preparations for national overseas study missions and individual community missions.

6. Assume coordination of arrangements for national conferences.

7. Handle special assignments, as designated by executive committee and/or executive v-c.



Memo for IS

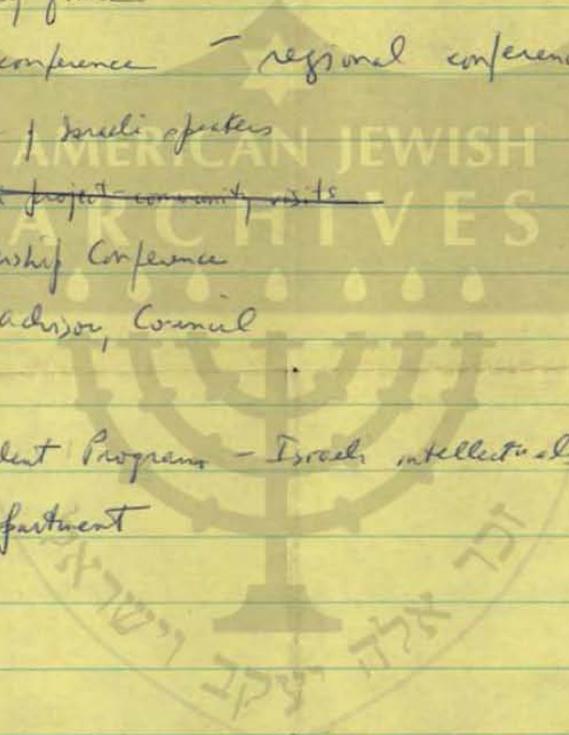
1. I want copies of all FR memos -
the daily file. ERV to see this
file also.
2. I want copies of all official mail
3. Make sure copies of all mail are sent to
all interested parties

List of things I have ~~done~~ ^{started}

(not lay leaders,
and not other
members of the
staff, who have
themselves initiated
things)

1. Special fund
2. Good will tours
3. Young leadership missions
4. Personal letter + FYI
5. Documentary films
6. West coast conference - regional conferences
7. Extensive use of Israeli speakers
8. ~~Special Israeli project - community visits~~
8. Young leadership Conference
9. Rabbinical advisor, Council
10. Hillel Student Program - Israeli intellectuals
11. PCB Department

6449



1. I have full administrative responsibility and I accept it.
2. Any organization our size needs a trusted man to carry out administrative details, because it is impossible and uneconomical for the chief professional executive to do this.
3. Function of MSG is to carry out policies established by General Chairman, Executive Committee, and Executive Vice-Chairman - not to initiate policy himself.
4. In the conduct of his duties, MSG should clear with General Chairman and Executive Vice-Chairman.
5. Problem is that MSG has been operating too freely on his own judgment, without clearance, which has resulted in his exceeding the limits of his authority.

1. All questions of policy to be referred to me. If further clearance with JM is necessary, we will decide who calls JM.
2. Senior Staff Group to meet regularly, be informed of all policy decisions, and discuss matters pertaining to operations. This group to consist of seven persons: Hyman, Goldstein, Sontup, Peppercorn, Jacobs, Vajda, Levy.
3. All executive staff meetings should be called only by me.
4. All mailings should go out over name of JM or HAF, except where otherwise indicated.
5. All communications re Executive Committee should go out over JM.
6. All communications re Cabinet should go out over Mel Dubinsky.
7. Field Department should report to HAF.
8. MSG to initiate calls to lay leaders only after clearance with HAF; or JM.
9. Speaking in communities by MSG to be on basis of clearing requests.
10. Question of integrating all publicity personnel into pub. dept. to be discussed again by Senior Staff Group and final decision by HAF to be presented to JM.

The proposal is a massive and destructive
and unequivocal vote of no confidence in the
present administration. Even though delivered
personally by trusted individuals and not officially,
eventually ^{in the USA.} it constitutes a request to change the nature
Nature of Response

1. Let suggestion die - forget it - go ahead
with campaign business (Knowing always that
this is not the end - they will continue to
try to take control - we must always be alert).
2. Take ^{country} offensive - inform ² - get vote of
confidence in present administration (SM + DDS +
HOT) - transmit this to them as a clear and
stinging rebuke + ~~challenge~~ - tell them to cease
and desist

Dangers of #1

We are always on defensive, waiting for next blow;
doing nothing about ^{publicizing} support; ^{leaving our friends informed} allowing the
"big lie" to continue to fester; not ^{try to} change their
minds ^(although that is probably impossible) ~~by any systematic plan~~

Advantages of #1

The campaign goes forward more or less undisturbed
(i.e. if those of no under attack can keep our enthusiasm
for the work, knowing that it is not only unappreciated
but actually scorned)

* Its intention is to replace the general chairman and the executive vice-chairman with one person (a paid president) who shall theoretically combine both ~~qualities~~ attributes of lay and professional head. This person, if their choosing, represents their capturing control of the VJA. The fact that it is impossible to fashion such a creature - namely, a paid lay leader - does not disturb them. Even if he ^{immediately} ~~quickly~~ lost his lay status, as would necessarily be the case, nevertheless he would be in total ^{and solitary} control, ~~without~~ and as their candidate and their creation, he would deliver the organization into their hands.

Dangers of #2

maximum danger - WR + Emmw may resign from VSA - since they have declared no confidence in administration and "21" has declared confidence - therefore, an impasse is reached which they may find untenable. Presumably they cannot change their opinion, therefore they may have to dissociate.

This does not mean that the JDC resigns, for that is a matter of contract negotiation. The two men may resign officeships in the VSA without the JDC breaking off.

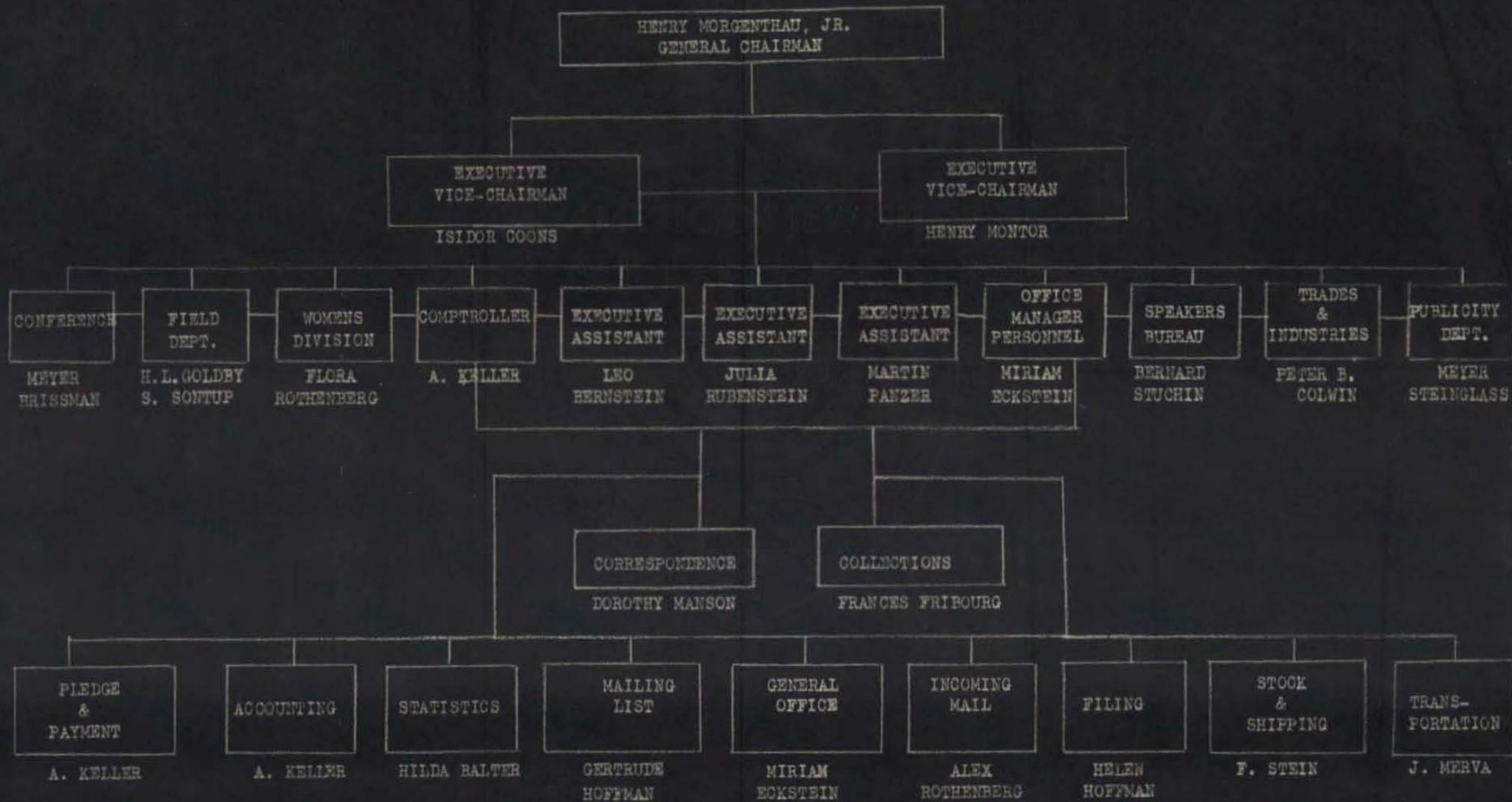
Other dangers are serious, but less so - i.e., sabotage of the campaign on both lay + professional level (i.e. W + R not working, ^{not giving,} talking down the campaign to others, etc) - and G, J sabotage inside, in a thousand ways - i.e. slowdown, sloppiness, little "heatdowns" in the machinery, making it tough for others, reducing morale, etc.

Advantages of #2

Exposure to full view of the plan + plot. Once this is publicly discussed in "21" whole country knows it. Greater support for VSA can be garnered - once the whispering ceases and there is a clear vote of confidence, in the open, for the administration.

Attacks by the JDC must then cease and collective responsibility re-established.

UNITED JEWISH APPEAL
TABLE OF ORGANIZATION
NATIONAL HEADQUARTERS



Exec. Committee

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