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Series I: General Correspondence, 1914-1969, undated.

Sub-series A: Alphabetical, 1914-1965, undated.

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Council of Jewish Welfare Federations, 1934-1937.

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NATIONAL COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

71 WEST 47 STREET, NEW YORK, N. Y.

Executive Director, George W. Rabinoff

JEWISH WELFARE
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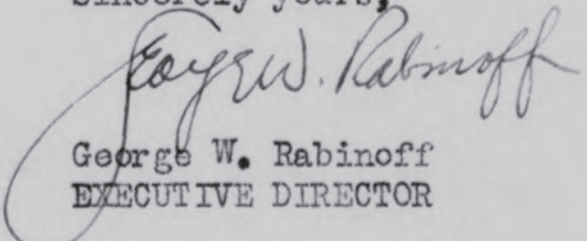
August 14th, 1934.

Rabbi Abba Hillel Silver,
The Temple,
East 105th & Ansel Road,
Cleveland, Ohio.

Dear Rabbi Silver:

Your letter of August 13th, is being forwarded to Mr. Shroder. Meanwhile, I can assure you that your reaction to the invitation to the Regional Conference of the National Council of Federations and Welfare Funds is based upon a misinterpretation. The words "lay leadership" to social workers and to people active in social work agencies mean non-professional from the standpoint of social work. I can understand that the same words used in rabbinical circles would have a corresponding meaning in relation to the rabbis. Our usage has no such reference. The rabbis have been very active participants in each of the Regional Conferences thus far held. It is difficult to say how it would be possible for us to build up a Regional Conference in any part of the country without the active participation of the rabbinate, just as that relationship has been developed in the local Federations and Welfare Funds.

Sincerely yours,


George W. Rabinoff
EXECUTIVE DIRECTOR

GWR:SGB

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August 16, 1934.

Rabbi A. H. Silver,
The Temple,
E. 105th and Ansel Road,
Cleveland, Ohio.

My dear Rabbi Silver:

Our New York office forwarded me your note of August 13th in which you criticize the use of "lay leadership" in our request for cooperation in the October regional meeting of Federations and Welfare Funds.

I appreciate without difficulty your reaction to the phrase, inasmuch as in your field of greatest activity the distinction is between the clerical and the lay leadership. In the course of the last twenty-five years in the social work field an equally sharp distinction in connotation has grown between the professional and the lay leadership. It is therefore quite natural that in calling a conference on communal organization for social work purposes our letter should have accepted the phraseology of the profession and included in all lay leadership in that field those not professional social workers.

With this explanation, and with this apology for possible carelessness in the use of terms, may I urge your interest and cooperation in making the coming regional conference a success? We all know, and appreciate your interest and influence in social welfare and its activities, and feel that your active interest and cooperation would aid greatly in promoting our objectives.

Sincerely yours,

William J. Shroder
Wm. J. Shroder, President.

AP

Aug. 19

January 25-26-27, 1936 — GENERAL ASSEMBLY — St. Louis, Mo.

NATIONAL COUNCIL
OF
JEWISH FEDERATIONS AND WELFARE FUNDS

including the activities of the
Bureau of Jewish Social Research
71 West 47 Street, New York, N. Y.

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GEORGE W. RABINOFF

December 23, 1935.

Dear Friend:

For everyone concerned with Jewish group problems the last few years have presented changed situations and a shifting emphasis which make it extremely difficult to keep pace in our thinking and programming. The year 1935 has been even more marked in this respect.

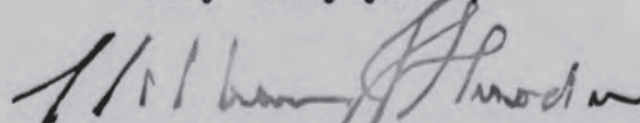
These factors make the forthcoming General Assembly of the National Council of Jewish Federations and Welfare Funds to be held at the Chase Hotel in St. Louis, Mo., January 25, 26, 27 of more than usual importance. They make it doubly incumbent on every community leader, lay and professional, to attend the sessions. It is my pleasant duty to extend a most cordial invitation to you to attend the 1936 General Assembly.

The program will deal concretely with many difficult questions with which federations are wrestling locally and with local responsibility for the national and overseas problems affecting the Jewish group. Most of us have found that there are no pat answers to our problems but in the Council it has been our experience that the General Assembly offers a splendid opportunity for discussion and exchange of ideas which are definitely helpful.

The plan is to present a general survey of fields of interest and to deal specifically with problems of federation and welfare fund organization and functioning on the theme "Facing Our Federation Problems". Other sessions will concern themselves with the ever troublesome problem of financing which for 1936 promises to be more of a problem than ever.

The enclosed registration blank gives information as to reservations, reduced railroad fares, etc. and the tentative program will tell you more about the plan for the Assembly. May I ask you to let the Council office have your reservation at the earliest possible moment so that adequate provision can be made for the comfort and convenience of the delegates.

Very truly yours,



WILLIAM J. SHRODER

An association of local communal agencies for the development of Jewish social services

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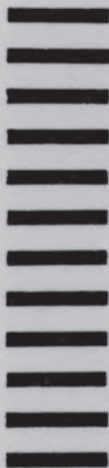
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MR. WILLIAM J. SHRODER, President
National Council of Jewish Federations and Welfare Funds

71 WEST 47TH STREET

NEW YORK, N. Y.



Dear Mr. Shroder:—

You can count on my coming to the General Assembly in St. Louis, January 25-27, 1936.

I am particularly interested in the following sessions scheduled on the program _____

Please reserve a room for me at the Assembly headquarters, Hotel Chase, at \$_____ daily rate in accordance with Hotel card. I plan to arrive on January_____.

Name _____

Address _____

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Please make note of the dates January 25 through January 27, 1936.

This is the last week-end in January and the next General Assembly of the National Council of Jewish Federations and Welfare Funds will be held at that time at the Hotel Chase, St. Louis, Mo.

All of us know how many problems, both within our own individual communities and in the broader national and international fields, are being faced by every federation and welfare fund and by many of the agencies.

The 1936 General Assembly seems to us, therefore, to be doubly important. There are questions of broad general policy and program which need very much to be discussed fully and frankly. There are other questions, practical and immediate, having to do with the day by day operation of federations and agencies, their financing and their functioning which we need to re-examine and re-study.

It seemed to the program committee, therefore, that the sessions of the General Assembly should be devoted to these questions under the general heading of "Problems Facing Jewish Federations Today". Much of the discussion according to present program plans will be particular and detailed and every effort will be made to provide material that will be of practical help both in our thinking and our doing.

You have been designated by your Federation as official delegate to the National Council. Important decisions are to be made at the Assembly and we therefore ask that you reserve the dates and plan to be present.

Very truly yours,

Wm. J. Shoder

WILLIAM J. SHRODER

President

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*Copy for H.H. Silver
checked*

January 2, 1936.

REPORT OF THE COMMITTEE ON NATIONAL JEWISH PROBLEMS

Clarence G. Bachrach, Brooklyn, Chairman.

This Committee has continued the activities initiated last year, namely, the examination of the relationship between national and overseas agencies on the one hand, and Welfare Funds and other local fund-raising agencies on the other, in order to develop plans whereby non-local needs can be more fully interpreted and more adequately and equitably supported. The problem is becoming increasingly important, with the growing needs of overseas relief and reconstruction activities and the rapid extension of joint fund-raising campaigns for non-local agencies during the last two years.

I. The non-local agencies:

On the basis of available information the 25 major national and overseas agencies raised a total of \$5,000,000 (excluding earnings, governmental and foundation support) in the United States during 1934-1935. In addition, we estimate about \$250,000 raised during the same year by sundry smaller agencies. Approximately 20 percent of the total is obtained through the direct fund-raising efforts of joint Welfare Funds and Federations. The balance is directly obtained by the national and overseas agencies themselves through their own money-raising efforts. It is especially interesting to note, however, that the proportion and importance of income from Welfare Funds rises substantially when the amounts raised by the few large cities (New York, Philadelphia, Chicago, Boston and Baltimore) are deducted from the grand total. Figures are not available but it has been estimated that these five large cities which have not yet established Welfare Funds, are the source of about 60 percent of the whole amount. Welfare Fund communities provide a substantial portion of the funds obtained outside of these large centers.

Increasing overseas needs have resulted in several new campaigns being projected for 1936, so that six appeals totalling \$8,225,000 have already been announced for the new year as against about \$2,500,000 raised for these activities in 1935. Assuming no major expansion of national agency needs, this means that the cities of the United States are being asked to raise \$11,500,000 in 1936 for other than local agencies.

II. The Welfare Funds

Joint fund-raising campaigns for non-local agencies have increased rapidly in recent years. The organizations responsible for these campaigns are usually known as Jewish Welfare Funds to distinguish them from Jewish Federations, which ordinarily concern themselves with purely local activities. The Welfare Funds frequently include specifically Jewish local needs not covered in the regular Community Chest-supported Federation program. The Welfare Funds are tending to become established as permanent organizations with a wide basis of membership and support and an all-year program. At this time there are approximately 40 such Funds established, for the most part in smaller communities. Plans for Welfare Funds are under discussion in several of the larger cities.

The extension of Welfare Fund organizations is indicated during the next several years. Much of this development arises from spontaneous interest on the part of Federation and other community leaders and in other instances as a result of the field service of the National Council which is being called upon increasingly to advise and assist in the establishment of local Jewish Welfare Funds. Some of the national and overseas agencies are also cooperating in this program.

The 34 Welfare Funds for which we have data show a total raised in 1935 of \$1,400,000, approximately 50 percent being allotted for overseas purposes, 20 percent for national causes and 30 percent for regional and local activities.

III. Present Services of the Council

In addition to the general field service, the Council has thus far developed the following general services designed to assist Welfare Funds and Federations in the carrying out of their obligations to non-local programs.

1. Periodic reports on the income, expenditures and program of the national and overseas agencies. These reports are factual, based on information furnished by the agencies themselves, and make no attempt to evaluate the facts presented.
2. The Committee has maintained contact with the non-local agencies and has sought to establish a basis for better working relationships between the Welfare Funds and the beneficiary agencies.
3. In several instances, the Committee has helped to adjust differences between a local Welfare Fund and a non-local agency, at the request of one of the parties, on questions of fund distribution.

4. The Committee is negotiating an agreement with the Council of National Jewish Agencies (the Denver institutions) for a joint study of their field of service and their relationship to the organized communities. Progress toward engaging in the study has been slow, because of the many problems involved.

IV. The Immediate Problem

There are a number of important questions arising in local Welfare Funds for which the National Council has been unable to offer concrete answers. We frequently receive requests from organized communities or communities in process of organization for lists of "approved" national or overseas agencies to be included in Welfare Fund campaigns. Requests are likewise received for advice on the distribution of local funds among beneficiary agencies, for explanation of changes or extensions of programs of national and overseas agencies and for formulas for arriving at local quotas.

Neither the Council nor any other organization has yet devised a method for advising local communities as to the total amount of funds required for these national and overseas services, nor as to the allocation of funds among beneficiary organizations. Reconciling the various appeals into a practical budget for the local community is now the problem of each separate Welfare Fund. Statistical information supplied by the Council permits Welfare Funds to make comparisons of their experience with other communities, but the absence of standards for community practice or obligation makes questionable the changes or adjustments resulting from this method. Budget making for Welfare Funds requires a solid basis in information and experience. Without such standards we cannot expect a sound development of the Welfare Fund movement either in increased fund-raising achievements or in more equitable distribution of available funds.

V. Recommendation

To meet this problem, it is proposed that the Welfare Funds, through this Committee, cooperate in considering the total requests of all of the national and overseas agencies in which they are interested, study the problems involved in raising funds locally to meet these needs and arrive at some general guides and set of standards which may be helpful to them. This recommendation in no way affects the autonomy of each local Welfare Fund, which will retain sole responsibility for determining its own goal and establishing its own allocation of funds among the beneficiary agencies. Joint counselling among the Welfare Fund cities and a closer relationship with the beneficiary agencies should assist local communities in obtaining the most desirable results.

We should particularly like to stress that the aim of this plan is to improve the working relationships and to increase the acceptance of local responsibility for important Jewish welfare causes. It contemplates more generous support by the country as a whole, of causes and activities which, under existing conditions,

frequently find it difficult to present and press their claims adequately. Particularly at this time when there are pressing emergency needs overseas there is a challenge to local Welfare Funds to meet these needs more adequately than has been done in the past.

VI. Procedure

The Committee, aided by competent staff service will assemble audited financial experience, service statistics and proposed future programs of the several national and overseas agencies. The Welfare Fund cities will be asked to consider the total budget of these agencies in relation to their own fund-raising capacities, and the possibilities for more equitable distribution of the burden between the various communities. It may also be advisable to ask for a hearing with the representatives of the national and overseas agencies in order to arrive at a clearer understanding of the needs of the several organizations in relation to the potential interest and fund-raising capacity of the local Welfare Funds.

Such group action by the Welfare Fund cities will serve as a more efficient means of bringing the local communities and the non-local agencies to a better understanding of their respective needs and problems. Even more important will be the new interest it will introduce into organized fund-raising and the possibility that Welfare Fund cities may find further avenues to improved service through inter-city cooperation and campaign planning.



INCOME FROM FEDERATIONS AND WELFARE FUNDS

1934 and 1935

REGION	1934 Receipts		1935 Receipts		Grand Total 1935
	Council	Bureau	Council	Bureau	
<u>Central Atlantic</u>					
Baltimore, AJC	\$ 300.00	\$ 300.00	\$ 750.00	\$ 300.00	\$ 1,050.00
Harrisburg, UJC	25.00	-	-	-	-
Philadelphia, FJC	-	-	350.00	-	350.00
Richmond, JCC	-	-	26.00	-	26.00
Seranton, JF	42.00	50.00	42.00	25.00	67.00
Sub Total	367.00	350.00	1,168.00	325.00	1,493.00
<u>East Central</u>					
Akron, JSSF	25.00	-	-	-	-
Altoona, FJP	-	10.00	25.00	-	25.00
Canton, JWFund	-	-	40.00*	25.00	65.00
Cincinnati, UJSA	215.00	750.00	250.00	750.00	1,000.00
Cincinnati, JCC	80.00	-	450.00	-	450.00
Cleveland, JWF)	-	500.00	-	500.00	-
Cleveland, JW Fund(415.00	-	750.00*	-	1,250.00
Columbus, UJF	25.00	100.00	250.00	-	250.00
Dayton, JFSS	25.00	25.00	25.00	25.00	50.00
Dayton, UJC	-	-	25.00	25.00	50.00
Detroit, JWF	200.00	108.50	300.00	200.00	500.00
Indianapolis, JF	25.00	75.00	25.00	-	25.00
Indianapolis, JWF	25.00	-	50.00	-	50.00
Louisville, JWF	25.00	-	25.00	-	25.00
Louisville, CJO	-	-	25.00	-	25.00
Pittsburgh, FJP	200.00	200.00	500.00	-	500.00
Toledo, JF	25.00	-	50.00	-	50.00
Sub Total	1,285.00	1,768.50	2,790.00	1,525.00	4,315.00
<u>Illinois-Wisconsin</u>					
Chicago, JC	1,000.00	1,000.00	2,000.00	1,000.00	3,000.00
Milwaukee, FJC	25.00	50.00	25.00	50.00	75.00
Peoria, JWF	25.00	-	25.00	-	25.00
Sub Total	1,050.00	1,050.00	2,050.00	1,050.00	3,100.00
<u>Metropolitan</u>					
Brooklyn, FJC	50.00	250.00	250.00	250.00	500.00
New York, FSJPS	2,000.00	7,000.00	3,500.00	7,000.00	10,500.00
Sub Total	2,050.00	7,250.00	3,750.00	7,250.00	11,000.00

	1934 Receipts		1935 Receipts		Grand Total
	Council	Bureau	Council	Bureau	1935
<u>New England</u>					
Boston, AJP	450.00	300.00	1,000.00	-	1,000.00
Bridgeport, JWB	-	25.00	-	25.00	25.00
Hartford, JC	-	-	-	25.00	25.00
New Haven, JWS	-	10.00	-	10.00	10.00
Worcester, UJC	-	-	25.00	-	25.00
Sub Total	450.00	335.00	1,025.00	60.00	1,085.00
<u>Pacific</u>					
Los Angeles, UJWF	-	-	274.00	-	274.00
Los Angeles, FJWO	100.00	-	-	-	-
Oakland, JF	25.00	75.00	(75.00*	37.50	112.50
Oakland, UJWF	55.00	-)	-	-
Portland, FJC	-	-	50.00	-	50.00
San Diego, UJF	-	-	25.00	-	25.00
San Francisco, FJC	200.00	250.00	500.00	250.00	750.00
San Francisco, JNWF	150.00	-	250.00	-	250.00
Sub Total	530.00	325.00	1,174.00	287.50	1,461.50
<u>West Central</u>					
Des Moines, UJP	25.00	25.00	25.00	-	25.00
Kansas City, JWF	-	-	100.00	-	100.00
Minneapolis, FJS	25.00	25.00	56.25	25.00	81.25
Omaha, JP & JCC&WF	12.50	12.50	125.00	-	125.00
St. Louis, JF	350.00	750.00	600.00	500.00	1,100.00
St. Paul, JWA	25.00	50.00	25.00	75.00	100.00
St. Paul, UJF	-	-	25.00	-	25.00
Sioux City, FJSS	-	-	25.00	-	25.00
Sub Total	437.50	862.50	981.25	600.00	1,581.25
<u>Southeastern</u>					
Asheville, JC	-	-	25.00	-	25.00
Atlanta, FJSS	30.00	-	50.00	-	50.00
Chattanooga, FJC	25.00	-	-	-	-
Memphis, JWF	-	-	250.00	-	250.00
Memphis, FJWA	25.00	25.00	-	-	-
Montgomery, JF	25.00	-	25.00	-	25.00
Nashville, FJC	25.00	-	-	-	-
New Orleans, JC & EF	25.00	-	25.00	-	25.00
Sub Total	155.00	25.00	375.00	-	375.00
<u>Southwestern</u>					
Dallas, JFSS	25.00	50.00	50.00	50.00	100.00
Fort Worth, JC	25.00	-	-	-	-
Houston, UJWF	-	25.00	-	25.00	25.00
San Antonio, JSSF	-	25.00	-	25.00	25.00
Tyler, JC	-	-	15.00	-	15.00
Sub Total	50.00	100.00	65.00	100.00	165.00

	1934 Receipts		1935 Receipts		Grand Total
	Council	Bureau	Council	Bureau	1935
<u>Upstate New York</u>					
Albany, JSS	-	-	-	35.00	35.00
Buffalo, JFSS	125.00	100.00	-	200.00	200.00
Niagara Falls, JF	-	-	25.00	-	25.00
Rochester, JWC	-	10.00	-	-	-
Syracuse, JWF	40.00	-	50.00	-	50.00
Sub Total	165.00	110.00	75.00	235.00	310.00
<u>East Canada</u>					
Toronto, FJP	72.70	-	75.00	-	75.00
GRAND TOTAL	\$ 6,612.20	12,176.00	13,528.25	11,432.50	24,960.75

* Received in 1936:

Canton	\$ 15.00
Cleveland	187.50
Oakland	37.50
	<u>\$240.00</u>



January 15, 1936

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October 6, 1936

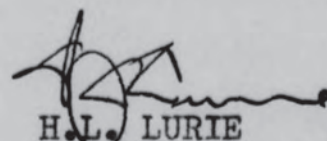
Rabbi Abba Hillel Silver
The Temple
E. 105 St. & Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

I am happy to learn from Mr. Goldhamer that it will be possible for you to participate in the meeting which is being scheduled for Thursday, October 15, at 3 P.M. in New York City of the representatives of the Joint Distribution Committee, the United Palestine Appeal and the Council to consider problems and plans in connection with the 1937 campaigns of the Jewish welfare funds throughout the country. This meeting will be held in the Leo Sulzberger Memorial Room on the seventh floor of the Federation Building, 71 West 47 Street.

We are very happy to know that you will act as one of the representatives of the Council at this meeting which we believe to be important for the proper development of the welfare fund program. A memorandum has been prepared by the office which may serve as a background and a starting point for our discussions and I am enclosing a copy.

Very sincerely,



H. L. LURIE
Executive Director

HLL/ed

Encl.

NOTES ON MEETING OF REPRESENTATIVES FROM THE JDC AND THE UPA
TOGETHER WITH A DELEGATION OF THE COUNCIL - OCTOBER 15, 1936

CONFIDENTIAL - For Private Information of Representatives
at Meeting.

Present: For the UPA:

Dr. Israel Goldstein
Louis Lipsky
Morris Rothenberg
Dr. Stephen S. Wise

For the JDC:

Paul Baerwald
Isidor Coons
Joseph C. Hyman
William Rosenwald
Rabbi Jonah B. Wise

For the Council:

Samuel Goldhamer
Samuel A. Goldsmith
William J. Shroder
Felix M. Warburg
Ira M. Younker

Staff:

H.L. Lurie
G.W. Rabinoff
Miss Blanche Renard

A telegram from Rabbi Abba Hillel Silver of Cleveland was received regretting his inability to attend because of illness. He was to be one of the Council representatives.

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In opening the meeting, MR. SHRODER explained that the Council is interested in developing harmony between the two major overseas agencies and cooperation with the various elements that go to make up the Jewish community and the organization of Welfare Funds. The Council felt that its progress was measurable until the situation of last spring when a great deal of what it had worked to accomplish through the Welfare Funds was being threatened by factionalism amongst the local groups reacting to the fact that the two agencies, the JDC and the UPA have themselves not been able to agree on equitable goals for the causes which they were financing. A common understanding to help all of the causes was being destroyed. It is therefore important to the Council to call the two groups together to secure cooperative action in local communities. Speaking as an individual, he said that the effect of the lack of unity followed the visit of the English delegation last winter. About four months ago one of the community leaders sent out a questionnaire and the result of his personal investigation were replies from leaders in forty odd communities, most of whom stated that competitive rivalry between the JDC and UPA was detrimental. Mr. Shroder read a recent letter from Judge M.C. Sloss of San Francisco written in a similar vein and urging cooperation between the two organizations.

MR. SHRODER further explained that three months ago, Mr. Lurie and he met with a group of the UPA and JDC leadership separately and that the suggestion for a joint meeting received warm approval. As a result, the present meeting has been arranged.

The questions divided are as follows:

Is there a possibility of a joint campaign? If this is not possible, and this does not necessarily have to be answered now - what is the possibility of separate campaigns, on the basis that would avoid the difficulties of last year?

Is a divided program with joint campaigns in some places and separate campaigns in others a feasible solution of the problem?

MR. ROTHENBERG thought it would be well to put our finger on the cause of last year's friction and then have the discussion as to whether that cause can be removed. After all there was competition primarily for allocations, both sides trying to get as much as possible for their respective causes. No personal bitterness was involved on either side. There should be a way through which competition can be eliminated, providing that we have separate campaigns.

MR. WARBURG pointed out that from communications received from different communities, it was indicated that the friction was caused especially because of allocations and the both sides trying to get out as much as possible for themselves. More than anything else, this caused the irritation and took away from the dignity of the campaign and from the results. These letters also stated that the Welfare Funds would be relieved of the difficulties in reaching local decisions if they could turn to a responsible group for a plan of division of funds for overseas needs.

MR. SHRODER stated that the Council cannot promise that every Welfare Fund will accept any or all of the recommendations on allocations but in general the community would probably accept the advice of a body whose decisions were acceptable to both agencies, and that the Council was willing to do everything within the powers granted it by its membership in putting across the ratios for overseas work that the two agencies agree upon.

MR. GOLDSMITH asked whether the decisions on allocations would be reached before the campaign is launched or after.

MR. SHRODER stated that it was not decided but it would be logical that it be done before the campaigns and Mr. Warburg agreed that would be the most logical.

DR. GOLDSTEIN - Does not that raise the question of parity for the work of the building of Palestine, which I think is the crux of the controversy? It was felt by those interested in Palestine, that Palestine was entitled to parity as against any other activity having to do with the solution of the Jewish problem.

There followed discussion on what was meant by parity, the complications of other national and overseas agencies in the same field, the importance of programs for immigration, etc.

MR. WARBURG - With reference to campaigning - we were nearest to agreement when we had a division of the first part of the collections and leaving the surplus above that amount to an important committee to decide where the emergency at the moment might be. Some of us at the time thought that was a step forward and a tendency to be fair. Some system like that could be continued.

MR. ROSENWALD - That arrangement existed in connection with the joint campaigns for two years.

MR. SHRODER - Speaking for the communities, while that arrangement existed there was very little question on the basis of division. The communities were prepared to accept the agreement made by the two agencies. Here and there individuals refused to contribute through Welfare Funds because of the division and sent their contributions to headquarters, but on the whole the communities have accepted the Welfare Fund idea.

MR. GOLDHAMER - Such an arrangement would be acceptable to the Welfare Funds throughout the country because they need to have some sort of assurance that there rests in some responsible group the proper division of these funds. Communities need assurance that the funds they raise are disposed of in the most useful way, since they fear that much of this money may not find its way for the purposes set forth in the appeal. They are willing to accept from a central authority here in New York where the two agencies have their headquarters a statement as to how this money should be distributed. This idea of reasonable set up of allocations in advance of the distribution to be in the hands of a responsible committee will be acceptable to the communities.

MR. GOLDSMITH - What is necessary, I think, is to have some modus operandi between these two agencies that will look forward to permanence to which we can educate our communities.

DR. WISE - What were the actual results of the campaigns as far as we know in 1934, 1935 and 1936?

There followed a discussion of campaign results which brought out the lack of standard definition and uniformity in data.

MR. BAERWALD - For 1936 up to October 13 the JDC had pledges for \$2,345,000 with a cash receipt of \$385,000 and estimate a total for this year of possibly \$2,700,000.

MR. ROTHENBERG reported that for 1936, cash and pledges a total of \$1,763,614 of which \$1,119,000 was received in cash and which includes \$101,000 raised by Hadassah for the UPA on account of the Youth Aliyah.

(Reasons for the large increase over previous years were suggested.)

MR. GOLDHAMER - Nevertheless we must not lose sight of the fact that business conditions were better in 1935 than in 1934, and 1936 over 1935 and men not only gave money but their services as well, more generously to the appeals.

MR. SHRODER - I think Mr. Goldhamer is raising a fair question. I am convinced that more money would have been raised if there had not been a killing of enthusiasm in the communities by the agencies themselves this year. A new enthusiasm and recognition of responsibility resulting from the visit by the English delegation last spring existed and I think a second cause is the fact suggested, that the people have more money to give away. The mere fact that you carried on last year cannot be taken as an indication that the separate method of campaigning would raise more money than joint fund raising.

RABBI WISE - I am not willing to see that. Not willing to concede that the increase of receipts by the organizations was due to the very brief visit of these gentlemen and their stimulus. It is also due to the greater ability and willingness of people to give. But you have to go into the details of the campaign in order to get a real picture. After all, these organizations were thrown into two very vigorous campaigns resulting in very vigorous demands on the community. Not a single community with the possible exception of Chicago which did not propose at first a much smaller amount than was finally given. Atlanta and St. Louis, for instance, said they could not raise the amount asked for but due to the insistence of the ~~xxxxxx~~ organizations' field men most of the communities raised their promises and somehow managed to fill them. It was a much more vigorous demand on the communities which pulled us through.

MR. WARBURG - The giving is much better this year and if there had not been any confusion in the communities due to the wrangling of the two organizations, we would have received even more. It would have been much better if we would not have had partners talking against each other. It is only for that reason that I regret the irritation that existed in the different cities.

MR. SHRODER - The competition between the agencies was not entirely a loss, but the kind of competition which existed between them this year is very bad. Competition is desirable, if it does not take the form that creates dissension in the community itself. In the Welfare Fund cities competition was a deterrent. You can put the same pressure on the community without competition. It was due to the pressure that the local communities accepted their responsibility, but it was also due to the English delegation stimulus.

MR. WARBURG - For an Example - The St. Louis Assembly was excellent. Judge Sloss of San Francisco was there and was so very enthusiastic that he wanted to know details of campaign plans so that he would ask for special gifts if that was needed. Then both the organizations started out on campaigns and he was approached by both sides and within two weeks that enthusiasm died out. That has happened in many other towns.

MR. GOLDSMITH - It does not matter what the figures have been in the past - we have two ideas that have been discussed - one is a united campaign on the part of these organizations and the other is a united appeal on the part of these two organizations. The united campaign would get about 50 percent from the Welfare Funds and the other 50 percent from small cities and four large cities in the east. These large cities have not united in a local mechanism for raising money. Would it be possible for the JDC and the UPA to discuss the various steps required for a united appeal to the country? Could they agree on the amounts of money that they require? Could they jointly address an appeal for these moneys and then could they consider setting up for the benefit of the communities that do not have united campaigns, some informal or formal group that in effect would be the old allocations committee? From these two processes, we have the actual raising of the money through the united campaign and the appealing to the country jointly which implies the allocation of the funds. If we could do this, we would get an appreciative response from the communities.

MR. SHRODER - Do you see anything in that suggestion that would interfere with the type of pressure that you talked about? Assuming that this is all done, is there anything to stop the leadership of the two groups from going out into the communities and using whatever pressure they want to get the money they want?

RABBI WISE - As far as differentiation from the campaign and the appeal - there were no clashes in campaign organization between the JDC and the UPA. I went down to Atlanta and made a joint appeal and Dr. Goldstein went down and made an appeal for Palestine. One of the great difficulties in the whole situation is the local animosities. They are as great as anything that has been represented as coming out of the national headquarters.

MR. SHRODER - For the two years that you had joint appeals there was never any question raised in our budget hearings as to allocations. It was simply accepted. The ardor of the two sides was just as great in those two years. I am speaking for the organized communities.

DR. WISE - There was a marked lack of ardor on both sides of the house. In New York City it was true.

MR. SHRODER - You get more money out of the organized communities when you compete for the money, it is true. Competition is not a disturbing factor in the community if it is done properly. If you must have competition in your demands on Welfare Fund Budget Committees, it would have to be in such a way so that the knowledge of the competition does not reach the contributor. The best thing for the organized cities would be for you to agree so that they can go before the public and say, this is the allocation between the two agencies. You would have a better response and as far as pressure for a united appeal, it can be just as keen as you want to make it but it will be an amicable joint pressure.

MR. ROSENWALD - The question Mr. Goldsmith raised comes back to the first question I raised as to what is to be included.

MR. LURIE - That is not the immediate question. The local communities are turning more and more to us for information about these activities and they are increasingly making up their budgets with the whole picture before them, getting as much information as they can get from the J.D.C., the U.P.A., and from us, and they are beginning to think of the functions of these organizations rather than merely looking at their campaign goals. The budgeting process promises to become more intelligent so that the question of parity and ratios will be relatively unimportant - the real interest will be in functions.

RABBI WISE - There is a great pressure on the leaders of these two agencies. The J.D.C. received last year \$1,736,000 - which is inadequate to meet the needs of the Polish question alone and we could make very little provision for that activity. That type of pressure necessitates an enormous insistence upon Funds. The same holds true for the German situation. In communities where these funds are raised, outside of Chicago, New York, Philadelphia, etc., for instance, in New Orleans, St. Louis, Detroit and others, the proportion that these two organizations get is small. If these organizations can go independently to these communities, the amounts they would receive could be much larger. The appeal in Detroit by the Fund for overseas needs did not have the money raising effect that overseas pressure should have. There was hardly a time that they mentioned local needs, and the J.D.C. and U.P.A. each got over \$35,000 from Detroit.

That is an indictment to the Chest movement. We raise large amounts only because of the insistence of the field directors of our organizations. Enormous sums were raised by some Welfare Funds and we had to go down and beg their budget committees for a part of the money. That is not true of Cleveland, Chicago or Cincinnati but Baltimore, for instance, wishes to stay out this year. They do not want to raise money this year and unless something drastic is done there will be no money coming from Baltimore. Portland, Ore. had not raised very large amounts until this year. We made a special effort through representatives. Mr. Rothenberg made a trip, and then we sent representatives out also and finally we organized the city and the results were so far in excess than they had done previously, out of which we received a proportion. We did not get what we were entitled to.

MR. ROSENWALD - Detroit, the city which treated us so badly - it is curious that that should be the city to start all this.

MR. GOLDHAMER - I do not think much is gained by singling out any year or community. I think a fairer way would be to go back to the beginning of the raising of money for overseas purposes, in 1915, and have the two agencies sit down and see what they have gotten year by year from the communities and I think they will find that they are faring better today with organization than before with the lack of organization. When you get into an organized city you know that you are safeguarded and that they will produce for you form year to year.

RABBI J. WISE - That is a statement of an ideal. We have no assurance that without a special effort these cities will have campaigns. I do not think we could assume that the Welfare Funds are automatic money raisers.

MR. LIPSKY - I want a clear understanding as to what is included in Welfare Funds. There are any number of cities that use the Welfare Fund and the overseas purposes for the purpose of disposing of their local problems.

MR. SHRODER - A Welfare Fund is not primarily an organization for raising funds for overseas agencies.

MR. LIPSKY - I think they used this campaign in which we were included for all other causes outside of local causes.

MR. SHRODER - That is what the Funds are organized for. They were not organized for overseas needs exclusively. They were organized primarily for the purpose of taking care of all demands on the Jewish community that were not included or not eligible for Community Chest consideration. They include overseas needs, national, regional and in some cases local Hebrew schools, generally speaking because they are not eligible in the Community Chest.

DR. S. WISE - Or any other cause that is able to send an ambassador to the city.

MR. LIPSKY - With the different causes within the Fund, it blurs the appeal of the J.D.C. and the U.P.A.

MR. SHRODER - If you look over records, you will find that on the average per year you are getting more money out of organized cities than the unorganized cities.

RABBI J. WISE - Will they automatically raise the money?

MR. SHRODER - No, they are not supposed to be automatic money raisers.

MR. LIPSKY - Up to 1930, there were no Welfare Funds, the money was raised by the J.D.C. and the U.P.A. preceding the time there was joint drives in which both organizations united for a certain purpose that had a kinship - now the Welfare Funds have interfered with American giving which makes it impossible to distinguish between the causes.

MR. LURIE - The argument could be answered by referring to the cities you mentioned yourself. Baltimore has not decided on a campaign - would it not be better if there was a communal welfare fund with a permanent program?

RABBI J. WISE - One of the difficulties of the two organizations who must stimulate the raising of large amounts is that they do not receive a fair proportion of the money raised after putting so much work into it.

MR. SHRODER - It is an element and a fact to be considered in your determination as to carrying out Mr. Goldsmith's idea. A united appeal which leaves the door open for the pressure on these communities which require them.

MR. GOLDSMITH - Two things that you should understand - one is that few communities which have Welfare Funds are likely to relinquish them. And second, we owe a duty to these two agencies which we have not perhaps carried out as well as we should have. The Denver hospitals and overseas agencies are matters of varied emphasis from time to time. We agree that the time now is one for emphasis on overseas work. We should bring it home to our constituent Welfare Funds - that they must raise more money in order to satisfy the overseas needs or they must distribute their money

otherwise if they cannot raise more money. The question of emphasis is important.

MR. LURIE - We are conscious of this in the Council but we need the help of the overseas agencies. The first emphasis in our Assembly last year was the overseas problem.

DR. S. WISE - With an ever wider and more inclusive number of causes to be served by the Chests, there is no enlargement of funds but a thinner division of limited funds. The chief losers are the overseas agencies. You had accepted a great responsibility in so far as you undertook to further the Chest and Federation idea - but you should be mindful lest the Federation become the excuse for minimum giving to a maximum number of institutions.

MR. WARBURG - If that is so, and it is so, it is more important that the two larger organizations should make their appeals in a harmonious and effective way in the market.

MR. SHRODER - I agree perfectly on the necessity of restoring emphasis in the division of funds according to current need but you do not understand the background of the Welfare Funds to the point where you can see what the Council can and cannot do. A Welfare Fund was originally organized by taking in only the agencies which have heretofore secured funds in the community for the purpose of uniting the entire community. The result is that you get a multiplicity of agencies, but if you stop to analyze these agencies you will find that they receive very trifling amounts.

DR. S. WISE - I think there is one very important matter not touched. There can be no agreement even to discuss - there can be no understanding between us as to the possibility of friendly competition until we reach an understanding with regard to the basis, not of allocations, but with respect to the setting up of our budgets - there, after all, in my judgment lies the heart of the problem and there I see gross difficulties. It may be undiplomatic on my part - it may be most undiplomatic to speak of this, but after all, we are shaping our budgets for 1937 - we must lay the foundation and prepare the way for the committee - we are dealing in Palestine not with a limited, static, slightly increasing need from year to year, but with what we believe - we are dealing with a great operation, an operation which is limited only by the paucity of funds which we have been able to secure for the rebuilding of Palestine. Last year we received for Jewish National Fund \$519,000. We know that if there ever was a time in which to secure land in Palestine, it is today. The Jews in Palestine have a total of 430,000 dunams - about 100,000 acres. We believe that for the sake of those who might be resettled, sheltered and enabled to build a life in Palestine, we ought to double that amount so that we have much larger tracts of land for Jewish resettlement. We cannot adopt a completely static budget such as most of the institutions can adopt - or operate within Community Chests. We know that a third of the Jews of the world are virtually homeless, and would, if they could, go to Palestine today - we also know that we cannot provide a home for a huge number from year to year but we see the possibility of making such an appeal as we have made this year to the Jews in America who believe in the rebuilding of Palestine and we think it our duty to bring home to the American Jews the dynamic needs of Palestine, the satisfying of which means the settlement of ever larger numbers of Jews in Palestine. Palestine has virtually taken care of half of the German Jewish refugees since March 1933. How shall we estimate our budget? I know what the budget ought to be if the Jewish people would answer to the appeal of the J.D.C. and the U.P.A. and instead of giving a beggarly \$4,000,000, it would give five or ten times that sum. I am truly not ready to go to the Jews of America next year and say that we want a small increase - it is our duty not to secure the minimum that will suffice for a limited budget but for a maximum which we can secure. If you feel that we can think only in terms of the minimum that are needed from year to year, we say to you, that we are sorry. It is our duty to go as representatives of our cause

to the Jews of America, and say, that you must do this for the J.D.C. and you must do this for the U.P.A. Our cause is not only urgent but sacred. Before we therefore can be in agreement, we must reach an understanding. It may have been in the heat of the controversy that some unfair representative of the U.P.A. said uncalled for and unjustified comments about the work of the J.D.C. but we have no knowledge of these things being done, but I have knowledge of very grave aspersions having been made by representatives of the J.D.C. upon the capacity of Palestine to shelter and house large numbers of homeless Jews. I say to you personally, I shall cast the weight of my opinion against any uniting of appeals unless I was persuaded that this body and more particularly the heads of the group which you represent, took account of our fundamental problem and interest and that we represent nothing static and definite so that a fixed budget cannot be prescribed years in advance. That I put on the table. I owe it to my convictions and it is part of my obligation to the U.P.A.

MR. GOLDSMITH - Is your budget set by the World Organization?

DR. S. WISE - In part. The World Zionist Organization sets a minimum budget because it knows how little the Jews of Palestine can give.

MR. GOLDSMITH - It seems to me that general approach to the difficulty would be, to translate that into quotas.

DR. S. WISE - We are not speaking of quotas but of the general approach for 1937. It is not parity that we seek but adequacy of response to the need of Palestine.

MR. YOUNKER - Anyone, thinking from the standpoint of the Council - will tell you that the Council is not a body to initiate a point of view. We are ready to serve both campaigns and we would like you and J.D.C. to come to some agreement which we can help carry out. We must, after indicating some of the weaknesses of the test, find out from you how we can be of best service to you. Shroder and Goldsmith both agree with the criticism of Dr. Jonah B. Wise, that perhaps we have been amiss in not putting before the Welfare Funds the paramount needs of these two overseas agencies as against the local needs which may or may not be justified. I want to accept that criticism but I think Rabbi Wise missed his greatest attack. He should have gone further and should have attacked New York City. There is no other city doing more injury than this city. It is virtually running an appeal for overseas work and using it for local needs and getting away with it.

MR. LURIE - I think the concrete problems for 1937 are as follows:- Together, the two organizations in 1936 set a goal of \$7,000,000 and raised \$4,000,000, with varying local ratios and a struggle for their achievement.

Some unequal allocations were due to local decisions which no general agreement would change entirely. But much can be accomplished by national agreements. I think we should try to consider today whether it is possible to sponsor such procedure as Mr. Goldsmith suggests - a united appeal or an agreement between the two organizations concerning the goals to be sought for next year, and the fields to be covered after that step, there are other problems to be solved in our local communities. There are at least five or six agencies raising funds in the field covered by the J.D.C. and there are 27 agencies making appeals to Welfare Funds for some kind of Zionist or Palestine activities. As all these organizations exert pressure for funds, the situation is becoming more and more difficult and uncertain for all of the welfare agencies and will continue to be difficult until we begin to take some of the steps suggested today and arrive at some order. The general emphasis in Welfare Funds (and some of them are poorly organized) is to become more generous in giving to all causes. The emphasis of the important leaders is not the saving of money but for greater order in a rather chaotic situation. Welfare Funds are asking for more and more information.

MR. ROTHENBERG - It seems to me that a joint appeal to the country will mean very little unless it is coupled with an agreement as to allocations. When the J.D.C. and U.P.A. started last year we did issue a statement in which we approved of each others causes and within a very short period after that the war began. I think it is useless to use fine words unless they are backed up by a definite agreement as to what is to happen with the funds because I am convinced that out of the struggle for the maximum of funds by each organization came the irritation. No matter how we try to surround it by fine phrases we won't get away from the fact that because each organization sought to get the most for itself there was a resort to some very lamentable accusations. I think with respect to Dr. Wise's statement, there must be a proper recognition of the cause in which we are active because there was last year a minimizing of the Palestine cause by many of the J.D.C. people. There must be understanding as to what was the point of irritation. There was a direct attempt on the part of the J.D.C. representatives in many communities that the J.D.C. cause was a much more important cause than Palestine and that brought about resentment on the part of Zionists in the community. There is no use in making a joint appeal because the country does not take it seriously. They want something more than that. They want understanding as to how these funds are to be applied. Proper recognition of the importance of both causes, then the time will be ripe for finding out a method for the distribution of funds nationally. I made a suggestion a long time ago, that perhaps we could have an agreement on the allocation of funds even though we have separate methods. I cannot see why it is not possible with the proper recognition of the importance of these causes, for the representatives of these two organizations to agree with the Welfare Funds that there should be a division on a specified basis. The major problem is in the Welfare Fund cities.

MR. BAERWALD - I have no immediate solution of the problem. I do not think there is one. I think it is very difficult to tie us all into this problem in toto. I believe your organization has made successful efforts and in various ways to strengthen the Welfare Fund idea in the communities as an improvement on their methods. The importance of the Welfare Funds means two things - one is they will raise more money and the other is that they will gather to themselves perhaps a larger number of intelligent individuals in the cities. When you have a large organization that has prestige, then more important people will be willing to work and give their time to the work of these organizations and that also means that thereupon you will have a greater number of people who can handle these problems intelligently and what is most important, is that they can make up their own minds and that they do not have to be told by New York that you must divide your moneys in such and such a way. I do not believe that Mr. Rothenberg and Dr. Wise will object to a decision reached by the best minds in these various cities after they have heard the two arguments and have informed themselves of what is what. We have not tried to dictate to the communities. We have tried to get them to agree on what is the best they can do. I think the greatest contribution of your organization is the continuation of your efforts to increase the importance of Welfare Funds and that by itself might bring about a solution. Fortunately or unfortunately, the J.D.C. and the U.P.A. are going to be in the field for many years and anything we can do in the building up of Welfare Funds as the most important source of our money supply we will do. We have done it in the past. I do not believe that criticism Mr. Rothenberg has made. I have travelled very little through the country but nevertheless I think the intelligent public is the one who can make up their own minds. Let them struggle with some of these problems themselves. It cannot be handled piecemeal. I am a practical man. I cannot help feeling that I should like to recall to Dr. Wise a luncheon meeting when we discussed the joint campaigns. I took the opportunity of making a statement that to go into a joint campaign would be a monetary sacrifice on the part of the J.D.C. Now we have been alone and I

think we have had a reasonable success this year. I do not know whether I would be willing to say today that our campaign and the efforts which we have made in producing the results and carrying a certain momentum with it, that we would be willing to give it up.

MR. SHRODER - How would you feel about competitive campaigns for the open communities and an agreement for the Welfare Fund cities?

MR. BAERWALD - I think the easiest probably is an agreement with the Welfare Fund cities. If you can get agreement, then you have made a tremendous step forward - and that would impress the rest of the country.

MR. ROTHENBERG - The agreement that I understand you have in mind is between the two organizations.

MR. ROSENWALD - Unlike Mr. Baerwald, I have been in a number of cities throughout the county and I am surprised and a little disappointed at statements made by Dr. Wise and Mr. Rothenberg to the effect that representatives of the J.D.C. have in any way belittled the U.P.A. I have always spoken highly of them. Except for the fact that we may have tried to get by and large an average of 60%.

MR. LURIE - We estimate that 73 Welfare Funds raised this year for the two organizations about \$1,500,000. The practical problems for next year are - How much money are these 73 cities to raise for two overseas causes on the basis of the need and of their local giving capacity? In what way should these funds be approached by the organizations this year? How much separate campaigning should be done? How much cooperation in campaigning? How can we help the cities to raise their goals where goals are very low?

From our point of view, I believe that through organization in these cities real progress would be made and better results obtained for both your causes. Can we get our organizations to work cooperatively on these problems? While we cannot promise that Welfare Fund cities will accept all of the suggestions I think they would go a long way in considering them favorably.

MR. GOLDHAMER - Referring to the meeting Mr. Baerwald talked about as being held in the J.D.C. office some months ago, a suggestion was made at the time that great benefit would be derived if some joint consideration be given by representatives of the two major agencies and certain key people selected from the Welfare Fund cities. Quite a difference between your two organizations deciding among you what you want to ask the country and bringing into your counsel key people from these cities who can decide with you what they should raise and then take that back to a national joint committee.

MR. SHRODER - I think the discussion has put the points before us. It is no simple problem by any means. There are certain basic viewpoints of the organizations, certain inabilities on the part of people whom we represent to meet these viewpoints, financially and even greater difficulty in getting every community in the country to agree on what we may decide. We will never meet those difficulties by inaction. We have come to the point where we must do something. Is it to be done through staff representatives or through joint committees of representatives from the two organizations or a combined committee. Or as Mr. Goldhamer suggested. The practical way is to have a much smaller group consider these things and lay out a program for final consideration by the interested parties. The position of the Council on that program would be that of willing to lend every bit of assistance within the powers given it by its constituents. It is within the power of the

organization to help educate our constituents on the question of emphasis. It is not within our power to tell them that they are supposed to give a certain proportion of money to a cause. Our position is one of wanting to be helpful in an impartial, unbiased way for the benefit of the country as a whole.

MR. BAERWALD - I think the idea of the discussion and trying to get together to get one viewpoint from these 70 Welfare Funds is too ambitious.

MR. LURIE - Can't we work out the principles? You are going to approach these Welfare Funds.

MR. BAERWALD - Why not pick out the important ones.

MR. GOLDHAMER - The smaller cities will follow the larger communities.

MR. SHRODER - I am not particularly interested just who is drawn into the consideration. The first step is to create some kind of machinery and to go ahead with it.

MR. LURIE - Mr. Younker is Chairman of our Committee on National Jewish Problems. Would it be possible for a committee of three to be appointed, Mr. Younker representing the Council and one person representing each of the two overseas organizations as a nucleus and to bring in professional executives for the details of working out plans for discussion - to give this committee responsibility for a plan of work for 1937 in relation to activities of the national headquarters of these two organizations.

MR. GOLDSMITH - It seems to me that we should agree as to what the committee is to consider. In so far as the discussion thus far, we are almost agreed that what represents a common area of cooperation between the two groups, is that of emphasis - to see that the two major efforts receive due consideration at the hands of the local communities not in proportion to their quotas but intrinsic values of the programs of the two organizations. The second point, is whether it is desirable to fix in advance of mutual agreement the allocations the J.D.C. and U.P.A. should receive from these larger community chests in the hope that the smaller will be guided by the larger cities. If we agree to entrust that in the hands of the committee then they have at least two important matters which they can bring back for our ratification.

MR. SHRODER - This committee is without power of any kind but simply a steering committee for us.

RABBI J. WISE - The charge has been made that the representatives of the J.D.C. have made disparaging remarks against the U.P.A. It is time for that to be put into the background. The second point, that if this committee brings in a report, in figures or any terms, it is bound to be used as some sort of a standard for communities whether your report is accepted or not and I would therefore insist in the interest of both groups, that if the committee brings in any kind of a report, that it be very cautious in the use of figures until there can be a real agreement on figures and proportionate amounts. A report of that kind would tend to create difficulty. I do believe that their report should be extremely guarded.

Another item - it might be well for this committee to consider who is to be asked from these communities, if you are going to set up a council from five or six communities. Our experience is that there are certain leaders who accept responsibility for raising money - some give large proportion of the money and with all due respect to the claim of the organization some of them are prejudiced. It would have to have a very wide spread of representatives from most of the communities.

MR. GOLDHAMER - Is not that something for that committee to bring back to us?

MR. ROTHENBERG - If the committee is to be effective, then it would have to be broader than even the points that were brought forth. You cannot consider the U.P.A. when considering Palestine appeals without thinking of its ideology and I do not think you can limit it to the funds that are raised by the Welfare Funds. The problem should be considered in terms of overseas or not at all.

MR. LURIE - New Orleans was mentioned today. Their Welfare Fund was organized in 1936 and they raised \$40,000. They contributed to both your organizations a total of \$19,000 which considering the size of the city does not seem unreasonable. There may be other factors which we do not know. How are we going to get better results next year from New Orleans? Will it be by the J.D.C. competing with U.P.A. or can the three, through joint planning, accomplish better results with cities like New Orleans?

DR. S. WISE - I move that a committee be named consisting of two members from the Council, two from the J.D.C. and two from the U.P.A., that this committee of six be charged with the duty of summarizing the results of the discussions of this afternoon and of reporting back to us at a meeting to be called by the committee within a month, that the committee be empowered to submit a plan of amicable appeal to the Jewish Chests of America for support of overseas work. I would rather say support of the work of the J.D.C. and the U.P.A. Each of the groups is to appoint its own representatives.

RABBI J. WISE - I would like to be clear as to whether the job of this committee is to work together with the machinery of the Chest organizations or is just to be an agreement which will be reached in committee and then will be sent out.

DR. S. WISE - I cannot forecast at this time what the committee will recommend. We cannot do any more than lay before the committee the results of the rather significant discussion of this afternoon and ask them to consider and reconsider that discussion and out of it submit to us something that will bring us closer to unity.

MR. GOLDSMITH - I second the Motion, with the amendment, that the committee report back to this group.

MR. ROSENWALD - This committee will not deal in actual figures, I take it.

The Motion was passed unanimously.

DR. S. WISE - Each body be requested to appoint representatives at the earliest possible moment. We should cease to use the terms "professional and layman."

COUNCIL of JEWISH FEDERATIONS and WELFARE FUNDS, Inc.

including the activities of the
Bureau of Jewish Social Research
71 West 47 Street, New York, N. Y.

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GEORGE W. RABINOFF

October 20, 1936

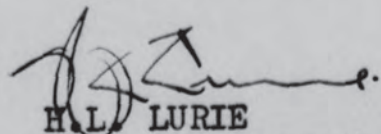
Rabbi Abba Hillel Silver
The Temple
E. 105 St. & Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

Mr. Goldhamer has probably reported to you in detail on the very satisfactory meeting which was held last Thursday between representatives of the JDC, the UPA and our own Council. We appreciate the fact that you had consented to attend this meeting and regret very much that illness prevented you from attending and taking part in the discussions as a representative of our Council.

Fairly detailed minutes were kept of the discussions and they are now in process of being prepared for circulation. A copy of these minutes will be sent to you when they are ready. Definite action was taken at this meeting for a setting up of a joint committee not yet considered official but acting informally to develop a plan for cooperation between the overseas agencies and for the relationship of these programs to the activities of Jewish welfare funds. This committee is to consist of two representatives from each of the three organizations and will be asked to report back to the larger group in a month. I hope that when a subsequent meeting is arranged, you will be able to participate in it.

Very sincerely,



H. L. LURIE

Executive Director

HLL/ed

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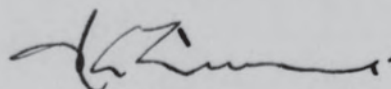
October 28, 1936

Rabbi Abba Hillel Silver
The Temple
E. 105th St. & Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

We are enclosing a transcript prepared by the secretary covering the discussions on the various points of view which were presented at the meeting on October 15 of representatives of the Council, the JDC and the UPA. A copy of this summary is being sent to all of the persons who were present at the meeting and they are being asked to send in any changes or comments which they may consider necessary. There is a possibility, therefore, that this draft may undergo some revisions before it is accepted as a statement of the discussions which took place at that conference.

Very sincerely,



H.L. LURIE
Executive Director

HLL/ed

Encl.

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H. L. LURIE

Associate Director

GEORGE W. RABINOFF

November 10, 1936

Rabbi Abba H. Silver, Chairman
Jewish Welfare Fund
Ansel Rd. & E. 105th Street
Cleveland, Ohio

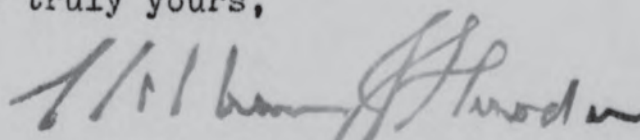
Dear Rabbi Silver:

Here are two dates to be noted on your calendar - January 30 and 31 - the last week end of the month. You will want to reserve them for the 1937 General Assembly of the Council of Jewish Federations and Welfare Funds which will be held in Philadelphia, Pa. at the Benjamin Franklin Hotel.

Program details are not completed as yet, but a committee headed by Mr. George Backer of New York is at work on a number of extremely important and interesting features which I think will more than match the unusually excellent and stimulating program at St. Louis last January.

Many of the members of your Board will undoubtedly be interested in attending and I would ask you to advise them of the dates I have given you above. May I remind you also, that your organization should be represented officially at the General Assembly, which means that delegates should be chosen who can vote and take other action in your behalf at the business sessions.

Very truly yours,



WILLIAM J. SHRODER
President

REPORT OF THE JOINT COMMITTEES STUDYING
THE FEDERATION OF JEWISH WOMEN'S ORGANIZATIONS

Background

The Federation of Jewish Women's Organizations requested the Jewish Community Council to appoint a Committee which would meet jointly with a special Committee of the Federation, for the purpose of evaluating the latter's activity and achievement, investigating the possible duplication by the Federation of the functions of the Community Council and other community organizations, and considering the advisability of the Community Council's absorbing the Federation as its Women's Division. This report is the result of the joint meetings of the two Committees.

Possible Merger

The unanimous opinion of the Committees is that it would not be advisable for the Jewish Community Council to absorb the Federation of Jewish Women's Organizations as its Women's Division, with the Federation going out of existence as an independent body.

Such a merger would be contrary to the purpose of the Council as a community-wide body in which all elements of Jewish life participate on an equal footing and without division as to age, sex, point of view, or other factors. To establish a Women's Division in much the same form as the present Federation would serve to segment the Community Council rather than to unite its membership, and would crystallize differences rather than modify them.

The Federation Should Continue

The two Committees are agreed, furthermore, that the Federation should continue in existence, with such changes in structure and function as are noted below.

It is the consensus of opinion that the Federation does not duplicate the activity of the Community Council. Despite the fact that the Council includes most of the organizations which are members of the Federation, the relationship in the former is not as intimate, and does not achieve in the same manner or degree as the Federation the objective of fostering closer fellowship among the women's groups. With regard to the Community Calendar, the Council has been utilizing that of the Federation to record the programs of the women's organizations, and there has been no duplication of effort in this project.

Justification for the Federation's continued existence lies in the fact that there is agreement as to the desirability of its fundamental objective in developing greater mutual understanding among the Jewish women of the city; the value of the activities which it has conducted, such as the meeting each January of the combined memberships of the constituent organizations -- activities which logically come within the scope of a joint body and are more effective under the auspices than when attempted by any single group; and the desire of the Federation's members that it continue to function.

Two persons were recorded as being in disagreement, either basically or partially, with the above conclusion. Mrs Walter Goldsmith voted in the negative, expressing the belief that the Federation no longer served a purpose which could not be fulfilled by other groups. Mrs Victor L Wise approved the continuation of the Federation, but with the reservation that it should meet only in response to emergencies which required action by it.

Meetings

The Committees believe that the basic consideration in determining the number of meetings should be the need for such sessions. Inasmuch as the meeting of the combined memberships of the constituent organizations is necessary to achieve its objective of developing closer fellowship, there should be at least one such meeting each year. Other sessions of the Executive Board, and joint meetings of the Board members of the constituent organizations, should be scheduled as often as is deemed necessary to accomplish the purposes and conduct the functions of the Federation.

Representation

In view of the dissatisfaction of some groups with the present system of voting, whereby each constituent organization has two votes regardless of the size of its membership, the Committees are agreed that the following revision should be made:

Each group having 250 or fewer members in good standing should have one vote; organizations having more than 250 members, should have one additional vote for each additional 250 members or a major fraction thereof, with a maximum of four votes for an organization regardless of size; each group should continue to have two representatives in the Executive Board, consisting of the president and one other delegate and the vote in each case should be cast by the president, or in her absence by the other delegate.

It is believed that this arrangement would be fair to both the large and small organizations, giving them a proportionate voice in determining the policies and functions of the Federation.

Dues

The Committees are likewise agreed that the payment of dues by member organizations should be revised on a proportionate scale parallel to that determining the voting power, each group paying two dollars per year for each voting unit (250 members or a major fraction thereof), with a maximum of eight dollars per year for any one group. Additional special assessments might be made from time to time in such manner as the Executive Board might determine.

Purpose and Function

The Committees believe that the stated purposes of the Federation to promote good fellowship, expedite work of common interest, clear dates of events being planned by constituent organizations, and avoid duplication of program among groups having overlapping memberships, are commendable and should continue to be its objectives.

Concerning the avoidance of duplication, however, there has been considerable difference of opinion with regard to the nature of the problem and the practical possibility of alleviating it. The belief prevails among many persons that instead of diminishing, duplication in the women's groups has been increasing, and that the resulting competition among organizations is harmful both to the groups themselves and to the community. The question has also been raised as to whether the educational program formerly sponsored by the Federation itself did not add further to the duplication.

It is basic, of course, that the Federation in its activities should make every effort to avoid duplicating the work of its constituent groups. But it is apparent from an analysis of the problem that much of the difficulty has been due to a vagueness of purpose of the various women's organizations and to their failure to define clearly their scope and objectives; and beyond that, to the practical necessity which each has felt in expanding its activities in order to attract and hold a large membership.

The Federation cannot hope to determine what shall be its functions until the member organizations define more adequately than at present the scope of their own activities. Only after such clarification can the Federation assume those functions which by common consent it can conduct more effectively than can individual groups, and which are so broadly communal in nature that they logically come within the purview of a joint community-wide body.

As a method of achieving this clarification, the Committees suggest that conferences be held for this purpose among the women's organizations, each conference including representatives of groups having related interest and objectives. For example, one conference might include the Temple sisterhoods, another the Zionist groups, etc. In addition to these representatives, rabbis and other communal leaders might take part. It is recognized that no "water-tight" compartments or limitations can be set up, but such conferences could be helpful in defining purposes and functions much more clearly than has been done to date.

One conclusion definitely reached is that the question as to whether the Federation should "function" or merely "foster" does not constitute a valid distinction. The Federation, through its very existence, of necessity must function, and it is the opinion of the Committees that it should conduct such activities as its constituent members delegate to it, as noted above.

In the last analysis, the avoidance of duplication can be accomplished only through mutual agreement of the organizations involved. There can be no direction or dictation from above to achieve this objective, the attainment of which in any event will be a gradual process. In essence, the support of the constituent groups must be the foundation for all of the Federation's activity. It is the only basis upon which the Federation can function successfully.

COMMITTEE OF THE JEWISH COMMUNITY COUNCIL
Eugene H Freedheim, Chairman

COMMITTEE OF THE FEDERATION OF JEWISH WOMEN'S ORGANIZATIONS
Mrs Sam H Cohn, Chairman

December 4, 1936.

COUNCIL of JEWISH FEDERATIONS
and WELFARE FUNDS, Inc.

including the activities of the

Bureau of Jewish Social Research

71 West 47 Street, New York, N. Y.

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GEORGE W. RABINOFF

GENERAL ASSEMBLY
JANUARY 30-31
PHILADELPHIA, PA.

December 8, 1936

TO: Presidents of Member Agencies

FROM: Research Bureau, Council of Jewish Federations and Welfare Funds

Under separate cover we are sending the Executive of your agency an analysis of the 1935 financial experience of local, regional, national and overseas agencies in the major fields of Jewish social work. The volume contains material which you and the members of your Board and budget committee will want to review. We are advising your Executive that if you should want to circulate it among them we shall be glad to send to your agency two additional copies free of charge. Orders for additional copies will be filled at the rate of \$1.00 per copy.

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

71 West 47 Street, New York, N. Y.

OFFICERS: *President* WILLIAM J. SHRODER, Cincinnati • *Vice-Presidents* EDWARD M. BAKER, Cleveland • IRA M. YOUNKER, New York
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Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

December 10, 1936

Rabbi Abba Hillel Silver
The Temple
E. 105 Street & Ansel Rd.
Cleveland, Ohio

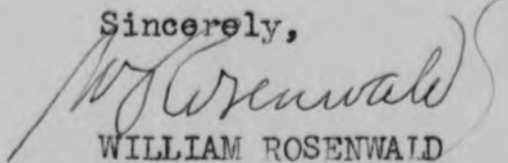
Dear Rabbi Silver:

As a curtain raiser to the forthcoming General Assembly of the Council of Jewish Federations and Welfare Funds, we will hold an Institute on Fund Raising for Federation and Welfare Fund officers and executives at Philadelphia, Pa. on January 28 and 29. I have accepted the chairmanship of this Institute and Mr. Joseph Willen of New York is associated with me in organizing it. The program for this Institute which is enclosed seeks to accomplish two things. First, to be of practical assistance in fund raising technique but equally, if not more important, to direct the attention of the responsible lay and professional leaders to the broader questions involved in raising funds for Jewish causes. Questions are constantly being asked not only as to methods but also as to the effect of these methods on the Jewish group and on the community as a whole.

The success of our program will depend almost entirely on having in each session, discussion leaders and consultants whose broad experience in their respective fields can be of substantial value to the group. Your wide experience and competence in this field leads me to hope that you will accept my invitation to serve as a consultant at the Session on Public Relations which is to be held on Friday, January 29 at 2 P.M. at the Benjamin Franklin Hotel, Philadelphia. Mr. Willen has already spoken to Judge Samuel I. Rosenman, Mr. David Dubinsky of the International Garment Workers Union and Mr. Max Lerner, Editor of The Nation who will attend this session. A really stimulating examination of a subject that we have neglected too much in the past is indicated.

Since attendance will be limited to registrants and since no transcript will be made of the discussion, you may enjoy this opportunity for talking together freely on matters of immediate concern to many Federation and Fund leaders. The only report to come out of the sessions will be the summaries that the reporter will present to the session of the General Assembly on Sunday. I look forward to hearing that you will come.

Sincerely,


WILLIAM ROSENWALD
Chairman

Encl.

GENERAL ASSEMBLY · JANUARY 30-31, 1937 · PHILADELPHIA, PA.

December 4, 1936.

P r e l i m i n a r y A n n o u n c e m e n t

INSTITUTE ON FEDERATION AND WELFARE FUND FINANCE TO BE HELD IN PHILADELPHIA,
THURSDAY AND FRIDAY, JANUARY 28 AND 29, 1937

Attendance

Invitations will be extended to selected lay and professional leaders of federations and welfare funds primarily interested in the problems of financing community programs. The Institute will be under the chairmanship of Mr. William Rosenwald of Philadelphia with Mr. Joseph Willen of New York as reporter and one of the Council staff as Liaison.

Program

The Institute will hold four sessions, two on Thursday and two on Friday with attendance limited to registered members. Each of the sessions will present the major factors in the problems through a discussion leader. A group of consultants selected for each session will express special points of view in the general discussion which will follow.

Sessions are planned to help formulate policies through group thinking. The discussions will be summarized and presented to the General Assembly at a public meeting on Sunday afternoon, January 31. It is not expected nor desired to have formal papers presented but a careful and complete record will be kept of the views presented and discussed, reports of the Institute Proceedings to be made available following the conference. A campaign work book covering the subject matter of the session has been prepared and will be put in the hands of those planning to attend.

Schedule for the Institute Sessions

I. Thursday - 10 A.M. - Budgeting for Welfare Funds

Since a concurrent Institute will consider the problems of the functional fields this subject will be limited to budgeting by Welfare Funds. Among the various aspects of the question to be considered, the following are suggested:-

A. Selection and Inclusiveness of Agencies

What principles should determine local communities in including overseas agencies, agencies giving direct service to clients, educational, cultural and religious organizations, agencies for coordination and research, immigration agencies, etc.

What phases of local and regional services legitimately belong in welfare funds.

B. Budgeting Welfare Funds

In relation to other community responsibilities particularly relationships of Jewish agencies to community chests.

What principles should determine the amounts to be raised for welfare fund activities in relation to the budgets of Jewish agencies financed by the community chest or by the federation.

C. The Development of Relationships with the Individual Beneficiary Agencies

Cooperation with beneficiary agencies in budgeting, campaigning, publicity, etc.

Use of central informational services available from the Council of Jewish Federations and Welfare Funds.

D. Methods for Determining Welfare Fund Allocations to Beneficiary Agencies

II. Thursday - 2 P.M. - Campaign Organization

A. The Development of a Permanent Organization and its Relation to Fund-Raising Campaigns

Selection of effective leadership and methods of developing group representation and participation.

Volunteer and professional leadership in campaign organizations.

B. Procedures in Organization, Campaigns, Preparation of Prospect Lists, Organization of Groups and Teams

C. Methods of Solicitation, Value of Group Meetings, Dinners and Affairs, Direct Contacts between Solicitor and Contributor

Special campaign methods for women's and youth divisions.

D. Use of the Campaign Process in Community Education on the Causes and Aims of the Federation or the Welfare Fund which is conducting the Campaign

E. Costs in Conducting Fund-Raising Campaigns

III. Friday - 10 A.M. - Special Aspects in Giving: one, corporation giving; two, effect of taxation; three, special problems of employe and mass contributions, etc.

IV. Friday - 2 P.M. - Public Relations

A. Policies Determining Interpretation of Jewish Fund-Raising to the General Community and to the Interested Jewish Groups

B. Relation of Publicity of Jewish Affairs to Jewish Participation in the Community Efforts.

C. Pre-campaign and all-year round publicity, its character, methods and media

D. The Basis of Approach to Special Interest Groups

V. Friday - 2 P.M.

This session will discuss the problems of the child care and the aged fields. In each instance the subject will be presented by a formal statement and would presumably be based on problems of coordination within the fields.

The allotted time for the session will be divided into two units with a separate discussion for leaders of each. No consultants in either case will be necessary.



December 14, 1936

Mr. William Rosenwald, Chairman,
Council of Jewish Federations and Welfare Funds, Inc.,
71 West 47th St.,
New York, N.Y.

My dear Mr. Rosenwald:

Let me thank you for your kind letter of December 10 and for your invitation to participate in the Institute on Fund Raising which will be held in Philadelphia on January 29. I wish I were free to accept it. I am afraid, however, that I shall not be able to get away from Cleveland on that date. I am to be in New Orleans for the Convention of the Union of American Hebrew Congregations the middle of January and I shall probably not return to Cleveland until the 21 or 22. It would be quite impossible for me to leave again the following week.

I wish you every success in your Conference and I trust that at some future time I may be of service to you. With best wishes, I remain

Very cordially yours,

AHS:BK

PRELIMINARY DRAFT OF AGREEMENT

With a view of promoting the fullest cooperation between the American Joint Distribution Committee and the United Palestine Appeal and of securing from local Jewish Welfare Funds the maximum response to needs of Jews overseas and in Palestine which are the concern of these two organizations, the Council of Jewish Federations and Welfare Funds has taken the initiative in developing a series of consultations between representatives of these organizations. After considering various means of arriving at these objectives, the representatives of the Council of Jewish Federations and Welfare Funds, the American Joint Distribution Committee and the United Palestine Appeal have agreed to recommend for adoption by their respective organizations the following statement of principles:

On the basis of the 1936 experience of Welfare Fund allocations, the Joint Distribution Committee and the United Palestine Appeal agree that the funds collected by local Jewish Welfare Fund agencies for the Joint Distribution Committee and the United Palestine Appeal for 1937 shall be distributed to these two organizations in the proportion of 60 percent of the funds to the Joint Distribution Committee and 40 percent of the funds to the United Palestine Appeal. This proposed ratio is applicable to the Joint Distribution Committee and the United Palestine Appeal organizations as at present constituted.

The Council of Jewish Federations and Welfare Funds agrees to request its member agencies to accept this basis of allocation in determining welfare fund contributions to the two organizations mentioned. The Council of Jewish Federations and Welfare Funds further agrees that it will recommend to its member agencies that appropriations made by the local Jewish Welfare Funds to agencies engaged in overseas or Palestinian work other than the Joint Distribution Committee and the United Palestine Appeal shall not be considered as entering into the amounts upon which the ratio of 60 percent and 40 percent established

between the Joint Distribution Committee and the United Palestine Appeal contributions is to be computed.

The Joint Distribution Committee and the United Palestine Appeal concur in this formula for the allocation of funds contributed by Welfare Funds to their respective organizations and while continuing their separate campaign organizations and appeals have agreed to cooperate to the fullest extent in bringing about the most favorable response in local Jewish Welfare Fund campaigns to these suggestions.

It has been further agreed that there be appointed an Advisory Committee on campaign cooperation, consisting of one representative each from the Council of Jewish Federations and Welfare Funds, the Joint Distribution Committee and the United Palestine Appeal. This Advisory Committee shall be selected for the purpose of carrying out the aims of this agreement on fund allocations and inter-agency cooperation.

December 17, 1936

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

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OFFICERS: *President* WILLIAM J. SHRODER, Cincinnati • *Vice-Presidents* EDWARD M. BAKER, Cleveland • IRA M. YOUNKER, New York
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Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

December 18, 1936

Rabbi Abba Hillel Silver
The Temple
E. 105 St. & Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

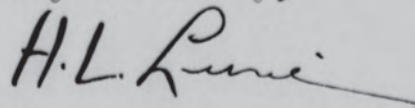
I am enclosing copy of a preliminary draft of agreement between the JDC and the UPA which was drawn up yesterday after the subject had been discussed by representatives of the JDC, the UPA and the Council at a meeting held in the office of Dr. Jonah B. Wise.

Dr. Jonah Wise and Mr. Joseph Hyman represented the JDC, Messrs. Morris Rothenberg and Louis Lipsky and Dr. Israel Goldstein were present for the UPA and Mr. Younker and I represented the Council.

This draft now goes to the two organizations for final approval and if it is acceptable to the Council committee which was empowered to act, an announcement will be made by the Council along the lines of the agreement. According to the discussion yesterday, the outlook for the acceptance of the agreement by the two organizations appears promising.

We agreed that no publicity would be given to the statement or to negotiations before we have been notified of its final acceptance officially by the JDC and the UPA. In the meantime, I would be glad to any any suggestions or reactions to this proposed agreement between the two organizations.

Very cordially,



H.L. LURIE

HLL/ed

Encl.

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

71 West 47 Street, New York, N. Y.

OFFICERS: *President* WILLIAM J. SHRODER, Cincinnati • *Vice-Presidents* EDWARD M. BAKER, Cleveland • IRA M. YOUNKER, New York
Secretary HENRY WINEMAN, Detroit • *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

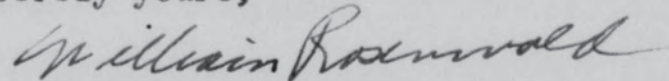
December 31, 1936

Rabbi Abba Hillel Silver
East 105 Street at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

I was very sorry to hear that it will not be possible for you to be with us at the sessions of the Institute on Fund Raising and Budgeting to be held in Philadelphia on January 28 and 29, 1937. The problems which the Institute will discuss are of surpassing importance to Federations, Welfare Funds and other Jewish social agencies at this time and we should like to hope that you may still find it possible to join us.

Sincerely yours,



WILLIAM ROSENWALD

Chairman

Institute on Fund Raising and Budgeting

LOUIS WOLF, *Honorary President*
JUDGE HORACE STERN, *Honorary President*
JUSTIN P. ALLMAN, *Honorary President*
LESSING J. ROSENWALD, *Honorary President*

ARTHUR LOEB, *President*
SAMUEL S. FELS, *Vice-President*
IRVING KOHN, *Vice-President*

ISAAC GERSTLEY, *Treasurer*
HARRY NUSBAUM, *Secretary*
MAURICE E. STERN, *Executive Secretary*

THE FEDERATION OF JEWISH CHARITIES OF PHILADELPHIA

330 SOUTH NINTH STREET

January 14, 1937.

Rabbi Abba Hillel Silver,
The Temple, 105th & Ansel Rd.,
Cleveland, Ohio.

My dear Rabbi Silver:

The National Council of Jewish Federations and Welfare Funds has just informed me that you have been invited to attend the Assembly which will be held in Philadelphia, January 28th and 29th for institutes and January 30th and 31st for General Assembly Meetings.

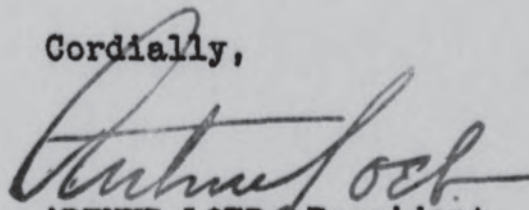
I am particularly interested in having the leaders who have been invited, be present and I want to extend to you a personal invitation to be with us in Philadelphia.

The many problems both in local Federation and overseas activities, guarantee an interesting and important conference. We need the advice and consultation of all outstanding Jewish citizens of the country, and I am sure that the meetings will give us the opportunity to exchange experiences which will be of the greatest possible value to all of us.

The Board of Directors of the Federation of Jewish Charities has asked me to urge you to attend and I am hoping, sincerely, that we may have your acceptance at the earliest possible moment.

I hope that I shall be able to greet you personally when you come here in January.

Cordially,



ARTHUR LOEB, *President*,
Federation of Jewish Charities of Philadelphia

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

71 West 47 Street, New York, N. Y.

OFFICERS: *President* WILLIAM J. SHRODER, Cincinnati • *Vice-Presidents* EDWARD M. BAKER, Cleveland • IRA M. YOUNKER, New York
Secretary HENRY WINEMAN, Detroit • *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

January 25, 1937

Rabbi Abba Hillel Silver
The Temple
E. 105 St. & Ansel Road
Cleveland, Ohio

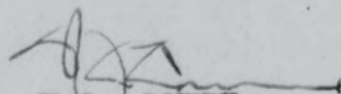
Dear Rabbi Silver:

Mr. William J. Shroder, our President, has asked me to invite you to the meeting of the Board of Directors of the Council which is being held in Philadelphia on Saturday, January 30. The meeting will begin with luncheon at 12:30 and a notation of the room will be posted on the bulletin board of the Benjamin Franklin Hotel, Philadelphia.

As you probably know, the Nominating Committee of which Mr. Edward M. Baker of Cleveland is Chairman, has placed your name in nomination as a member of the Board and the election of the Board will take place at the business meeting Sunday morning.

I am looking forward to association with you on the Board of the Council.

Very sincerely,


H.L. LURIE

HLL/ed

January 27, 1937

Mr. H. L. Lurie, Executive Director,
Council of Jewish Federations and Welfare Funds, Inc.,
71 West 47th St.,
New York, N.Y.

My dear Mr. Lurie:

Let me thank you for your kind letter of January 25. I wish I could attend the sessions of the Council of Jewish Federations and Welfare Funds in Philadelphia on January 30th and 31st. Unfortunately I am not free to leave my pulpit on Sundays. I have been away from my pulpit a good deal this season and I do not feel justified in leaving again this Sunday.

I am pleased to know that my name has been placed in nomination as a member of the Board.

With all good wishes for a successful Conference, permit me to remain

Very cordially yours,

AHS:BK

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

71 West 47 Street, New York, N. Y.

OFFICERS: *President* WILLIAM J. SHRODER, Cincinnati • *Vice-Presidents* EDWARD M. BAKER, Cleveland • WILLIAM ROSENWALD, Philadelphia • IRA M. YOUNKER, New York
Secretary HENRY WINEMAN, Detroit • *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

February 25, 1937

TO: Officers and Members of the Board of Directors

FROM: H.L. Lurie, Executive Director

In relation to the committee activities for this year, we have drafted the enclosed memorandum giving the list of committees and some suggestions for the committees' personnel. Mr. Shroder has gone over the list but it is still to be considered as tentative in character and we are sending it to you for further suggestions. Possibly some individuals might be shifted to another committee than the one designated. Although we want to keep the size of the committee relatively small in order that it may be effective, additions should also be made if you consider them advisable.

Will you also note carefully the committee or committees in which you are included and let me know whether the assignment is satisfactory. So far as the committees which continue from last year are concerned, there have been few changes in personnel suggested. Invitations have not as yet gone out to the members of the new committees. Mr. Shroder is waiting to hear from members of the Board before setting up the new committees and inviting the participants.

With members of the committees coming from a wide spread of cities, we have found it difficult in the past to arrange for meetings and most of the business of the committees has had to be transacted through correspondence which has necessarily been a slow and inadequate process. Mr. Shroder has suggested another method which is indicated in this memorandum. Will you pass on to us any other suggestions you may have concerning ways in which the work of the committees could be made more effective?

Enclosure

February 25, 1937.

COUNCIL COMMITTEES FOR 1937

In order to enlarge the participation of member agencies in the planning and execution of the Council program, a variation in the usual method of committee activity is being proposed. Problems of time, distance and the expense of holding meetings of widely distributed committee members have made it, in the past, difficult to realize on committee services.

It is, therefore, proposed that committees be chosen as carefully as possible, on the basis of interest; that each of the standing committees have three or four designated officers who will be expected to meet periodically for the purpose of planning the committee's work and that the results of their labors be transmitted by mail to the other committee members. Funds should be available to cover the cost of transportation for the committee officers to their meetings and staff service be available to the respective committees to maintain consistent activity.

As far as possible, the officers of the committees should be Board Members and in any event, these officers should be invited to attend Board meetings. Committee meetings may be scheduled in connection with Regional Conferences, with Board meetings or on special occasions at which several of the committees may meet together.

The following committees are suggested for 1937 with lists of persons who might be interested in serving as indicated.

1. Committee on Fund Raising Methods will continue the study and consideration of ways and means of financing federations and welfare funds, as exemplified through the Campaign Work Book and the Institute on Fund Raising organized by the 1936 Committee. This Committee will also concern itself with the problems of possible extension of the scope of staff activities to include direct campaign assistance to member communities.

Chairman	Joseph Willen, New York
Co-Chairman	V. S. Schwartz, Chicago
Secretary	Harry Sapper, Oakland

A. B. Cohen	Scranton
Sam Godfrey	Toronto
Walter S. Hilborn	Los Angeles
Max Hirsch	Cincinnati
Joseph D. Kaufman	Washington, D.C.
Sidney Lansburgh	Baltimore
Ben Loeb	St. Louis
Lawrence Marx	New York
Sam Mueller	Indianapolis
Kurt Peiser	Philadelphia
Rabbi A. H. Silver	Cleveland
Leon Sloss, Jr.	San Francisco
Michael Stavitsky	Newark
B. C. Vladeck	New York

2. Committee on National Jewish Problems will continue the program initiated during this past year as outlined above, with two special sub-committees; one to continue working with the Joint Distribution Committee and the United Palestine Appeal and the other to work out the study with the Denver and Los Angeles tuberculosis agencies.

Chairman	Walter N. Rothschild, Brooklyn
Co-Chairman	Charles A. Riegelman, New York
Secretary	Dr. Joseph J. Schwartz, Brooklyn

Edward M. Baker	Cleveland
Sam Beber	Omaha
Amos Deinard	Minneapolis
J. J. Kaplan	Boston
George Oppenheimer	Kansas City
Charles Rice	St. Louis
William Rosenwald	Philadelphia
Jerome Rothschild	Philadelphia
Philip Rudner	Trenton
E. J. Schanfarber	Columbus
Judge M. C. Sloss	San Francisco
Frank L. Sulzberger	Chicago
Aaron Weiss	Wilkes-Barre
Ira M. Younker	New York

Sub-Committee on JDC and UPA

H. L. Lurie
Ira M. Younker (Committee officers as alternates)

Sub-Committee on Tuberculosis Study

Selected by the agencies

Dr. A. M. Blumberg Denver
William R. Blumenthal "
Dr. Philip Hillkowitz "
Dr. Nahum Kavinoky, Los Angeles
Isadore Samuels, Denver

Selected by the Council

Dr. J. J. Golub, New York
Edward S. Hochhauser, New York
Dr. J. J. Schwartz, Booklyn
Henry Wineman, Detroit
Ira M. Younker, New York

3. Committee on Public Welfare Measures to continue with study of application of social security measures to the employees of social agencies, and to study developments in social legislation.

Chairman Charles A. Riegelman, New York
Co-Chairman Fred Butzel, Detroit
Secretary Dr. Ben M. Selekman, Boston

Dr. S. J. Applebaum	Rochester
Mrs. Harry S. Bernton	Washington, D.C.
Leon Falk, Jr.	Pittsburgh
Marc Grossman	Cleveland
Sidney Hollander	Baltimore
Daniel E. Koshland	San Francisco
Arthur Levy	Providence
James Marshall	New York
Elias Mayer	Chicago
Lester N. Selig	Chicago
Eugene Warner	Buffalo

4. Committee on Regional Organization will continue to clear experiences between the regions.

Chairman Mrs. Sieg. Herzog, Cleveland
Co-Chairman Herbert Mallinson, Dallas
Secretary Samuel Goldhamer, Cleveland

The other members of the Committee to be made up of the chairmen and secretaries of the organized regions together with representatives selected from the unorganized regions.

5. Committee on Social Work Program of Federation. A new committee to review the materials prepared in connection with the Institute on this subject at Philadelphia and to explore the relationships of the functional fields to the federations and to the Council.

Chairman	Sidney Hollander, Baltimore
Co-Chairman	Robert J. Koshland, San Francisco
Secretary	Solomon Lowenstein, New York

Herman Block	New York
Sidney Goldman	Trenton
Samuel A. Goldsmith	Chicago
I. Edwin Goldwasser	New York
Harry Greenstein	Baltimore
David M. Heyman	New York
Sylvan Hirsh	Philadelphia
Isaac Pacht	Los Angeles
Mrs. Marion Silverstone	Bridgeport
Ernest Stix	St. Louis
Dr. Maurice Taylor	Pittsburgh
Moses Winkelstein	Syracuse
Morris Wolf	Philadelphia

6. Committee on Publications to study and advise regarding the policies and scope of the Council publication NOTES AND NEWS and the other reports and publications of the Council.

Chairman	George Backer, New York
Co-Chairman	
Secretary	Elliot Cohen, New York
Richard S. Rauh	Pittsburgh
Ralph Samuel	New York

7. Committee on Women's Organization. A new Committee to help member organizations plan for the most effective utilization of woman power on behalf of the programs of federations and welfare funds.

Chairman	Mrs. Sidney Borg, New York
Co-Chairman	Mrs. Gerson Levi, Chicago
Secretary	Mrs. Newman Levy, New York

Mrs. Arthur Brin	Minneapolis
Mrs. J. Ehrlich	Detroit
Mrs. Hyman Freiman	Boston
Mrs. Arthur A. Goldsmith	Portland
Mrs. Percy Hermant	Toronto
Mrs. Sieg. Herzog	Cleveland
Mrs. Morris Joseloff	Hartford
Mrs. Nathan Podoloff	New Haven
Mrs. Roger Strauss	New York

8. Committee on Council Financing will undertake to increase the self-support of the Council from federation and welfare fund subscriptions.

Chairman	Jacob Blaustein, Baltimore
Co-Chairman	Louis Kirstein, Boston
Secretary	Ira M. Younker, New York

S. Walter Stern	New Orleans
Joseph Willen	New York
Henry Wineman	Detroit

9. Committee on Relations to Contributors. A special committee to concern itself with the problem of the relation of the Council to the individual contributors to local welfare funds.

Chairman	Henry Wineman, Detroit
Co-Chairman	William J. Shroder, Cincinnati
Secretary	Samuel A. Goldsmith, Chicago

Joseph Berne	Cleveland
Aaron M. Frank	Portland
Harold Hirsh	Atlanta
Charles Rosenbloom	Pittsburgh
Jesse H. Steinhart	San Francisco
Eugene Warner	Buffalo
Felix M. Warburg	New York

Committees will be named later for the 1938 Assembly and to nominate officers for 1938.

March 15, 1937

COUNCIL COMMITTEES FOR 1937

TO: MEMBERS OF COUNCIL COMMITTEES

FROM: H. L. LURIE

Following is a list of Council committees with a brief statement of their objectives and the personnel of the committees as named by Mr. William J. Shroder, President, from among the various suggestions sent to him. Please note the committees to which you have been assigned and consider this memorandum as a notice of appointment and a request for your service.

The Council as a national organization has experienced a number of problems in the functioning of its committees which necessarily have been selected from various sections of the country. Distance and expense have made it difficult to arrange meetings. The procedure through correspondence has been used largely, with obvious limitations.

For this year, some additional suggestions have been made for obtaining greater participation in the committee activities. Mr. Shroder has designated a chairman, co-chairman and secretary for several committees, with the plan that these three persons take a larger amount of responsibility and arrange for more frequent interchange of opinion through actual meetings. The results of the work of the officers of the committees would then be transmitted by mail to the committee members. Where necessary, funds will be made available to cover the cost of transportation for the committee officers. Staff service will be made available to the respective committees to maintain consistent activity.

We are also trying out this year the plan of coordinate local committees whose work will be integrated by the chairman. We are following this method in the Committee on Social Work Program of Federation and if it works successfully, we can adapt the method to other committees.

We are also planning this year to arrange for meetings of some of the special committees at the time of the meeting of the Board of Directors. Such

joint meetings may make possible a larger attendance at committee meetings than could otherwise be obtained.

We shall be glad to receive further suggestions from you which may help the Council in its problem of securing active committee participation and interest.

1. Committee on National Jewish Problems will continue the program initiated during this past year as outlined above, with two special sub-committees; one to continue working with the Joint Distribution Committee and the United Palestine Appeal and the other to work out the study with the Denver and Los Angeles tuberculosis agencies.

Chairman	Ira M. Younker, New York
Vice-Chairman	Walter N. Rothschild, Brooklyn
Secretary	Dr. Joseph J. Schwartz, Brooklyn

Edward M. Baker	Cleveland
Sam Beber	Omaha
Amos Deinard	Minneapolis
J. J. Kaplan	Boston
Harry Latter	New Orleans
Simon Lazarus	Columbus
George Oppenheimer	Kansas City
Charles Rice	St. Louis
William Rosenwald	Philadelphia
Jerome Rothschild	Philadelphia
Philip Rudner	Trenton
Judge M. C. Sloss	San Francisco
Frank L. Sulzberger	Chicago
Aaron Weiss	Wilkes-Barre

Sub-Committee on JDC and UPA Relationships

Selected by the Agencies

Dr. Israel Goldstein, New York
Joseph C. Hyman, " "
Morris Rothenberg, " "
Rabbi Jonah Wise, " "
and technical advisors

Selected by the Council

Ira M. Younker, New York
Walter N. Rothschild, Brooklyn
H. L. Lurie, Technical Advisor

Sub-Committee on Tuberculosis Study

Selected by the Agencies

Dr. A. M. Blumberg, Denver
William R. Blumenthal, "
Dr. Philip Hillkowitz, "
Dr. Nahum Kavinoky, Los Angeles
Isadore Samuels, Denver
and alternates and
technical advisors

Selected by the Council
(Five members and alternates)

Dr. J. J. Golub, New York
Edward S. Hochhauser, New York
Dr. Joseph J. Schwartz, Brooklyn
Henry Wineman, Detroit
Ira M. Younker, New York
Dr. Max Biesenthal, Chicago
Samuel A. Goldsmith, Chicago

2. Committee on Regional Organization will continue to clear experiences between the regions.

Chairman	Mrs. Sieg. Herzog, Cleveland
Co-Chairman	Herbert Mallinson, Dallas
Secretary	Samuel Goldhamer, Cleveland

The other members of the Committee to be made up of the chairmen and secretaries of the organized regions together with representatives selected from the unorganized regions.

3. Committee on Social Work Program of Federation. A new committee to review the materials prepared in connection with the Institute on this subject at Philadelphia and to explore the relationships of the functional fields to the federations and to the Council.

General Chairman and Chairman of Eastern Seaboard Com.	Sidney Hollander, Baltimore
Chairman of Pacific Coast Com.	Robert J. Koshland, San Francisco
Chairman of Chicago Committee	Lester N. Selig, Chicago
Secretary	Solomon Lowenstein, New York

Members of Eastern Seaboard Committee:

Herman Block	New York
Sidney Goldman	Trenton
I. Edwin Goldwasser	New York
Harry Greenstein	Baltimore
David M. Heyman	New York
Sylvan Hirsh	Philadelphia
Arthur Levy	Providence
Mrs. Marion Silverstone	Bridgeport
Dr. Maurice Taylor	Pittsburgh
Moses Winkelstein	Syracuse
Morris Wolf	Philadelphia

Members of the Pacific Coast Committee:

Isaac Pacht Los Angeles
(and others to be selected)

Members of the Chicago Committee:

John M. Frank	Chicago
Samuel A. Goldsmith	"
Harris Perlstein	"
Herbert T. Spiesberger	"
Frank L. Sulzberger	"
Ernest Stix	St. Louis

4. Committee on Public Welfare Measures to continue with study of application of social security measures to the employees of social agencies, and to study developments in social legislation.

Chairman	Charles A. Riegelman, New York
Co-Chairman	Fred Butzel, Detroit
Secretary	Dr. Ben M. Selekman, Boston

Dr. S. J. Appelbaum	Rochester
Mrs. Harry S. Bernton	Washington, D. C.
Leon Falk, Jr.	Pittsburgh
Marc Grossman	Cleveland
Sidney Hollander	Baltimore
Daniel E. Koshland	San Francisco
James Marshall	New York
Elias Mayer	Chicago
Lester N. Selig	Chicago
Eugene Warner	Buffalo

5. Committee on Fund Raising Methods will continue the study and consideration of ways and means of financing federations and welfare funds, as exemplified through the Campaign Work Book and the Institute on Fund Raising organized by the 1936 Committee, the traveling institutes which have been initiated on the Pacific Coast, and other projects.

Chairman	Joseph Willen, New York
Co-Chairman	U. S. Schwartz, Chicago
Secretary	Harry Sapper, Oakland

A. B. Cohen	Scranton
Sam Godfrey	Toronto
Walter S. Hilborn	Los Angeles
Max Hirsch	Cincinnati
Joseph D. Kaufman	Washington, D. C.
Sidney Lansburgh	Baltimore
Ben Loeb	St. Louis
Lawrence Marx	New York
Sam Mueller	Indianapolis
Kurt Peiser	Philadelphia
Rabbi A. H. Silver	Cleveland
Leon Sloss, Jr.	San Francisco
Michael Stavitsky	Newark
B. C. Vladeck	New York

6. A special Committee on Staff Service to Welfare Funds to concern itself with the problems of possible extension of the scope of staff activities to include direct campaign assistance to member communities.

Chairman	Elias Mayer, Chicago
Samuel A. Goldsmith	Chicago
Arthur Brin	Minneapolis
Irvin Bettmann	St. Louis
David M. Heyman	New York
William Rosenwald	Philadelphia
E. J. Schanfarber	Columbus
Leon Sloss, Jr.	San Francisco
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Chairman	George Backer, New York
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(and others to be selected)	

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Co-Chairman	Mrs. Gerson Levi, Chicago
Secretary	Mrs. Newman Levy, New York

Mrs. Arthur Brin	Minneapolis
Mrs. J. Ehrlich	Detroit
Mrs. Hyman Freiman	Boston
Mrs. Arthur A. Goldsmith	Portland
Mrs. Percy Hermant	Toronto
Mrs. Sieg. Herzog	Cleveland
Mrs. Edward Jacobs	New York
Mrs. Morris Joseloff	Hartford
Mrs. Nathan Podoloff	New Haven
Mrs. Roger Strauss	New York

9. Committee on Council Financing will undertake to increase the self-support of the Council from federation and welfare fund subscriptions.

Chairman	Jacob Blaustein, Baltimore
Co-Chairmen	(Louis Kirstein, Boston Henry Wineman, Detroit)

A. D. Lasker	Chicago
S. Walter Stern	New Orleans
Joseph Willen	New York
Ira M. Younker	New York

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Co-Chairman	William J. Shroder, Cincinnati
Secretary	Samuel A. Goldsmith, Chicago

Joseph Berne	Cleveland
Aaron M. Frank	Portland
Harold Hirsh	Atlanta
Sol Kline	Chicago
Charles Rosenbloom	Pittsburgh
Jesse H. Steinhart	San Francisco
Eugene Warner	Buffalo
Felix M. Warburg	New York



COUNCIL of JEWISH FEDERATIONS and WELFARE FUNDS, Inc.

including the activities of the
Bureau of Jewish Social Research
71 West 47 Street, New York, N. Y.

Officers

President

WILLIAM J. SHRODER, Cincinnati

Vice-Presidents

EDWARD M. BAKER, Cleveland
IRA M. YOUNKER, New York

Secretary

HENRY WINEMAN, Detroit

Treasurer

SOLOMON LOWENSTEIN, New York

Executive Director
H. L. LURIE

Associate Director
GEORGE W. RABINOFF

May 13, 1937.

Rabbi Abba Hillel Silver,
The Temple,
E. 105 St. at Ansel Rd.,
Cleveland, Ohio.

Dear Rabbi Silver:

You have received from the New York office advices of the very important meetings of the Board of the Council of Jewish Federations and Welfare Funds to be held in Cincinnati on June 5th and 6th. These will be the only sessions of our Board before the late fall, and are designed to secure the consideration and approval of plans and programs formulated by the various committees and staff. Practically, our deliberations will determine our policies and activities until the next Annual Assembly.

Because of the importance of these sessions, and because I should really like to have you here both as a friend and for the value of your contributions, please make every effort to attend.

Sincerely yours,

Wm. J. Shroder.

AP

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

71 West 47 Street, New York, N. Y.

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Secretary HENRY WINEMAN, Detroit • *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

June 10, 1937

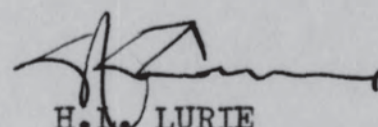
Rabbi Abba Hillel Silver
The Temple
E. 105 St. at Ansel Rd.
Cleveland, Ohio

Dear Rabbi Silver:

We regret that you were unable to come to Cincinnati for the Board meeting on June 5 and 6. The Board had an active and important session and regular minutes of the meeting will be sent to you. In the meantime, I am sending, under separate cover, the agenda for the meeting and the material which was used as the basis for consideration in some of the problems.

I am looking forward to seeing you at the subsequent meetings. Probably one will be held early in the fall in the vicinity of New York City.

Very sincerely,



H. L. LURIE
Executive Director

HLL:as

C O P Y

For filing

June 28, 1937.

Rabbi A H Silver
Hotel Roosevelt
New York City

Dear Rabbi:

The Council of Federations & Welfare Funds has just sent through a questionnaire relating to the JDC-UPA agreement on division of funds in organized communities. It was decided at a recent meeting of the Executive Committee held in Cincinnati to sound the sentiment of the leaders of communities which had availed themselves of this agreement in the allocations of funds to the two Over-seas agencies, as an indication whether the country desires the continuance of such an arrangement.

The Cleveland letter is addressed to yourself as Chairman of the Welfare Fund and a copy of the letter came to me this morning. Inasmuch as any further action by the Council on this matter will depend on the reactions which come from these questionnaires, I thought it important enough to ask Miss Klein to forward the original letter to you for reply at your convenience. In the discussion at the Cincinnati Meeting I stated that I could see no useful purpose served by asking the communities whether or not the 60-40 Division was satisfactory or if some other percentage division was preferred. It is my feeling that the communities are not interested so much in the percentage division of the funds as in knowing that the two agencies had agreed between themselves what this percentage division should be based ultimately on some unemotional and intelligent consideration of the relative needs. And I am surprised to note that though the Executive Committee did not approve the submission of this question, it is incorporated in the letter.

With all good wishes for a pleasant summer for yourself and your family, I remain

Sincerely yours,