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United Jewish Appeal, United Palestine Appeal, Council of Jewish
Federations and Welfare Funds, 1938-1939.

1938

October 21st

BUDGETING

CONFIDENTIAL

For Members Only

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

NATIONAL OFFICE: 165 WEST 46th STREET · NEW YORK CITY

THE VAAD LEUMI PLAN for Financing Yeshivoth and Other Traditional Charitable Agencies in Palestine

Seven welfare funds have transmitted \$2,750 to the Vaad Leumi (General Council) of Palestine for distribution to yeshivoth and other charitable agencies under the plan recently adopted jointly by the Social Service Department of the Vaad and the Council of Jewish Federations and Welfare Funds (see Budgeting Bulletin on the plan April 8, 1938). Additional welfare funds have signified their intention of using this channel for the transmission of appropriations.

Allocations Thus Far

The allocations thus far have come from the following cities:

| | |
|--------------|-------|
| Atlanta | \$925 |
| Indianapolis | 815 |
| Wilmington | 300 |
| Des Moines | 285 |
| Muncie, Ind. | 225 |
| Nashville | 170 |
| Selma, Ala. | 30 |

The Atlanta, Indianapolis and Wilmington funds asked the Vaad Leumi to assume responsibility for distributing a lump sum among a specified list of institutions. Selma made its allotment without designating any beneficiary agencies. The other three cities listed the institutions to which they wanted their funds to go and the amounts to be given to each. In all cases, however, the Vaad has informed the Council that it prefers to know the extent of community interest in the various institutions, as evidenced by previous appropriations.

The Social Service Department of the Vaad, headed by Miss Henrietta Szold, found several non-existent institutions in each list submitted by the American welfare funds. Contributions designated for these agencies have been withheld

and will be distributed later among other institutions according to a plan to be devised by the special advisory committee which has been set up for this project.

The Committee which has already met twice to supervise the distribution of funds, includes Dr. Judah L. Magnes, president of the Hebrew University and Harry Viteles, general manager of the Central Bank of Cooperative Institutions in Palestine, Ltd., both representing the Council; Mordecai Caspi, a Palestinian business man familiar with the traditions of the old Yishub; and M. Laniado, a lawyer and a leader of the Sephardic community. The office of the Chief Rabbinate has not yet accepted an invitation to join the committee.

Position of Chief Rabbinate

There has been a good deal of opposition to the plan among some orthodox groups both here and in Palestine and among the institutions themselves. (See "Meet the Meshuloch", NOTES and NEWS, July 5, 1938). Representatives of several of the agencies met in Palestine to combat the project. It is this opposition which has thus far prevented the Chief Rabbi from participating officially in the committee.

Nevertheless a representative of the Rabbi appeared at the last meeting of the advisory committee to plead for the inclusion of a particular institution. Negotiations to obtain the Chief Rabbi's participation in the project are still continuing.

Reports on Agencies Ready

In accordance with the plan, Miss Szold's office has proceeded with the investigation of the Palestinian institutions for the benefit of American welfare funds. Reports on 24 of them have already been received at the Council office and will be summarized and distributed shortly to member agencies.

Because of their general opposition to the plan, several institutions have refused to give information about their activities and finances to the Department's investigators. Miss Szold reports, however, that when a representative of one of these agencies came to the Vaad Leumi's office to receive an allocation from an American welfare fund, he brought with him, unsolicited, a full report of his institution. Other institutions for which appropriations were transmitted from American welfare funds, have shown an increasing willingness to work with the Vaad Leumi Department.

Plan Is Working Out

Miss Szold feels that the plan is working out. She expects that it will take some time and a good deal of patient effort to develop a systematic procedure acceptable to all parties, but that progress is being made.

In reviewing the list of allocations thus far submitted, Miss Szold has made the general comment that "in large part the sums allocated to institutions do not take into consideration their size and importance. In a number of instances, small insignificant institutions are granted large amounts and important ones, with large clientele, small amounts."

Attitude of Leading Welfare Funds

In August, before the aforementioned results of the early operations of the plan were known here, the Council asked 20 welfare funds particularly concerned with allocations in this field to what extent they were ready to cooperate in the plan. Replies were received from 13 of the welfare funds. In general, they indicated that the executives viewed the plan with favor but that the boards or budget committees of the welfare funds have, for the most part, taken no positive action.

Memphis reported that, as soon as plans could be perfected by the Vaad Leumi, it would cooperate with the advisory committee.

St. Paul's board of directors discussed the plan fully and decided to cooperate with the Vaad Leumi, but action will have to wait until next year, since 1938 appropriations have already been made.

Cleveland, Erie, Houston and Indianapolis expressed the feeling that the presence on the advisory committee of the Chief Rabbi or his representative was of extreme importance to the success of the plan.

Indianapolis later, as is recorded above, sent in an allotment of \$815.

Houston's committee on Palestine and European agencies has refrained from sending money through the Vaad Leumi this year because of a desire to have some indication as to how the plan will work out before committing itself.

Erie reported that the majority of its executive committee members are in favor of the plan, but that to force the opposing orthodox members into it by out-voting them would create a factional quarrel. The orthodox group will not approve the plan until it has the backing of the Chief Rabbinate of Palestine.

Cleveland wrote that it approved the investigation of the institutions by the Vaad Leumi but preferred not to transmit appropriations through it.

We have not been advised of official decision taken by the welfare funds in Harrisburg, Houston, Kansas City, New Orleans, Omaha and Portland.

Present Status of the Plan

The Vaad Leumi and its advisory committee will accept from American welfare funds all appropriations which they wish to make for distribution to Palestinian charitable and educational agencies. The welfare funds can use any of these methods:

- A. Designate the institutions to which they wish their allotment paid and send separate remittance to each agency in care of the Vaad Leumi
- B. Send a single remittance to the Vaad Leumi and ask the Department to assume responsibility for distributing their allotment among a specified group of institutions.

Note: In using Method B welfare funds may notify agencies in Palestine that their allotment is being sent through the Vaad Leumi but welfare funds should not mention specific amounts in their letters to the agencies, since that would interfere with the discretionary power of the Vaad Leumi in allocating the funds, and would actually turn Method B into Method A.

- C. Make their allotment to the Vaad Leumi for distribution without designation of individual agencies.

Note: Even in Method C, the Vaad Leumi prefers to have submitted, with each appropriation from welfare funds, a list of the institutions to which the community has contributed in the past and the amounts of past allocations.

Next Steps for Welfare Funds

To further facilitate the operation of the plan, welfare funds should take the following steps:

1. Those agencies which have not communicated with the Council regarding their attitude toward the plan should do so as soon as possible.
2. Welfare Funds planning to cooperate should notify the Council of the approximate size of the total appropriation to be made.
3. Welfare Funds transmitting allocations earmarked for specific institutions should indicate what disposition is to be made of funds which they have allocated to institutions which upon investigation should turn out to be non-existent.

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

165 West 46 Street, New York, N. Y.

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

October 23, 1938

Rabbi Abba Hillel Silver, Chairman
Jewish Welfare Fund
Ansel Road and East 105th Street
Cleveland, Ohio

Dear Rabbi Silver:

Present day conditions make the next GENERAL ASSEMBLY the most important in the history of the Council of Jewish Federations and Welfare Funds. This is no time for routine meetings and a program is now being framed in full recognition of that fact. I would ask you, therefore, to note carefully the following items:

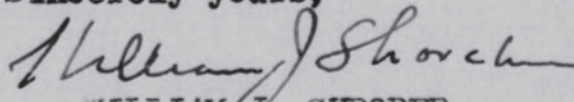
TIME: January 21-23, 1939

PLACE: Baltimore, Md.

ATTENDANCE: This is especially important. The questions to be discussed are vital to every one of us here in America. At this time we must face these problems realistically and discuss them fully. Of equal importance, we must arrive at a consensus of opinion representing the views of the local communities on which a program of local and Council action can be based. It is essential, therefore, that we have the most representative attendance from each member agency - men and women who have the full confidence of their communities and can speak for them.

At the moment I have but one request to make. Please send to the national office immediately a list of those you would like to have invited to represent your community at the General Assembly.

Sincerely yours,


WILLIAM J. SHRODER
President

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

The need of vastly increased American interest and support of agencies engaged in meeting needs arising from overseas situations and the new emergency conditions were discussed by the Board of Directors of the Council of Jewish Federations and Welfare Funds at its meeting in Pittsburgh on October 15th and 16th. The following was adopted as the beliefs and position of the Council:-

The grave situation into which the Jewish populations abroad are being forced, calls for greatly enlarged and intensified efforts and unusual increases in the funds required. The Board believes that the communities are prepared to assume their proper share of responsibility to meet emergency as well as permanent needs within the framework of their established community organizations and that these needs should be so met.

The Board of the Council suggests to the J.D.C., the U.P.A. and to such other basic agencies active in meeting the overseas situation as it may be desirable to include, that they reach a fair understanding and agreement with reference to the needs and goals that the American Jewish public will be called upon to support.

In the process of developing an agreement on needs and goals between the several agencies concerned, the Council will lend its efforts in reaching a fair agreement, if its participation is requested.

It is the opinion of the Board of the Council that only through the development of such cooperative effort and such understanding can the maximum funds be secured.

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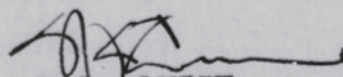
October 24, 1938

Rabbi Abba Hillel Silver
The Temple
E. 105th Street at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

Mr. Shroder has asked me to send you a copy of one of the important actions taken by the Board of Directors at its meeting on October 16th in Pittsburgh. This action relates to the subject of his letter of October 7th to which you recently replied. He asks me also to acknowledge your reply to his letter and to say that the points of view expressed were very helpful to the board in reaching a decision.

Very sincerely,


H.L. LURIE

HLL/ed

Encl.

BULLETIN

October 27, 1938

For Member Agencies

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS NATIONAL OFFICE: 165 WEST 46th STREET · NEW YORK CITY

SUMMARY OF MEETING OF BOARD OF DIRECTORS

HELD AT PITTSBURGH, OCTOBER 15 - 16, 1938

The meeting of the Board of Directors of the Council, held in Pittsburgh, October 15 and 16 paid particular attention to the increasing responsibilities and problems of Welfare Funds. Several recent developments have brought these questions to the fore among them the self-evident and inescapable need for greatly increased funds being made available for overseas work plus the equally evident fact that only through the welfare fund structure of community organization plus the active cooperation of the overseas agencies among themselves and with the organized welfare funds can the maximum achievement be realized.

The following statement was adopted as representing the consensus of opinion of the Board:

"The need of vastly increased American interest and support of agencies engaged in meeting needs arising from situations and the new emergency conditions were discussed by the Board of Directors of the Council of Jewish Federations and Welfare Funds at its meeting in Pittsburgh on October 15th and 16th. The following was adopted as the beliefs and position of the Council:-

"The grave situation into which the Jewish populations abroad are being forced, calls for greatly enlarged and intensified efforts and unusual increases in the funds required. The Board believes that the communities are prepared to assume their proper share of responsibility to meet emergency as well as permanent needs within the framework of their established community organizations and that these needs should be so met.

"The Board of the Council suggests to the J.D.C., and U.P.A. and to such other basic agencies active in meeting the overseas situation as it may be desirable to include, that they reach a fair understanding and agreement with reference to the needs and goals that the American Jewish public will be called upon to support.

"In the process of developing an agreement on needs and goals between the several agencies concerned, the Council will lend its efforts in reaching a fair agreement, if its participation is requested.

"It is the opinion of the Board of the Council that only through the development of such cooperative effort and such understanding can the maximum funds be secured."

Council of Jewish Rights - Consideration was given to the need for organizing and strengthening local community action in connection with the projected activities of national defense agencies that have recently formed the General Council for Defense of Jewish Rights. The Board adopted the following resolution:

"It is the consensus of opinion of the Board of the Council of Jewish Federations and Welfare Funds that upon the formal request of the General Council for Jewish Rights, the staff of the Council of Jewish Federations and Welfare Funds be instructed, with due regard to available funds and current obligations and program to develop further the program of assistance and guidance to Jewish communities in the establishment of representative local councils or such other forms of community organization as the local community may desire and as are designed to meet their individual needs."

Evaluative Reports on National and Overseas Agencies - The need for qualitative studies of the work of national and overseas agencies to supplement the financial reports was stressed. It was suggested that a series of joint studies might be initiated in individual fields along the lines of the study of agencies for the care of the Jewish tuberculous, - that is, with the active participation and financial support of the agencies involved. If no other method offers, it was thought that the welfare funds might reserve a percentage of their appropriations to the several fields of work to finance such studies. The Board requested the staff to consider plans for a series of reports which would enable welfare funds to evaluate the programs and effectiveness of individual agencies appealing for support. These plans are to be submitted to the Board, the member welfare funds and the agencies concerned.

Tuberculosis Study - Announcement was made that the study has been completed and that it will be considered by the Joint Committee at a meeting called for October 29. The Board approved distribution of the report upon its acceptance by the Joint Committee. Recommendations growing out of the study to be made to welfare funds and federations are to be submitted to the Board of Directors for consideration and approval.

Vaad Leumi Plan - Increasing use of this plan for transmittal of funds to old-line Palestinian institutions by Welfare Funds and growing acceptance by Orthodox groups here and in Palestine were reported. Thus far eight Welfare Funds have made use of it and there are prospects that others will be added.

Council Finances - Reports were presented indicating a possible deficit of about \$5,000 for 1938 operations.

General Assembly - The Board voted to accept Baltimore's invitation to hold the 1939 General Assembly in that city on January 21, 22 and 23. The general plan for the Assembly program, presented by Mr. Elias Mayer of Chicago, chairman of the program committee, was approved.

Next Board Meeting - Although no Board meeting would ordinarily be held before the next Assembly, several members of the Board suggested that, in view of the seriousness of the overseas situation and other matters before the Council, a special meeting be held early in December. The question of calling such special meeting was left to the President.

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Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

November 7, 1938

Rabbi Abba Hillel Silver
E. 105 Street at Ansel Rd.
Cleveland, Ohio

Dear Rabbi Silver:

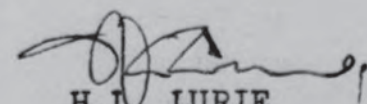
The minutes of the Board of Directors meeting held in Pittsburgh, October 15 and 16 are enclosed. We have given more detail than usual but the issues discussed were so important that we thought you would be interested in some of the individual statements on the questions under consideration.

The resolution on the overseas situation referred to in the minutes has been transmitted to the officers of the Joint Distribution Committee and the United Palestine Appeal and has been formally acknowledged by them. In the East Central, West Central and Western States Regions, the executive committees have discussed the 1939 fund raising for overseas agencies in detail and have arrived at conclusions similar to those reached at the Board meeting. Each of these regional conferences has adopted resolutions along somewhat the same lines as those reached by the Board meeting.

A number of suggestions are under consideration of additional service to help welfare fund agencies on next years budgeting processes. One group of our Board members has suggested a Budget Committee representing welfare funds to meet and review the 1939 budgetary requirements of the major overseas agencies in advance of the General Assembly. Such a committee might be charged with the responsibility of trying to work out an accord for 1939 between the individual overseas agencies and between the agencies as a group and local welfare funds.

Our President, Mr. William J. Shroder, is going to be in New York this weekend and I understand that several other members of our Board are also likely to be here. If there is a possibility of your being in New York on Saturday, November 12th, please let me know at once. I am trying to get as many of our Board members as possible to discuss these suggestions and a luncheon meeting at one o'clock at the Commodore Hotel is being planned for this purpose.

Very sincerely,


H.L. LURIE
Executive Director

December 2, 1938.

Mr. Paul Baerwald,
c/o American Jewish Joint Distribution Committee,
100 East 42nd St.,
New York City, N.Y.

Dear Mr. Baerwald:

I am unofficially informed that some of the Welfare Fund cities, because of their desire to secure the largest amount of money possible, are organizing their "large giver" solicitation far in advance of their spring campaigns. They feel that earlier solicitation under the present pressure might produce better results than solicitation later on.

Because of this, it becomes important that negotiations between the J.D.C. and U.P.A. should be carried on as promptly as possible.

My understanding when I left New York, was that two representatives of the J.D.C. would meet with two representatives of the U.P.A., and if desired, a representative of the Council of Welfare Funds, for the purpose of preparing and submitting a definite recommendation to a joint meeting such as we held in New York. It was understood that the action of the sub-committee could not be binding on any of the organizations, and would be limited to a recommendation.

Am I asking too much, when I urge that such sub-committee meeting be held if possible within the next week? I am writing a similar letter to Rabbi Silver.

With kindest personal regards,

Yours very truly,

Wm. J. Shroder.

AP

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December 3, 1938.

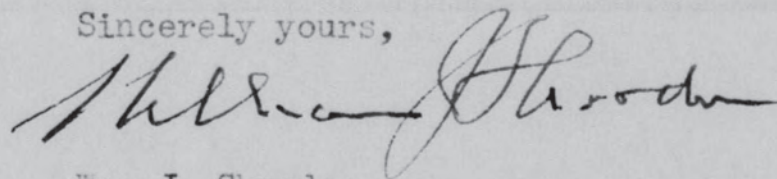
Rabbi Abba Hillel Silver,
Ansel Rd. and East 105th St.,
Cleveland, Ohio.

Dear Rabbi Silver:

Instead of writing two separate letters, I am enclosing a copy of letter which I am today writing to Mr. Baerwald. The responsibility for prompt action and for initiating the sub-committee meeting seems to me to be equally that of both organizations. I hope that we may have early results.

With kindest regards,

Sincerely yours,



Wm. J. Shroder.

AP

December 6, 1978

Mr. William J. Shroder
312 West 9th Street
Cincinnati, Ohio

My dear Mr. Shroder:

Thank you so much for your kind letter of
December 3rd.

You will be interested to know that I had a
wire from Rabbi Jonah Wise inviting the UPA representatives
to a meeting. This meeting has been scheduled for next
Thursday afternoon at Mr. Ittelson's office. I hope
that we will be able to arrive at a mutually satisfactory
arrangement then. I want to thank you for your whole-
hearted cooperation in this matter.

With all good wishes, I remain

Very cordially yours,

AHS:BK

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165 West 46 Street, New York, N. Y.

RECEIVED



OFFICERS: *President* WILLIAM J. SHRODER, Cincinnati • *Vice-Presidents* WILLIAM ROSENWALD, Greenwich • HENRY WINEMAN, Detroit • IRA M. YOUNKER, New York
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December 27, 1938

Rabbi Abba Hillel Silver
National Chairman
United Palestine Appeal
111 Fifth Avenue
New York City

Dear Rabbi Silver:

Mr. Henry Montor has informed us that Jan Masaryk will speak at the conference of the United Palestine Appeal on January 15th and that he might be made available as a speaker for the Assembly of the Council on January 21. We could use him as a speaker if the new United Appeal of the JDC and UPA will be willing to make him available to us.

The subject for Saturday evening is the overseas problem. We should like to have on our program a speaker who could present in the broadest and most illuminating terms the trend of political events in Europe that are creating the refugee problems and the outlook for their solution in terms of government politics and national relationships in Europe. We should like to have Mr. Masaryk followed by a speaker who, in behalf of the United Appeal, would present in concrete terms the urgency of the situation and the planning which is going into the \$20,000,000 campaign.

The catch in getting Jan Masaryk is that his engagements are being arranged by a speaker's agent, Mr. E.D. Hitchcock, Somerset Hotel, Boston and that a definite fee is being charged by Mr. Hitchcock for every appearance. The fee is usually \$1,000 but we understand that for our meeting, it will be reduced to \$500. Our Council does not have funds available for anything like this fee and the only basis upon which we can have Mr. Masaryk would be that his presence at our Assembly was of sufficient importance to the 1939 campaign so that your two organizations would feel warranted in expending that amount for his appearance.

We expect to have a very good attendance of representative welfare fund leaders from throughout the United States and my own feeling is that Masaryk's help in presenting the situation would be worth while to all parties concerned.

I have written a letter along similar lines to Dr. Jonah B. Wise and I hope that you can make a decision within a few days so that we can proceed with the planning of our program in case Mr. Masaryk is not going to be made available.

With kindest regards and best wishes, I am

Cordially,

H. L. LURIE

HLL/ed

GENERAL ASSEMBLY · JANUARY 21-23, 1939 · BALTIMORE, MD.

Council of Jewish Federations and Welfare Funds, Inc.

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December 30, 1938

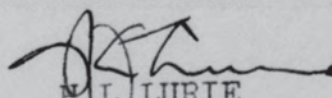
Rabbi Abba Hillel Silver
The Temple
Ansel Road & 105th St.
Cleveland, Ohio

Dear Rabbi Silver:

The next issue of NOTES and NEWS is about to go to press. We should like to have the 1400 word article which Mr. Montor asked you to write on the absorptive possibilities of Palestine by Tuesday, January 3, since the rest of the issue will be in the printer's hands by that time.

With best wishes for the New Year, I am

Very sincerely yours,


H. L. LURIE

HLL/rk

January 4, 1939

Mr. H. L. Lurie, Executive Director
Council of Jewish Federations and Welfare Funds, Inc.
165 West 46th St.
New York, N.Y.

My dear Mr. Lurie:

I am enclosing herewith a statement
which you requested. I hope that it has not
arrived too late.

With all good wishes, I remain

Very cordially yours,

AHS:BK
Enc.

CHECK

ACCT'G INFMN.

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| CLASS OF SERVICE DESIRED | |
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WESTERN UNION

R. B. WHITE
PRESIDENT

NEWCOMB CARLTON
CHAIRMAN OF THE BOARD

J. C. WILLEVER
FIRST VICE-PRESIDENT

Send the following message, subject to the terms on back hereof, which are hereby agreed to

H. L. Lurie

N. Y.

Jan. 6, 1939

Article mailed yesterday Special
Delivery. Should arrive today.

A. H. Silver

**AN ANSWER
IS EXPECTED**

BY THE SENDER OF THIS
MESSAGE. PLEASE GIVE
IT TO THE MESSENGER
OR TELEPHONE IT TO

WESTERN UNION

2477-0

WESTERN UNION

WHITE
ENT

NEWCOMB CARLTON
CHAIRMAN OF THE BOARD

1939-1947
J. WILLEVER
FIRST VICE PRESIDENT

SYMBOLS

DL = Day Letter

NM = Night Message

NL = Night Letter

LC = Deferred Cable

NLT = Cable Night Letter

Ship Radiogram

grams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination.
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HW208 13/16=EJ NEWYORK NY 4 613P

RABBI ABBA HILLEL SILVER=

=THE TEMPLE ANSEL ROAD AND 105 ST=

=HOLDING INOTES(AND NEWS FOR YOUR ARTICLE PLEASE ADVISE VIA
WESTERNUNION WHEN WE MAY EXPECT IT=

=H L LURIE=

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January 6, 1939

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

Dear Rabbi Silver:

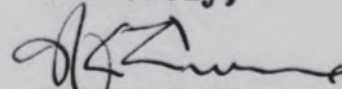
I wrote you on December 27th asking your help in getting a speaker for the Assembly at Baltimore who could most effectively present to us the general plans and objectives of the \$20 million campaign. I also wrote a similar letter to Dr. Jonah Wise. Thus far I have not had any direct suggestions and since we are getting close to our deadline, I took the matter up with Mr. Coons and Mr. Hyman. The suggestion is made that Lessing Rosenwald would be a fine choice for this task and he was approached. However, it is doubtful whether he will accept and our alternative choice is George Backer. This is for the opening session of the Assembly which will have among its other speakers Dr. Joseph Rosen, Mr. George Warren and possibly Mr. Jan Masaryk.

We are thinking of Saturday evening as a general presentation to be followed up on Sunday by two business sessions of our delegates on various aspects of the united campaign. We should like to have you and Dr. Wise help us with the discussion on Sunday afternoon on how the money is to be raised. We would like to have you serve as the chairman and we are asking Rabbi Jonah Wise to be the first speaker and to present the campaign plans in detail with specific reference to the ways in which local communities can cooperate and can receive service and help from the central campaign offices. We are asking Mr. Joseph Willen to lead off the discussion from the point of view of the plans and procedures to be worked out in the local community and then to throw the meeting open for general questions and discussion from the representatives of welfare fund cities.

Unless you inform me that this is not agreeable to you, I shall assume that we have your permission to assign this task to you in our final program to be printed next week.

With kindest regards, I am

Sincerely,


H.L. LURIE

HLL/ed

GENERAL ASSEMBLY · JANUARY 21-23, 1939 · BALTIMORE, MD.

January 9, 1939

Mr. H. L. Lurie, Executive Director
Council of Jewish Federations and Welfare Funds
165 West 46th St.
New York, N.Y.

My dear Mr. Lurie:

Let me thank you for your kind letter of January 6. I assume that by now Mr. Montor has contacted with you and told you about my attendance at the conference of the Council of Jewish Federations and Welfare Funds. I must be in my own pulpit on Sunday morning inasmuch as I shall be away from it the previous Sunday morning attending the National Conference for Palestine, in Washington.

I could take an afternoon plane which would get me in Baltimore in time for the evening meeting. If it is possible for you to shift the discussion of overseas relief from Sunday afternoon to Sunday evening, it would give me an opportunity to preside at the meeting and to participate in the discussion, if necessary.

I am glad that you will ask Rabbi Jonah Wise to speak and that Mr. Joseph Willen will lead off the discussion.

Mr. Montor wrote to me about the problem which faced you with reference to Mr. Masaryk's honorarium. The UPA is perfectly agreeable to have the United Campaign pay this honorarium of Mr. Masaryk provided the arrangement is also satisfactory to the JDC. The UPA, as such, cannot accept the responsibility for paying the honorarium itself inasmuch as it will have to pay Mr. Masaryk for his address at the Washington Conference. I am sure that Mr. Masaryk's address at the Council meeting in Baltimore will concern the whole Jewish problem overseas and his honorarium, in my judgment, would therefore be a justifiable charge on the United Campaign unless, of course, the Council of Jewish Federations can itself pay the honorarium.

Mr. Lurie

-2-

January 9, 1939

I do not know whether it would not be better not to have any presentation of the campaign purposes and goal at your opening meeting but to leave the whole subject for discussion on Sunday evening.

"ith all good wishes, permit me to remain

Most cordially yours,

ahs:bk



Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

165 West 46 Street, New York, N. Y.

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

January 10, 1939

Rabbi Abba Hillel Silver, Nat'l Chairman
The Temple
E. 105 St. at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

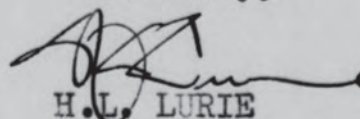
Thank you for your letter of January 9th. Since there was so little time available for program arrangements and since we had the good fortune to have Mr. Jacob Blaustein of Baltimore willing to assume responsibility for Mr. Masaryk's honorarium, we closed our arrangements with Mr. Masaryk. Mr. Blaustein hopes that the United Campaign will be willing to pay at least half of the honorarium and I have communicated your sentiments on the subject to Mr. Coons of the JDC.

The problem of switching the Sunday afternoon and evening sessions looks insurmountable. I tried out some of the people involved and find it too complicated. Mr. Montor suggests that Judge Rothenberg might serve in your place as chairman for the Sunday afternoon discussion and we could look forward to your participation later that day. The Sunday evening discussion is on the General Jewish Council and local community effort and we hope that you will feel free to participate in that discussion when you arrive. There are also other meetings on Monday including one that the JDC is planning to arrange. The refugee program and other subjects will be of interest to you.

I know how difficult it is for you to shift your own Cleveland responsibilities for these national meetings but if it is at all possible for you, I hope you can arrange to be with us in Baltimore for Saturday and Sunday as well as for the latter part of our program.

With best wishes, I am

Cordially,


H.L. LURIE

HLL/ed

GENERAL ASSEMBLY · JANUARY 21-23, 1939 · BALTIMORE, MD.

Council of Jewish Federations and Welfare Funds, Inc.

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Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

January 16, 1939

FROM: H.L.Lurie, Executive Director

TO: The Board of Directors

I am enclosing copy of agenda prepared for the meeting of the Board of Directors to be held on Saturday, January 21, at Baltimore, Southern Hotel, beginning with luncheon at 12:30 P.M.

In advance of the Assembly we have prepared several documents intended for delegates containing some background material on questions to be discussed at the Sunday sessions. These include a memorandum on Local Community Organization for the Support of Jewish Causes, A Summary of Federation and Welfare Fund Campaigns in 1938 and A Report on Community Councils. These reports are also included.

We also enclose a brief report on Council activities for the year and a draft of a set of questions that have been prepared as an aid to the discussions for the Sunday meetings.

Will you give particular attention to the item headed Questions for Discussion at General Assembly, dated January 11th. A draft of this memorandum was sent to a few members of our Board during the process of preparation and we have been asked to submit these questions to the Board of Directors for their review and approval before we undertake its distribution to the delegates.

Reports of Board committees will be made available at Baltimore at the time of the Board meeting.

AGENDA FOR THE BOARD OF DIRECTORS

Saturday, January 21, 1939 - 12:30 Luncheon
Blue Room (309) - Southern Hotel - Baltimore, Md.

- - - - -

1. Minutes of Previous Meeting - October 15,16, 1938 in Pittsburgh
2. Report on Council Activities - H.L. Lurie and G.W.Rabinoff
3. Finances and Budget for 1939
4. Committee Reports
 - a. National Agency Problems - Ira M. Younker
 - United Emergency Campaign
 - National Tuberculosis Study
 - Palestine
 - Miscellaneous Problems of Reporting and Budgeting
 - b. Council Structure - George Backer
 - c. Regional Organization - Mrs. Sieg. Herzog
5. Report of Nominating Committee - Robert Koshland
6. Revision of By-Laws - Elias Mayer and Charles Riegelma
7. Report from Board of Directors to General Assembly Business Session
8. General Assembly for 1940



January 15, 1939

The Council in 1939

Report of the Executive Director

A report on the work of the Council of Jewish Federations and Welfare Funds is essentially a statement on the development of community organization in behalf of Jewish causes and interests. The Council is devoted to the goal of organizing a community program in every city and its services are planned to serve the organizations which local communities have created. Local Jewish community organization is, in a large measure, synonymous with membership in the Council since it is only the organized communities that feel the need and have the facilities for joining other organized communities in a common program. The growth of the Council membership which at this meeting has reached a total of 150 agencies in 121 cities is therefore an approximate measure of the growth of Jewish community organization.

At the General Assembly in January 1935, the Council had a membership of 46 agencies, which included most of the established federations and welfare funds then in existence. The record of the four years which followed has been a history of rapidly developing welfare funds and community councils.

The type and character of the new local organizations that have been formed in more than 100 localities indicate clearly the nature of the Jewish community organization process which has been going on. The oldest form of community cooperation - the federation - concerns itself primarily with local charities. The newer forms that have spread so rapidly, even into the smaller communities, are largely concerned with organizing the interest and support of all Jews in the general, national and overseas causes and in finding a basis of local cooperation for dealing with general problems of Jewish adjustment whose essential character is not philanthropy but a wider basis of group activities.

Federation for local charities had developed only in the larger centers. In smaller cities, the relatively few individuals and families who needed philanthropic service did not require an extensive form of welfare organization.

Jewish citizens in such communities participated as individuals in supporting the non-sectarian community chests. As individuals and groups they also contributed to the fund raising or the activity programs of nationally or regionally organized Jewish agencies. It was the increasing importance of the national and overseas causes and their profound meaning for Jewish group life, more than their philanthropic aspects, that brought about the formation of the central financing plan usually known as "Welfare Fund." It was a similar sense of group needs which has stimulated the development of local Jewish community councils for cooperation on local problems involving all Jews.

If we were to assign approximate ratings to the stages of development reached in these various forms of organization, we could say that federations for local charities have been completed in practically all communities where the existence of organized welfare efforts makes it essential to unify such efforts into one program. With the New York Federation assuming local responsibility for the 1939 United Jewish Appeal for Refugees and Overseas Needs, central financing for national and overseas causes is reaching the final stages of organization. More than 90 percent of the entire Jewish population now has access to some form of local central fund raising effort. The foundation of welfare fund organization on a nation-wide coverage has practically been completed and the problems now are the development of standards and policies, and the extension of the local organization to deal adequately with the total tasks that should legitimately be assumed.

The Community Council is a more recent form of development, but there are indications that its basic objectives will gradually be accepted by more and more cities that are now interested in this form of organization, which enables the whole Jewish community to deal with problems of group adjustment and Jewish relationships with the general community in an organized way.

In this period of growth, the office of the Council has had a double responsibility. Its first responsibility was to focus attention upon the development of community organization in formerly unorganized communities and a considerable part of its task was therefore promotional. Its second responsibility was to develop those services which established agencies required and which were within the capacities of the staff and budget of the Council.

Unlike the federation, whose scope lies mainly within the area of the local community, the newer interests of welfare fund and of community councils are closely tied in with the aims and objectives of agencies concerned with national and overseas problems. Until the development of welfare funds and community councils, each of the many national and overseas agencies was concerned with the furthering of its own objectives and the securing of general financial interest and support for its work by its own effort. Except for this basis of support and interest, national agencies had few functions requiring organization or action within the local community. Because of this fact, there has not yet been a close integration of national agency programs with the developing stages of responsibility in local communities. The essential difference between local organization and specific nationally organized projects is that the former necessarily brings with it a joint approach on specific problems and attempts to find a working relationship between various causes operating in the same field and the totality of national and overseas activities.

The development of organized community responsibility, basic to welfare funds and community councils, is however, having an important influence upon the programs of national and overseas agencies. There have been some outstanding achievements during 1938 in this direction. The integrated character of welfare funds has again demonstrated to the major overseas and refugee agencies the possibilities for working out a united campaign which is based upon mutual relationships and agreements between the Joint Distribution Committee, the United Palestine Appeal and the National Coordinating Committee for Refugees. It is

highly probable that the most desirable form of joint cooperation would not have been achieved this year if local cooperation in financing these programs had not already been soundly established in the practices of many welfare funds. Similarly, the interests of local communities for cooperative effort in the field of the protective agencies furnished the basis upon which interested leaders took steps this year for the formation of the General Jewish Council of the American Jewish Committee, the American Jewish Congress, the B'nai B'rith and the Jewish Labor Committee. The existence of organized welfare funds and community councils does not eliminate the fundamental differences in interest and objectives that exist between parallel national and overseas agencies, but it does demonstrate the possibilities of more effective relationships as between the several causes.

The fact of organized communities and welfare funds constitutes also the basic reason for whatever progress is being made in such fields as the study of the programs of agencies dealing with the Jewish tuberculous, with the development of working relationships with the Vaad Leumi of Palestine on the traditional charitable and educational agencies in that country and on the working out of better relationships with other national and overseas agencies.

The present stage of development of the membership of the Council calls for an even greater emphasis upon regional organization during 1939. It is our belief that the steps that have been taken to organize regions with their own regional committees, conferences and field service can form the structure for the continuing program of the Council. Progress in this direction will be greatly accelerated if more funds are made available for this work and if closer cooperation can be established with the national and overseas agencies whose tasks require local contacts, regional organization and propaganda or functional tasks such as for refugees and for Jewish defense work which must be carried out on a local or district basis.

If the Council is to continue to function effectively in relation to these objectives, it must begin to solve some of the problems of its own financing, on which little progress has yet been made. The support given the Council program by several of the interested foundations has filled the gap until this year, but now the problem is increasingly the responsibility of the member agencies of the Council. Our 1939 program to be effective requires that we fill the gaps in our partially organized field service and that we secure additional funds to improve our services of information on finances and activities of national and overseas agencies that are being supported by the local communities. These tasks are of sufficient importance to the entire membership of the Council to justify the setting aside of larger percentages of the total welfare fund budgets.

The research, study and publication work of the office of the Council has been continued during the year with the guidance of the Board of Directors and special committees. During the year, the regular reporting service on local agencies and on the finances of the national and overseas agencies were continued and summaries and detailed reports were sent periodically. Specially organized studies were made for the New York, Detroit, Pittsburgh, Hartford and Atlantic City Federations, and several other studies and reports intended for ^{member} all agencies were distributed. Seven issues of the Council's periodical - NOTES AND NEWS were published. A more detailed statement on member agencies, on field service and regional conferences, on special and general studies and on publications will follow this brief review.

List of New Member Agencies - 1938

| | |
|-------------------------|---------------------------|
| Alexandria, La. - JWF | Newburgh, N.Y. - UJC |
| Bayonne, N.J. - JCC | New Haven, Conn. - JCC |
| Boston, Mass. - UJC | Petersburg, Va. - JCC |
| Bridgeport, Conn. - JCC | Philadelphia, Pa. - AJA |
| Butler, Pa. - JCC | San Jose, Calif. - JF |
| Camden, N.J. - FJC | *Sheboygan, Wisc. - FJC |
| Columbia, S.C. - JFC | Sheffield, Ala. - FC |
| Davenport, Iowa - TCC | Sioux Falls, S.D. - JWF |
| Duluth, Minn. - JF | Spokane, Wash. - JWA |
| Elgin, Ill. - JWF | Springfield, Mass. - JCC |
| Fargo, N.D. - JC | Steubenville, Ohio - JCC |
| Hartford, Conn. - JWF | Toledo, Ohio - UJF |
| Huntington, W.Va. - UJF | Toronto, Canada - UJWF |
| Jackson, Mich., - JF | *Vicksburg, Miss. - JWF |
| Johnstown, Pa. - UJA | Warren, Ohio - JF |
| Kansas City, Mo. - UJC | Watertown, N.Y. - JFC |
| *Miami, Fla. - JF | Winnipeg, Canada - FJS |
| *Middletown, N.Y. - UJA | Winston-Salem, N.C. - JCC |
| Milwaukee, Wisc. - UJF | |



* Provisional Members

January 11, 1939

QUESTIONS FOR DISCUSSION AT GENERAL ASSEMBLY

Sessions on Sunday, January 22, 1939

I. What policies can welfare funds establish on inclusion of overseas, national and regional services? (Questions are raised in the report prepared by Mrs. Dora Ehrlich.)

II. Special problems growing out of the needs of greatly increased goals for overseas and refugee work:

1. Establishment of Local Quotas. The United Appeal will assign quotas on the basis of previous experience and the total needed. What relationships between the local welfare fund and the national campaign offices will assure the setting of a quota that expresses maximum local possibilities?

2. Problems of Budgeting. In view of the increased quotas, what special local budgeting policies need to be applied to national agencies, to overseas agencies not covered by the United Appeal and to new agencies not previously included in welfare funds?

3. Local Welfare Responsibilities. What special policies need to be established concerning budgeting of local welfare work, including both Jewish and non-sectarian chest supported activities?

III. Regional Organization

1. What assistance on campaigns, on speakers and fund raising methods do welfare funds require? Can these be secured from national campaign offices?

2. How can the field services and regional organization of the Council be geared into the plans for the United Campaign and the regional activities of their constituent agencies, in order to achieve maximum results?

IV. Organization of Campaigns

1. What new methods for raising the level of giving are called for this year? What special efforts can be made locally, regionally and nationally to achieve the new levels of contribution required this year?

2. What changes or what special practices in the development of local leadership are required by the 1939 campaigns?

3. How can wider participation of giving be achieved for this year's campaign?

4. What are the relative merits of a single campaign including the emergency drive for overseas and refugee work, as compared with separate campaigns, one for the emergency drive and the other for the balance of appeals ordinarily included in the local welfare fund?

5. What are this year's special considerations regarding the timing and the dates for local welfare funds in relation to national campaigns, local and regional fund raising for community chests, federations and other essential causes?

6. What policies should be developed concerning participation and appeals to non-Jewish givers for the 1939 campaigns?

7. What are the special policies concerning publicity in relation to the Jewish community and to the general community?

V. Local Community Councils and Civic-Protective Work

1. What is the attitude of the General Jewish Council and of its constituent agencies regarding aspects of their work that require local functioning and local cooperation?

2. What has been the experience of local community councils in the field of civic-protective work? What is the most desirable basis of relationship with the General Jewish Council and its constituent agencies?

3. What methods of cooperation with the national program should be developed with established local community councils?

4. What type of organization and methods of cooperation need to be developed in communities that have not established local community councils?

5. If there is need for accelerating the development of local community councils, what steps should be taken to facilitate their establishment and growth and under what auspices?

January 17, 1939

LOCAL COMMUNITY ORGANIZATION FOR THE
SUPPORT OF JEWISH CAUSES

Prepared for Discussion at General
Assembly, Baltimore, Jan. 22, 1939

A Summary of Major Trends 1925-1939

The last few years have shown a radical change in the process through which important national services and major overseas appeals secure financial support for their work. Before the year 1925, local organizations limited their central financing to local welfare services, and in the majority of cities operated as a part of non-sectarian "Community Chests." Jewish national and overseas agencies raised their funds through drives and campaigns, using whatever local individual and group cooperation they could enlist through their own separate efforts. Wide-spread community cooperation or local organization for these appeals was either not available or was of a fragmentary character or represented a separate effort in behalf of a specific agency.

In 1925 several of the larger cities pioneered in organizing community-wide cooperation and joint fund raising methods for national and overseas causes. (Some smaller communities had previously disbursed funds set up jointly for local causes and national appeals.) These pioneer efforts became known as welfare funds, proved their stability and gradually other cities adopted their methods. Within the last five years, the welfare fund movement has spread rapidly throughout the country. Today, with the New York Federation planning its joint effort for the major overseas and refugee relief programs, close to 90 percent of the Jewish population in this country contributes funds to at least a part of the list of major causes through permanent local organization. Many of the welfare funds include in one local budget practically all of the important and many of the lesser agencies that appeal regularly for general support. Thus, organized local communities have assumed a large share of the task of money raising, obviating to a degree the necessity for separate drives, campaigns, solicitors and the other parallel and costly methods of nationally conducted fund raising campaigns. The continuance of this

system promises to change radically the established methods of fund raising previously employed and to bring into this field new methods resembling the practices of local federations and community chests. A few tables are given to illustrate the developments that have taken place in the function of joint money raising.

Table I. illustrates the rate of development of organized community fund raising. First developments were in the field of local federations; in the last few years the rapid growth has been in welfare funds for national and overseas causes.

Table I. Growth of Central Communal Agencies
(Federations and Welfare Funds)
for the financing of local and non-local needs,
1896 -- 1938*

| <u>Year Established</u> | <u>No. of Organizations According to their Fund Raising Purpose</u> | | | |
|--|---|--|--|--------------|
| | <u>Primarily for local needs</u> | <u>Mainly for non-local causes</u> | <u>Combined local and non-local causes</u> | <u>Total</u> |
| 1896 - 1900 | 6 | - | - | 6 |
| 1901 - 1914 | 22 | - | 4 | 26 |
| 1915 - 1924 | 22 | - | 11 | 33 |
| 1925 - 1930 | 5 | 11 | 8 | 24 |
| 1931 - 1934 | 1 | 23 | 4 | 28 |
| 1935 - 1938 | - | 81 | 16 | 97 |
| Established since 1931, exact date of organization unknown | 1 | 6 | - | 7 |
| | 57 | 121 | 43 | 221 |

* This table understates the total development since it includes only joint fund raising agencies that report to the Council of Jewish Federations and Welfare Funds, and therefore excludes many small communities that do not report.

Jewish Population Reached by Central Agencies

Since the 1939 overseas and refugee campaign to be undertaken in New York and Brooklyn with the cooperation of the Business Men's Council of the Federations represents one of the types of welfare fund, joint financing of non-local appeals through an organized local agency may be said to cover practically the entire

Jewish population of the United States. At the present time, 41 of the 44 cities with an estimated Jewish population of 10,000 or over have some form of local welfare or joint appeal organization.

A fairly high degree of welfare fund organization has been achieved in cities that have estimated Jewish populations of between 2,500 and 10,000. There are 65 cities in this group and 38 of them have organized welfare funds for national and overseas needs.

The welfare fund movement has also spread to cities of smaller population. In 59 cities out of 204 that have Jewish populations estimated between 500 and 2,500, a welfare fund organization has been achieved.

It is significant that central financing for groups of national and overseas agencies is applicable not only to the cities of sizable Jewish populations, but can be equally adapted to very small Jewish communities. In fact several had joint funds even before 1925. We have reports of 42 cities with Jewish populations of less than 500 individuals that have found it feasible to organize their contributions through joint fund raising methods.

There is a greater degree of coverage of the smaller and intermediate communities than is indicated in the following table. Several of the welfare funds located in the larger cities include in their territory the Jewish populations of the surrounding area, including smaller adjacent cities. One state (Oregon) has developed a state welfare fund to cover all Jewish population in the state and similar state organizations are under consideration in several other states at the present time.

Table II. Number of Jewish Communities in the United States Having Central Agencies (Federations and Welfare Funds) For the Support of Non-Local Causes, By Size, of Jewish Population*

| Size of Jewish Population | Total Number of Communities | Total Jewish Population | Communities organized for support of non-local causes | |
|---------------------------|-----------------------------|-------------------------|---|-------------------|
| | | | No. of Communities | Jewish Population |
| Over 100,000** | 3 | 2,360,000 | 3 | 2,360,000 |
| 25,000 - 100,000 | 11 | 638,000 | 11 | 638,000 |
| 10,000 - 25,000 | 30 | 455,210 | 27 | 404,210 |
| 5,000 - 10,000 | 31 | 214,100 | 18 | 132,100 |
| 2,500 - 5,000 | 35 | 118,525 | 20 | 63,495 |
| 500 - 2,500 | 204 | 211,955 | 100*** | 78,223 |
| Total | 314 | 3,997,790 | 179 | 3,676,028 |

* Based on American Jewish Committee Jewish population data as of 1927.

** New York and Brooklyn considered as one community.

*** Includes 42 communities with a Jewish population of less than 500. These communities comprise a total Jewish population of 10,643.

How Much Money Do Welfare Funds Raise

Complete data on the sums raised by welfare funds throughout the country are not available. Not all of the welfare funds have the office organization necessary for continuous reporting. There are many joint appeals and central funds in small communities that do not report regularly to the Council. Since the number of welfare funds is increasing, each succeeding year shows a larger total raised through the welfare fund method. In addition, the organized agencies from year to year have shown increased funds secured in response to new goals and new appeals for important causes overseas and in this country, shown in Table III.

Table III. Amounts Raised by Welfare Funds and Joint Appeals
1934 - 1938. (Based on reports submitted to the CJFWF)

| Year | No. of Welfare Funds Reporting | Amount Raised |
|------|-----------------------------------|---------------|
| 1934 | 18 | \$ 1,019,601 |
| 1935 | 34 | 1,524,622 |
| 1936 | 87 | 3,698,952 |
| 1937 | 143 | 5,167,230 |
| 1938 | 152 | 6,930,747 |

With the need for increased funds for important overseas and refugee work, 1939 will show a much larger total of funds secured through the welfare fund method.

Inclusion of Different Agencies in Welfare Funds

Though a large number of American cities have developed the welfare fund form of organization, the coverage of agencies and causes in the different welfare funds varies. Some of the welfare funds are limited to joint appeals for a few large agencies, some extend their interest only to overseas relief, while others include national agencies engaged in the protective services and those dealing with refugee and immigrant relief. A number of welfare funds attempt to include in one campaign all of the causes that are presumed to have a legitimate claim upon the local community for support, but some of these exclude religious organizations and those dealing with specific cultural programs. Occasionally the basis of selection is not related to specific functions but represents rather the degree and character of local interest, the type of contacts previously established between individuals and groups in the community and particular national and overseas agencies. (See report on Welfare Fund Practices

prepared by Mrs. Dora Ehrlich of Detroit, based on material submitted to the Council of Jewish Federations and Welfare Funds.)

Illustrative of these points is the experience of the 60 welfare funds which have thus far reported their 1938 budgets. These 60 welfare funds included in 1938 a total of 1,688 allotments to 322 agencies, of which 214 were local, 28 regional, 59 national and 21 overseas. There was an average of 28 agencies to each welfare fund. The number of actual inclusions varied from several welfare funds with a minimum of four beneficiaries to one which contributed to 52.

Table IV. Number of Beneficiary Agencies Included by
60 Welfare Funds in 1938.

| <u>No. of Welfare Funds</u> | <u>No. of Beneficiary Agencies Included</u> |
|-----------------------------|---|
| 2 | Less than 10 |
| 13 | 10 - 20 |
| 22 | 21 - 30 |
| 14 | 31 - 40 |
| 8 | 41 - 50 |
| 1 | 52 |
| 60 | Median Number - 28 Agencies |

How the Funds are Disbursed

While the establishment of welfare funds was mainly stimulated by the desire to organize local central fund raising for national and overseas appeals, some local needs were also included in welfare funds. Non-sectarian community chests generally limit their list of beneficiaries to local social service agencies. These restrictions exclude from chest support such local activities as Jewish education, Jewish cultural activities and other essential Jewish community services. Funds derived from the local welfare fund, therefore, are frequently allocated to these, as well as to newer developments of local refugee work and local expenditures for civic-protective services. In the following table we have included only the welfare funds that are primarily concerned with national and overseas agencies and excluded federations financed through the community chest or separate campaigns. We believe the group represents an approximate sample of welfare funds, except for the largest cities.

Table V. Percentage Distribution of Welfare Fund Disbursements to Local, Regional, National and Overseas Agencies, 1934 - 1937. (Based on the experience of 16 Welfare Funds* reporting continuously for these years.)

Total disbursed in given year equals 100.0

| Year | Total Disbursed | Total Local and Non-Local | Local | Non - Local | | | |
|------|-----------------------------------|---------------------------|-------|-------------|----------|----------|----------|
| | | | | Total | Regional | National | Overseas |
| 1934 | \$2,468,062 798,910 | 100.0 | 31.0 | 68.9 | 2.9 | 19.1 | 46.9 |
| 1935 | 2,512,419 918,678 | 100.0 | 32.5 | 67.5 | 2.6 | 18.8 | 46.1 |
| 1936 | 2,796,424 1,280,658 | 100.0 | 29.1 | 70.9 | 1.8 | 15.2 | 53.9 |
| 1937 | 3,141,518 1,537,467 | 100.0 | 28.7 | 71.3 | 1.4 | 14.6 | 55.3 |

* Cincinnati, Cleveland, Columbus, Dallas, Des Moines, Detroit, Indianapolis, Kansas City, Memphis, Montgomery, Oakland, Omaha, San Antonio, San Francisco, St. Louis, Syracuse.

Early reports on 1938 budgets indicate a continuing trend to distribute a larger proportion of total funds to overseas work.

Trends in Welfare Fund Distribution

Questions have frequently been asked concerning practices of welfare funds in relation to the variety of causes that make appeals to local communities. In recent years there has been considerable variation in the needs and scope of the national and overseas agencies. It is therefore pertinent to inquire what changes have taken place in the allocation of funds made by welfare funds that have been in existence for several years. In general, the welfare funds have adapted themselves to the changing needs.

Table VI. shows that welfare funds have practically doubled their available resources between 1934 and 1937, and that their allocations have favored the overseas causes. Preliminary figures for 1938 show acceleration of these trends.

Table VI. Trend in Welfare Fund Disbursements and in Proportion Disbursed to Local, Regional, National and Overseas Agencies, 1934 - 1937 (Based on experience of 16 Welfare Funds.)

Index-1934 = 100.

| Year | Total Disbursed | Total Local and Non-Local | Total Local* | Non - Local | | | |
|------|---|---------------------------|--------------|-------------|----------|----------|----------|
| | | | | Total | Regional | National | Overseas |
| 1934 | \$2,468,062 ^{798,910} | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| 1935 | 2,512,419 ^{918,678} | 115.0 | 120.3 | 112.6 | 101.6 | 113.2 | 113.1 |
| 1936 | 2,796,424 ^{1,280,658} | 160.4 | 150.5 | 164.9 | 97.9 | 127.6 | 184.2 |
| 1937 | 3,141,518 ^{1,537,467} | 192.7 | 177.7 | 199.5 | 94.1 | 148.0 | 226.9 |

* Increase in total appropriation to local agencies is due mainly to marked increases to Jewish Education, (St. Louis, Cleveland, Minneapolis, San Francisco) appropriations for Refugee work (in 1936 and 1937), inclusion of YMHA (in St. Louis), vocational guidance (San Francisco and Oakland), financing of Community Councils (Detroit and Cleveland) and appropriation for community studies (Jewish Education in San Francisco).

Table VII., following, analyzes further the trend in appropriations by the same 16 welfare funds to national and overseas activities. Attention is called to the more rapid increase in funds allocated for overseas as compared with funds used for national causes. Among the national organizations, the civic-protective programs and agencies dealing with immigration and refugees show marked gains.

Table VII. Trend in the Distribution of Welfare Fund Disbursements to National and Overseas Agencies, 1934 - 1937, by Fields of Service. (Based on the experience of 16 cities.)
1934 = 100.0

| Total Amount Disbursed | | 1934 | 1934 | 1935 | 1936 | 1937 |
|------------------------|-----------|-----------|-----------|-----------|-------------|------|
| Total Disbursements | | | | | | |
| National & Overseas | \$523,988 | \$523,988 | \$591,024 | \$877,088 | \$1,063,385 | |
| Causes | | | | | | |
| Index Number | | 100.0 | 112.8 | 167.4 | 202.9 | |
| Total National | 148,810 | 100.0 | 112.1 | 125.1 | 142.5 | |
| Health and Welfare | 69,528 | 100.0 | 104.3 | 109.7 | 117.1 | |
| Immigration and | | | | | | |
| Refugee Aid | 11,848 | 100.0 | 155.2 | 151.1 | 168.9 | |
| Civic-Protective | 16,777 | 100.0 | 130.5 | 177.0 | 277.8 | |
| Educational-Cultural | 42,431 | 100.0 | 106.2 | 124.8 | 128.3 | |
| Seminaries & Congre- | | | | | | |
| gation Associations | 8,226 | 100.0 | 109.5 | 112.9 | 115.8 | |
| Overseas | 362,645 | 100.0 | 112.9 | 186.4 | 230.0 | |
| Miscellaneous European | | | | | | |
| and Palestinian | | | | | | |
| Charitable and Educa- | | | | | | |
| tional Institutions | 12,533 | 100.0 | 117.7 | 119.5 | 137.9 | |

The increasingly important role which federations and welfare funds are playing in the financing of national and overseas services is further demonstrated by the figures given in Table VIII., (derived from "National and Overseas Agencies Participating in Welfare Funds," October 1938).

Table VIII. Total Contribution Income of National and Overseas Agencies and Proportion Received from Federations, Welfare Funds and Community Chests, 1936-1937, by Fields of Service.

| Field | 1936 Contribution Income | | 1937 Contribution Income | |
|--|--------------------------|---|--------------------------|---|
| | Total | Received from Feds. & Welfare Funds & Com- munity Chests | Total | Received from Feds. & Welfare Funds & Com- munity Chests |
| I. Agencies for Relief & Reconstruction & Cultural Develop- ment Overseas | | | | |
| In Palestine | \$2,065,128 | \$ 421,256 | \$2,191,958 | \$ 452,743 |
| In Europe and Elsewhere | 2,641,478 | 965,114 | 3,388,113 | 1,343,078 |
| Total | 4,706,606 | 1,386,370 | 5,580,071 | 1,795,821 |
| II. Agencies Working in the U.S. Rendering Service to Immigrants | | | | |
| | 229,038 | 36,525 | 716,159 | 52,142 |
| Civic-Protective Agencies | 117,828 | 26,743 | 138,928 | 51,536 |
| National Health and Welfare Agencies | 995,664 | 213,507 | 1,099,715 | 247,017 |
| Agencies for Educa- tional and Cultural Development | | | | |
| General | 221,959 | 87,096 | 230,718 | 113,686 |
| Vocational and Professional Schools | 96,591 | 32,138 | 93,272 | 39,409 |
| Total | 318,550 | 119,234 | 323,990 | 153,095 |
| Agencies for Research and Coordination of Communal Work | 101,733 | 35,682 | 117,471 | 45,957 |
| GRAND TOTAL | \$6,469,419 | \$1,818,111 | \$7,976,334 | \$2,345,568 |

In absolute terms, the allotments of the federations and welfare funds to the 25 national and overseas agencies increased from \$1,818,111 in 1936 to \$2,345,568 in 1937, an increase of 29%. In relation to the total contribution income of these agencies, the federation appropriations rose from 28.1% in 1936 to 29.4% in 1937. For the agencies working overseas, particularly in Europe, the figures show both an absolute increase in income, and an increase in income from federations between the two years (36.5% to 39.6%).

Trends in Local Federation Disbursements

It is of interest to compare trends in welfare fund appropriations to trends in local federations that raise their own funds and those that secure their support through the non-sectarian community chests. Analysis of data on which Table IX is based show that expenditures for specific philanthropic work financed through federations and community chests have remained stationary or have declined since 1934 in some cities and have increased in several others. The New York and Brooklyn Federations increased their local expenditures by 41.5% during these four years. Of the other 32 federations that have reported continuously, 13 show 13.5% decrease from 1934 to 1937, while 19 registered increases averaging 12.6%. The corresponding information for 1938 is not yet available.

Table IX. Trend in Federation Disbursements to Local Agencies, by Fields of Service, 1934 - 1937. (Based on experience of 34 Federations Financed through Community Chests or through Direct Appeals to the Jewish Community.)
Index - 1934 = 100.

| Year | Total Disbursements | Total Disbursements to Local Agencies | Family Service & General Dependency | Child Welfare | Economic Adjustment Service | Health Service | Cultural-Recreational |
|------|---------------------|---------------------------------------|-------------------------------------|---------------|-----------------------------|----------------|-----------------------|
| 1934 | \$ 8,497,828 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| 1935 | 8,512,227 | 100.1 | 95.9 | 110.2 | 108.1 | 100.8 | 95.8 |
| 1936 | 8,919,010 | 104.8 | 99.4 | 115.0 | 121.2 | 105.2 | 101.9 |
| 1937 | 10,030,656 | 118.0 | 111.9 | 119.1 | 134.8 | 126.7 | 109.6 |

Distribution of Total Community Resources

Analysis of the trend in the utilization of total community resources, whether derived from community chest, federation or welfare fund (Table X) corroborates the evidence of the preceding data, namely, that between 1934 and 1937, total community resources have increased, appropriations for local services have remained practically stationary, while non-local allotments have almost doubled.

Table X. Trend in Combined Federation and Welfare Fund Disbursements and in Proportion Disbursed to Local and Non-Local Agencies, 1934-1937. (Based on experience of 16 cities in which local services are financed through the Community Chest and non-local causes through the Welfare Funds.)

Index-1934 = 100.

| Year | Total Income* | Disbursements | |
|------|---------------|---------------|-----------|
| | | Local | Non-Local |
| 1934 | 100.0 | 100.0 | 100.0 |
| 1935 | 101.8 | 99.0 | 111.1 |
| 1936 | 113.3 | 98.9 | 160.8 |
| 1937 | 127.3 | 106.7 | 195.0 |

* In 1934, 76.7% of this income was assigned to local work, with gradual decreases during the succeeding years, to 64.3% in 1937. The non-local figures correspondingly rose from 23.3% in 1934 to 35.7% in 1937.

1/15/39

FEDERATION AND WELFARE FUND CAMPAIGNS IN 1938

Prepared for Discussion at General Assembly, Baltimore, January 21, 22 and 23, 1939

More welfare funds, higher campaign goals and substantial increases in amounts raised above the set goals characterize the results of organized Jewish community efforts for the support of Jewish national and overseas needs in 1938.

Campaigns for local and non-local needs were held in 1938 in at least 165 cities. Returns from 157 communities show a total raised of \$8,296,422. More complete returns (including the New York and Chicago Federation campaigns) will probably bring up the total to about \$14,715,000. In 1937, reports from 151 communities showed a total raised of \$13,252,000.

Increases in amounts raised were especially marked in the campaigns for national and overseas needs. In 1937, 131 such campaigns reported a total raised of \$5,173,256. In 1938 these same cities raised \$6,956,422, an increase of 27.2 percent.

Several of the 1938 campaigns doubled or even trebled the results of last year. In Philadelphia, a reorganized Allied Jewish Appeal raised \$729,500, almost three times as much as was netted by the limited 1937 United Appeal, (\$258,000). Four New York State cities show large gains: Rochester, from \$54,500 in 1937 to \$108,122 in 1938; Schenectady from \$7,500 to \$29,000; Troy from \$8,500 to \$26,000, and Poughkeepsie from \$3,300 to \$7,500. In New Jersey, Bayonne in a reorganized United Appeal raised \$27,000 in 1938 as against \$5,000 in 1937. In the East Central Region, campaign contributions rose in Cincinnati from \$179,044 to \$285,000; in Huntington, W. Va., from \$5,200 to \$12,000; in Johnstown, Pa. from \$5,200 to \$10,000 and in Williamsport from \$3,250 to \$11,250.

Especially favorable results have been achieved in the Fall campaigns, due in part to an upturn in business conditions in some parts of the country, but primarily to a greater awareness of pressing overseas needs.

Complete returns from 90 campaigns held in the Spring of 1938 show a total goal of \$4,476,742 and a total raised of \$4,415,787 - 1.4 percent less than the goal set. Six of these cities, however, held emergency campaigns later in the year, thus equalizing goals and amounts raised.

In the Fall, 44 campaigns announced goals of \$3,113,126, but exceeded this figure by \$385,838 - 12.4 percent above the goal.

RESULTS OF JEWISH FEDERATION, WELFARE FUND AND JOINT CAMPAIGNS
As of January 12, 1939

(Note: Unless otherwise indicated, the campaigns listed were mainly for non-local needs and included national as well as overseas organizations.)

| | 1937 | | 1938 | | |
|-------------------------|------------------|----------------------|-----------|-----------------------------|--|
| | Amount Raised | Amount Raised | Goal | No. of Contri- butors | Remarks |
| <u>Central Atlantic</u> | | | | | |
| Allentown, UC | \$ 8,544 | \$(11,744 (2,200 | NR | 553 | Emer. appeal for JDC |
| *Atlantic City, FJC | 39,625 | 50,776 | \$ 39,650 | 1,790 | Local and Non-local |
| *Baltimore, AJC | 528,818 | 565,000 | 555,000 | 9,774 | Local only |
| Bethlehem, UJA | NR | 3,000 | NR | NR | |
| *Camden, FJC | 12,205 | 13,000# | 20,000 | NR | Exclusive of JDC-UPA |
| Easton, UJA | 1,500 | 2,000# | NR | NR | |
| Harrisburg, UJC | 22,191 | 42,500 | 34,259 | 1,029 | 1st campaign for lo- cal & non-local causes |
| Lancaster, UJA | 3,500 | (6,700 (1,000 | | | Emer. for Refugees |
| Norfolk, UJA | NR | 12,900 | 12,000 | NR | |
| *Philadelphia, AJA | 258,680 | 729,493 | 500,000 | 33,251 | Reorganized 1938 |
| *Pottsville, UJA | 5,000 | NR | 3,500 | | |
| Reading, UJC | 11,200 | 13,000# | 15,000 | NR | |
| Richmond, JCC | 35,500 | 54,204 | 50,000 | 1,700 | |
| Scranton, UJC | 15,051 | 21,000 | 20,000 | NR | |
| Trenton, JF | 13,218 | 26,320 | 22,500 | 1,400 | Chest supports local work since 1937 |
| Washington, UJA | 82,515 | 110,629 | 100,000 | 4,659 | Extended in 1938 1-1-38 to 3-30-39 |
| *Wilkes-Barre, WVJC | 20,821 | | | | |
| *Williamsport, FJC | 3,250 | 11,250 | 5,000 | NR | |
| *Wilmington, JF | 38,228 | 53,700 | 45,000 | 1,080 | Local & Non-local |
| York, JOC | 1,650 | 1,600 | 2,000 | 145 | Local & Non-local except JDC-UPA |
| York, UJA | 3,750 | 6,500 | NR | NR | JDC and UPA |
| <u>East Central</u> | | | | | |
| Akron, JWF | 30,468 | 34,731 | 37,500 | 959 | |
| *Altoona, FJP | NR | 10,000 | NR | 280 | Figures approximate |
| *Bellaire, O., JWC | 900 | 2,500 | 2,500 | 120 | |
| Butler, Pa., JCC | 2,200 | NR | NR | NR | |
| Canton, JWF | 20,389 | 21,464 | 21,550 | 726 | |
| *Cincinnati, JWF | 179,040 | 285,246 | 231,795 | 4,427 | |
| Cleveland, JWF | 291,785 | 343,908 | 328,000 | 13,419 | |
| Columbus, UJF | 47,811 | 55,600 | 52,000 | 715 | |

* Fall Campaign, others were conducted in Spring
Returns Incomplete
NR Not Reported

| | 1937 | | 1938 | | |
|-------------------------------|-----------|-----------|--------------|--------|--|
| | Amount | Amount | No. of | | |
| | Raised | Raised | Contributors | | Remarks |
| <u>East Central (Cont'd.)</u> | | | | | |
| *Dayton, UJC | \$ 35,200 | \$ 46,000 | \$ 37,500 | NR | |
| Detroit, AJC | 350,690 | 390,732 | 390,700 | 13,374 | |
| Erie, JWF | 6,562** | 12,200 | 11,000 | 533 | ** - Fall of 1936. |
| *Evansville, JCC | 9,869 | 10,550 | 12,000 | NR | |
| *Flint, FJC | 11,000 | | | | Campaign January 1939 |
| Fort Wayne, JWF | 21,133 | 20,273 | NR | NR | |
| *Huntington, UJF | 5,600 | 12,047 | 7,500 | 240 | |
| Indianapolis, JWF | 62,761 | 73,601 | 80,340 | 2,050 | |
| *Jackson, Mich., JF | 1,550 | NR | NR | NR | Local & Non-local |
| *Johnstown, UJA | 6,000 | 20,000 | 10,000 | 30 | Figures approximate |
| Lafayette, FJC | 3,188 | 4,221 | NR | NR | |
| *Lansing, UJA | | 2,000 | NR | NR | JDC and UPA only |
| Lexington, FJC | (1,390 | 1,037# | 1,400 | NR | Exclusive of JDC & UPA |
| *Lexington, UJA | (5,210 | 11,800 | | | JDC and UPA |
| Lima, AJC | NR | 5,000 | - | 75 | Local & Non-local |
| Lorain, JWF | 1,410 | 2,932 | 3,000 | 148 | |
| *Louisville, UJC | 43,910 | | | | Campaign January 1939 |
| *Marion, FJC | NR | NR | 2,000 | NR | |
| *Michigan City, JWF | 1,450 | | 2,000 | | |
| Muncie, JWF | - | 3,000 | 2,500 | 56 | First campaign |
| *New Castle | | 5,000# | NR | NR | Returns incomplete |
| Pittsburgh, UJF | 208,200 | 225,189 | 225,000 | 3,659 | |
| *Portsmouth, JW | NR | NR | 1,000 | NR | |
| *Sandusky, AJC | | 7,000 | | | |
| *Sharon, UJA | 3,500 | 6,850 | 5,000 | 346 | JDC and UPA |
| *South Bend, JWF | 15,375 | NR | NR | NR | |
| *Springfield, UJWF | 2,720 | 5,250 | 3,000 | 35 | |
| *Steubenville, JCC | | 7,800 | 7,500 | NR | First campaign |
| *Toledo, UJF | 41,725 | 73,300# | 50,000 | 2,100# | |
| *Uniontown, UJA | 2,440 | 4,000 | 3,500 | 243 | Extended 1938 |
| *Warren, JF | 3,400 | 12,050 | 7,500 | 129 | Extended 1938 |
| Wheeling, JCC | 1,507 | 1,500 | 2,000 | 92 | National agencies |
| *Wheeling, JCC | 2,000 | 4,300 | 5,100 | 178 | Overseas agencies; re- turns incomplete |
| *Youngstown, JF | 52,000 | 64,500 | 57,000 | NR | |
| <u>Metropolitan Chicago</u> | | | | | |
| Chicago, JC | 1,009,256 | NR | NR | NR | Local only |
| Chicago, JWF | 753,520a | 588,447b | 750,000 | 8,784 | a-Covers 1936 and part of 1937; b-Covers 1937 and part of 1938 |

| | 1937 | | | 1938 | |
|---------------------------------|-----------|-----------|-----------|--------------|----------------------------------|
| | Amount | Amount | Goal | No. of | Remarks |
| | Raised | Raised | | Contributors | |
| <u>Metropolitan New York</u> | | | | | |
| *Bayonne, UJA | \$ 5,000 | \$ 27,000 | \$ 15,000 | 2,200 | Reorganized and extended in 1938 |
| Elizabeth, JC | 2,600 | 5,500 | 5,000 | 300 | |
| Hoboken | 1,550 | NR | NR | NR | JDC and UPA |
| Jersey City, UJA | 9,000 | 14,500 | 15,000 | 1,096 | Figures approximate |
| *Morristown. | 1,300 | 3,048 | 3,000 | 206 | |
| New Brunswick, UJC | 1,004 | 3,380 | 5,000 | 474 | |
| *New York, FSJPS and Bklyn. FJC | 5,817,103 | NR | 6,250,000 | NR | Local only |
| Newark, UJA | 71,000 | 103,465 | 100,000 | 8,080 | |
| Passaic, JCC & C | 16,958 | 18,000 | 25,000 | NR | JDC and UPA |
| Perth Amboy, UJA | 6,000 | 8,016# | 10,000 | NR | Returns incomplete |
| Plainfield, CJO | 2,850 | 5,530 | 5,000 | 315 | Includes \$500 emer. campaign |
| <u>New England</u> | | | | | |
| *Boston, AJP | 567,458 | 615,000 | 600,000 | 16,000 | Local only |
| Boston, UJC | 121,879 | 176,964 | a | 10,494 | a-No goal set; non-local |
| Bridgeport, JCC | 10,500 | 11,000 | 15,000 | 629 | |
| Fall River, JCC | NR | 5,000 | 5,000 | NR | |
| Hartford, JWF | - | 53,892 | 44,679 | 2,467 | First campaign |
| New Haven, UJA | 25,000 | 33,000 | 25,000 | NR | JDC and UPA |
| Portland, UJA | 5,002 | 7,745 | 7,500 | NR | |
| Springfield, JWF | 6,500 | 18,278 | 12,000 | 1,000 | Reorganized 1938 |
| Stamford, UJA | 2,800 | (5,575 | 5,000 | 540 | |
| | | (600 | | | Emer. for refugees |
| Worcester, UJC | 14,200 | 22,000# | 30,000 | NR | Returns incomplete |
| <u>Southeastern</u> | | | | | |
| *Alexandria, JWF | - | 4,129 | 3,000 | 169 | First campaign |
| *Asheville, FJC | | | | | |
| Atlanta, JWF | 52,668 | 68,745 | 61,000 | 2,226 | |
| *Birmingham, UJF | 30,219 | | 35,000 | | Campaign January 1939 |
| *Charlotte, JRS | NR | 5,000 | 5,000 | NR | |
| *Chattanooga, JWF | 11,000 | 14,000# | 20,000 | NR | Returns incomplete |
| Cleveland, Miss., CJD | NR | NR | 1,200 | NR | |
| Columbia, S.C., JFC | 1,500 | 1,500 | 1,500 | 70 | Non-local except JDC-UEA |
| *Columbia, S.C., JFC | 3,500 | NR | NR | NR | JDC and UPA |
| *Fort Smith, JCF | NR | NR | 1,000 | NR | |
| Gadsen, JFC | 651 | 1,000 | 800-1000 | NR | |
| Helena, FJC | 816 | 858 | - | 40 | |
| Jackson, Miss., JCF | 2,000 | 1,800 | 2,000 | 40 | |
| Jacksonville, JCC | 5,263 | 11,000 | 15,000 | 265 | |
| *Memphis, JWF | 35,484 | (44,512 | 50,000 | 1,341 | |
| | | (18,390 | | | Emer. for refugees |

| | 1937 | | | 1938 | |
|---------------------------------------|-----------|--------------------|-----------|--------------|--|
| | Amount | Amount | Goal | No. of | Remarks |
| | Raised | Raised | | Contributors | |
| <u>Southeastern (Cont'd.)</u> | | | | | |
| Miami, GMFJWF | - | | \$ 65,150 | | 1st camp. January 1939 |
| Monroe, UJC | - | \$ 5,200 | 5,200 | 200 | First campaign |
| *Montgomery, JF | \$ 11,397 | 15,500 | 18,000 | 510 | |
| Nashville, JCC | 18,568 | 23,500 | 25,000 | 935 | |
| New Orleans, JWF | 54,007 | 60,110 | 59,000 | 1,675 | |
| Selma, JWF | 3,200 | 4,357 | 4,000 | NR | |
| *Sheffield, FC | 1,250 | 2,250 | 1,800 | 44 | |
| Shreveport, UJC | NR | NR | 12,000 | NR | |
| *Vicksburg, JWF | 3,194 | 3,570 | 3,500 | 160 | |
| *Winston-Salem, JCC | 4,300 | 6,300 | 6,000 | 110 | |
| <u>Southwestern</u> | | | | | |
| Corpus Christi, UJC | - | 11,000 | - | 150 | Reorganized 1938 |
| Corsicana, JWF | 2,332 | 3,606 | 3,500 | 64 | |
| *Dallas, JFSS | 64,371 | 90,400# | 93,175 | 1,470# | Local and non-local; Returns incomplete |
| El Paso, AD | 6,470 | 10,424 | NR | 288 | |
| Fort Worth, JF | 12,201 | 14,500 | 14,000 | 167 | |
| Galveston, UJWA | NR | NR | NR | | |
| Houston, UJC | 42,138 | 52,816 | 60,000 | 1,581 | |
| *Houston | | 32,871# | 20,000 | 261 | Figures incomplete |
| Port Arthur, FJC | 1,310 | 2,000 | 2,000 | NR | |
| *San Antonio, JSSF | 29,431 | 30,608 | 45,000 | 634 | Local and non-local |
| *Tulsa, CC | - | NR | 30,000 | NR | First campaign |
| Tyler, FJC | 5,500 | NR | 6,000 | NR | |
| Waco, JFC | 3,200 | 3,650 | 4,100 | 164 | |
| Waco, UJA | 5,400 | 10,369 | 10,000 | | Includes \$600 emer. camp. |
| <u>Upstate New York & Ontario</u> | | | | | |
| Binghamton, UJA | 5,000 | 10,000 | 9,000 | NR | |
| *Buffalo, JFSS | 156,000 | 160,000 | 174,606 | (4,000 | Local only; figures app. |
| *Buffalo, UJA | 41,000 | 64,000 | 63,650 | | Figures approximate |
| Ithaca | NR | 2,500 | 2,000 | NR | |
| Middletown, UJA | 1,150 | 2,900 | 2,500 | NR | |
| *Newburgh, UJC | 4,800 | 5,800# | 7,500 | NR | Returns incomplete |
| *Newburgh | | 3,500 | | | Emer. for refugees |
| Niagara Falls, JF | 4,109 | 5,030 | 5,000 | 250 | |
| *Poughkeepsie, UJA | 3,408 | 7,930# | 7,000 | 462 | Returns incomplete |
| *Rochester, UJWF | 54,500 | 108,315 | 100,000 | 4,700 | |
| *Schenectady, UJA | 7,500 | 29,000 | 20,000 | 1,100 | |
| Syracuse, JWF | 25,880 | 37,400 | 35,000 | 1,900 | |
| *Toronto, UJWF | 162,000 | 220,000# | 240,000 | 3,800 | Local & non-local; Re- turns incomplete |
| *Troy, UHC | 8,500 | 26,000 | 16,250 | 810 | |
| Utica, UJA | 11,136 | (12,679 (18,000 | 12,000 | 814 | Special drive for Youth Aliyah |
| *Watertown, UJA | 2,100 | 6,100 | 5,000 | 100 | |

| | 1937 | | | 1938 | |
|----------------------|------------------|------------------|-----------|-----------------------------|-------------------------------------|
| | Amount Raised | Amount Raised | Goal | No. of Contri- butors | Remarks |
| <u>West Central</u> | | | | | |
| *Aurora, JCD | \$ 1,936 | \$ 3,058 | NR | 119 | |
| Champaign, FJC | 2,935 | 3,148 | - | 75 | |
| *Davenport, TCJC | 5,093 | 10,000 | \$ 10,000 | 214 | Reorganized 1938 |
| Des Moines, JWF | 35,073 | 36,146 | 35,064 | 671 | |
| Duluth, JWF | - | 26,930 | 25,000 | 752 | First campaign |
| East St. Louis, ERC | 12,000 | NR | 20,000 | NR | Covers So. Ill. Region |
| Elgin, JWF | - | 3,000 | NR | NR | First campaign |
| Fargo | NR | 2,500 | NR | NR | |
| Joliet, JWC | 4,000 | 4,750 | NR | NR | |
| Kansas City, JWF | 122,071 | 138,203 | 150,000 | 5,250 | Local and non-local |
| Lincoln, JWF | 8,634 | 8,554 | 10,000 | 319 | |
| Madison, CJC | | | | | |
| Milwaukee, JWF | - | 86,500 | 77,500 | 4,400 | First campaign |
| Minneapolis, FJS | 64,288 | 72,000 | 75,000 | NR | |
| Omaha, JP | 46,166 | 49,464 | 49,250 | 3,096 | |
| Peoria, JWF | 9,357 | 12,000 | 15,000 | 350 | |
| | | 1,500 | | | |
| Rockford, FJC | 4,500 | NR | 5,500 | NR | Emer. for refugees |
| St. Louis, JWF | 218,905 | 246,674 | 226,700 | 6,160 | Includes \$20,000 Emer. campaign |
| St. Paul, UJF | 40,733 | 46,000 | 50,000 | 1,750 | |
| Sedalia, JWF | 1,030 | 1,000 | 1,050 | NR | |
| Sheboygan, FJC | 2,073 | 2,367 | NR | NR | |
| Sioux City, UJA | 7,567 | 10,500 | 10,000 | NR | |
| Sioux Falls, JWF | | 2,400# | 2,500 | NR | Returns incomplete |
| Springfield, Mo. JCF | 1,425 | 2,725 | 2,750 | 60 | |
| *Wichita, JWF | 7,991 | NR | NR | NR | |
| Winnipeg, JWF | - | 53,066 | 50,000 | 2,067 | First campaign |
| Rock Island & Moline | | 10,000 | NR | NR | First campaign |
| <u>Western</u> | | | | | |
| Bakersfield, UJA | 1,700 | 2,350 | 2,500 | NR | |
| Centralia, JWF | 794 | 912 | | 28 | |
| | | 126 | | | Emer. appeal for JDC |
| Fresno, JNWF | 1,850 | NR | 5,000 | NR | |
| Long Beach, UJ | 3,966 | 8,246 | 7500-8000 | 503 | |
| Los Angeles, UJWF | 252,019 | 360,529 | 305,000 | 9,942 | |
| Oakland, UJWF | 27,428 | 32,998 | 31,000 | 1,241 | |
| Phoenix, JWF | - | 3,500 | 4,000 | NR | Approximate; first campaign |
| Portland, OJWF | 45,907 | 62,693 | 65,000 | 1,548 | |
| Reno, UJA | NR | 756 | 750 | NR | |
| | | 555 | | | Emer. for refugees |
| Riverside, JJDC | 1,000 | 1,000 | 1,000 | NR | |

| | 1937 | | | 1938 | |
|---------------------|------------------|------------------|-----------|-----------------------------|--------------------|
| | Amount Raised | Amount Raised | Goal | No. of Contri- butors | Remarks |
| Western (Cont'd.) | | | | | |
| Sacramento, UJWF \$ | 4,668 | \$ 5,600 | \$ 10,000 | NR | Returns incomplete |
| Salt Lake City, UJC | 10,750 | 17,000 | 15,000 | NR | |
| San Bernardino | | 2,300 | 3,300 | 210 | |
| San Diego, UJF | 10,450 | 14,165 | 14,500 | 420 | |
| San Francisco, JNWF | 311,221 | 345,403 | 365,000 | NR | |
| San Jose, JF | 2,800 | 11,000 | 4,300 | NR | |
| Seattle, FJF | 43,500 | 56,148 | 50,000 | 960 | |
| Spokane, WF | 4,900 | 6,600 | 6,000 | NR | |
| Stockton, NJWF | 3,200 | 4,100# | 5,500 | NR | Returns incomplete |
| Tacoma, FJF | 2,899 | 4,100 | 4,000 | 112 | |
| Vallejo, JWB | - | 700 | 600 | NR | First campaign |
| Bellingham, JRF | 500 | | 750 | | |



Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

165 West 46 Street, New York, N. Y.

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

January 31, 1939

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

Dear Rabbi Silver:

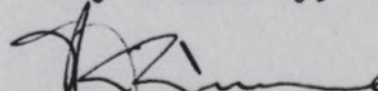
I appreciate your prompt response to my wire concerning Providence. We are all hopeful that community cooperation can be secured for the program of the United Jewish Appeal on the basis formulated by the organizations concerned.

I have another request to make of you which I hope you will also be able to accept. We are having a regional conference in Boston on March 4 and 5. The program is still being worked out in Boston but they have asked me to enlist your participation. I expect word from them within the next day or two as to exactly what subject they would like you to cover and at what time. I should like to make sure that you can hold the date.

This promises to be the most effective of the regional conferences that we have been able to organize for New England. We are receiving the cooperation of the Boston community and we expect a good turn out from the Jewish communities in New England. The conference proceeds a number of the more important welfare fund campaigns and it should prove very useful in stimulating understanding and cooperation with plans for overseas and refugee work and other important causes for which we need nation-wide support.

With kindest regards, I am

Very sincerely,


H.L. LURIE

HLL/ed

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

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Secretary ELIAS MAYER, Chicago • *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

February 8, 1939

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

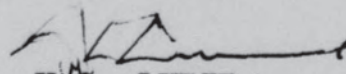
Dear Rabbi Silver:-

I understand that a meeting is being arranged in New York City on Monday, February 20th, and that you will therefore be present in New York on that date. I would like to arrange some time with you on that day or on the following day to talk over some of our Council problems. I should like to have Sidney Hollander, our new President, Ira Younker and perhaps several others join with you on these matters.

Will you be good enough to let me know whether you will have time available. We could arrange to meet at luncheon or during the afternoon.

With kindest regards, I am

Cordially,


H.L. LURIE

February 9, 1939

Mr. H. L. Lurie
Council of Jewish Federations and Welfare Funds, Inc.
165 West 46th St.
New York, N.Y.

My dear Mr. Lurie:

Let me thank you for your letter of February 8. I am not scheduled to attend a meeting in New York on February 20. My next visit to New York will be on Sunday, March 5. I should be very happy to see you on that day. I shall be free either at the noon hour or in the evening.

With all good wishes, I remain

Very cordially yours,

AHS:BK

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

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Secretary ELIAS MAYER, Chicago · *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE · *Associate Director* GEORGE W. RABINOFF

February 13, 1939

Dr. Abba Hillel Silver
The Temple
E. 105 St. at Ansel Road
Cleveland, Ohio

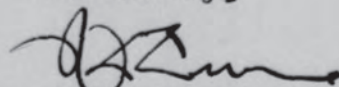
Dear Dr. Silver:

Thanks for your letter of February 9th. I regret that your plans make it impossible for you to be in Boston on Sunday, March 5th, because of your engagement in New York City. Unfortunately, I shall not be in New York on March 5th as I have to go to Boston for our Regional Conference on that date. Will you be remaining over in New York on Monday? If there is a change in your Cleveland program and you can leave on Saturday and be in Boston for the Saturday evening meeting, let me know as New England wants you very much. I have spoken to Mr. Montor and he will help us get a speaker for Boston if you cannot come.

Please let me know when you are going to be in New York City again as we want very much to have a meeting with you on several problems. We have discussed the planning of regional conferences between the various national agencies and the Council with Mr. Coons and Mr. Montor, and I believe we are making a little progress but not enough to solve all of the difficulties that are arising this year. I wish that the professionals entrusted with responsibility for the United Jewish Appeal could detach themselves, more than they have, from loyalty to their own agency units. Unless they do, I feel that the regional and field work of the United Jewish Appeal will not be as effective as it can be in getting local welfare fund response. Possibly you will help on this when you have a chance to talk with some of the New York leaders on this subject.

With kindest regards, I am

Cordially,



H.L. LURIE

HLL/ed

No. 7 Attention:

Campaign Chairman
Publicity Chairman

(Extra Copies Available)

BULLETIN

For Member Agencies

February 24, 1939

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS NATIONAL OFFICE: 165 WEST 46th STREET · NEW YORK CITY

FOUR RECENT CAMPAIGNS

Achievements, Organizational Methods and Publicity Programs

of Fall and Winter Drives in

CHICAGO, DES MOINES, LOUISVILLE and TORONTO

To keep welfare fund leaders informed of the achievements and organizational methods of campaigns in other cities, the Council has asked executives in a number of communities which have conducted successful fund-raising efforts in the past few months to tell their stories.

The first four cities which have responded all have remarkable stories to tell. As in the spring campaigns of 1938, the overseas situation received special emphasis. Several factors stand out:

1. The cities far outstripped their last year's results.
2. They received the bulk of their increases from the larger givers.
3. They used the small group meeting to build up their top categories of givers.
4. They concentrated more than ever on women's independent giving.
5. With one exception, they used little or no publicity in the general press.

CAMPAIGN AIDS

Available From the Council

1. Campaign Workbook. A Guide to the Organization of Federation and Welfare Fund Campaigns in Medium-Size Communities. 52 pages. 75¢.
2. Campaign Ways. Scrapbooks of forms, literature, mail appeals and publicity used in federation and welfare fund campaigns throughout the country. Now in circulation among campaign executives. Detailed description of books and borrowing procedure given in Council Members' Bulletin No. 4.
3. 1938 Campaigns. List of goals and results of 1938 federation and welfare fund campaigns in all regions.
4. More on Spring Campaigns. Organizational Methods, Publicity Programs, Campaign Achievements of 1938 Spring Drives in 12 Cities.

Excerpts from the letters by the leaders of the Chicago, Des Moines, Louisville and Toronto campaigns follow:

CHICAGO, ILL.

Campaign Date: Jan. 5

Bulletin
2/24/1939

From Samuel A. Goldsmith, secretary of the "\$2,000,000 for Refugee Work" campaign sponsored by the Jewish Welfare Fund of Chicago:

"First, let me say that the response from the community has been excellent....For the first time, we have asked the 'organized women' to participate in raising funds. We began this campaign, virtually, from a standing start in December. For a community of this size to take less than a month to organize a campaign, before the actual solicitation of funds on a fairly large scale, is, I think, in itself, quite an achievement. But it means that the community was peculiarly responsive....

Large Gifts

"We should emphasize....the giving of large gifts, and a great dependence on such large gifts....Gifts from 404 people in this division total over \$1,125,000. These 404 people gave \$410,000 in our last Welfare Fund drive....So far as the givers of large amounts are concerned, the pogrom in Germany, last November, had something to do with the situation.

Publicity

"I suppose in other large communities a number of rackets and semi-rackets have developed around raising funds for refugees. Partially on that account, and more particularly because we wanted to inform the whole community - Christian and Jewish - that we were going to meet our obligations for refugees, both with respect to relief abroad and their integration, that is, profitable to America -- we published quarter-page ads in all the Chicago papers. This was a distinct departure.

"For our first large meeting, we were on the air, in a hook-up of three important Chicago stations. The radio material was prepared by a very high-grade professional group headed by one of the vice-presidents of a leading advertising agency who gave us an inordinate amount of skillful assistance. Records have been made of the first broadcast, and of two other fifteen minute plays that depict refugee problems. These records have subsequently been used at fairly large meetings, of which we have had quite a large number.

"We have occasionally gone to the general press with our story, and they have printed it....principally because we made it a point to have outstanding speakers. Though Jan Masaryk spoke to the Annual Meeting of The Jewish Charities, he really spoke....to the Jewish Welfare Fund constituency. For the opening meeting of the campaign, and the report meeting of the Special Gifts group, we had James G. McDonald. For the first report meeting of the general campaign, we had Eddie Cantor. For the second - Rabbi Silver of Cleveland. For the third - John Gunther. For the fourth we are having Lady Reading, and for the fifth and final meeting on March 9th....Dr. Rufus Jones of the Quaker Commission to Germany and Clarence Pickett....very important to get outstanding personalities for report meetings. Another new wrinkle this time - few instead of many report meetings - seems to work better....

"Our literature has been limited to a single, small broadside and to four or five issues of our usual campaign paper.

Number of
Givers

"We have not tabulated campaign results by group and income brackets. My impression is that there will be about 55 percent from the 400 odd large gifts. Up to this moment, we have 19,501 subscribers, and....we don't count a single group subscription as made up of 500 gifts.

"I suspect that we shall have 30,000 givers, which is three times the number who have hitherto given, and three times the number that give currently to The Jewish Charities.

Non-Jewish
Gifts

"There have been some sympathetic gifts from Christians.... probably between \$50,000 and \$75,000....Five or six Christian gifts in our large gifts.

Women

"Because we had to go into the campaign quickly, we organized the Women's Division by existing women's organizations, and asked the women in each organization to canvass all the women that belong to it.... Women's gifts in the large gifts division amounted to about \$110,000. The women, to date, have raised, including this sum, \$270,000, and they may raise \$300,000 altogether....a very appreciable job.

"By canvassing women in organizations....there has been a great deal of duplication of solicitation. We definitely forced the duplication....a very considerable factor in arousing the community. I don't know that we would do the job with the women's groups in the same way again, but it worked this time....a good way of quickly organizing women for campaign purposes.

Youth

"We have also organized a Youth Division which, up to this moment, hasn't been so productive....but I think will be before the campaign is over.

"The children of the various Sunday schools and Hebrew schools have pledged \$5,000 and, I think, will exceed this pledge. They are raising their money through certain educational ventures, plays, etc., etc., which the chairman of our Speakers Division has worked out with the Jewish educational groups....

General
Characteristics

"....our campaign has been characterized by boldness, first, in assuming so large a quota; second, by boldly telling the community that we are going to raise the money; third, by boldly organizing the whole community, irrespective of previous cleavages and groupings, - and the result has been that we have had a magnificent response. Even if we quit now, we will have three times the money raised last year, and I do believe there is a possibility of our raising \$2,000,000 from the 275,000 Jews that constitute the Chicago community, - according to our latest population estimate.

"A campaign of this size will normally, at least for the time being, affect the contributions to the Federation. That situation we will try to cure in the Spring by raising money for The Jewish Charities.

"My own belief is that the problem of resettlement of the German and other Jewish refugees throughout the world is so much a challenge, not only to the charity and conscience of the Jewish community, but to their own capacity to demonstrate that the Jew is an asset in the countries in which he lives, that the raising of substantial funds, for this particular cause and at this particular time, - is almost inevitable."

DES MOINES, IA.

Campaign Date: Jan. 16 - 20

From Rabbi Eugene Mannheimer, president, Jewish Welfare Fund, Des Moines:

"A great part of our success of this year, resulted from our utilization of luncheon meetings prior to the official opening of the campaign. The gentleman, who later became chairman of the Executive Committee, called fifteen or twenty large subscribers to luncheon at the Des Moines Club. The men agreed that we ought to go out for \$66,000 as compared to \$36,000 last year. Two or three days later, we invited every subscriber of \$100 and up in 1938, to a luncheon....Without any high pressure and very little 'selling', men who in 1938 had subscribed approximately \$9,500 increased to a little more than \$21,000. As the result of these, and five or six subsequent luncheon meetings...thirty to forty thousand dollars subscribed before the campaign officially opened.

"Splendid organization plus the situation abroad are the two factors in the success of our 1939 campaign....

"At our first meeting of team workers, January 8, we 'signed up' practically every team worker for substantial increases over 1938,--in most instances double--and then distributed the remaining 'prospect cards',--400-500 in all.

"We used but one piece of publicity, which reached all contributors on January 11th....The subscribers also received special Campaign issues of the Iowa Jewish News, on January 6th, and on January 13th.

"....We followed our past custom of opening our Campaign with a mass meeting, at the Tifereth Israel Synagogue, on January 16th, addressed by Rabbi David Goldstein of Omaha.

"The six teams, of whom one or two had done most of their work before the Campaign opened, hit the streets officially on the morning of January 17th.

"At the third, and last, luncheon report meeting, January 19th, we had \$64,700 reported from approximately 650 subscribers; and when the last of the remaining 35-40 prospects had finally been seen, we were well 'over the top', with a few hundred dollars for good measure....

Leadership

"1. Leadership this year....was exceptionally able. The solicitors were, perhaps, the same in number as in previous years but most of them had had experience in previous campaigns....

"Non-Jews are not solicited or otherwise asked to participate in our campaign.

Publicity

"2. Although, of course, there is nothing 'secret' about our campaign, we do not use the general press....

"We had no special slogan. Our appeal was based almost entirely on the need of our brethren abroad. There was, however, also some emphasis on certain 'local' needs either calling for enlarged appropriations or being included for the first time....The inclusion in our campaign, of the financing of our local 'refugee work', and our share of the cost of the Iowa-Nebraska Round Table of the National Conference of Christians and Jews, and one or two other items had something to do with the results obtained.

Source of Gifts

"3.....Of approximately 690 subscriptions....about 75 were 'new subscribers'....who had not given in 1938. At least 300 subscribers doubled or more than doubled their 1938 pledges.... Not more than 100 gave the same as in 1938....Not more than 15 gave less than in 1938. The increases came in all groups and income brackets.

"In the \$66,000 plus subscribed in our campaign, not more than \$100.00 came from non-Jews, without solicitation...."

LOUISVILLE, KY.

Campaign Date: Jan. 12

From Clarence F. Judah, secretary, Louisville Conference of Jewish Organizations:

"We originally set our quota at \$70,000 as against \$44,000 raised last year. The former figure did not actually cover our budget....afraid to set too high a goal at first, but upon seeing the response at the series of dinners before the Campaign, we increased our goal to \$80,000; and we raised approximately \$102,000....

Leadership

"The Chairman selected was more than just a nominal official.... took personal charge of all details and at no time asked anyone to do any work which he was not willing to do....This could not fail to inspire the people working under him.

"We had a larger number of solicitors....not that they were better trained, but....more inspired and consecrated to their task. Division heads were willing to devote every bit of time necessary to direct and work with their subordinates....

Women

"We....organized for the first time, a Women's Contribution Division, they themselves feeling that it was each women's duty to contribute something either out of their own money, or from household expense money.

"A system of cheap banks was evolved....the women may save small amounts. At various intervals throughout the year, women solicitors will call on these subscribers and collect their savings. The women in 1938 subscribed approximately \$3,600, mostly from widows and working women. This year, out of approximately

1,500 prospects, almost 1,300 subscriptions were obtained for about \$22,000....We do anticipate a slightly larger shrinkage in these collections than the two percent which we had in our last Campaign as a whole.

Larger Gifts

"Special emphasis....on our larger gifts bracket. In our last Campaign approximately \$33,000 of the \$44,000 raised was from people whom we put in the Special Gift Group this year.

Realizing that the preliminary solicitation of the largest givers would chart the course for the Campaign, we held a series of seven or eight small dinner parties at private homes, to each of which were invited ten or twelve of the largest givers. We put people of approximate financial equality at each dinner. Where necessary, we had some generous laymen from a neighboring community in attendance. As a result of discussions and the inspiration of some advance subscription at each dinner....the preliminary gifts ran approximately 110 to 115 percent above last year's....The entire Special Gift Group of some 450 prospects, subscribed slightly over \$66,000, or 101 percent of last year's amount.

Other Groups

"We worked especially hard on the Junior Group, and succeeded in bringing them up from about \$400 to \$1,400. The general solicitation of smaller givers, was aided materially when we... arranged a kosher meal for our opening workers' dinner, held a mass meeting in one of the Orthodox Synagogues as well as at the Reform Temple....and included a sizeable amount in our budget for Yeshivahs, doing away with soliciting by those organizations. We increased our smaller givers approximately 200 percent.

"We did not solicit or ask the participation of non-Jews. However, some four or five hundred dollars in voluntary subscriptions were obtained without solicitation.

Publicity

"We used no publicity in the public press whatsoever. We did use our one Anglo-Jewish paper to a limited extent, but mainly depended upon direct letters and post-cards to prospects. The only material other than straight announcement letters and cards, was a booklet containing our last year's subscribers, a write-up about the organizations for which our new Campaign was raising funds, the Campaign set-up of chairman and committees, and a brief inspirational letter.

"The slogan was 'Not can we--but We Must.'....stressed particularly the J.D.C., U.P.A. and National Coordinating Committee, and, because it was new, laid emphasis on the fact that we were including the Yeshivahs. Naturally we did not overlook the work of the other organizations included in the budget.

"Undoubtedly the European situation played by far the largest part in building up interest. I do not believe that a great deal of high-pressure solicitation was necessary. People simply felt their responsibility and acted accordingly....

Number of Givers

"Every team in every division exceeded its quota....The Chain Store Committee, increased its contributions from \$655 to slightly over its goal of \$1,000.

"....Last year we had 1,827 contributors of which 265 were women, and 200 juniors. This year's figures show approximately 3,400 donors of which 1,640 were men, 1,290 women, and 470 juniors....

"I trust that the above will be helpful and prove an inspiration to other communities, which idea, by the way, we stressed to our own people."

TORONTO, CANADA

Campaign Date: Oct. 30-Nov. 14

From Martin M. Cohn, executive director, United Jewish Welfare Fund of Toronto (combined Federation and Welfare Fund):

| <u>Results and Comparisons</u> | | <u>1937 for 1938</u> | <u>1938 for 1939</u> |
|--------------------------------|---|----------------------|----------------------|
| | "Number of cards distributed to workers | 3,500 | 5,500 |
| | Number of subscribers | 2,600 | 3,875 |
| | Total subscriptions | \$162,000 | \$219,000 |
| | Number of workers | 550 | 1,030 |

Organization

"The first line leadership much the same as last year, except that one person stepped forward to take more responsibility for leadership and a more aggressive stand with regard to levels of giving....great development in the extent and the quality of second line leadership centering around the introduction of three new personalities, which immeasurably strengthened the campaign. The number of solicitors doubled....

".... definite emphasis on raising the level of the large givers.... extending the number of givers in the middle brackets and raising their level of giving.

Non-Jewish Gifts

"There had been a communal tradition of heavy solicitation from non-Jews. This trend was definitely reversed....decided not to bring pressure on non-Jews but simply to solicit through a mail appeal those who had subscribed in previous years. . .While there was a considerable change of attitude on the part of many of the leadership toward non-Jewish giving, a few were still not convinced that this was not a proper source of funds, and there was also the practical consideration that it was financially not possible to lose the entire amount in one year. Some new subscriptions were obtained unsolicited because of the general publicity with regard to refugees and persecutions appearing in the press. The change in attitude was definite, however, and the number of subscribers and funds realized decreased.

Publicity

"General methods were direct mail, speakers, press releases to the Yiddish, Anglo-Jewish, and to a limited extent the daily press....Less emphasis on publicity this year and less money spent on it....Much less in the general press and beyond a preliminary announcement of campaign chairmen, etc., the emphasis here was on the constructive activities of the local agencies. Printed or direct mail material consisted of two tabloids, each with a Yiddish insert, three mimeographed sheets sent to workers only, and some other printed material for workers.

"Campaign theme: BE GLAD YOU CAN GIVE....emphasis on defense activities and overseas needs, with the J.D.C. and the civic-protective activities of the Canadian Jewish Congress featured. The European situation was definitely the main factor in extending and increasing giving in the middle brackets.

"Material on the old-established local agencies was included and used to some extent, but it had no emotional significance in the main drive for increased giving....The civic-protective program was of great significance in increasing the level of giving in the higher brackets.

"A movie was prepared mainly under pressure from one person who happened to become interested....Although the expense was comparatively small for such a project (\$700) the results in relation to the expense are questionable and the staff and the Publicity Committee would probably recommend against such a project in the future.

Special Groups ".....greater emphasis on organization in the trade and professional groups, building up prospect lists, recruiting workers....It was most successful.

"....greater emphasis on solicitation through parlour and dinner meetings; particularly of trade and professional groups, and to a limited extent, on the basis of social grouping....also successful.

"The large opening banquet was eliminated and an opening Workers Rally and a closing Victory Reception substituted....No loss of enthusiasm or subscriptions and a great saving of energy.

Women "A definite effort toward....separate giving for women. There was a Women's Special Gifts Luncheon and women were solicited apart from their husbands. An effort was also made to break down the traditional separation of the Women's Division and to have women participate more fully as an integral part of the campaign. Two women were included as campaign vice-chairmen and similarly with other offices....A substantial additional sum was raised,....and a foundation laid for future years.

Recanvass "More emphasis on revision of cards. First offered subscriptions were not always accepted and a committee reviewed inadequate subscriptions and carried a recanvass....not as successful as we hoped but some additional money was realized and a different attitude developed towards accepting inadequate subscriptions.

Planning "Much more adequate preliminary planning. Organization of the trade groups, who played a more important part in the campaign, was commenced in April and these groups were strong in relation to the amount of preparation put into them.

"This campaign indicated a marked advance in every way over previous campaigns. The basic factors: first, the gradual strengthening of the Welfare Fund....attracted more community support and made it possible to commence preliminary planning much earlier and carry through more careful planning....Second, the situation with regard to overseas needs and civic-protective work."

Council of Jewish Federations and Welfare Funds, Inc.

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Secretary ELIAS MAYER, Chicago • *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

February 27, 1939

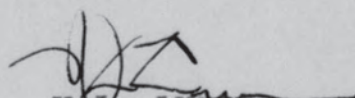
Rabbi Abba Hillel Silver
The Temple
East 105 St. at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

I learned from Mr. Montor that the March fifth meeting was called off and that you were not planning to be in New York until later this month. Mr. Ira Younker has been expecting to see you on that date. Unless I hear from you to the contrary, I shall inform Mr. Younker that you will not be in New York on Sunday. Will you be good enough to let me know when you will be in New York City so that we can arrange to see you.

With kindest regards, I am

Cordially,


H.L. LURIE

HLL/ed

March 3, 1939

Mr. H. L. Lurie
Council of Jewish Federations and Welfare Funds, Inc.
165 West 46th St.
New York, N.Y.

My dear Mr. Lurie:

I plan to be in New York on March 20. I shall stop at the Commodore Hotel and I shall be very happy to see Mr. Younker and you on that day. Please telephone me at the Hotel when you can come.

With all good wishes, I remain

Very cordially yours,

AHS:BK

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

From: Sidney Hollander, President

March 17, 1939

To: Members of the Board and Committees

Subject: Committee Assignments for 1939

The following committee assignments have been made in accordance with the outline of committees that was distributed on February 14, 1939. Special sub-committees are also included. Please note your committee assignments. In some instances, committees include individuals who are not members of the Board and others will be enlisted during the course of the year and added to the personnel of the committees.

1. Committee on National Jewish Problems - I.M. Younker, Chairman

Staff Responsibility - Blanche Renard
H.L. Lurie

*Sub-Committees:

(a) Editorial Group

Joseph Goldstein, Rochester
David M. Heyman, New York
Kurt Peiser, Philadelphia
William Rosenwald, Greenwich
Edward M.M. Warburg, New York

(b) Regional Representatives and Other Members of the Committee**

| | |
|-----------------------------------|-----------------------------------|
| George Backer, New York | Samuel A. Goldsmith, Chicago |
| Irvin Bettmann, St. Louis | Donald Kaffenburgh, Hartford |
| Jacob Blaustein, Baltimore | Solomon Lowenstein, New York |
| Samuel Goldhamer, Cleveland | Charles J. Rosenbloom, Pittsburgh |
| Jesse H. Steinhart, San Francisco | |

(c) Consultative Committee

| | |
|-------------------------------|-----------------------------------|
| David M. Heyman, New York | Kurt Peiser, Philadelphia |
| Donald Kaffenburgh, Hartford | Charles J. Rosenbloom, Pittsburgh |
| Edward M.M. Warburg, New York | |

-
- * All members of the Board listed in sub-committees are considered as members of the committee as a whole.
- ** All other members of the committee will be asked for cooperation in their respective regions on specific activities of the Committee on National Jewish Agencies.

(d) Committee on Tuberculosis Study - Henry Wineman, Chairman

| | |
|---------------------------------|------------------------------|
| Arthur Brin, Minneapolis | Hyman Kaplan, San Francisco |
| S. Mason Ehrman, Portland, Ore. | Joseph J. Schwartz, New York |
| I. Edwin Goldwasser, New York | Isidore Sobeloff, Detroit |
| Eugene Warner, Buffalo | |

2. Committee on Regional Organization

Joseph P. Loeb, Los Angeles - Chairman
Staff Responsibility - George W. Rabinoff and Field Staff

S. Mason Ehrman, Portland, Ore.
Mrs. Sieg. Herzog, Cleveland
Herbert Mallinson, Dallas

and Chairmen of Regions including:

| | |
|------------------|---------------------------------------|
| East Central | - Clarence W. Efroymson, Indianapolis |
| West Central | - Milton P. Firestone, St. Paul |
| New England | - Donald Kaffenburgh, Hartford |
| Western | - Jesse H. Steinhart, San Francisco |
| South Eastern | - Mrs. David Cronheim, Birmingham |
| Upstate New York | - Franklin C. Wisbaum, Niagara Falls |

3. Committee on Community Councils

| | |
|-----------------------------|------------------|
| Simon Shetzer, Detroit | - Chairman |
| Ben M. Selekman, Boston | - Co-Chairman |
| Philip Bernstein, Cleveland | - Secretary |
| Staff Responsibility | - Michael Freund |

| | |
|-----------------------------------|------------------------------------|
| Irvin Bettmann, St. Louis | Julian Krolik, Detroit |
| Judge Phillip Forman, Trenton | Charles Morris, Louisville |
| Rabbi Edward L. Israel, Baltimore | Charles I. Schottland, Los Angeles |
| Gus Kaplan, Harrisburg | Max Simon, Cleveland |
| Robert J. Koshland, San Francisco | Louis Spiegler, Washington |
| Louis Kraft, New York | David Watchmaker, Boston |

4. Committee on Women's Organization

Mrs. Sidney C. Borg, New York - Chairman
Mrs. Newman Levy, New York - Secretary

Mrs. Sieg. Herzog, Cleveland
Mrs. Irving Metzler, Beverly Hills, Calif.

5. Committee on Public Welfare Measures

A. Richard Frank, Chicago - Chairman
Staff Responsibility - H.L. Lurie

| | |
|-----------------------------------|---------------------------|
| Harold Hirsch, Atlanta | Elias Mayer, Chicago |
| Robert J. Koshland, San Francisco | Herbert Mallinson, Dallas |
| Solomon Lowenstein, New York | Ben M. Selekman, Boston |
| Eugene Warner, Buffalo | |

6. Committee on Public Relations and Council Publications

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Staff Responsibility - Henry M. Propper

George Backer, New York
Elias Mayer, Chicago
Kurt Peiser, Philadelphia
William Rosenwald, Greenwich
Joseph Willen, New York

7. Committee on Council Finances

Charles A. Riegelman, New York - General Chairman

Regional Chairmen and all other members of Board

8. Committee on Workers' Contract

George Backer, New York
Charles A. Riegelman, New York
I.M. Younker, New York



NO. 14

Attention: Campaign Chairman
Publicity Chairman

(Extra Copies Available)

BULLETIN

For Member Agencies

March 31, 1939

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS NATIONAL OFFICE: 165 WEST 46th STREET · NEW YORK CITY

SHARP INCREASES FEATURE FIRST RETURNS

IN SPRING CAMPAIGNS

Increases ranging from 45 to 245 percent mark the first returns on Spring campaigns.

Latest figures on ten cities and comparisons with 1938 are given herewith:

| City | 1938 Raised | 1939 Goal | 1939 Raised | 1938 - 1939 % Increase in Amt. Raised |
|------------------|---------------------|---------------------|------------------------|---|
| Birmingham, UJF | \$ 30,219 | \$ 40,000 | \$ 43,952 | 45.4 |
| Chicago, JWF | 588,447 | 2,000,000 | 1,850,000 ^a | - |
| Des Moines, JWF | 36,146 | 66,000 | 67,234 | 86.0 |
| Fall River, UJA | 5,000 | 35,000 | 34,000 ^a | - |
| Flint, FJC | 11,000 | 23,500 | 19,000 | 72.7 |
| Houston, UJC | 85,691 ^c | 106,000 | 75,000 ^a | - |
| Jersey City, UJA | 14,500 | 50,000 | 50,118 | 245.6 |
| Louisville, UJC | 43,910 | 80,000 ^b | 108,000 | 145.9 |
| Miami, GMFJWF | 1st Campaign | 65,150 | 80,500 | - |
| Trenton, JF | 26,320 | 60,000 | 74,000 | 181.2 |

a. Incomplete.

b. Goal raised to \$102,000 in middle of campaign.

c. Includes \$32,875 raised in emergency campaign in Fall.

I N T H I S I S S U E

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See Bulletin #7 for campaign stories on Chicago, Des Moines, Louisville, Toronto.

DALLAS, MIAMI, ROCHESTER CLOSE SUCCESSFUL DRIVES

News is now available on campaigns in three more cities: Miami, Dallas and Rochester. (See Bulletin #7 for campaign stories on Chicago, Des Moines, Louisville and Toronto.) Dallas and Rochester held their campaigns last Fall. Miami conducted its first welfare fund effort in January.

Campaign Results More money was raised by Dallas and Rochester than in 1937; more people gave money. Rochester contributors gave \$108,372 as against \$54,500 last year. Dallas took in \$90,400, against \$64,371 in 1937. Holding its first campaign, Miami raised \$82,494, substantially more than had been raised in previous years in Miami for the causes sharing in the Fund.

The biggest increases occurred in the top brackets. Gifts of \$1,000 and up accounted for 22 percent of the Rochester total in 1937, but 38 percent of the total in 1938. Subscribers in this class numbered eight in 1937 and 24 in 1938. Gains were shown in other brackets as well, every group reporting substantial increases in number of subscribers and amount pledged. Dallas tells the same story. "The largest increase in gifts", writes Executive Director George Levy, "was in contributions of \$100 and over." Pledges of \$100 and over accounted for 74 percent of Miami's total. There were 13 gifts in the \$1,000 and over class.

Dallas reports more new contributions than in any previous year. The majority of workers finished their work within the time allotted for solicitation. Collections in Rochester as of March 7 were 67 percent of the total pledged, or better than last year. Miami's campaign ended January 18; by March 3, fifty-seven percent of the pledges had been paid.

Campaign Organization Campaign organization emphasized 1) more coverage; 2) special attention to big gifts. Rochester and Miami built up new master lists. "To build up our membership lists," writes Jacob Kammen, executive secretary of the Rochester United Jewish Welfare Fund, "we contacted most of the Jewish organizations. We received membership lists of such organizations as credit unions and the Amalgamated Clothing Workers Union. By continued contact with the different organizations during the past three years, we built a tremendous master list for a city of our size, with the result that in the three years our contributors increased from 2,200 to 4,700." (Rochester's Jewish population is about 33,000.)

Miami's shifting population made the task of compiling a master list particularly difficult. "We had various lists obtained in past JDC-UPA campaigns," reports Stanley C. Myers, president of the Greater Miami Federation of Jewish Welfare Funds, "but never had we thoroughly checked this list by a personal canvass. We tapped every source to secure as complete a prospect list as possible. We insisted that each participating agency send us the names of their donors in our city, together with the amounts contributed. Our local Jewish organizations cooperated, by giving us their membership lists, irrespective of whether these local organizations were affiliates, participants or neither. Through process of merging, we compiled our master list, giving the names of heads of families, their affiliations and previous giving history. It is interesting that on our first check-up, we had approximately 5,000 cards, obtained from the various organizations and a survey of the City Directory. All names and addresses were checked and double-checked

with the City Directory and Telephone Directory. This done, another check-up was made by persons familiar with the Jewish community to clear: (a) duplication of names (some people appearing three or four times under different addresses or incomplete names); (b) deaths; (c) persons known to have moved, out of the city, etc. This reduced our master list from 5,000 to approximately 4,380. On this basis, we sent out our first general mailing, and again, due to the propensity of our population to come and go, we received 819 returned letters, so that the list for our second general mailing, numbered exactly 3,561."

The importance of big gifts was recognized by Rochester in the holding of the first Big Gifts dinner in the history of the Welfare Fund. It was addressed by an out-of-town speaker. "Not only was a considerable sum raised at this meeting, but the contributors expressed a wish to increase our quota from \$75,000 to \$100,000. The results of this meeting spread through the community rapidly and influenced our middle giver to raise his standard of giving as never before." Miami organized its Special Gifts Committee "considerably in advance of the others. This comprised the larger donors, who not only committed themselves as to their own contributions, but volunteered to solicit others for large contributions in advance of the official opening of the campaign. We arbitrarily set our Big Gifts prospects as those rated at \$100 and up. The Special Gifts Committee held numerous meetings, accepted cards, and solicited their prospects."

Other items of organizational interest: Dallas received some contributions from non-Jews when the campaign was announced, but did not solicit this group directly. Rochester's opening meeting was not a workers' dinner as in previous years, but a mass meeting addressed by James G. MacDonald, from which hundreds were turned away. "To instruct workers we had a buffet supper meeting earlier that evening and also reserved seats at the mass meeting for the workers....For the first time we had the professional groups select their own committees to solicit each other instead of having their clients solicit them. This was so successful that we will use the method again in the next campaign, and perhaps include some trades."

Miami set up six divisions for solicitation purposes: the Special Gifts Committees for prospects of \$100 and over, two Men's Divisions and two Women's Divisions (for Miami and Miami Beach respectively) and a Junior Division. Cards rated at under \$100 were given to the Men's Divisions, unrated cards (no giving history) to the Women's Divisions. "The Chairmen of Divisions selected their captains; the captains selected men and women to serve on teams. Various functions were held during this organization period, to keep up the enthusiasm of the workers and to instruct them in various phases of campaign solicitation, as well as to acquaint them with the purpose of Federation....Our campaign dates extended from January 8th to 18th. We held our official opening on January 7th, with a banquet to the workers. At this time the kits and prospect cards were given to the captains for distribution among the members of their teams. The Campaign Kits contained: literature from each of our beneficiary organizations, with this slogan rubber-stamped across the face: 'WHEN YOU GIVE TO THE GREATER MIAMI FEDERATION OF JEWISH WELFARE FUNDS, YOU HELP SUPPORT THIS CAUSE'; our specially-prepared booklet describing the HOW, WHAT AND WHY of our Federation....being an introduction of Federation to the Jewish population; the workers' prospect cards as assigned by the captain of the teams; the workers' identification card; other data pertinent to Federation; blank checks, blank pledge cards, pencils, rubber bands, clips, workers' report envelopes, etc. On Sunday morning, January 8th, the teams

actually went into action. During the ten days of the campaign, we held daily luncheons, and the reports of the teams were charted on a huge bulletin board which listed the individual teams as well as the totals. This board remained in the dining room throughout the drive and it provided a source of interested competition among the workers. A campaign barometer was a companion-piece to the bulletin board, and it was thrilling to watch the mercury rising slowly to the Quota mark, and then bursting beyond and above it. At the close of the campaign, a survey ascertained that of the original number of cards at our second general mailing, namely, 3,561, the following was the result:

| | |
|--|--------------|
| Number of Cards at Second Mailing | 3,561 |
| Number of People Pledged During Campaign | 1,436 |
| Non-Jewish | 130 |
| Refused or Unable to Give | 524 |
| Moved | 403 |
| Deceased | 21 |
| Uncontacted During Campaign | 1,047 |
| | <u>3,561</u> |

Our Executive Committee decided not to permit 1,047 people to go uncontacted not only for the sake of the contributions obtainable, but also for our next year's records, and we therefore organized a Wind-up Committee which consisted of four men, who within a period of three weeks, covered the 1,047 cards with the result that we obtained 97 new pledges, totalling \$1,798."

Publicity Publicity in all three campaigns was aimed primarily at the Jewish and not the general community. "The general press was emphasizing the overseas situation so strongly, with headlines twice daily, that we did not feel the need to particularize our campaign unduly," writes Mr. Kammen, Rochester. "We did not publish in the newspapers the amounts subscribed by our big givers and did not even announce them individually at report meetings. We issued one mailing piece which was a combination annual report showing how the money raised the previous year was spent, and an appeal for the current campaign, including an itemized budget." Miami's publicity was released for the most part to the local Anglo-Jewish newspaper. "Our appeal in the campaign was to the Jewish population only. It was not until the eve of the campaign that we broke the story in the daily press." Dallas confined itself to two stories to the general press -- "One formal announcement of our campaign goal, date and leaders, and one brief statement as to progress." Developments on the other hand were reported regularly in the Anglo-Jewish weekly. Federation in addition mailed a news-sheet of its own to all subscribers. All three cities attribute their success to the November excesses in Germany and better campaign methods. Dallas' slogan, "Double your subscription", helped raise the total subscribed.

- - - - -

CAMPAIGNS AHEAD: DETROIT, CLEVELAND,

WORCESTER PLAN BIGGEST DRIVES

Interesting points made at a unique meeting of Cleveland and Detroit campaign staffs held in Cleveland March 19 to exchange ideas on their drives:

United Appeal to get lion's share. Both cities expect to allocate about two-thirds of their gross to United Jewish Appeal. The defense organizations are appealing for higher allocations in both cities. Detroit would like to see one appropriation in the welfare fund budget for defense activities, because of problems raised in making separate appropriations for two, three or four organizations.

Women's Division campaign now on. Detroit is in the midst of its Women's Division campaign and hopes to raise the \$50,000 goal for this Division before the campaign proper starts. This is mostly new money - wives of subscribers and women members of local organizations. Eight thousand prospect cards have been prepared; gifts solicited ranged from \$5 to \$100. Prospects in the over \$100 class will be solicited in the regular campaign. Advance solicitation in the Women's Division is also under way for the first time in Cleveland, with approximately the same group being reached. In both cities prospects are approached on an individual rather than an organizational basis.

Young Adult Division planned. Both cities have set up Young Adult Divisions. Cleveland may use group approach to some of the prospects in this division as a preliminary to individual solicitation. The latter method only will be employed in Detroit, where ten geographical divisions have been set up to cover the 7,500 prospects. There is a separate speakers' group for the Young Adult Division, which meets with and is trained by the older group.

Organizational teams not useful. Both cities frown on use of organizational solicitation teams. Cleveland may experiment with teams for those organizations whose members have not pledged in past, organizations primarily within orthodox community.

Speakers' Division organized. Cleveland has organized a speakers' division in both English and Yiddish, including some 50 persons. Dates are being made for talks in April and May. Detroit reports getting away from use of speakers' manual. They are using individual 3 X 8 cards (one for each subject) which go into the speakers' kit. Speakers' division numbers 200.

Out-of-town speakers hard to get. Both cities report few stimulating speakers available for campaign purposes and would like to see the national organizations tackle the problem more adequately. Some notion of trying to exchange campaign leaders for report meetings.

Group and dinner meetings not favored. Neither city believes group meetings or dinner meetings of prospects advisable because those ready to give do not need the stimulus of a meeting and difficult prospects need individual handling.

No general publicity. Detroit does not anticipate using any general publicity because it has not proven helpful in past. Cleveland however feels carefully written general publicity is useful in reaching new sections of Jewish community. Detroit will use full-page ads in local Anglo-Jewish weekly, as a supplement to extensive news space on campaign.

Detroit shrinkage up. Detroit is allowing 11 percent for shrinkage as against six percent last year, because of big jump in goal and the uncertainties involved in the new money to be solicited. If shrinkage is less than 11 percent, surplus will go to overseas work. Cleveland is not increasing its shrinkage allowance in the belief that the people who gave 83 percent of the amount raised in 1938 will give the same proportion of the goal this year and that their paying ability is well known.

Non-Jews not to be solicited. Both cities agree that solicitation of non-Jews is not desirable and no effort will be made in this direction. Scattered gifts have been received in the past from some non-Jews, who will probably give again this year without being approached.

WRHS AMERICAN JEWISH ARCHIVES
Worcester is out this year for \$69,213 for its newly organized Welfare Fund as against \$17,000 raised for the same causes in 1938, a four-fold increase. Campaign dates are April 16 - 23. A vigorous effort will be made to increase top and bottom bracket givers. The new leadership anticipates more large gifts. Last year's top gift was \$500; this year at least 20 gifts of \$1,000 and over seem certain. A large mass meeting in a synagogue is planned for the Yiddish-speaking prospects. Most of the publicity used will be in the form of letters, with the last piece to be a folder pictorially depicting appeal.

POINTERS ON CAMPAIGNS

THIS SPRING

Pointers on campaigns this spring culled from the round table on welfare funds at the New England regional conference of the Council, Boston, March 4, 5, with David Watchmaker, F. Frank Vorenberg, Milton Kahn, of Boston; Donald Kaffenburgh, Hartford; Nathan Cohen, Springfield, as participants:

On preparing the community:

1. Know the community, its needs and resources.
2. Analyze earlier experiences and potentialities for the future. Make comparisons with other cities to correct faults and set new standards.

3. Professional direction is needed to raise standards.

On inclusion and budgeting:

1. Use the Council for information on reports of national and overseas agencies being considered for inclusion.
2. Ask agencies for audited statements and for representatives to appear before the budget committee.
3. In determining allocations, the amounts raised in the community by the agency in question should be borne in mind, but increasing consideration should be given to impartial reports on the operations of the agency. For lack of such consideration, welfare funds have been high-pressured into including agencies which should not be included, and giving more to some agencies than they should give.

On planning the campaign:

1. Planning should go on all year and not just before a campaign. Such year-round planning has been accomplished notably by welfare funds conducted by Jewish community councils.
2. The organization of Youth and Women's Divisions should be encouraged.

On getting the money:

1. Past standards of giving cannot be used any more. We must develop new standards on the basis of greater needs.
2. We must know the potential giving ability of every person and we have a right to use every means of finding this out. The amount a man gives should be in proportion to his capital, his income, or the amount he spends on his personal needs. The man whose income is not large but whose capital is substantial should give out of his capital. Comparisons should be made with individuals in the same income class. The standard set by the most generous should be the guide for the giving of others. But because the standard in the community may be low to begin with, information should be available on the standard of giving in other communities. People in the same income brackets should give substantially the same amounts, whether they live in Chicago or Oshkosh. Contributors in the smaller communities should be taught to give on a level comparable with contributors in the larger cities.
3. Larger gifts can be gotten from small givers through a weekly or monthly payment plan. A person will find it easier to give a dollar a week for ten weeks than \$10 in one lump sum.

4. No professional solicitors should be used. The volunteer is potentially the best solicitor, especially if he is himself a substantial giver.
5. The campaign must be started by getting a few men to raise their contributions substantially. This sets the tone of the whole campaign.
6. Parlor meetings must be carefully planned, so that contributors will be prepared to announce quickly their own substantial gifts.
7. Labor groups in each city are a good potential source of interest. They can be organized to give a day's pay, either by working an extra day or by giving a normal day's pay.

Along the same lines, here are a few points made by Louis E. Spiegler, secretary of the Jewish Community Council of Washington, D.C., sponsors of the local United Appeal, in a talk given at the J.D.C. regional conference in that city, February 26th. A successful campaign, he said, is the result of:

1. A unified community; an earnest leadership representative of the ideological groupings of the community.
2. Efficient office management.
3. A simple and flexible campaign organization. Do not burden volunteers with too many meetings.
4. An effective and enlightened group of volunteer workers. Add new workers every year to build leaders for next year's campaign.
5. Complete coverage of the community. Broaden the base of gifts.
6. Going out for cash. A pledge campaign means two campaigns -- one to obtain the pledge, the other to collect.

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Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

165 West 46 Street, New York, N. Y.

OFFICERS: *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati • *President* SIDNEY HOLLANDER, Baltimore
Vice-Presidents WILLIAM ROSENWALD, Greenwich • HENRY WINEMAN, Detroit • IRA M. YOUNKER, New York
Secretary ELIAS MAYER, Chicago • *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

AIR MAIL
SPECIAL DELIVERY

May 4, 1939

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

Dear Rabbi Silver:

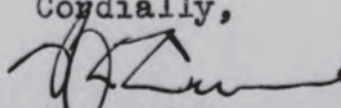
Mr. Rosichan wired me last night about his conversation with you regarding the Canton situation and your kind offer to try to help Canton decide on how best to meet the problem presented by the two emergencies with which it is now faced, the one created by the need of providing a new Community Center building and the other arising from the urgency of the UJA. Mr. Rosichan's wire suggested that Mr. Herman of the UJA staff get in touch with you. We learned from Mr. Herman's office that he was due in Canton yesterday and may still be there today, and I have wired Rosichan to that effect.

We discussed Canton with Mr. Coons on Tuesday and he told us that the Canton situation was not one that required discussion. Canton had made an appropriation to the UJA, which the UJA had considered inadequate and they have advised Canton accordingly. Mr. Coons and apparently Mr. Montor too, both feel that Canton is trying to capitalize the refugee plea in the interests of their Community Center. We discussed the situation with Mr. Kraft of the Jewish Welfare Board who has been in close contact with the developing Canton situation with reference to their building. Mr. Kraft had advised the Canton group to separate their Center building campaign from that of the UJA, but the Canton people felt that both would suffer if they were separated and that local conditions required them to go ahead as planned. Apparently, one of the members of the Jewish Welfare Board staff is due in Canton next week to help them with the campaign.

From our standpoint, it is important that the Canton leadership meet the present crisis in such a way as to retain their basic integrity and to assure the strengthening of their position as an organized community group. Their Welfare Fund has weakness but it can be strengthened in the course of their bringing themselves to meet their present obligations both to their local needs and to the overseas appeal.

Your experience and wisdom will be of infinite value to Canton and we appreciate keenly your readiness to serve.

With kindest personal regards,

Cordially,

H.L. LURIE

Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

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Secretary ELIAS MAYER, Chicago • *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE • *Associate Director* GEORGE W. RABINOFF

May 5, 1939

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

Dear Rabbi Silver:

Following Mr. Herman's return from Canton this morning, Mr. Coons, Mr. Montor, Mr. Herman and Mr. Rabinoff of our staff reviewed the Canton situation, after which Mr. Montor phoned you and Mr. Herman wired Canton as follows:

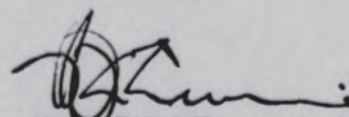
"DR. EDWARD M. FEIMAN CHAIRMAN
JEWISH WELFARE FUND, CANTON

AFTER CONSULTATION WITH REPRESENTATIVES OF WELFARE BOARD AND WITH MR. RABINOFF OF NATIONAL COUNCIL OF JEWISH WELFARE FUNDS, I REPORTED FULLY TO NATIONAL CHAIRMEN RABBIS SILVER AND WISE OF UNITED JEWISH APPEAL. I AM AUTHORIZED BY THE CHAIRMEN TO ADVISE YOU THAT THE UNITED JEWISH APPEAL CAN PARTICIPATE IN FORTHCOMING CANTON WELFARE FUND CAMPAIGN ONLY ON BASIS OF GUARANTEED PRIORITY OF MINIMUM ALLOTMENT OF \$18,000 TO THE UNITED JEWISH APPEAL. IF THIS CANNOT BE ARRANGED OUR NATIONAL CHAIRMEN EXPRESS THEMSELVES AS BELIEVING THAT IN VIEW OF CENTER CRITICAL SITUATION CAMPAIGN FOR THAT PURPOSE SHOULD BE HELD IMMEDIATELY AND THAT CAMPAIGN FOR UNITED JEWISH APPEAL SHOULD BE CONDUCTED IN FALL. IF GUARANTEE ARRANGEMENT ABOVE OUTLINED SATISFACTORY, UNITED JEWISH APPEAL CAN FURNISH ANY ONE OF FOLLOWING SPEAKERS ON DATES SPECIFIED MARVIN LOWENTHAL NATIONALLY KNOWN LECTURER AND AUTHOR MAY 14, JUDGE MANFRIED ARIE MAY 17 or 18 SHOLEM ASCH NOT AVAILABLE UNTIL JUNE. KINDEST REGARDS.

M. ROBERT HERMAN"

Mr. Herman had indicated various alternatives to the Canton Committee during his discussions with them yesterday but there seemed to be no way in which they could work out the situation. It may still be desirable for you to step into the situation and help them face the need for greater efforts. Mr. Rosichan visited Canton yesterday and will be at your service.

Cordially,


H. L. LURIE

HLL:as

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

C
O
P
Y

May 5, 1939

Mr. Henry Ittleson, President
New York United Jewish Appeal
200 Madison Avenue
New York, N. Y.

Dear Mr. Ittleson:

As President of the Council of Jewish Federations and Welfare Funds I desire at this time to place before you the application of the Council for a subvention from the newly formed New York United Jewish Appeal for Refugee and Overseas needs.

The program and work of the Council have, I believe, a special significance for the agencies included in your appeal, - not only because of its service to them in the New York area, but also thru its influence in marshalling to their support in the present crisis the 200 Welfare Funds and Federations thruout the nation.

First, on the local side. Because of circumstances with which you are familiar the New York community has been called on to care for a disproportionately large number of refugees. Aside from the unfair financial burden thereby imposed, it has created a situation that has many undesirable by-products. Anything that adds to New York's already great Jewish population is a matter of serious concern; the only way of correcting this is by the removal of as many of these immigrants as possible to other communities, preferably far distant from the Atlantic seaboard. That calls for community acceptance of responsibility in such communities and an effective development of their placement services. Both these are the present functions of the COUNCIL.

We now have thruout the country over 200 Federations and Welfare Funds in 126 cities which have been organized both functionally and financially to render aid in the placement of the refugees. They are prepared to carry their share of the burden, thereby relieving New York of a great part of its present load. The larger the number of refugees shifted to smaller communities, the better off they will be, - and the better off we will be, too. We don't want the "Refugee Problem" to become the "American Jew problem". So much for the value of the COUNCIL to New York.

To the national and overseas agencies which your local fund serves, the COUNCIL provides entrance to a network of 126 organized communities with their Jewish groups prepared and willing to play their part in the support of the causes your agencies represent. In most of them, permanent all-year-round organizations have been established, which means a continuing process of education and a heightened awareness

Mr. Henry Ittleson
New York City

May 5, 1939

of responsibility. The COUNCIL has worked with them to develop fund-raising and budgetary services without which the sums your agencies now ask would be impossible of achievement. These functions of the COUNCIL are thus of immediate value to your agencies; without it, they would be compelled to develop these services for themselves at great expenditure of time and money.

In 1938 approximately 50 percent of the total sums raised by the major agencies came from welfare funds. In all these communities the responsibility for planning and carrying out the fund raising effort as well as the costs involved was assumed by the locality. The average cost for fund raising and administration in welfare fund cities was approximately 6.7 percent. National campaigns conducted by the agencies themselves show substantially higher average costs. Due to the increasing proportion of funds received from welfare fund cities, the costs of collection have been materially reduced, making possible larger net appropriations for the actual work of the agency.

I have been advised of your suggestion that the request for a contribution should be directed to the national agencies themselves and that it should not be a "Service charge" from your local fund. There are certain factors to be kept in mind there. One is that the COUNCIL is a democratic organization of local communities whose interests it must serve and whose views it must represent. To do this effectively it must maintain a strictly impartial attitude towards all agencies coming to its members for support. If the COUNCIL becomes a suppliant of the national agencies and is dependent on them for its continued existence rather than on its own membership it would be difficult for it to maintain proper objectivity in its relations with them.

At present the greater part of COUNCIL's income comes from individual welfare funds which give it support in proportion to their means. I know that you do not call your present organization a "welfare fund" since it includes only a few of the agencies that other cities include in larger number. As a matter of fact almost no two welfare funds include the same grouping of agencies. Many are as limited as yours; others are more comprehensive, - but the underlying nature of all is the same.

Should the New York fund fail to support the COUNCIL it will certainly embarrass us with other cities which are doing their part. It might be interpreted that your city as a center of national problems receives support for a part of these problems from other communities but was unwilling to bear a reciprocal obligation, which I know is not true.

The COUNCIL feels that on the basis of present performance and past services it might properly be included as a "service charge" in your present campaign, as is the case with other welfare funds. An allocation on this basis differentiates it at once from the requests of other national agencies that perform specific services unrelated to your own program.

Mr. Henry Ittleson
New York, N. Y.

May 5, 1939

If after giving further thought you still feel that our contribution should come from the national bodies, we will of course defer to your judgment. However, May I suggest that any money the national organizations would allot to us from the general funds would actually be derived from the contributions of local welfare funds throughout the country. If we appeal to the national body we trust you will give such assistance as may be necessary to obtain favorable consideration. I hope, however, that you may still find it possible to include the amount as a local grant for the reasons I have outlined above

Very sincerely yours,

(signed) SIDNEY HOLLANDER

SH:SS



Council of Jewish Federations and Welfare Funds, Inc.

including the activities of the

BUREAU OF JEWISH SOCIAL RESEARCH

165 West 46 Street, New York, N. Y.

OFFICERS: *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati • *President* SIDNEY HOLLANDER, Baltimore
Vice-Presidents WILLIAM ROSENWALD, Greenwich • HENRY WINEMAN, Detroit • IRA M. YOUNKER, New York
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May 17, 1939

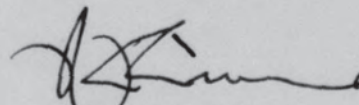
Rabbi Abba Hillel Silver
The Temple
E. 105 St. at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

Our office has not received a direct reply from you to the notice of our Board meeting which has been sent you. As you know, the Board of Directors will meet in Cleveland beginning at 10 A.M. on Saturday, May 20th. There are a number of exceedingly important matters to come up and I am hoping that you will be free to attend the sessions of the Board. We will need your help, particularly on some discussions of the work toward relationships of the overseas agencies and the welfare funds in 1940.

With kindest regards, I am

Very sincerely,


H.L. LURIE

HLL/ed

BULLETIN

For Member Agencies

May 29, 1939

SUMMARY OF PROCEEDINGS

Meeting of the Board of Directors
of the
Council of Jewish Federations and Welfare Funds

Cleveland, Ohio, May 20-21, 1939

In preparation for this meeting memoranda were prepared on each of the major questions to be presented for discussion. This bulletin summarizes both the salient facts of the pertinent memoranda and the Board discussions. Complete text of the individual memoranda are available to member agencies on request.

I. Relation of Welfare Funds to Overseas Needs for 1940

The memorandum before the Board pointed out that in anticipation of 1940, three points required discussion:

1. Interest of the Council in the continuation of the UJA for 1940, under conditions to be determined.

The campaigns already completed indicate that the United Jewish Appeal will obtain funds beyond the amount budgeted to the three agencies on the basis of 1938 fund-raising experience. Allocation of funds beyond this total will be made by the Allocations Committee. Mr. Louis E. Kirstein of Boston has been designated the fifth member of this Allocations Committee, the other four being equally divided between the Joint Distribution Committee and the United Palestine Appeal. The general scheme of the UJA may be said to have substantial approval of local welfare fund budget committees, particularly since it permits a degree of flexibility which facilitates adjustment of available resources to changing needs. Can we proceed on the assumption that a similar plan will form the basis for the fund-raising campaigns in 1940, with such changes in procedure as may be dictated by 1939 experience?

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS
NATIONAL OFFICE: 165 WEST 46th STREET · NEW YORK CITY

2. Desirability of including additional overseas agencies in a joint appeal.

Questions have been raised concerning the scope of inclusion of the UJA and from several member agencies have come definite suggestions that the 1940 plan be extended to cover organizations such as ORT, HIAS, Hadassah, etc.

3. Discussion of suggestions from member agencies and regional conferences that the Council undertake an evaluative analysis of overseas programs in addition to the factual information now regularly furnished to members.

There has been a growing sentiment expressed at regional conferences of the Council held during the past year, that the factual reports now furnished be extended to include evaluative analysis of the program and performance of the national and overseas agencies. The current factual data which has been supplied is stated to be helpful but not adequate for the formulation of judgments concerning the intrinsic merits and the validity of the claims of the various appeals.

In the discussion of this subject the attitudes of the JDC and the UPA were reviewed. Reference was made to the delicacy and kaleidoscopic character of the present situation overseas and the growing sentiment among welfare fund budgeting committees that more information regarding programs was necessary for them to act intelligently. The view was expressed that the Council's efforts to secure desirable organizational relationships between separate and frequently competitive campaigns should be extended to provide welfare fund budget committees with qualitative analysis of needs. A proposal for a study commission was objected to on the ground that it would be extremely difficult to get adequate facts in brief visits abroad and that most of the pertinent information was already available in the American offices of the agencies working overseas.

The Board reached the conclusion that, since the UJA allocations committee would require similar analysis to reach its own determinations, it be suggested to that committee that they take steps to establish a comprehensive factual basis preliminary to the decisions on fund distribution which they would be required to make later in the year and that full cooperation of the Council committees and staff be tendered for this process. The successful carrying out of this project it was pointed out, would resolve questions as to the continuance of UJA for 1940 as well as the question of extending the UJA to include

other agencies.

A second motion provided for the appointment of a committee by the president to confer with the three organizations now composing the UJA, in anticipation of 1940 financing regarding their receptivity to extending the inclusion of a joint overseas campaign. Various aspects of the effect of increased overseas needs upon local philanthropic programs were discussed. The opinion was expressed reinforcing the views arrived at during the Baltimore General Assembly that local responsibility needed to be maintained to avoid unfavorable criticism concerning diminished interest or support of Jewish and general local needs.

II. Financing Activities of the General Jewish Council and its Four Constituent Agencies

Based on communications from member agencies, the Committee on National Jewish Agencies presented to the Board for consideration the following points:

- a. Can the GJC assume responsibility for approving the budgetary requirements of its four constituent agency organizations and submit them to the country for support? Is a joint budget for all four organizations and the GJC desirable and feasible or is there some intermediate step in lieu of coordinating financing.
- b. Is the CJFWF involved in this process of financial review? Is evaluative analysis of the activities and programs of the agencies an element in the financial review?
- c. How can the financial needs of the organizations best be presented to the welfare funds? Does the United Jewish Appeal present an analagous situation?
- d. Is financing of civic-protective activities a proper function of the welfare fund, and if not, what is the most desirable method for organizing local financial support for these activities?

The major discussion revolved around the question of the welfare funds assuming responsibility for financing civic-protective work. Although the consensus of the meeting tended toward the view that this work should be financed through restricted appeals to small groups rather than through community-wide welfare fund organizations, nevertheless, it was recognized that community groups have a responsibility for participation in this field. The Board, therefore, decided that the discussion of this subject should be continued at its next meeting in the fall; and that meanwhile the Committee on National Jewish Agencies and the

staff should prepare an analysis of the entire problem, particularly with reference to the responsibility of welfare funds and community councils and the effect of the several methods of financing on the continuing support of general civic causes. Discussions with the General Jewish Council are to be continued for a full exploration of the subject.

III. Tuberculosis Study

The memoranda presented to the Board on this subject were derived from the study made by Dr. Philip Klein for the joint committee representing the CJFWE and the Council of National Jewish Agencies at Denver and Los Angeles. Copies of this report were distributed to all member agencies in January 1939. The report has been studied further by a sub-committee of the Council. Their recommendations provided that steps be taken in cooperation with the national agencies for initiating a national program in this field, as suggested by Dr. Klein.

The Board decided that the Committee's recommendations should be distributed to member agencies and that the Denver and Los Angeles institutions be requested to submit their comments on the recommendations before June 24 so that these ^{comments} may be distributed with the Committee's report.

IV. Public Relations

A staff memorandum was presented proposing that a round table be held next fall for the discussion of public relations and publicity policies in federations and welfare funds. The suggestion had been made that such a meeting be held experimentally for the laymen and professionals directly responsible for such activities in their communities.

The Board approved the suggestion and authorized the Committee on Public Relations to develop plans for the meeting.

V. Public Welfare Measures

The question of whether the Wagner Public Health Bill now pending in the United States Senate (Senate 1620) was appropriate for consideration by the Committee on Public Welfare Measures was raised by its chairman.

The consensus of the Board was that the Committee should study the bill and that in connection with its work the Committee pay particular attention to the interests of Jewish hospitals, since they represent a major problem in the large communities.

VI. Jewish Occupational Council

The Council of Jewish Federations and Welfare Funds has been invited to become a member of the recently projected Jewish Occupational Council. This Council is being set up as a center to assist the national and local agencies in the field of employment and occupational problems, and vocational guidance and redirection.

For some years the CJFWF has concerned itself with these problems, since they underlie much of the activity and interest of the federations, family welfare and other communal agencies involved in social and economic adjustment.

Some members were concerned that the Council might interfere with its neutral position by joining with functional agencies such as the Jewish Occupational Council. Although entirely sympathetic with the purpose of the proposed Council, it was felt that the local vocational bureaus now working with the CJFWF would prefer that we maintain an entirely objective position while giving every assistance and cooperation to the new organization. A motion to this effect was approved.

VII. Union Contract and Staff

At the meeting of the Board during the Baltimore Assembly, the Union chapter of the Council staff presented a request for a contract. A special committee was appointed at that time which subsequently met and formulated its recommendations which in turn they discussed with a staff committee. This report, presented to the Board for its decision, provided:

1. That the administration be asked to review present standards of personnel practices in the Council, for submission to the Committee for consideration and reference to the Board;
2. That the Committee recommend that the Board accept the principle of collective bargaining with the staff of the Council, the parties to the process being the administration on the one hand and such persons as are designated by the staff;
3. That no contract be entered into with the Union or staff as such.

In the opening discussion it was generally agreed that action taken by the Council in connection with its own staff might tend to affect the action taken by member agencies on the same question arising in their own organizations. It was therefore agreed that the Council position requires that it be entirely neutral on the matter of Union recognition, insofar as its member agencies are concerned, and that this policy be carried out in

all phases of Council administration by the Board, its officers and executives.

As to the specific issue of a contract with its own staff the Board voted:

- a. To advise the staff of its willingness to deal with representatives of all groups within the staff whether they represent the majority, minorities or individuals. By subsequent motion this action was interpreted also to include representation through non-staff members.
- b. That statements on personnel practices and policies will be limited to the Council policy book which is accessible to all members of the staff.

VIII. Council Budget and Finances

The Board had before it the following summary of the Council finances:

To meet the problem created by the withdrawal this year of \$21,500 in Foundation support, the Board in January set up a Finance Committee of which Mr. Charles A. Riegelman is Chairman. All members of the Board agreed to help with this problem. Contacts with regional finance committee chairmen have been maintained through the central office, the field staff and the officers of the Council. They have been in touch with practically all our member agencies, either directly or thru correspondence. Council finances received careful consideration at all three regional conferences held this Spring -- New England, Southeastern and Western -- and in each instance the quota established for the region was accepted. Similar action was taken by the executive committee of the Up-State New York and Ontario region, and by the presidents and finance chairmen of the East Central States Regions.

Progress of Finance Campaign

The results to date are substantially as follows: 29 agencies, including a number of the larger cities, have notified us of increases which will raise the total of their membership fees from \$29,700 in 1938 to \$38,920 in 1939, a gain of \$9,220. Eleven new agencies have joined the Council this year, representing a gain in income of \$710. Thirteen member agencies, on the other hand, have informed us that they will renew at last year's level. This leaves 104 agencies still to be heard from out of a total of 157. These members, however, include a large number of the smaller agencies, and contributed only \$19,085 to our income last year. If they go up at the same rate as the 42 from which we have heard, we cannot expect more than an increase of about \$5,000 from this group. Our total increase in membership income this year, as things stand now, will be about \$15,000.

Needs Vs. Income

This figure - \$15,000 - should be set against the loss in foundation income of \$21,500 and the need for additional field service in regions not now covered and which have pledged increases on condition of receiving such service. We estimate that it will cost \$17,500 to put field workers

into the West Central and Southwestern regions and to expand field service in the New England, Southeastern and East Central regions from a part-time to a full-time basis. Thus our net requirements in increased income from our member agencies for 1939 is \$38,500. At the present rate, we will get \$15,000. We are short in other words, about \$23,500.

Correspondence from several of the regional finance chairmen and from the St. Louis Jewish Welfare Fund indicate that the prospects were more promising than had appeared when the meeting opened. The discussion, therefore, centered largely around the question of New York City and the possibilities of obtaining an allocation from its local UJA Campaign. Negotiations have been under way for some weeks with this end in view and will be continued by a committee consisting of the President, Chairman of the Board and two New York members.

It was reported that a number of the larger cities from whom it was hoped to obtain substantial increases in Council allocations appeared to be waiting on each other's action before reaching a determination for themselves. St. Louis' action, which was communicated to the Council in a telegram during the meeting, and the prospect that Los Angeles and San Francisco would practically double their 1938 subscriptions, may provide the necessary impetus.

IX. Jewish Community Councils

The Board reviewed the suggested program of the Chairman of the Committee on Jewish Community Councils. On the basis of previous interest and discussions during the Baltimore Assembly, the Committee planned that the Council continue, by studies, discussion meetings and field observation, to serve as a clearing-house for information and experience regarding the organization and operating methods of local community councils.

The Board approved the Committee plan and authorized its continuing activity.

X. Regional Organization

Resolutions presented from the Western States Regional Conference held at Oakland in April recommended Board action in connection with several phases of the work with national and overseas agencies. They urged more evaluative Council studies and greater coordination between the national and overseas agencies in fund raising. The resolutions were acknowledged, in accordance with action taken during this Board meeting.

The Board noted that the regional conferences and regional executive committee ^{meetings} are being used by welfare fund leadership to compare welfare fund policies and experience. Discussions at the regional meetings are resulting in crystallizations of welfare fund opinion, which in turn reach Council Board and administration.

XI. 1940 General Assembly

Preliminary plans for 1940 General Assembly were discussed and the president was authorized to appoint a committee to recommend time, place and program. The middle-west seemed to be agreed upon as the desirable area for the next Assembly. The Board designated the following as the Nominating Committee for 1940: Arthur Brin, Minneapolis, chairman; Joseph M. Berne, Cleveland; Harry Greenstein, Baltimore; Donald Kaffenburgh, Hartford; Dean I. Loeb, St. Louis; Herbert Mallinson, Dallas; and S. Mason Ehrman, Portland, Ore.

Council of Jewish Federations and Welfare Funds, Inc.

Including the Activities of the Bureau of Jewish Social Research

165 West 46 Street, New York, N. Y.

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June 26, 1939

Rabbi Abba Hillel Silver, Nat'l. Chairman
United Palestine Appeal
Ansel Road and 105 Street
Cleveland, Ohio

Dear Rabbi Silver:

I desire to place before you officially the request of the Council for a subvention from the United Palestine Appeal for the current year.

The Council is supported primarily by its member agencies. It is a national service agency established by and serving the interests of its 161 members located in 130 cities in the United States and Canada. Funds for the support of the Council are obtained directly from federations and welfare funds. New York City, however, presents a special problem, as you will note from the copy of the enclosed letter addressed to Mr. Henry Ittleson, President of the New York United Jewish Appeal.

In the majority of cities the local welfare fund rather than the federation carries the larger share of the support for the Council. In New York, however, our present member agency, the New York Federation, does not operate a general welfare fund for national and overseas causes so that the normal basis of support for the Council cannot be obtained. For 1939, the New York Federation's membership contribution to the Council was but \$12,000, which though it represented an increase of \$1,500 over the previous year was far from adequate. The Brooklyn Federation also pledged \$1,000 to the Council from its funds.

If these amounts were to be considered as New York's total contribution to the Council they would be altogether disproportionate to those of other cities. In view of the fact that New York will contribute approximately 40% of the funds raised by national and overseas programs its share of responsibility for the Council's budget should be about \$50,000 a year.

We had assumed originally that the New York United Jewish Appeal which is being conducted with the assistance of the Business Men's Council of the New York and Brooklyn Federations might properly accept a share of New York City's responsibility for financing the Council. However, the Executive Committee of the New York UJA, after considering our request carefully, came to the conclusion that they could not properly make a contribution to any organization outside of the three beneficiaries of the UJA. The Executive Committee of the New York UJA, however, considered our request valid and adopted a resolution that it would support favorably any request that we might make directly to the American Jewish Joint Distribution Committee and to the United Palestine Appeal for a contribution to come either from the amount raised by the New York UJA, or from the general funds of the agencies included in the national UJA.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

Rabbi Abba Hillel Silver
Cleveland, Ohio

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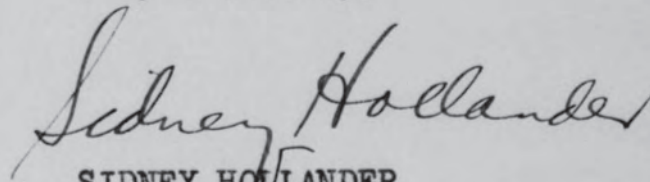
June 21, 1939

We hope that your organization will consider our request favorably and authorize an appropriation to the Council from the funds made available to you by the New York UJA. As we have indicated, we have no problem in cities with an established welfare fund from whom we receive direct membership contributions.

If your organization does not consider it valid to make an appropriation to the Council in behalf of the New York United Jewish Appeal, it is our opinion that direct support of the Council by your organization for this year is legitimate on other grounds. The Council, as a service agency, is asked by its member agencies to assume considerable responsibility for aiding in the establishment and servicing of welfare funds. Our budget covers expenditures for field service, assistance in budgeting and a large number of other types of services aimed mainly at making welfare funds effective and aiding them in assuming their proper share of responsibility for important national and overseas causes. You, of course, recognize that the success of your programs are to a considerable extent dependent upon the character and effectiveness of local Jewish organizations for service and fund raising. It is because the securing of your support depends so largely upon organized welfare funds that the maintenance of the Council's services may be considered an essential factor in the present system of securing adequate support and intelligent interest of all local communities throughout the country for your important program.

We shall be pleased to submit to you any further details on our program and on our budget that you may wish to have in considering this request.

Very sincerely,


SIDNEY HOLLANDER
President

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Encl.

Council of Jewish Federations and Welfare Funds, Inc.

Including the Activities of the Bureau of Jewish Social Research

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June 28, 1939

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

Dear Rabbi Silver:

The Jewish welfare funds throughout the country have, as you know, accepted the responsibility for obtaining funds for the United Jewish Appeal and other important Jewish causes. At our regional meetings and in our contacts with these welfare funds, which constitute the membership of the Council, questions have been raised concerning the current experience of the overseas and refugee programs and their immediate future activities. One of the continuing functions of the Council in behalf of its members is the collection and distribution of information concerning the agencies supported by welfare funds. We also have the responsibility to keep our welfare fund members informed of developments and to assist in establishing procedures which will secure the most effective relationships between the local fund raising bodies and the causes they support.

Some of these general questions were discussed by the Board of Directors of the Council at its last meeting in Cleveland on May 20 and 21. The Board suggested that a committee of the Council consisting of our chairman, Mr. William J. Shroder, Mr. Ira M. Younker, the chairman of our Committee on National Jewish Agencies, Mr. Charles J. Rosenbloom and myself take responsibility for presenting our thinking to the Allocations Committee of the United Jewish Appeal. The presence of these members of our group in New York City last week gave us an opportunity to discuss some of these matters in person with Mr. Henry Ittleson and this letter is an attempt to place before you individually the subject of our conversations with him.

Only part of the proposed goal of the United Jewish Appeal has been earmarked for the three cooperating agencies, the balance to be distributed by an Allocations Committee on the basis of needs and programs. Evaluation and interpretation of these needs, therefore, will be an essential function of your Committee. As a basis for the distribution of the additional funds, concrete information will be necessary concerning the extent and character of needs and the specific programs of work carried on by the three agencies. Similarly, this material is essential to supply our member welfare funds with the kind of information they need for intelligent cooperation with the objectives of your constituents.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

Rabbi Abba Hillel Silver
Cleveland, Ohio

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June 28, 1939

Our present sources of information are limited to the material which is secured by us from the offices of your constituent agencies. It may be desirable to have a more intensive study made of the needs as well as of the actual programs that are now under way as a background for the development of fund raising plans for the coming year.

We recognize that we are all mutually concerned in these important Jewish problems and that local communities throughout the country are prepared to assist in these programs on the most intelligent and sympathetic basis. Please be assured that the Council stands ready at all times to cooperate in any way in which it can be helpful.

Very sincerely,

Sidney Hollander
SIDNEY HOLLANDER
President



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July 3, 1939

Mr. Sidney Hollander, President
Council of Jewish Federations and Welfare Funds, Inc.
165 West 46th St.
New York, N.Y.

My dear Mr. Hollander:

Permit me to acknowledge your letters of June 26 and 28 to Rabbi Silver. Rabbi Silver is now in Europe and will not return to Cleveland until the early part of September. I shall be pleased to refer your letters to Rabbi Silver at that time.

With best wishes, I remain

Very sincerely yours,

BJK

Secretary to Rabbi Silver.