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Federations and Welfare Funds, 1940-1941.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

May 13, 1940

REPORT ON COUNCIL ACTIVITIES

Jan. - May 1940

Mr. Hollander has suggested that the present staff report might review the character and scope of the present Council program, in order to set the perspective on the whole range of Council activities. The general tendency at Council meetings and in its publications is to emphasize emergency situations and needs, overseas and elsewhere. This report is concerned primarily with services to federations in the various functional fields.

In general, the purpose of the Council is to help organize local Jewry, city by city, to meet its communal obligations, whether they be in relation to local philanthropy or broader communal needs to be met on the national scene or overseas. The ideal local community, toward which we are working, will effectively organize all Jewish elements to participate in service and fund raising programs. The basis of participation is entirely voluntary, and Jewish community agencies need to be concerned with the obligations of its members to the broader community and civic affairs. The evils of isolation, segregation and arbitrary individual and factional control need to be avoided. Similarly, the organized communities of the country must cooperate with each other, through some instrument such as the Council, in working out programs and policies on matters of country-wide concern, in cooperation with nationally created agencies functioning on specific programs.

Within this general emphasis on community organization, the Council serves:

- 1) to organize communities for service on local problems, including the initiation of new bodies, the coordination of existing agencies, and the development and maintenance of standards of performance;
- 2) to assist in the organization for financing these necessary services, including intelligent budgeting of available funds and consideration of community chest relations;
- 3) to work with nationally organized agencies in the interests of their adequate financing and their service relationships to the local communities.

The Council staff operates through three major departments, closely interrelated, each having definite responsibility for certain phases of the program:

- 1) Administration, responsible for Council financing, for general policy making, for publicity and production, for negotiations and contacts with national agencies;
- 2) Research, the fact finding arm, (the successor to the Bureau of Jewish Social Research), collecting and compiling information and reports on various matters on which the other two arms are working;
- 3) Field Service, the arm that establishes direct contact with the local communities, to learn about their problems and activities, in order to aid in their organization and in the formulation of national experience and policies.

Bearing in mind the Council emphasis on community organization, and the fact that in many fields the Council depends for program content upon other national agencies, the following items have been drawn from this year's work, as illustrative of Council activities, by fields -

Family Welfare - Most of the major organizations in this field are now affiliated with the Family Welfare Association of America, for technical service and for collaboration with non-sectarian agencies working on similar problems. At the Detroit General Assembly, a special meeting of representatives from the larger communities reviewed their problems and recent developments. The discussion centered about the effects of the present tendency to merge case work agencies, and the Council was asked to undertake a study of the several cities in which mergers had actually taken place, to gauge their values, and to serve as a guide to other communities. (The Minutes of this meeting, and the related discussion on mergers at the Assembly have been distributed to the family agencies.)

In a number of the smaller cities, Youngstown for example, the Council field man was consulted regarding the reorganization of their local family welfare program, and the provision of supervisory aid to a newly introduced and promising worker.

Refugees - Closely related to family welfare activities, our field people have been in constant contact with local developments in the regions. To illustrate, Mr. Rosichan has made field visits with resettlement workers in Michigan, Indiana and the Tri-State area, has worked with the state group in Ohio in local contacts and in their state meetings, and has aided in the strengthening of local refugee committees and their zone responsibilities. Mrs. Silverstone has aided in bringing the larger Connecticut cities to accept responsibility for refugee resettlement in their surrounding areas. Mr. Wolfe, working jointly on the Council and NRS staffs, has brought to the latter group the Council experience in community organization, and has carried direct responsibility for building up state refugee programs in his region. Similar activity has been carried by Council field staff in the other regions.

At the Detroit Assembly, and at the three regional conferences this spring, (Bridgeport, March 16-17, Birmingham, April 7-8, Salt Lake City, April 13-15), the NRS was given the opportunity of presenting its general problem, and more effectively organizing its work in the communities represented. A Members' Bulletin was issued, reviewing the local costs of refugee service, and a study is now pending on local and regional organization for refugee work. Members of the Council staff participated in the NRS Field Staff Institute in March, and there have been constant negotiations with the national staff on individual local problems and national policies.

Child Care - A study of the program of the Cincinnati Foster Home was conducted, to determine the need for a new building, or the development of an alternative program. The study of the relative values of treatment at the Home for Hebrew Infants and the Foster Home Bureau, in New York, is now under way, with the aid of technicians who are studying the physical and emotional development of matched groups of children. The Council staff have been party to the planning of the study of the Erie Orphan Home and the development of recommendations appropriate to the findings. The survey of Bellefaire at Cleveland was completed in 1939 and we are interested in following up the results.

Aged Care - The Council has been active, during the past few months, in studies of community programs for the care of the aged in Detroit, Pittsburgh, St. Louis and Kansas City, involving case studies in several instances, review of the total services in others, and the introduction of a new executive in one of the reorganized institutions. Although principles and policies have been pretty clearly defined, the care of the aged presents many difficulties, particularly in the interpretation of the changing problem to those people who have been traditionally interested in this field.

Transients - Interest in transients is being revived, under the impetus of an apparently extending problem. A memorandum was prepared for discussion at the Southeastern Region Conference, and the staff is proposing to initiate this summer a study of the extent of transiency, local service programs, shelters and other facilities, relationship to non-sectarian and public resources, etc. Itinerant rabbis and religious functionaries are presenting a new and complicating factor.

Remedial Loans - An analysis of the current factors in the need for community credit facilities was prepared for St. Louis, following a local study of the work carried by one of their federation agencies over a period of several decades.

Jewish Education - In cooperation with the American Association for Jewish Education, programs were arranged at the Detroit Assembly and the Bridgeport Regional Conference on community aspects of Jewish educational programs. This newly created AAJE, made up of lay and professional persons interested in improving the quality and increasing the coverage of community programs, has brought about an intensified interest in a number of cities. Toledo and Rochester, among others, have recently called upon the Council for information and experience in guiding their course.

Cultural Activities - The Council has been in consultation with groups in Cleveland on the initiation of an extended program for youth, through a Jewish Young Adult Bureau. In Youngstown, Los Angeles, Toronto, Cincinnati, Dayton and Columbus, problems have been reviewed with reference to their Community Center and young peoples' activities, particularly in connection with their welfare fund and community council developments. This has involved some negotiations with the Jewish Welfare Board relative to our respective interests. Incidentally, Council staff participated in the JWB Institute on Community Organization, held last month for a group of center executives who find themselves involved in broader communal programs, particularly in the smaller cities.

Health - Aside from continuing activity on the problem presented by the national agencies caring for the tuberculous (presented elsewhere), there are several specific local health problems with which the Council has been concerned in recent months. One of these has been the exploratory study of the needs of the Jewish patients at the Mayo Clinic, in Rochester, Minn., made at the request of the B'nai B'rith, which has been carrying a form of social service activity there for some dozen years, and of the local Jewish community of Rochester, which has been interested in developing a social center and synagogue for the use of the patients. Another is a study of a project being developed in Miami, Fla., for the care of children with rheumatic heart conditions, that seeks to extend its services to children from other areas. Washington, D.C. asked for light on the question of establishing a Jewish hospital, and several other cities secured specific information for hospital administration.

Vocational Services - Out of the Council field service developed a study of the needs for vocational services in Rochester, New York, made by a consultant from New York City. The study found that existing placement services under public auspices were adequate, and recommended that the Jewish group confine its activities to guidance work with young people. At the request of some of the executives, the Council has just completed and will issue shortly a study of personnel in the vocational agencies. The last issue of Notes and News carried a "round-up" story of recent developments in the vocational services in various communities, and a more detailed analysis is now in preparation, for early release. In introducing a special program for dealing with discrimination in employment, Baltimore sent their worker to the Council office, to examine the literature and to review recent experience. There was considerable interest in the meeting on vocational services, at the Bridgeport Regional Conference.

A special memorandum for Board action reviews the request made by the representatives of the vocational agencies following the Detroit Assembly, for an extension and intensification of Council services in this field, with particular reference to the Jewish Occupational Council.

Civic-Protective - This field, like the vocational services, represents a radical departure from the usual range of social service activities, whose principles and practices have been fairly well standardized. In civic-protective and vocational work particularly, Jewish community organizations are still in process of formulating their ideas and experimentally developing programs. Until two or three years ago a large bulk of civic-protective work was carried by the national organizations, with comparatively little self-directing activity in the local communities, except in emergency situations of overt local manifestations of anti-semitism.

National Budgeting Process, presents the Council activities in that field.

In connection with campaigning for welfare funds, there has been an intensification of activity. The East Central Region conducted an institute on campaigning for welfare fund executives in March. A special committee of welfare fund publicity directors met in March with representatives of the overseas and civic-protective agencies and prepared a plan of cooperation and publicity services to the welfare funds. The series of campaign bulletins for welfare funds has been continued this spring and again, our field representatives have been consulted regarding campaign methods and policies in the various local communities with which they have been working.

On the question of administration, a special study has been made at the request of Baltimore regarding the personnel practices in the case work agencies. Another related study was prepared on the organization and activities of Junior Divisions of Federations and Welfare Funds. This matter was a subject of discussion at the Detroit Assembly and activity with Junior groups was initiated at the Salt Lake Conference and in a number of communities.

Contact has been established and maintained with the United Jewish Refugee and War Relief Agencies of Canada, through the executive in Montreal, in an effort to extend the experience of the Council to the Canadian communities.

Attached to this report as appendices are:

1. A list of new member agencies which have affiliated with the Council since the beginning of the year;
2. A list of Council publications during these four months;
3. A summary of the 1939 Year Book, showing trends in the functional fields over the period of years during which service statistics have been gathered.

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MINUTES

MEETING OF THE BOARD OF DIRECTORS

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

PITTSBURGH, PA. - MAY 18, 1940

Present: William J. Shroder, Cincinnati, presiding

Arthur Brin, Minneapolis
Samuel Goldhamer, Cleveland
Joseph Goldstein, Rochester
Sidney Hollander, Baltimore
Donald Kaffenburgh, Hartford
Dr. Solomon Lowenstein, New York
Kurt Feiser, Philadelphia

Charles J. Rosenbloom, Pittsburgh
William Rosenwald, Greenwich
Dr. Ben M. Selekman, Boston
Eugene Warner, Buffalo
Joseph Willen, New York
Ira M. Younker, New York

Visitors: Louis Caplan, Pittsburgh
Samuel A. Goldsmith, Chicago
Dr. Maurice Taylor, Pittsburgh

Staff: H. L. Lurie
G. W. Rabinoff

Committee reports and staff memoranda were presented on each item discussed. Folders containing these reports and memoranda were distributed to all board members present and to other board members by mail.

(Morning and afternoon sessions held at Hotel William Penn, evening meeting at home of Charles Rosenbloom)

1. MINUTES OF PREVIOUS MEETING

The minutes of the previous sessions of the board in Detroit, Mich. on January 27 and 28, 1940, were APPROVED.

2. COUNCIL ACTIVITIES

MR. LURIE briefly summarized his report on the activities of the Council, emphasizing the continuous services which the Council offers throughout the year in the individual functional fields of Jewish social service. In answer to a question from MR. WARNER as to the policy of the Council in recommending action to local communities, MR. LURIE explained that the Council procedure is to enter local situations only when requested by the community. The Council, he explained, sets no hard and fast rules for communities to follow, but merely brings them the best experience available from other communities and encourages each city to make its own decisions.

MR. GOLDSTEIN noted that the Jewish Welfare Board was discussing many phases of community organization at its meetings, especially the development of community councils, and asked whether the Council and the JWB were competing with each other or were cooperating in this field. MR. LURIE replied that he had recently discussed the matter with the executive director of the JWB. He explained that the staff of the JWB was considering the local community centers not merely as agencies for cultural work, but rather as centers for the develop-

ment of all Jewish communal activities. Such a view, MR. LURIE felt, can be worked out effectively in small communities where the center or the Y is the only community-wide agency. In the larger cities, however, there are many other organizations which must be considered in developing an effective program of community organization. MR. WARNER felt that the job of community organization belonged entirely to the Council rather than any other national body. MR. GOLDSTEIN expressed the hope that any feeling of competition between the Council and the JWB could be eliminated and that the two groups work out some method of cooperation. MR. LURIE pointed out that there was not a clear-cut division, especially in certain smaller communities, between the functions of the Council and the Jewish Center. MR. SHRODER asked whether committees of the Council and JWB might work out a satisfactory division of labor. MR. LURIE felt that before such a step were taken, it might be desirable for the staffs of the two bodies to explore the matter further and discuss differences, duplications, etc. MR. ROSENWALD suggested that since the General Jewish Council was concerned with the development of the community council form of organization, it might be useful to bring GJC representatives into these discussions. MR. SHRODER said that the JWB seemed to be undertaking the development of a broad community council program, whereas the GJC was concerned only with the civic-protective aspects of community council activities. MR. ROSENWALD replied that if the GJC was left completely out of these discussions, it might cause complications later, when the GJC embarked on some broad program of community organization.

MR. ROSENWALD MOVED that the staff of the Council be instructed to confer with the officers of the Jewish Welfare Board and the General Jewish Council with a view toward determining the spheres of interest of the respective agencies and to report the results of these conversations to the Council's standing Committee on National Jewish Agencies.

The MOTION was seconded and carried.

In reply to a question from MR. BRIN, MR. RABINOFF briefly outlined Jewish organizational developments in Canada, in the field of fund raising for overseas and refugee aid and local community organization.

3. JEWISH OCCUPATIONAL COUNCIL

MR. LURIE read a resolution adopted by a group of persons attending a special meeting on local vocational guidance and placement services at the General Assembly of the Council in Detroit in January. The resolution requested the Council of Jewish Federations and Welfare Funds to expand its services to local vocational agencies through (1) special field service to guide communities in their vocational programs; (2) more detailed statistical reporting service in this field; (3) publication of a periodical on Jewish vocational work; (4) study of the problem of developing professional personnel in this field. The Jewish Occupational Council was also asked to consider these requests.

MR. LURIE asked how the board could relate itself to the work of JOC and help provide to the local communities the services they need in the vocational field. He explained that if the JOC, which was set up a year ago to coordinate the efforts of all Jewish agencies dealing with vocational problems, were established on a firm and permanent basis, it might be able to do the tasks outlined in the resolution. In the meantime, however, no organization was carrying out this job.

MR. SHRODER commented that the Council has in the past not undertaken to serve local functional agencies in other fields of social service in the manner suggested in the resolution for the vocational field. MR. GOLDSTEIN felt that the Council could continue to assist communities in obtaining whatever information they needed on the organization and development of vocational programs without establishing a full-fledged service for vocational agencies. MR. LURIE pointed out that in the past the Council, or its predecessor, had provided direct service to family agencies, child care agencies and similar local functional services, but withdrew from these spheres when local organizations joined the Family Welfare Association, Child Welfare League and similar bodies operating in specialized fields. He said the Council had no desire to take the place of a parent body for vocational agencies if the JOC could be fully developed to perform the needed services.

IT WAS AGREED that the Council staff continue its present advisory, planning and information service in the vocational field, to assist local communities seeking guidance on their vocational programs, without increasing the Council's budget for this purpose.

4. TUBERCULOSIS AGENCIES

MR. RABINOFF read a memorandum dealing with current negotiations between the National Jewish Hospital and the Jewish Consumptives' Relief Society of Denver on a possible merger of the administration and facilities of the two institutions. He asked how the Council might advise its member agencies to bring pressure on the TB institutions to carry out the recommendations made in the study of the TB agencies conducted under the joint auspices of the Council and the institutions, and to bring pressure on the two agencies contemplating merger to carry through the project quickly. MR. HOLLANDER favored informing the Council member agencies of the current negotiations, suggesting that if they approve the merger, they so advise the Denver institutions directly. MR. SHRODER felt that the Council should sound out its member agencies as to whether or not they approve of the merger, and then inform the Denver institutions of the views expressed by the Council's constituency. MR. HOLLANDER felt that the Council should take the lead in this matter by passing a strong resolution in favor of the merger and transmitting it to the member agencies to obtain their comments and suggestions as to further Council action. The Council had often been criticized, he remarked, on the ground that it was too timid and failed to assert strong leadership in such matters.

MR. HOLLANDER MOVED that the Board place itself on record in favor of the proposed merger between the National Jewish Hospital and the Jewish Consumptives' Relief Society of Denver, and that the Board transmit its views to the member agencies of the Council, requesting them to notify both the Council and the Denver institutions of their attitude toward this merger, as well as on the general issue of carrying out the recommendations of the TB study.

The MOTION was seconded and carried.

5. AMERICAN RED CROSS

MR. LURIE read a telegram from Norman H. Davis, chairman of the American Red Cross, asking for the cooperation of the Council's member agencies with the local campaigns of the Red Cross throughout the country.

MR. ROSENWALD suggested that in complying with this request, the Council make it clear to its member agencies that it was not suggesting allocations to the Red Cross from local Jewish welfare funds, but rather cooperation of all individuals in the Jewish community with the regular Red Cross campaigns.

MR. HOLLANDER MOVED that the Council inform the Red Cross that it would cooperate in the nationwide drive by urging its local member agencies to exercise their influence in behalf of the local Red Cross campaigns in their communities.

The MOTION was seconded and carried.

MR. LURIE asserted that local welfare funds were asking the Council whether the Red Cross and the various non-sectarian overseas appeals which had sprung up as a result of the war, were in any way duplicating the work of the Jewish agencies operating overseas. He asked whether it would be desirable for the UJA to clarify this aspect of the situation for the benefit of the local welfare fund leaders. MR. GOLDSMITH asserted that not all the agencies in the UJA were concerned with this problem, since it affected only the JDC. MR. YOUNKER suggested that the JDC be asked for their point of view on this matter. MR. SHRODER proposed that the Council inform the JDC that local leaders would like to have the situation clarified for them and that the Council will be glad to transmit such a statement to the Council's member agencies. MR. GOLDSMITH and MR. ROSENWALD discussed briefly the relationship between the JDC and the Red Cross in various European countries. There was further discussion as to whether a statement on the matter should come from the Council or the JDC.

It was finally AGREED that the JDC be advised of the inquiries from local leaders and asked to provide a statement clarifying the situation for local communities.

6. UNITED JEWISH APPEAL

Referring to a statement issued on May 2 by Mr. Hollander to the Board members, outlining the status of the UJA Distribution Committee, MR. ROSENWALD asked why that memoranda had not been checked with the national agencies involved. MR. HOLLANDER said that bulletins on the work of national agencies, which are distributed to the Council's local budget committees, are checked with the agencies concerned, but argued that statements from the President of the Council to the Board, on current negotiations in which the Council is involved, do not have to be submitted to outside bodies.

MR. HOLLANDER then reported on recent developments in the organization of the Distribution Committee which was provided for by the 1940 UJA agreement and which would be charged with the responsibility of allocating the funds obtained by the UJA among its three participating agencies. The Committee was to consist of two persons from the JDC, two from the UPA and three named by the Council. Several lists of names of individuals to represent the Council had been submitted to the UJA leaders for their approval, but agreement had thus far not been obtained as to the three Council representatives. In the meantime, a committee composed of the executives of the JDC, UPA and the Council, was considering personnel

for directing the study project which would gather the facts upon which the Distribution Committee would base its decisions. MR. HOLLANDER asked the Board what further steps the Council should take in the matter.

There was extensive discussion on the reasons for the delay in obtaining agreement by the UJA on the three persons to represent the Council. Various procedures were suggested for facilitating the final choice of Council representatives. Several Board members felt that the Council representatives should be members of the Board, while others contended that the Council might have among its representatives non-Board members who were familiar with the problems of welfare fund communities. MR. SHRODER suggested that the President be authorized to submit another list of names, including non-Board members if necessary, to the UJA and to put as much pressure as possible on the UJA for a prompt selection from this list.

DR. LOWENSTEIN MOVED that the President of the Council be authorized to select names of persons, regardless of whether or not they are members of the Board, to serve as representatives of the Council on the UJA Distribution Committee and to submit these names as a final list to the UJA; and that in the event the UJA failed to approve the three representatives from this list, the Council should notify its constituent members that its nominees were not acceptable to the UJA and that the Council was withdrawing its responsibility from the UJA Distribution Committee.

MR. YOUNKER proposed that the motion be AMENDED to state that only board members be included on the list of names.

This AMENDMENT was TABLED.

The MOTION was seconded and carried with one opposing vote.

Noting a resolution passed by the Western States Regional Conference in April, endorsing the principle of the UJA and urging that it be made "as widely inclusive as possible", MR. ROSENWALD asserted that the Council should advise the regions not to urge inclusion of additional agencies in a joint national drive such as the UJA, unless the agencies are to be included on a fair and equitable basis. MR. WARNER added that inclusion of additional agencies should not be advised, if it would result in the raising of less money. MR. WILLEN and MR. GOLDSTEIN asserted that inclusion of additional agencies occasionally resulted in the refusal of individuals to contribute to a joint campaign, some beneficiary part of which they consider objectionable. MR. HOLLANDER replied that the resolutions passed by regional conferences grew out of the attitudes of local communities and were not created by the staff members of the Council. MR. WILLEN'S view carried to its logical conclusion, he said, might disrupt the welfare fund movement, since there are always some people in a community, who object strongly to one or another beneficiary of a joint campaign. MR. WILLEN suggested that the Council face the concrete problem of the increasing number of large givers who will not give to a joint campaign. MR. HOLLANDER felt that more money could be raised by bringing harmony into a community, than otherwise. There was some discussion of the many smaller agencies which are now appealing to welfare funds for the first time, and DR. LOWENSTEIN noted the efforts of Edward Norman to coordinate the fund raising of the many smaller institutions in Palestine.

7. GENERAL JEWISH COUNCIL

MR. LURIE read the resolutions passed by the Southeastern and Western States regional conferences, urging continuation and increased coordination of the activities of the General Jewish Council. MR. CAPLAN asserted that local community leaders were completely in the dark as to what the GJC was doing in the direction of coordinating the civic-protective activities of its constituent agencies. Local leaders, he said, were also unable to determine, on the basis of the inadequate information available, how much money they should allocate to each of the civic-protective organizations. He said the Council should urge the GJC to take the responsibility of evaluating the work of its constituent agencies to enable at least the smaller communities to budget their funds intelligently. There was brief discussion on several points: the amounts which welfare funds contribute to civic-protective organizations, the question of whether civic-protective organizations should be supported by welfare funds or by individuals, and the progress made by the GJC thus far in coordinating civic-protective activities.

DR. LOWENSTEIN MOVED that since many of the issues involved were at the moment still under consideration by the GJC and its constituent organizations, the Board table the matter for the time being.

The MOTION was seconded and carried.

8. NATIONAL BUDGETING PROCESS

MR. LURIE reported that a considerable number of the Council's member agencies and regional conferences had been requesting the Council to make more evaluative studies of the national and overseas agencies supported by local communities and to develop some national budgeting process to guide communities in their allocation of funds. MR. LURIE submitted a memorandum summarizing these requests and suggesting a procedure for studying these proposals in detail. He suggested the appointment of a special committee to study the feasibility of setting up a national budgeting process for welfare funds.

DR. LOWENSTEIN cautioned against taking any immediate action on the organization of a national budgeting process, but approved the suggestion that a committee be appointed to study such a project.

DR. LOWENSTEIN MOVED that the President appoint a committee to study the possibility of developing a national budgeting process, that he choose the members of this committee with utmost care, and that he instruct the committee to report the results of its study to the Board.

There was brief discussion on the desirability of developing a budgeting process on a national scale. MR. ROSENWALD felt that for such an important task there should be a more specific definition of the composition of the committee chosen to study the project, and of the responsibilities with which it is charged. MR. SHRODER then rephrased DR. LOWENSTEIN'S MOTION to read:

That the President of the Council appoint a committee, including representatives of large and small welfare funds and of unorganized cities, to study and report to the Board of Directors on proposals for national budgeting, collect facts with reference to the agencies involved and consult with national and overseas agencies concerning the desirability and the methods of procedure that might be involved if a national budgeting process were to be established.

This committee was also authorized to enlist other members for the committee in addition to those mentioned in the resolution and to secure necessary funds for its work outside of the regular budget of the Council.

DR. LOWENSTEIN suggested adding to the motion: that the committee be authorized to secure funds for this project outside the regular budget of the Council.

This suggestion was ADOPTED.

The MOTION was seconded and carried.

9. NEW YORK JEWISH TEACHERS COMMUNITY CHEST

MR. LURIE reported that the New York Jewish Teachers Community Chest, an organization which makes an annual campaign among the Jewish teachers in the public schools in New York, and distributes the total collected among a number of national and overseas organizations, has applied for membership in the Council in order to obtain information on the programs and finances of national and overseas agencies to guide the Chest toward more equitable allocations. MR. WILLEN and DR. LOWENSTEIN pointed out that the problems of the Teachers Chest and other trade chests in New York City were very complicated and that the Council should consider carefully before accepting such bodies as full-fledged members.

MR. SHRODER SUGGESTED, however, that without accepting the Chest as a member, the Council could provide specific budgeting services to the Chest under some special arrangement.

The Board ADOPTED MR. SHRODER'S suggestion.

10. 1941 GENERAL ASSEMBLY

MR. LURIE reported that invitations to hold the 1941 General Assembly had been received from the Memphis and Atlanta Federations and Welfare Funds, and from the Convention Bureaus of Miami, Rochester and New York City. MR. SHRODER pointed out that it might be desirable to hold an assembly in the South to attract many of the individuals who spend their winters in that area.

The BOARD AGREED that the General Assembly of the Council in 1941 be held in some southern city, and that the time and exact place be set by a special committee to be appointed by the President.

11. NOMINATING COMMITTEE FOR 1941

Letters of resignation from Walter Rothschild of Brooklyn and Charles Riegelman of New York were brought to the Board's attention. Mr. Rothschild had asked to be permitted to resign last year.

MR. HOLLANDER MOVED that the Board accept the resignation of Mr. Rothschild with regret and Mr. Rothschild be advised of this action.

The MOTION was seconded and carried.

After brief discussion the New York members of the Board were asked to suggest a person to fill this vacancy, before the next General Assembly.

In regard to Mr. Riegelman's resignation, MR. LURIE urged the Board not to accept it on the ground that he had given useful service to the Council.

A MOTION was made that the President be asked to urge Mr. Riegelman to remain on the Board.

The MOTION was seconded and carried.

The BOARD AUTHORIZED the President to appoint a nominating committee to recommend to the 1941 General Assembly a slate of officers and names of persons to fill vacancies of Board members whose terms expire in 1941.

12. NATIONAL CONFERENCE OF JEWISH SOCIAL WELFARE

In response to a request for an increased appropriation from the National Conference of Jewish Social Welfare,

DR. LOWENSTEIN MOVED that the Council contribute \$50 as its annual membership fee to the NCJSW instead of the previous \$25.

The MOTION was seconded and carried.

MR. LURIE asserted the question was being raised by various federations and other organizations as to whether or not the Conference should include agencies as well as individuals among its membership, since its main task was the holding of an annual meeting chiefly for the professional workers in Jewish communal organizations.

DR. LOWENSTEIN felt that it was valuable to have the organizational point of view expressed in these conferences, so that the sessions are not completely dominated by the viewpoints of individual staff members.

13. COUNCIL FINANCES

MR. LURIE read a memorandum, summarizing the financial problems facing the Council: Whereas \$33,850 was received from foundations in 1939, only \$2500 had been pledged from this source in 1940. There was no assurance that \$7500 received in 1939 from the JDC and UPA in behalf of the New York Campaign, would be repeated. Increases in subscriptions from member agencies which provided \$74,000 of the Council's budget in 1939, had thus far been at the rate of 11 percent, so that about \$85,000 might be expected for the current year from this source. An additional \$28,500 was therefore necessary to meet the current Council budget of about \$116,000.

The Board considered ways of raising the sum necessary to meet the minimum requirements of the Council program. Various board members expressed the view that increased support should be obtained from several large cities, especially New York and Philadelphia, whose contributions have not been on a par with those of other communities. MR. LURIE asserted that if the budget were cut, it might mean discontinuing the field service in some of the regions which had recently increased their contributions to the Council in order to secure field

service in their regions. MR. BRIN pointed out that the Council had led several of the regions to believe that they were to receive full field service this year.

The question of whether or not the New York UJA was a welfare fund eligible for the membership in the Council, and the attitude of various influential New York leaders toward the Council were discussed at length, especially in regard to the possibility of obtaining increased financial support from New York City to replace grants made to the Council in former years by foundations. One suggestion was made that the Council board include official representatives of national agencies, so that some of the leading figures in New York would have a better understanding of the Council activities and needs. MR. SHRODER, however, felt that national agencies should not be officially represented on the Board of the Council as it was at present constituted. MR. YOUNKER proposed that officers of the Council and the major national organizations should get together informally, to discuss mutual problems and develop a closer understanding of each other's views.

MR. HOLLANDER MOVED that the President, the staff and Board members who may be available for the purpose, be authorized to recast the budget along whatever lines the financial situation of the Council may compel.

The MOTION was seconded and carried.

MR. GOLDSMITH suggested that the money to make up the deficit of the Council budget may have to be obtained from a few individuals in each of the larger communities. In addition, he said, an emergency appeal may have to be made to all the member agencies of the Council to increase their contributions by a certain percentage to make up the deficit. MR. GOLDSTEIN added his approval to the latter suggestion.

MR. BRIN questioned the efficacy of campaigning for the Council among individuals. MR. HOLLANDER asserted that an appeal to individuals for contributions to the Council might be undignified.

MR. KAFFENBURGH suggested that in each community some individual who was especially interested in the program of the Council be asked to canvas a group of other interested individuals in his community for gifts of \$100 or more from each. MR. SHRODER felt that this suggestion was feasible for many communities.

MR. GOLDSMITH MOVED that the Council approve solicitation from a limited group of individuals actively interested in the Council to help meet the present deficit.

The MOTION was seconded and carried.

A MOTION was made to offer membership in the Council to the Greater New York UJA.

The MOTION was seconded and carried.

A MOTION was made that the Council continue its present efforts to obtain increased subscriptions from member agencies and to continue to seek allocations from foundations.

The MOTION was seconded and carried.

14. REPRESENTATION OF ORGANIZED LOCAL JEWISH COMMUNITIES ON THE
BOARDS OF NATIONAL AND OVERSEAS AGENCIES

MR. LURIE presented a memorandum showing the extent to which local communities were represented among the officers, boards and important committees of national Jewish organizations. The study was made following questions raised at the General Assembly in Detroit as to the advisability of welfare funds electing or appointing local representatives on the boards of national Jewish organizations. The Board discussed the matter briefly but took no action.

15. BOARD ATTENDANCE

MR. PEISER asked that the Board set some policy on requiring Board members to attend a certain number of meetings in order to retain their membership. MR. HOLLANDER suggested that a person who failed to attend a stated number of consecutive meetings without any excuse be automatically dropped.

MR. PEISER MOVED that any member of the Board who was absent from three consecutive meetings be considered as automatically dropped from the Board.

MR. LURIE pointed out that a number of Board members in the far West were vitally interested in the program of the Council but were unable to attend many meetings. MR. WILLIN felt that no official statements or rules were necessary, but that the executive director could use his judgment and should be able to tell whether various individuals were useful Board members or not. Some persons, he said, did not attend meetings but performed useful functions and concerned themselves actively with other phases of Council activities.

Meeting adjourned 11:00 P.M.

H.L. LURIE
Secretary Pro-Tem

SEPTEMBER 1940

BUDGETING

For Member Agencies

CONFIDENTIAL

Yeshivoth Problem

Welfare funds are experiencing difficulties in allocating funds for European and Palestinian Yeshivoth because of the increasing number of appeals. The problem of determining the present status of the Yeshivoth and methods for transmitting funds to them is also most confusing.

New bodies organized to coordinate fund raising for institutions in Europe or Palestine because of the European emergency, are appealing for welfare fund support.

These are some facts in the situation:

Hungary and Roumania Many Yeshivoth in Hungary and Roumania are appealing, for the first time, for welfare fund support. These institutions, before the war, depended largely on local support and funds supplied through the European office of the JDC.

Little information is available on the present status of these institutions which are making appeals independently through American offices.

Lithuania Yeshivoth now in Lithuania include some, which have always been located there and a larger number which fled from Poland. According to reports received by JDC, the Yeshivoth are continuing to operate, in spite of the absorption in the U.S.S.R.

The Emergency Committee for War-Torn Yeshivoth is appealing for contributions for those Polish Yeshivoth now located in Lithuania. Limited information concerning the plans of the Committee is available, and it is not known which of the Yeshivoth have received support or how much has been raised.

Palestine The Vaad Leumi plan for transmitting funds to Yeshivoth in Palestine is still functioning. Many welfare funds have used the Vaad Leumi Committee (on which Chief Rabbi Herzog is represented) for disbursement of funds to the Palestinian institutions.

The Federated Council of Palestine Institutions, recently organized, is in process of planning a joint appeal in American federated communities in behalf of Palestinian Yeshivoth and charitable institutions. Funds raised are to be sent to Chief Rabbi Herzog, in Palestine.

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

A recent cable from Miss Szold indicates that these plans for an "all inclusive" federation have not yet been accepted by interested groups and agencies in Palestine. Pending further investigation, the CJFWF recommends continued use of the Vaad Leumi plan. We are trying to secure further information on the Federated Council of Palestine Institutions, on plans for fund distribution and on definite authority and agreements reached with the beneficiary agencies.

Transmitting
Funds to
Europe and
Palestine

in Europe.

For several months the JDC accepted welfare fund allocations for transmission to Hungary, Roumania and Lithuania. Because of the uncertainties and rapid changes in political and governmental requirements, the JDC can no longer accept welfare fund allocations for transmittal to the individual Yeshivoth

Money can be cabled through Banks and while no guarantee for delivery is made, any funds not reaching their destination, will be refunded. To send instructions by cable is costly. For the Palestinian institutions, this expense can be avoided, if welfare funds accept distribution at the discretion of the Vaad Leumi Committee. (See Bulletins, April 8, 1938, Oct. 21, 1938, May 9, 1939 for details of plan). Vaad Leumi address - P.O.Box 471, Jerusalem, Palestine. Mail to Palestine is delayed for many months and it's delivery is most uncertain.

A meeting being arranged with representatives of the JDC War-Torn Yeshivoth and the Federated Council of Palestine Institutions, to discuss the status of Yeshivoth, method of collections in this country and transmissions abroad, may yield further plans and information. A Bulletin will be issued as plans develop.

It would be advisable to hold funds allocated to Yeshivoth in Europe and Palestine, pending further clarification of the whole problem.

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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

September 25, 1940

TO: BOARD OF DIRECTORS
FROM: H.L.LURIE, EXECUTIVE DIRECTOR

In accordance with the expressed wishes of the majority of the Board members, the next meeting of the Board of Directors will be held in New York City on the October 26-27 week-end at the Hotel Commodore.

A meeting of the Committee on the Study of National Budgeting Proposals during the same week-end is also being planned.

The agenda for the meeting will reach you in due course.

The Minutes of the last meeting of the Board of Directors is enclosed.

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Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore · *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
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

October 9, 1940

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

Dear Rabbi Silver:

The plans for the meeting of the Committee on the Study of National Budgeting Proposals are as follows:

The Committee will hold its sessions on Friday, October 25th at the Hotel Commodore, New York City. The first session will begin at 3 P.M. The group will keep together for dinner and will continue for an evening meeting.

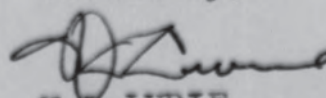
A general summary of replies made by the members of the Committee to the questions asked by the Co-Chairmen will be presented. It is hoped that the further steps in procedure can be outlined if there is a consensus of opinion of the Committee on next steps.

There is a general meeting of the Board of Directors of the Council on the following day and the luncheon period on Saturday will be available to complete the business of the Committee.

Messrs. Blaustein and Rosenwald have not yet received your comments and reactions to the memorandum and in answer to the questions raised. They have asked me to urge you to formulate your point of view and to send your comments promptly so that they can be incorporated in the summary.

In order that we may have an indication of the attendance at the meeting, will you please advise us promptly that we can count on you to be present.

Cordially,


H.L. LURIE

HLL/ed

24
60
1440

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

SUPPORT OF PALESTINIAN YESHIVOTH AND WELFARE INSTITUTIONS THROUGH
(THE FEDERATED COUNCIL OF PALESTINIAN INSTITUTIONS) THE VAAD LEUMI PLAN

I. VAAD LEUMI The Vaad Leumi Plan, fostered by the CJFWF since April 1938, is still in operation. An increasing number of welfare funds are taking advantage of the opportunity of using this channel for transmitting their appropriations to yeshivoth and charitable institutions in Palestine.

An Advisory Committee, under the chairmanship of Dr. Judah Magnes, assisted by the Social Service Department of the Vaad Leumi continues

1. To prepare reports on the institutions which are appealing to welfare funds for support.

2. To accept funds for distribution which have been designated
a. for particular institutions
b. by fields of service.

(For a description of the Vaad Leumi Plan, see Members' Bulletins issued April 8, 1938, October 21, 1938 and May 9, 1939.)

Transmission of Money Money for transmission should be cabled to the Vaad Leumi through local banks via Barclays Limited or the Anglo-Palestine Bank. At present it is advisable to cable pounds rather than dollars because the institutions benefit from the more favorable rate of exchange.

Bank charges for the cabling of funds vary with the amount involved but should not exceed \$6.00 for any sum. Money should not be sent through the mails because of uncertain delivery.

Sending Instructions Cable charges for instructions regarding the distribution of monies are costly. Instructions can be sent to Palestine via Trans-Pacific Clipper at the rate of 70 cents per half ounce. Use thin paper and envelopes and mark letters clearly "via Trans-Pacific Clipper". Instructions can be sent in advance of money to Mr. Chaim Yeffet, Vaad Leumi, P.O. Box 1088, Jerusalem, Palestine.

II. FEDERATED COUNCIL OF PALESTINE INSTITUTIONS This bulletin includes a description of the newly organized Federated Council of Palestine Institutions which presents an alternative for distributing funds to the institutions in Palestine which do not receive funds from UPA, National Labor Committee for Palestine, Hadassah and other Zionist groups. It was organized on behalf of the orthodox elements in Palestine which have not been sympathetic to the efforts of the Vaad Leumi.

III. ATTITUDE OF PALESTINIAN GROUPS Miss Szold in a cable to the CJFWF urges the continued use of the Vaad Leumi. She points out that the groups which had been discussing the Federated Council did not include the Sephardic and Agudah followers. Even though the largest institutions welcomed its formation, cables to the Federated Council bear evidence to considerable disagreement over the proposed method of allocation and distribution of money to be raised.

IV. CJFWF's Comment It is our opinion that the use of the Social Service Department of the Vaad Leumi of Palestine for distribution of funds transmitted by American welfare funds has important advantages over the proposals of the Federated Council of Palestinian Institutions for the following reasons:

1. The Vaad Leumi Committee is a competent group, in close touch with the Palestine agencies.
2. The Committee, through its members, who are Americans, has an understanding of American Jewish interests.
3. It is capable of developing an important influence and help to bring about efficient standards in the beneficiary agencies.
4. It is in a position to relate the funds transmitted to the changing needs of Palestine for educational, cultural and charitable sources.
5. It provides detailed factual reports objectively prepared on the individual agencies assisted.
6. It operated without cost to the local welfare funds except for the annual payment of \$1,200 by the Council of Jewish Federations and Welfare Funds. There are no deductions, therefore, from funds sent to them by American welfare funds.

We wish to point out, however, that there are a considerable number of our member agencies who have not availed themselves of the Vaad Leumi plan and whose practice has been to make payments directly to solicitors, or the American office of Palestinian agencies or have sent their funds directly to the individual agency in Palestine. If such local welfare funds find it impossible because of local pressures to use the Vaad Leumi plan, they may find the methods proposed by the Federated Council of Palestine Institutions superior to the method of fund allocation and transmission now employed by them. Actual experience of welfare funds entering into arrangements with the Federated Council and the strength developed by the Federated Council in its proposed program are factors that will need to be reviewed in due time.

FEDERATED COUNCIL OF PALESTINE INSTITUTIONS
38 Park Row, New York City

History Early in 1940 the Federated Council of Palestine institutions was organized under the sponsorship of the Union of Orthodox Rabbis of America and Canada and the Central Jewish Relief Committee (which distributes funds allotted by the Cultural Committee of the Joint Distribution Committee to European and Palestinian institutions). The impetus for the movement came from Palestinian institutions which because of the war must now expect most of their support from America.

Purpose The Federated Council seeks to raise funds in welfare fund communities in America for a total of 133 traditional religious, educational and welfare institutions in Palestine which do not receive funds raised in America by UPA, National Labor Committee for Palestine, Hadassah and other Zionist groups, and are deemed by the Federated Council to be worthy of support.

The original purpose was limited to the raising of funds. Due to the inability of the Palestinian groups to agree upon persons or a body to assume responsibility for the allocation and distribution of funds in Palestine, it became necessary for the Federated Council to assume the function of allocating funds in America.

The Federated Council proposes ultimately to consolidate fund raising activities of the same institutions in non-welfare fund cities.

Scope The institutions sharing in the program of the FCOPI include 39 Yeshivoth, 22 preparatory Yeshivoth, 40 Talmud Torahs and elementary schools, 7 hospitals and sick aid societies, 4 orphanages, 3 homes for the aged, 1 institute for the blind, 11 kollelim and relief institutions, 4 soup kitchens and shelters and 2 free loan institutions. (See Appendix A for the list of institutions and their anticipated budgetary requirements.) However, the Federated Council program does not include all Palestinian institutions which have appealed to welfare funds for support. Furthermore, it does include many agencies which have never appealed for support in this country. Nor has it yet received assurances that the New York offices of the Palestinian institutions will cease their fund raising efforts in welfare fund cities. Independent appeals will undoubtedly continue on the part of agencies not sharing in the Federated Council campaign.

Fund Raising Methods Appeals will be made in welfare fund and non-welfare fund communities. In welfare fund cities a quota will be established based on the size of the UJA allocation. A separate agreement will be made with each welfare fund, noting the allocation agreed upon and providing that solicitation of individuals on behalf of the Palestinian institutions included in the appeal will not be made. The Federated Council has not yet signed contracts with the New York offices of the institutions, pending agreements with the welfare funds, which will replace the present independent solicitations by each institution. Details of plans for fund raising in non-welfare fund cities have not yet been determined.

Budget The estimated annual total budget of \$1,284,720 (the equivalent of 321,180 Palestine Pounds) represents the annual requirements of the institutions, according to data in possession of the Federated Council and the personal knowledge of Rabbi Aaron Teitelbaum, chairman of the Council, regarding the included institutions. Details of the individual requirements of each institution appear in Appendix A.

Method of Allocation A special allocations committee of the Federated Council will determine the individual allocation to each institution. In making allocations, it will consider, among other factors: 1) the amount of money which the institution has been raising in America; 2) the size of the operating deficit; and 3) the amount of money received annually in the past from federations and welfare funds.

FEDERATED COUNCIL OF PALESTINE INSTITUTIONS
38 Park Row, New York City

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APPENDIX A

TENTATIVE ANNUAL BUDGETS OF THE RELIGIOUS, EDUCATIONAL AND WELFARE INSTITUTIONS WHICH ARE INCLUDED IN THE PROGRAM OF THE FEDERATED COUNCIL OF PALESTINE INSTITUTIONS

1. YESHIVOTH

JERUSALEM -

a. Ashkenazic Yeshivoth

1.	Yeshivath Beth Joseph Zvi	\$5,600
2.	Yeshivath Chatam Sofer & Ketab Sofer	13,400
3.	Yeshivath Chaye Olam, including T.T.	28,000
4.	Yeshivath Etz Chaim, including T.T.	57,200
5.	Yeshivath Meah Shearim, including T.T.	24,000
6.	Yeshivath Merkaz Harav Kook	21,600
7.	Yeshivath Kneseth Israel of Hebron	31,200
8.	Yeshivath Ohel Moshe	7,760
9.	Yeshivath Ohel Torah Beth David	14,400
10.	Yeshivath Or Haneelam	2,400
11.	Yeshivath Sefath Emeth	22,000
12.	Yeshivath Shaar Hashamaim	6,720
13.	Yeshivath Torath Chaim	18,000
14.	Yeshivath Torath Emeth	12,000
15.	Midrash Bnai Zion	2,000
16.	Koheleth, Fund for Stipends	25,000

b. Sefaradic Yeshivoth

17.	Yeshivath Porath Joseph	5,600
18.	Yeshivath Rohoboth Hanahar	1,800
19.	Yeshivath Chesed El)
20.	Yeshivath Or Olam	
21.	Yeshivath Pachad Itzhak	
22.	Yeshivath Rabbi Shalom Sherebi (Yemenite)	
23.	Yeshivath Shaare Zion)
24.	Yeshivath Shoshanim Ledavid)

HAIFA	25.	Yeshivath Tifereth Israel	10,000
PETACH	26.	Yeshivath Petach Tikvah	13,200
TIKVAH	27.	Beth Midrash Letorath Eretz Israel	4,400
SAFED	28.	Yeshivath Chatam Sofer Ridbas, including T.T.	6,000
	29.	Yeshivath Bar Yochai of Meron	1,800
	30.	Yeshivath Beth Joseph (Sefaradim)	1,680
	31.	Yeshivath Rabbi Shimeon Bar Yochai (Sefaradim)	1,680
TEL AVIV	32.	Yeshivath Achei Temimim (Lubawitz)	4,800
	33.	Yeshivath Atereth Joseph	2,400
	34.	Yeshivath Beth Joseph	8,800
	35.	Yeshivath Geonei Volozin	2,900
	36.	Yeshivath Hayishuv H echadash	18,000
	37.	Yeshivath Heichal Hatalmud	7,200
TIBERIAS	38.	Yeshivath Or Torah, including T.T.	19,200
	39.	Yeshivath Rabbi Meir Baal Hanes (Sefaradim)	2,160
			\$ 422,100

II. PREPARATORY YESHIVOTH

JERUSALEM -	1.	Yeshivath Alumah	\$16,800
	2.	Yeshivath Bachurim Torah Veyirah	6,500
	3.	Yeshivath Beth Joseph	1,800
	4.	Yeshivath Kol Torah	12,000
	5.	Yeshivath Mekar Chaim	1,440
	6.	Yeshivath Or Chadash	4,800
	7.	Yeshivath Tifereth Zvi	6,000
	8.	Yeshivath Torath Jerusalem	5,200
	9.	Yeshivath Zion	2,200
BNAIBRAK	10.	Yeshivath Beth Joseph	1,920
	11.	Yeshivath Rabbi Akiba	1,500
	12.	Yeshivath Tifereth Zion	2,880
CHEDERA	13.	Yeshivath Chedera	1,440
KEFAR ABRAHAM	14.	Yemenite Yeshivah En Ganim	1,680
Kefar HAROEI	15.	Yeshivath Bnai Akiba	1,440
KEFAR SABA	16.	Yeshivath Ezra	1,440
RECHOVOTH	17.	Yeshivath Porath Joseph	1,440
TEL AVIV	18.	Beth Ulfana Neve Shaanan	2,880
	19.	Yeshivath Ezra	1,500
	20.	Yeshivath Or Zoreach	1,920
	21.	Yeshivath Torah "Tel Aviv"	4,800
	22.	Yeshivath Pirche Kehunah (Sefaradim)	1,200
			<u>\$ 82,780</u>

III. TALMUD TORAHS AND ELEMENTARY SCHOOLS

JERUSALEM

a. Ashkenazic Schools

1. Talmud Torah Chatam Sofer (see Yeshivah)
2. Talmud Torah Chaye Olam (See Yeshivah)
3. Talmud Torah Etz Chaim (see Yeshivah)
4. Talmud Torah Meah Shearim (see Yeshivah)
5. Beth Chinuch Yeladim \$ 2,880

b. Sefaradic Schools

6. Doresh Zion School \$ 8,400
7. Talmud Torah Beney Zion 2,400
8. Talmud Torah Lebanim Charedim 3,600
9. Talmud Torah Maged David)
10. Talmud Torah Or Hachaim)
11. Talmud Torah Or Olam) 14,400
12. Talmud Torah "Torah Or" (Yemenite)
13. Talmud Torah Nachalath Achim)
14. Talmud Torah Zichron Joseph))

TALMUD TORAHS AND ELEMENTARY SCHOOLS (con't)

BNAI BRAK	15.	Talmud Torah	\$ 3,600
KEFAR ABRAHAM	16.	Talmud Torah	1,440
KEFAR HAROEH	17.	Talmud Torah	1,440
KEFAR PINES	18.	Talmud Torah	1,440
PETACH TIKVAH	19.	Talmud Torah Sheerith Israel	3,100
RISHON LEZION	20.	Talmud Torah Rishon Lezion	1,920
SAFED	21.	Talmud Torah Chatam Sofer (See Yeshivah)	
SEDE JACOB	22.	Talmud Torah	1,440
TEL AVIV	23.	Talmud Torah Ohel Jacob	3,600
	24.	Talmud Torah Shaare Torah	6,600
	25.	Talmud Torah Sinai	3,600
TIBERIAS	26.	Talmud Torah Or Torah (see Yeshivah)	
	27.	Talmud Torah Sefaradim	1,900
BETH JACOB SCHOOLS FOR GIRLS			
	28-40.	Thirteen institutions throughout Palestine	19,200
			<u>\$ 80,960</u>

IV. WELFARE INSTITUTIONS

A. Hospitals and Sick Aid Societies

JERUSALEM	1.	Bikur Cholim Hospital	\$ 58,000
	2.	Shaare Zedek Hospital	45,000
	3.	Incurables Hospital	7,200
	4.	Misgab Ladach Hospital (Sefaradim)	28,800
	5.	Ezrath Cholim Amamith Ruchama	4,800
	6.	Maternity Aid Society Yoledoth	8,800
	7.	Home for the Insane Ezrath Nashim	30,000
			<u>\$ 182,600</u>

b. Orphanages

	1.	Diskin Orphanage	\$ 60,000
	2.	Orphan Home for Girls (Weingarten)	36,000
	3.	Beth Chinuch Yetomin (Sefaradim)	11,600
	4.	Zion Orphanage	17,800
			<u>\$ 125,400</u>

WELFARE INSTITUTIONS (cont'd)

c. Homes for the Aged

JERUSALEM	1. United Aged Home Moshab Sekenim	\$48,000
	2. Home for the Aged Beth Sekenim (Sefaradim)	12,000
SAFED	3. Home for the Aged Moshab Sekenim	6,720
		<u>\$66,720</u>

d. Blind Institute

JERUSALEM	1. The Blind Institute Beth Chinuch Irvin	\$36,000
		<u>\$36,000</u>

e. Kolelim and Relief Institutions

JERUSALEM	1. Central Committee Kneseth Israel	\$48,000
	2. Kolel America Tifereth	16,800
	3. Kolel Bukovina Yishuv Eretz Israel	7,200
	4. Kolel Chabad Lubowitz	6,720
	5. Kolel Hod (Holland and Germany)	7,680
	6. Kolel Galicia Chiboth Jerusalem	19,200
	7. Kolel Marmerosh	6,000
	8. Kolel Shomre Hachomoth (Hungarian)	36,000
	9. Kolel Siegenburgen Ahavath Zion	8,800
	10. Kolel Warsaw-Poland	19,200
	11. Refugee Rabbis Organizations in Palestine	57,600
		<u>\$ 233,200</u>

f. Soup Kitchens & Shelters

JERUSALEM	1. Eliach Sou Kitchen	\$ 3,360
	2. South Kitchen Eshel Hatorah	2,880
	3. Hachnasath Orchim Tifereth Zion	1,920
SAFED	4. Soup Kitchen of Galil Aid Society	4,800
		<u>\$ 12,960</u>

g. Free Loan Institutions

JERUSALEM	1. Ozar Hachessed Keren Shmuel	\$24,000
	2. Shaarei Chesed Gemiluth Chasadim	18,000
		<u>\$42,000</u>

S U M M A R Y

	Number of Institutions	Annual Budgets
1. Yeshivoth	39	\$ 422 ,100
2. Preparatory Yeshivoth	22	82,780
3. Talmud Torahs and Elementary Schools	40	80,960
4. Hospitals and Sick Aid Societies	7	182,600
5. Orphanages	4	125,400
6. Home for the Aged	3	66,720
7. Blind Institute	1	36,000
8. Kolelim and Relief Institutions	11	233,200
9. Soup Kitchens and Shelters	4	12,960
10. Free Loan Institutions	2	42,000
	<u>133</u>	<u>232</u>
		\$1,284,720



MINUTES

MEETING OF THE BOARD OF DIRECTORS

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

HOTEL COMMODORE, NEW YORK CITY - OCTOBER 26, 1940

Present: William J. Shroder, Cincinnati, presiding

Jacob Blaustein, Baltimore
Mrs. Sidney C. Borg, New York
A. Richard Frank, Chicago
Samuel Goldhamer, Cleveland
I. Edwin Goldwasser, New York
Sidney Hollander, Baltimore

Donald Kaffenburgh, Hartford
Dr. Solomon Lowenstein, New York
Kurt Peiser, Philadelphia
William Rosenwald, Greenwich
Joseph Willen, New York
Ira M. Younker, New York

Guests: Samuel A. Goldsmith, Chicago
J. C. Hyman, New York
George Levison, San Francisco
Stanley C. Myers, Miami

Staff: H. L. Lurie
G. W. Rabinoff

Committee reports and staff memoranda were presented on each item discussed. Folders containing these reports and memoranda were distributed to all board members present and to absente board members by mail.

1. MINUTES OF PREVIOUS MEETING

The minutes of the previous sessions of the board in Pittsburgh, Pa. on May 18, 1940, were APPROVED.

2. COUNCIL ACTIVITIES

MR. LURIE reported the activities of the Council since the last board meeting and briefly discussed several of the major actions of the Council during that period. In connection with the discussions at the preceding board meeting, he noted the conversations which were proceeding with the staff of the Jewish Welfare Board regarding organizational relationships and cited the bulletin issued by the Council concerning cooperation with the nation-wide campaign of the American Red Cross.

MR. HOLLANDER reviewed the developments in the UJA Allotment Committee and informed the board that the Inquiry into the needs of the three agencies was proceeding under the supervision of a professional staff and was receiving the cooperation of the Council office. He said that the difficulties encountered in obtaining approval of the names of the Council's representatives on the Allotment Committee from the JDC and the UPA were natural, since it was the first time such a body had ever been set up. Objections, he said, had come from both sides. MR. SHRODER noted the unwillingness of the national agencies to recognize the representatives of the welfare funds on the Allotment Committee as representatives of the Council but insisted on speaking of them only as representatives of welfare fund cities. MR. GOLDHAMER commented that the Council Board itself was partly responsible for the failure to make use of the power behind it. The call for action, he said, has usually come from individual communities. MR. SHRODER remarked that the Council could act only on the basis of the desires expressed by local communities, but he agreed that the national agencies should recognize the Council as the representative of the welfare funds.

In regard to the development of the Jewish Occupational Council, MR. LURIE asserted that the CJFWF expected to turn over some of its functions in the vocational service field to the JOC.

3. TUBERCULOSIS INSTITUTIONS

DR. LOUIS MILLER of Denver, appearing with Mr. Samuel Schaefer and Mr. David E. Harlem in behalf of the National Jewish Hospital and the Jewish Consumptive Relief Society of Denver, informed the board of the status of negotiations between the two institutions for the coordination of their activities. Each of the institutions, he said, had appointed a committee to go over the possibilities of cooperation and to bring the findings back to its board. The conclusions reached by these committees thus far, he said, were that three possibilities of coordination existed:

a. Complete amalgamation of the two institutions under one management, requiring an expenditure of \$1,000,000 to \$1,250,000 for a building to house the patients of both institutions. This plan would permit a saving of \$50,000 annually in operation, but would involve a loss of about \$150,000 annually in collections. The reason for the small saving in operation was that both agencies were now running as efficiently as possible.

b. Operation of both institutions under one management. This would require one superintendent, but two first-rate assistants, and would not allow for much additional economy in operation.

c. Coordination of certain phases of the two institutions, such as: common intake, based on a common fund-raising program; a common medical advisory board; and a common social service department. The latter two items could be initiated immediately as a first step.

DR. MILLER felt that the third plan was the most feasible, since institutions did not believe that the American Jews could now be saddled with a million-dollar building fund, and that the advantages of the second plan were not great enough to be worth the effort.

MR. HOLLANDER asked whether there was not a fourth possibility of closing one of the institutions and limiting intake of new patients only to those actually requiring care away from home. This would allow both agencies to concentrate only on the better of the two institutions. DR. MILLER replied that they might be able to close one if they adopted a policy of excluding all non-Jewish cases, which now comprised about 20 percent of the patients, and all those needing custodial care. He believed that there were several factors likely to cause a growing tuberculosis problem, including current economic conditions, conscription and the European situation. He felt it would be unwise to exclude non-Jewish patients and those requiring custodial care. MR. HOLLANDER said that the situation was not unlike that which existed in many local communities where two agencies doing the same work say it is impossible to merge. In that case, he said, only outside pressure makes merger possible, and improvements in the service usually follow. He declared that there were less deaths from tuberculosis and less TB cases today than in previous years and that he understood that the Denver agencies had been using pressure to get patients to fill up their institutions. DR. MILLER objected to the word "pressure" and said that the Denver agencies were merely publicizing the fact that institutional facilities were available so that individuals who require care may take advantage of these facilities. He added that the Klein report showed that there was a need for additional hospital facilities for TB and that New York itself still needed 5,000 beds.

In answer to a question from Mr. Lurie, DR. MILLER asserted that the third plan would require an additional \$100,000 a year because, under a single fund-raising scheme for the two agencies, people would give less to one fund than they would to two. MR. HOLLANDER and MR. LURIE disagreed. DR. MILLER said that the agencies had tried a joint campaign in New England and had failed. MR. LURIE said that that effort was not a fair test, since it was undertaken in a negative spirit.

MR. GOLDWASSER declared that the Council was concerned with the relationships of the institutions to the total needs in the field and to the general welfare program of the local communities, whereas the agencies were concerned with the pride of their individual boards. MR. FRANK asked whether the Denver agencies consulted with local social service organizations on the need for the removal of a local patient to Denver. DR. MILLER replied that the agencies did so in communities where social service agencies existed. Only about four percent of the patients, he said, came from federated cities. Fifty-two percent of the patients, he said, came from New York and 88 percent of the funds for these institutions came from unorganized communities. MR. HOLLANDER asked whether the hospitals consulted the New York Federation on applications of patients from New York City. DR. MILLER said that they did not. DR. LOWENSTEIN asserted that the National Jewish Hospital was once included as a beneficiary agency in the New York Federation, but left the Federation when it began a building campaign against the advice of the Federation. The New York Federation, he said, does not refer cases to the Denver agencies. MR. SCHAEFER said that there were cases from New York Federation agencies in the National Jewish Hospital. DR. LOWENSTEIN agreed, but explained that these were merely persons who preferred to go to Denver of their own accord.

MR. LURIE declared that the Denver agencies and the Council were apparently agreed that there were certain values to be gained by the merger of the two agencies but the only question was whether finances would be assured. He felt that the fund-raising problem was not insoluble, as Council experience had shown that joint campaigns did not raise less, but usually raised more, than separate campaigns. MR. SHRODER expressed his appreciation of the attitude of the Denver institutions in coming to the board of the Council to discuss their problem and suggested that the Council make its staff and facilities available to the Denver agencies for a study of the financial data which had been considered by the agencies to see if they might not arrive at different conclusions. DR. MILLER pointed out that in the past 40 years great advances had been made in the relationships between the two Denver institutions and that both boards now looked forward to ultimate coordination. MR. HARLEM suggested that a committee of the Council's board study the details of the various proposals considered by the Denver agencies.

It was AGREED that a committee of the Council and the staff review - with representatives of the Denver agencies - the factual data considered in connection with the plans for coordinating all or some phases of the work of the two institutions and report their findings to the next board meeting at the General Assembly of the Council in Atlanta.

MR. SCHAEFER requested that the Council issue a statement to its member agencies, pointing out that the Denver institutions were sincerely approaching the problem and were working it out with the Council board. He said there was a widespread impression that the two Denver agencies were already merged, and fund-raising for the two agencies was thereby hampered. MR. SHRODER and MR. YOUNKER felt that no statement was desirable at this time. MR. BLAUSTEIN suggested that the Denver agencies themselves send out a letter explaining the present situation.

MR. FRANK felt that a limit should be placed on the time during which the Denver agencies should be requested to carry through the recommendations of the Klein Study and that the Council should be prepared to take action if the recommendations are not carried through within that period. MR. LURIE pointed out that progress had definitely been made and that local communities were constantly bringing pressure on the Denver agencies to obtain action. MR. BLAUSTEIN and MR. SHRODER agreed that it would be inadvisable to set a deadline but felt that the Council staff should do its utmost to speed the efforts of the Denver institutions in carrying out the recommendations of the Study.

4. BOARD CONTACTS WITH REPRESENTATIVES OF NATIONAL AGENCIES

MR. ROSENWALD presented a resolution inviting the Joint Distribution Committee, the United Palestine Appeal and the National Refugee Service to name representatives to attend sessions of the Council board but without voting power, in an effort to improve relationships between the Council and the leading national agencies. He suggested that this be done on an experimental basis. MR. HOLLANDER agreed that the idea for greater contact between representatives of the national agencies and the Council was desirable, but felt that the arrangement should not be one way and that the Council should be privy to intimate discussions of the national agencies as well. He also felt that the resolution should set a definite time limit for the experiment so that it could be dropped, if necessary, without ill-feeling. MR. ROSENWALD approved of the time limit, but asked whether appointment of Council representatives to the boards of other national agencies might not be inadvisable from the Council's own viewpoint. DR. LOWENSTEIN felt that the Council could have unofficial observers at the board meetings of the national agencies without being officially represented on the boards. MR. GOLDHAMER wanted to know what would happen if many other national agencies asked for the same privileges. If the board had to comply with all such requests, it would overweight the board meetings with national agency representatives, he said. MR. SHRODER felt that the experimental nature of this project should be emphasized.

After several changes were suggested and accepted, a MOTION was made that the president of the Council be authorized to invite the JDC, UPA and NRS to exchange board representation with the Council for one year on an experimental basis. The MOTION was unanimously accepted.

5. COUNCIL FINANCES

After MR. LURIE had explained the financial status of the Council, the board considered various ways of meeting the \$15,000 deficit of 1940 and of assuring a minimum budget for 1941. MR. FRANK asked whether communities paid extra for special studies or services which the Council did for them. MR. LURIE replied that the member agencies paid merely the extra costs which such studies or services entailed. MR. GOLDWASSER suggested that the Council adopt the policy of other research bodies, which charge an additional ten percent of these costs for general overhead. DR. LOWENSTEIN agreed that such an additional ten percent was legitimate, but added that it would make little difference in solving the Council's deficit.

MR. HOLLANDER asserted that the crux of the Council's financial difficulty was the sudden halt in foundation support for the Council. He felt that the foundations should have tapered off in their assistance but should not have stopped abruptly, since it made the transition to a self-supporting basis very difficult.

MR. ROSENWALD recalled that the hope of the foundations was that the Council be built up to a point where it would be self-sufficient, enabling the foundations ultimately to withdraw their support. He felt that the aim had, on the whole, been accomplished and that the trust and confidence of the foundations was justified. As a token of appreciation of the achievements of the Council and an expression of confidence in it, he said, the Rosenwald Family Association would be glad to contribute \$5,000 for 1940, without committing itself to any future obligation or policy for subsequent years. MR. ROSENWALD also stated that he would recommend to the Executive Committee of the NRS that a grant of \$2,500 be given to the Council from the treasury of the NRS. MR. BLAUSTEIN said that although the work of the Council was outside the province of the Blaustein Foundation, he would recommend that it give a one-time grant of \$1,000 to the Council. MR. HOLLANDER offered his thanks for these pledges of support. Several board members discussed the possibility of obtaining assistance from other foundations.

MR. HYMAN stated that he would recommend to the American Philanthropic Foundation, which was set up by Mr. Rosenwald and in which Mr. Hyman is a trustee, a grant of \$1,000 to the Council. MR. SHRODER expressed his thanks for this assistance to the Council's program.

MR. MYERS expressed the view that the Council was lax in its efforts to stimulate communities to give greater support to the Council. MR. SHRODER felt that the Council should try to convince local budget committees that it is not just another national beneficiary agency but a service organization, saving money for each local community in performing essential functions for it.

MR. HOLLANDER felt that the major financial problem of the Council was obtaining adequate support from the New York community and suggested that the New York group work out a method by which the Council's value could be brought to the attention of New York Jewish leaders. DR. LOWENSTEIN pointed out that few persons in New York realized how the Council was benefitting them. He suggested that a group of leaders be brought together to hear officers of the Council explain its program. MR. YOUNKER added that it must be explained to New York leaders that the improvement of local community organization throughout the country benefits New York directly. MR. SHRODER explained how the resettlement work of the NRS had been particularly facilitated by the existence of local community-wide agencies, many of which had been set up as a result of the Council's efforts. In many places, MR. RABINOFF added, the Council's field service has been cooperating directly with the NRS in its resettlement program. MR. GOLDSMITH felt that if these points were placed clearly before the communities, they would be willing to provide the additional funds needed to finance the Council's activities. MR. GOLDHAMER suggested that the Council office should prepare a statement pointing out to the local leaders what it has done for each community.

It was AGREED that a meeting of influential leaders of the New York Jewish group be invited to a meeting at which officers of the Council would seek to obtain better understanding of the Council's program.

MR. BLAUSTEIN felt that letters to local communities outlining the Council's services were not enough, but that personal contact - especially between Council board members and local budget committees - would be more effective. MR. GOLDSMITH and MR. WILLEN suggested that a member of the staff of the Council be given a specific responsibility for promotion and fund raising.

MR. SHRODER said that the staff should follow up the various suggestions made during the discussion.

MR. ROSENWALD proposed that the Council consider the advisability of seeking inclusion in the United Jewish Appeal for 1941, in order to assure its own budget and to put into practice the coordinated fund-raising policy which it promotes among other national organizations. DR. LOWENSTEIN and MR. BLAUSTEIN felt that this proposal was inadvisable. MR. HOLLANDER thought it might be acceptable for those communities, such as New York and Baltimore, where funds are raised for the UJA but where there are no welfare funds which pay membership dues to the Council. MR. GOLDSMITH thought that this proposal would violate the essential principle of the Council's program, which is to represent local federations and welfare funds. MR. YOUNKER agreed. MR. SHRODER closed the discussion on this point with the comment that the board did not appear to be ready to accept MR. ROSENWALD'S proposal for the inclusion of the Council in the UJA on a national basis.

MR. LURIE stated that although the board had made provision in the budget for \$2,000 for salary increases for 1940, he had planned specific increases totalling only \$1,190 of which \$700 had already been granted.

MR. GOLDHAMER MOVED that the increases totalling \$490 which had been planned by Mr. Lurie should be granted. The MOTION was seconded and carried.

6. NATIONAL BUDGETING PROPOSALS

MR. BLAUSTEIN, co-chairman of the board's Committee to Study National Budgeting Proposals, informed the board that the Committee had met the previous day and, after a long discussion, had come to a number of conclusions which were accepted by all members of the Committee present, with one exception. The conclusions were:

- a. Budgeting of national and overseas agencies should be considered as one aspect of the program of local communities for total American responsibilities, both of a general nature and of special interest to Jews.
- b. A national budgeting process, in principle, is desirable and necessary.
- c. The functions of the Committee should be obtain complete data from all agencies, to evaluate the work of each agency and to recommend to the communities comparative allocations to the different agencies.
- d. The Committee should ultimately consider the programs and expenditures of all national and overseas agencies applying to welfare fund communities for support.
- e. As a first step, the Committee might review the work of the present Allotment Committee of the United Jewish Appeal and, on the basis of this experience, might consider extending similar studies to agencies operating in similar or related fields. This should be done in consultation with the agencies being studied.
- f. The Committee should consider the staff and costs necessary for such studies, and where the staff and the funds might be obtained.

MR. BLAUSTEIN explained that the one objection had come from Henry Montor, executive director of the United Palestine Appeal who, speaking as an individual and not for his organization, felt that evaluation of needs of various agencies

would be extremely difficult where different ideologies were involved. The most the Council should do, he believed, was to continue its present policy of reporting on the volume, scope and cost of national agency programs, but not to evaluate them. He felt that the Council could go a little further and check on the data supplied by the national agencies, but not any further.

The board then discussed what the next step for the Committee should be. MR. BLAUSTEIN felt that the Committee should ask, immediately, for the report of the UJA Allotment Committee and for the material upon which the Allotment Committee worked.

MR. HOLLANDER MOVED that the board accept the report of the Committee on National Budgeting Proposals and instruct it to continue along the lines outlined in the board's resolution of May 18, and to take such further steps as may be necessary to develop plans for the establishment of a system of national budgeting.

The MOTION was seconded and carried.

MR. ROSENWALD and MR. BLAUSTEIN commended the staff of the Council on their preparation of the material which the Committee had used in its deliberations. MR. LURIE added that both Mr. Rosenwald and Mr. Blaustein had done as much work on the material as had the members of the staff.

7. COMMUNITY CHEST RELATIONSHIPS

MR. YOUNKER stated that discussions at the New York State Regional Conference of the Council at Syracuse had indicated that Jewish groups were concerned about the discrepancy which existed between the amounts which Jews in a community were contributing to non-sectarian chests and the amounts which they were withdrawing from the chests for their federation programs. He felt that if the board considered it an important problem, the office of the Council might try to get figures from various communities on this situation. MR. SHRODER and DR. LOWENSTEIN pointed out that one of the difficulties in determining the amount of Jewish contributions to chests was the fact that a large proportion of chest gifts came from corporations in which the proportion of Jewish givers was unknown. MR. WILLEN felt that it was a public relations problem and not merely financial. He pointed out that in New York City Jews were conspicuously absent from civic life outside of Jewish communal affairs. He also asserted that Jewish contributions to universities were less than those of Gentile alumni. MR. SHRODER indicated that the situation was probably not the same outside of New York City. MR. LURIE declared that although individual Jews in many cities made larger gifts than their non-Jewish neighbors, the number of Jews participating in non-sectarian efforts was not as great, proportionately, as the number of non-Jews. Individual giving, he said, is generous but not enough people give. MR. YOUNKER asserted that Jewish giving to non-local Jewish causes today was much greater than their contributions to the community chest. MR. GOLDSMITH said that this was a very recent situation, but did not apply ten years ago when overseas giving was on a more normal basis. In most cities, he said, corporate gifts had become the sole property of the community chest, whereas welfare funds have been depending almost entirely on individual solicitation. Several board members pointed out that in seeking to obtain facts on this situation, more harm than good might be done. MR. LURIE stated that a committee of the New England Region of the Council was now considering the problem. DR. LOWENSTEIN suggested that the staff might prepare a memorandum on how the facts might be obtained and whether or not it would be advisable to obtain them. Then, he said, the board could determine whether or not the Council should gather information on the subject.

DR. LOWENSTEIN'S suggestion was ACCEPTED.

MR. HYMAN asserted that in considering Jewish contributions to overseas causes in relation to non-Jewish giving the board should keep in mind the numerous sums being sent overseas by the Protestant and Catholic Foreign Missions.

8. GENERAL ASSEMBLY

The board AGREED that the General Assembly of 1941 would be held in Atlanta on February 1, 2 and 3.

The board discussed in detail the possibility of holding a pre-Assembly gathering of important community leaders, either before or in connection with the meeting of the Board of Directors at Atlanta, to discuss the major issues facing the Assembly. The details for such a meeting were finally left in the hands of the president.

9. NOMINATING COMMITTEE

In the absence of Irvin Bettmann of St. Louis, chairman of the Nominating Committee of the Council, MR. LURIE reported that the Committee had decided to renominate the entire list of officers and board members whose terms were expiring. The only vacancy to be filled was that caused by the resignation of a board member from Philadelphia, he said, and names of Philadelphia persons were being considered to fill the vacancy.

10. NATIONAL SOCIAL WORK COUNCIL

MR. LURIE reported that the National Social Work Council had asked CJFWF to elect two delegates for the coming year. During the past year the representatives of the CJFWF were Dr. Lowenstein and Mr. Lurie.

MR. HOLLANDER MOVED that Dr. Lowenstein and Mr. Lurie be reappointed as delegates from the CJFWF to the National Social Work Council. The MOTION was seconded and carried.

11. AID TO BRITAIN

MR. LURIE reported correspondence with Rabbi Morris Goldstein of San Francisco, who had suggested that the Council take the lead in organizing a special Jewish effort in behalf of aid to Britain. Mr. Lurie had replied that in matters in which all elements of the community are concerned Jews should participate as individuals and not as a separate group. MR. FRANK and MR. BLAUSTEIN expressed approval of the position taken by Mr. Lurie, and the board concurred.

12. INCLUSION OF HIAS IN THE UNITED JEWISH APPEAL

MR. SHRODER noted a resolution submitted by the Indianapolis Federation, urging that the Hebrew Sheltering and Immigrant Aid Society (HIAS) be included in a United Jewish Appeal for 1941. MR. HOLLANDER remarked that this was in line with the desires expressed by many local communities and regions of the Council, which were urging inclusion of other overseas and refugee agencies in the UJA. He felt that this was a matter which a national budgeting committee might consider if it were to be set up. MR. ROSENWALD suggested that the attention of communities be called to the fact that the HIAS and National Refugee Service had worked out a cooperative relationship on immigration aid.

13. FEDERATED COUNCIL OF PALESTINIAN INSTITUTIONS

MR. RABINOFF reported that a Federated Council of Palestinian Institutions had been set up under the joint sponsorship of the Central Relief Committee and the Union of Orthodox Hebrew Congregations of the United States and Canada. The object, he said, was to create a joint campaign in the United States in behalf of the old-line institutions in Palestine which do not receive funds from the Zionist fund-raising organizations. The CJFWF had previously entered into an agreement with the Social Service Department of the Vaad Leumi of Palestine, whereby the department would serve as a channel for the distribution of funds from American welfare funds to the traditional institutions. An increasing number of welfare funds, he said, were using this channel, but some of the institutions were objecting to this method because of their belief that the Vaad is not in sympathy with their traditions. The CJFWF, he stated, was still urging local communities to use the Vaad Leumi plan. The extent to which the Federated Council was accepted by all the institutions in Palestine, he said, was not yet clear. MR. HYMAN pointed out that the JDC granted money to many of the cultural organizations in this group. Both the JDC and the CJFWF, it was stated, had been in touch with the Federated Council, but the relationships were not yet clarified. DR. LOWENSTEIN and MR. BLAUSTEIN suggested that the CJFWF should not issue any bulletin on the Federated Council until all the facts were available and could be transmitted to member agencies.

14. EMERGENCY COMMITTEE FOR WAR-TORN YESHIVOTH

MR. SHRODER outlined the activities of the Emergency Committee for War-Torn Yeshivoth, which had raised funds during the past year for the educational institutions which had fled from Poland a year ago and established themselves in Lithuania. The Council's report on the Committee, he said had indicated that the crediting arrangement used by the Committee for transmitting funds to Lithuania was not technically approved by the United States Treasury which deals only with the actual transmission of funds. The Council staff was instructed to explain the situation to member agencies in a bulletin.

15. UJA ALLOTMENT COMMITTEE

MR. ELISHA M. FRIEDMAN and DR. JULES BACKMAN, director and associate director, respectively, of the Inquiry of the UJA Allotment Committee, appeared before the board to discuss various phases of the inquiry. MR. FRIEDMAN outlined the procedure which the staff of the Inquiry was following and asked the board for guidance on some of its problems. He noted a series of imponderable questions which had arisen in considering the relative needs of the three agencies in the UJA. Several board members discussed briefly the weight which they thought should be given to some of these imponderable factors.

DR. LOWENSTEIN said that one of the issues before the Inquiry staff and the Allotment Committee at the time was whether or not the staff should prepare a list of recommendations for the Allotment Committee in addition to the factual material which it was gathering. MR. GOLDSMITH pointed out that no inquiry of the type being conducted by the Allotment Committee, whether under private or public auspices, had ever been completed without a submission of recommendations by the group which had participated in the fact-finding process. MR. BLAUSTEIN suggested that the Inquiry staff might prepare separate documents of the factual material and of the recommendations based upon them, so that the facts might be accepted by all parties regardless of the reception accorded to the recommendations. Other board members present agreed that they would like to see recommendations made by the Inquiry staff. MR. ROSENWALD commended the patience and thoroughness with which the work had been done by the Inquiry group.

16. GENERAL JEWISH COUNCIL

MR. LURIE reported that representatives of the four civic-protective agencies in the General Jewish Council were continuing to struggle with the problem of coordinating their activities and financing. He said that member agencies of the Council were eager for some expression of opinion from the Council on the steps they might take to facilitate greater coordination in this field. There was brief discussion of some of the recent developments in the efforts toward greater cooperation among the national agencies in this field.

17. 1941 WELFARE FUND CAMPAIGNS

MR. LURIE stated that member agencies and regional conferences of the Council had been urging the continuation and extension of the United Jewish Appeal for 1941. DR. LOWENSTEIN reported briefly on the negotiations in progress between the JDC and the UPA for another joint appeal. The question of refugee costs has been raised in several communities in view of the fact that local communities were expending larger sums for their local refugee programs. MR. GOLDHAMER and MR. PEISER felt that the case of the NRS could be put much more strongly before the country than it had in the past. There was brief discussion of the prospects of a united campaign for 1941.

MR. FRANK MOVED that the Council be authorized to name a committee, as occasion required, to express the wishes of the Council's member agencies regarding a united Jewish appeal for 1941 to the organizations within the UJA and to lend assistance in arriving at a satisfactory agreement for 1941. The MOTION was seconded and carried.

The meeting adjourned.

January 8, 1941

UNITED PALESTINE APPEAL

41 EAST 42nd STREET
NEW YORK, N. Y.

October 29, 1940.

Miss Blanche Renard, Secretary
Committee of National Jewish Agencies
Council of Jewish Federations and Welfare Funds
165 West 46 Street
New York City

Dear Miss Renard:

I regret that owing to my absence from the city, I was not able to acknowledge earlier your letter of October 21, which contained a copy of the Bulletin which you have prepared on Palestine Yeshivoth and Welfare Institutions.

With reference to the suggestion on page one, that money be sent to Palestine in Pounds, I should like to advise you that the United Palestine Appeal for the past month has been cabling its remittances in dollars on the advice of our Jerusalem office. This represents a departure from the practice of many years' standing of purchasing Pounds here, and cabling them to Palestine.

I venture to express doubt that the Federated Council of Palestine Institutions was organized because "Orthodox elements" were dissatisfied with the Vaad Leumi procedure. I would strongly urge that you obtain a statement from the Vaad Leumi, giving its position in this matter. There has been all too great a tendency to establish new institutions, which frequently have as their sole motive personal or institutional prestige.

It seems to me that there is a very solemn responsibility upon American Jews and in turn upon the Council of Jewish Federations and Welfare Funds, to maintain the integrity and to submit to the discipline of recognized corporate bodies in Jewish life. The Vaad Leumi is recognized by the Palestine Government and by the Jewish community of Palestine as the central instrumentality for the representation of Palestine Jewry's interest.

To encourage deviciveness, or separation on the part of groups which are dissatisfied for one reason or another, usually for inadequate reasons, is to do a grave disservice to Palestine Jewry at a time when its established institutions should be encouraged and not jeopardized.

October 29, 1940.

The Federated Council itself, as is evident from the description of its own activities, does not represent all the Orthodox elements in Palestine. On the contrary, it represents only a fragment.

The stand that you have taken in the Bulletin which you have prepared is admirable. I would only hope that it were much stronger and less equivocal in its demand that the plan worked out by the Council in cooperation with the Vaad Leumi should be supported by the Welfare Funds of this country.

I think you ought to know that the constituted officers of the United Palestine Appeal have discussed the question of the Federated Council, and have expressed disagreement with its purposes and methods. No assurance has been offered, and no assurance can be given that the recognition of the Federated Council represents a conservation of the resources of American Jewry or an elimination of duplicatory fund raising efforts. The most serious danger is involved in recognition of it by the American Jewish community in disregard of the existence of the Vaad Leumi.

I have always felt that the people in Palestine are in the best position to determine their needs as they arise, and as they are modified. One of the greatest advantages of the United Palestine Appeal is its flexibility in that its funds are sent to Palestine, where the officers and executives are in a position to adjust their expenditures to the actual requirements. This flexibility is especially necessary in these days. I note that determination is to be made here in New York of how funds raised for Palestine institutions are to be distributed.

Cordially yours,

Henry Montor
Executive Director

BM:BT

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Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore · *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
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

December 4, 1940

Rabbi A. H. Silver
Ansel & East 105th St.
Cleveland, Ohio

Dear Rabbi Silver:

The General Assembly of the Council will meet in Atlanta, Ga. February 1, 2, 3, 1941, and will have before it the basic questions of policy facing organized Jewish communities in the United States. It would be simple to talk of "crisis" and "emergency" in referring to the conditions at home and abroad but both words have all but lost their meaning. We know now that there is nothing temporary -- in the ordinary sense -- about the plight of five million Jews in Europe and certainly no emergency character to the political, economic and social disorganization which has caught so much of the world in its grip.

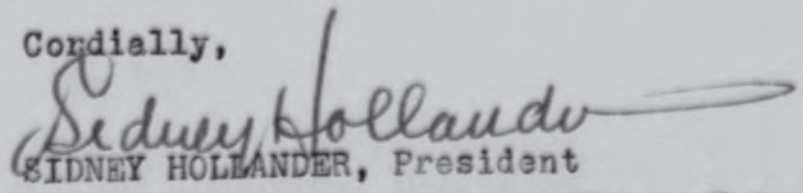
For these reasons, it is necessary that organized Jewish communities in this country, through their federations, welfare funds and community councils consider not only how much they can do to cushion the misfortunes which have engulfed Jews in overseas countries but how to do it; in other words, to re-examine and reconsider programs as well as resources. Nor can these matters be considered apart from our domestic responsibilities or from our own country's policy and program in world affairs, its political and economic relationship with the belligerent nations and its quickening preparation for adequate American defense.

This is the broad base from which the Program Committee of the General Assembly, headed by Mr. Edward M. M. Warburg of New York, is approaching its task. You may expect that the sessions which the Committee is arranging will cover relief and reconstruction needs abroad, the several programs for dealing with these needs and the local defense preparations.

The General Assembly discussions will be of major concern to every organized community, and demand participation of the responsible Jewish leadership from each such community. Both reasons prompt me to extend a very cordial invitation that you attend and to hope that you will so notify the New York office on the enclosed card.

May I ask also that you send the New York office, just as soon as possible, a full list of those you would like to have invited from your city.

Cordially,


SIDNEY HOLLANDER, President

Enclosure

GENERAL ASSEMBLY • FEBRUARY 1-2-3, 1941 • ATLANTA, GA.

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RECENT RESOLUTIONS OF GROUPS OF MEMBER
AGENCIES OF THE COUNCIL

From the Up-State New York Conference of Jewish Communal Agencies:

"The United Jewish Appeal has functioned for two years to the apparent satisfaction of the local communities. We, the delegates assembled at this conference, urge the continuance of this united effort for the year 1941. We also urge that the incoming administration ascertain the desires and wishes of its member agencies regarding the continuance of the United Jewish Appeal and communicate its findings to the several agencies comprising the United Jewish Appeal and to the Council of Jewish Federations and Welfare Funds."

The Regional Conference in the West Central States passed the following resolution:

WHEREAS, in these days of flux and violent change in the conditions and needs of our brethren overseas, it is impossible for fund-raising agencies in America to establish budgets on an annual basis which will do justice by the causes to be served, and

WHEREAS, the functions of the service agencies are no longer clearly differentiated one from another, but they are all engaged in programs that are mutually interdependent and overlapping, and

WHEREAS, the Welfare Funds would, therefore, prefer to be relieved of the task of attempting to establish separate budgets for the several agencies involved,

NOW, THEREFORE, RESOLVED, by the West Central States Regional Conference of the Council of Jewish Federations and Welfare Funds that, for 1941, the United Jewish Appeal should be renewed and extended; and that, in 1941, the United Palestine Appeal should be enlarged so as to embrace the Gewerkschaften Campaign, Youth Aliyah, and other pro-Palestine fund-raising bodies; and that the JDC should be enlarged so as to embrace the ORT Federation and the HIAS;

Or, in the alternative, that the United Jewish Appeal should be so modified as to accomplish by some acceptable pattern, the inclusion of the Gewerkschaften Campaign, Youth Aliyah and other pro-Palestine agencies, the ORT Federation and the HIAS, in addition to its existing participants.

The East Central States went on record as follows:

WHEREAS, this Conference has already gone on record urging the continuation of the United Jewish Appeal to combine the fund raising and budgeting for Jewish overseas activity, and

WHEREAS the overseas agencies have demonstrated their capacity to render continued service despite the present unsettled war conditions, and

WHEREAS we are convinced that the fullest possible coordination of overseas agencies in the raising and allocation of funds will result in a maximum support and an intelligent and equitable, expenditure of these funds, and

WHEREAS there should be a continuing joint evaluation of overseas activities as a basis for further fund raising requirements, and

WHEREAS the critical problems in Europe, Palestine, and throughout the world which now must be met largely by American Jewry, urgently call for the extension of such coordination at the present time, therefore

BE IT RESOLVED that this Conference urges the continuation of the United Jewish Appeal for 1941 and would look with disfavor upon any effort to dissolve the United Jewish Appeal, and

BE IT FURTHER RESOLVED that this Conference urges the extension of the United Jewish Appeal to include the HIAS, ORT and such other agencies meeting overseas and Palestine needs as can be included on an equitable basis.

The Conference on Budgeting of National and Overseas Agencies called by Jewish welfare funds in the Southern States urged that the UJA in 1941 be expanded to include HIAS, ORT and other agencies operating in the same field.

The resolution that grew out of this discussion and was adopted by the Executive Committee of the Region follows:

Discussions at the Budget Conference in Atlanta clearly indicated (1) the ability of overseas and refugee agencies, despite war conditions, to continue their activities for relief and reconstruction; (2) the need for greatly increased funds to carry on programs in the overseas and refugee fields; and (3) the impressive capacity of the United Jewish Appeal as a fund-raising body for three of the major agencies in the overseas and refugee fields.

In line with these premises, the Southern Regional Executive Committee urges that Southern welfare funds expend maximum efforts to raise larger sums of money in their 1941 campaigns; and further urges that the United Jewish Appeal continue its joint fund-raising program for 1941 and extend the appeal to include other agencies in the overseas and refugee fields.

Dec. 12, 1940

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Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

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

December 12, 1940

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

Dear Rabbi Silver:

Much more than ordinary importance attaches to the meeting of the Board of Directors of the Council of Jewish Federations and Welfare Funds which will be held in Atlanta, Ga., January 31 and February 1 in connection with the General Assembly. The quick march of world events during the past year has been so often described as endangering our entire civilization that it is almost a cliché. How much more true is it of all the activities in which we are concerned as Jews, whether in our organized local communities or in our national and overseas programs.

Three years ago when we faced serious questions of this sort but on a scale which today appears microscopic, we found it extremely helpful to sit around a table at Briarcliff and think things through together; to look not only at how much we could do but what we ought to do and how. We rarely have opportunity for free and frank discussion at the meetings we attend because of the pressure of day-to-day activities.

It is our plan to make our next Board meeting that kind of a session; a meeting at which a small group of responsible leaders of the organized Jewish communities together with the leaders of the national and overseas agencies can look at the present picture realistically, speak their minds much more frankly than is possible in larger gatherings and if possible, arrive at some conclusions which can serve as a guide for future action. Our particular concern will be the overseas, refugee and civic-protective programs in relation to the local organized community, the community welfare aspects of defense planning and the question of cooperation between Jewish groups. Such formulations as we are able to reach, we plan to present at the business session of the Council Assembly on Sunday for general discussion by Assembly delegates.

GENERAL ASSEMBLY • FEBRUARY 1-2-3, 1941 • ATLANTA, GA.

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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

-2-

December 12, 1940

We are inviting the key leaders of the Council's regional organizations, leaders in the large cities not included in present organized regions of the Council and representatives of the national and overseas agencies directly concerned, to participate in this special meeting of the Board. We do not plan any presentation of papers but rather the sort of discussion that will throw the greatest possible light on the problems with which we are dealing. Our sessions will begin Friday, January 31 at 9:30 A.M. and continue through luncheon and dinner on that day.

I would appreciate it greatly if you would let me know as soon as possible that you can be one of the group at this meeting.

With kindest regards, I am

Very sincerely,



WILLIAM J. SHRODER, Chairman Board of Directors

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Council of Jewish Federations and Welfare Funds, Inc.

December 31, 1940

From: Sidney Hollander, President

To: Member Agencies of the Council of Jewish Federations and Welfare Funds

Please read this statement carefully. It concerns the most important single question that will require action by your welfare fund in 1941.

- - - - -

The efforts of the Council to bring about a continuation of the United Jewish Appeal for 1941 have failed. Separate campaigns have been announced. The JDC, UPA and NRS, therefore, rejoin the list of the other Jewish organizations appealing independently to the welfare funds for overseas and refugee programs.

As provided in the 1940 agreement, direct negotiations between the JDC and the UPA had been going on for several months. Early in December I was advised that these had reached an impasse. On December 12, I sent a letter to both agencies asking for a conference with the Council. This conference was held on December 17 at which time the JDC and the UPA reported on their unsuccessful efforts to reach an agreement.

On behalf of the Council, I stressed the desire of an overwhelming majority of welfare funds for a unified campaign, and urged the continuance of the UJA for 1941. I suggested that the matter be referred to the Allotment Committee of the UJA which had been set up in 1940 by joint agreement with the Council and was composed of representatives of both agencies with an impartial group representing welfare fund cities. This Committee had at its command special fact-finding services that had for months been studying the budgets and needs of these two agencies and the NRS. The Allotment Committee had as recently as December 7, allocated \$1,250,000 on an acceptable basis. I urged that this Allotment Committee be promptly reconvened and asked to recommend initial 1941 allocations for the JDC, the UPA and the NRS of amounts sufficient to make possible continuance of the programs of the three agencies on present levels; allocations beyond these initial minimum amounts would not be fixed on any predetermined ratio, but would be decided from time to time by the Allotment Committee on the basis of continuing studies of needs. As so often requested by our member agencies, I also urged the inclusion of additional agencies in the unified appeal, in order to bring about greater cooperation in these fields of service.

From the report of previous negotiations given at this meeting, I gathered that both the JDC and the UPA were willing to continue a joint appeal in 1941 if acceptable conditions for such an appeal could be found. Since they had been unable themselves to do this, they were willing to refer the matter to the Allotment Committee on the following terms:

The JDC was willing that the Allotment Committee should determine all allocations and ratios, but preferred that the initial 1941 grants be made for the first few months only, substantially on the same ratio basis as in 1940. (The initial allocations in 1940 were \$5,250,000 for the JDC and \$2,500,000 for the UPA.) Subsequent grants throughout the year would be determined as a result of continuing studies of existing needs.

The UPA, on the other hand, desired initial distribution to cover the greater portion of the expectable 1941 receipts; and since they (the UPA) were committed to a planned program for 1941 in behalf of the Jewish Agency of Palestine, they felt that they could not enter into any agreement unless they were assured an initial commitment of approximately \$2,500,000.

I think that if the UPA could have been promised this specific initial amount, the setting up of satisfactory ratios between them and the JDC might not have presented an insurmountable problem, but they were definitely opposed to giving this or any Allotment Committee more than a small portion of the expectable 1941 collection to distribute.

The problem of the NRS appropriation constituted a serious stumbling block. In the earlier negotiations the UPA had suggested that the NRS be excluded from the 1941 joint appeal. In the course of the discussion they conceded the inclusion of the NRS but for a substantially smaller amount. At our conference the UPA would agree only to a total NRS allocation of \$2,000,000 from all sources. (The NRS had received \$3,500,000 from the UJA in 1940). The JDC would not agree and representatives of the NRS later stated that such a proposal would have been rejected had they been party to the discussions. The JDC had previously asked that the NRS be accepted as a full constituent rather than a beneficiary member of the 1941 UJA. This was not acceptable to the UPA but the issue was not fully discussed.

No further progress could be made and the meeting adjourned.

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In the hope that an agreement might still be possible I sent a telegram on December 24 to Rabbi Abba Hillel Silver for the UPA, Paul Baerwald for the JDC and William Rosenwald for the NRS, asking for another conference on December 27. Rabbi Silver informed me that in view of the fact that independent campaigns had already been announced and since no new proposals had been put forward, no practical purpose could be served by another meeting.

The resulting situation contains many elements of uncertainty and perhaps some hazards to welfare fund campaigns. I am firmly convinced that even with separate appeals, welfare funds will continue as vigorously as before to promote the policy of local cooperation. I urge strongly that all possible steps be taken by local communities to avert any undesirable aspects of competition for funds which were so detrimental to the campaign efforts in the past and left trails of friction and ill-will. There can

be no question that welfare funds will continue to put forth the same energies and enthusiasm in order to secure adequate funds for these important Jewish causes, but they should not allow their communities to become battle grounds for competitive causes.

In order to avoid the friction and chaos of competitive appeals, I shall recommend to our General Assembly in Atlanta that the Council set up its own fact-finding and budgeting body, to provide information and serve as a guide to our member agencies in making their 1941 commitments.

In the event that this proposal is adopted by the General Assembly, the Council will undertake to set up immediately its own advisory budgeting service with the necessary machinery to supply local budget committees with data and recommendations so that they can make their 1941 decisions on a basis of carefully determined needs, rather than as a result of competitive pressure. I therefore earnestly suggest that welfare funds await the recommendations of such a body before completing their local budgeting.

Naturally the Council action must reflect the wishes of its member agencies. I ask that you be prepared to present the views of your community at the General Assembly and to join other member agencies in working out procedures which would be most constructive both to the local communities and to the causes which welfare funds support.

In preparation for the Assembly I need an expression of your views and I would indeed be grateful if you would send me (to my home - 2513 Talbot Road, Windsor Hills, Baltimore, Md.) your comments promptly especially on the proposal referred to above.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

6

December 31, 1940

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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

165 West 46th Street

New York, N.Y.

cc: Dr. Silver

C
O
P
Y

January 3, 1941

Mr. Henry Montor, Exec. Dir.
United Palestine Appeal
41 East 42nd Street
New York, N.Y.

Dear Mr. Montor:

X I have your letter of January 2nd commenting on Sidney Hollander's memorandum to our member agencies. I believe that you are incorrect in your statement that the UPA considered \$2,000,000 to the NRS as only an original allotment. Just the contrary attitude was expressed. A united appeal would have been possible if your representatives had not indicated that they were unwilling to consider additional commitments to the NRS during the year. You may recall that in a telephone conversation with me, following our December 17th meeting, you again emphasized that the \$2,000,000 for the NRS was to be the total grant from the UJA and that your group wanted it specifically known that this would include funds from the New York UJA as well as funds from other normal sources.

If it is I who have misunderstood the situation, I think we had better call the three agencies together again since no major reason for disagreement would seem to be in existence.

Cordially,

HLL/ed

(Signed) H.L. Lurie

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

January 7, 1941

Rabbi Abba Hillel Silver
The Temple
East 105th Street
Cleveland, Ohio

Dear Rabbi Silver:

In planning the details of the Board meeting of the Council which is being held in Atlanta on Friday, January 31st preceding the General Assembly, we are scheduling the 1941 campaign plans as a subject for discussion on Friday afternoon. The method used at our Board meetings is of informal discussion but because of the larger number of persons who will be present at this particular Board session, it is desirable for us to have some formal presentations.

Mr. William J. Shroder, the Chairman of our Board of Directors, will preside at this session and we are asking Mr. Jacob Blaustein of Baltimore to open the discussion. Mr. Shroder will probably want to call on representatives of the JDC, UPA and NRS to help outline the problems that are facing welfare funds in the 1941 campaigns. It would be very helpful if you would designate the name of the representative whom you would like to have Mr. Shroder call on during this discussion.

Very sincerely,


H. L. LURIE

HLL/ed

GENERAL ASSEMBLY • FEBRUARY 1-2-3, 1941 • ATLANTA, GA.

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January 13, 1941

From: H. L. Lurie, Executive Director

To: Board of Directors, Presidents and Executive Directors of Member Agencies

Mr. Hollander prepared the attached letter as a basis of his individual replies to those who responded to his letter of December 31st. It summarizes the replies and gives some further details on the proposal that Mr. Hollander will present to the General Assembly.

If you have not already written to Mr. Hollander expressing your own views, I hope you will find occasion to do so before the Atlanta meeting.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

January 13, 1941

Basis for acknowledgment of replies to letter of December 31 sent by Mr. Hollander to member agencies of the Council.

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It may interest you to know that I have already heard from about 50 of our members. The overwhelming sentiment is a deep disappointment in the unwillingness of the agencies to continue a unified appeal, which for the past few years has proved so satisfactory to welfare funds, and has made possible the collection of amounts for the agencies considered impossible but a few years back. It should be understood that the failure of the JDC and UPA to continue the united appeal was due only to their inability to work out a division of the 1941 money satisfactory to themselves.

Despite their disappointment, at the dissolution of the UJA, the welfare funds announce, without exception, that they will not permit separate campaigns of the agencies to endanger the community harmony and cooperation they have successfully achieved. They insist that they will continue in 1941, as in the past, in their general plan of unified fund raising. Responsibility for continued functioning and proper allocations must now be assumed by the local welfare funds, rather than by the agencies which disburse the money. This will require various procedures, already initiated in part, to assure continuity with a minimum of friction from without the local community or from within.

Local budget committees will make separate allocations to the agencies formerly included in the UJA. Practically all who replied believe that they can undertake this function successfully if based on sufficient factual information from the Council, and endorse my proposal for continuing studies of the needs and budgets of the agencies. The great majority approve further of the plan to have the Council establish a new advisory committee to suggest fair and proper budgetary allocations and give guidance to local communities in this area of service.

In brief, this summarizes the situation up to this time.

I am asking the Council office to prepare a fuller digest of the replies, which will be forwarded to you when completed. In the meantime, I am requesting the three "neutral" members, representing welfare fund cities on the UJA Allotment Committee, and who are fully conversant with the most recent data collected on these agencies, to suggest a procedure for making initial allotments to these agencies, for use in the early spring campaigns. I shall give you the details as soon as they have been developed.

The office of the Council will continue to send you additional material which should be helpful, and will keep you fully informed on developments. In the meantime, we will continue to put forth every effort directed toward reconstituting the UJA on an acceptable basis, should that still be possible.

I hope to see you at Atlanta, where you, in consultation with other member agencies, can reach final decisions on these and the other important problems confronting us.

(Signed) SIDNEY HOLLANDER

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

January 16, 1941

FROM: H.L. LURIE, Executive Director

TO: THE BOARD OF DIRECTORS

You know that Mr. Shroder has invited regional officers, key people from a number of the larger cities not included in regions and representatives of the important national and overseas organizations to meet with the Board of Directors in connection with the General Assembly at Atlanta. This special meeting will be held at the Standard Club, 400 Ponce de Leon Avenue, N.E., Atlanta, starting on Friday, January 31 at 9:30 A.M. continuing through the day including lunch. This enlarged meeting of the Board will be resumed on Saturday afternoon, February 1 at 3:30 P.M. at the Biltmore Hotel, to round out the discussions, particularly on overseas and civic protective questions.

The regular meeting of the Board, for consideration of the Council business, will be held at the Biltmore Hotel on Saturday, February 1 starting with luncheon at 12:15 P.M. and continuing until 3:15 P.M. At this regular meeting the agenda will include the staff report on Council activities, the 1941 Council budget, plans for national budgeting and routine items.

The Minutes of the last meeting of the Board, October 26, 1940, are enclosed herewith.

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Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

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

January 17, 1941

FROM: H. L. Lurie

TO: Committee to Study National Budgeting Proposals

Mr. Jacob Blaustein, Chairman and Mr. William Rosenwald, acting co-chairman of the Council's Committee to Study National Budgeting Proposals, of which you are a member, are working on the report to be made by the Committee to the Board of Directors and to the General Assembly of the Council. With the dissolution of the 1940 UJA, the Committee is concerned with some immediate questions. It is the obligation of the Committee to formulate its thinking and make its recommendations to the Council on 1941 procedures.

Messrs. Blaustein and Rosenwald suggest that it may be necessary for the Committee to meet in Atlanta in advance of the enlarged Board meeting which will begin its sessions on Friday morning, January 31st at 9:30 A.M. A meeting of the Committee on Thursday afternoon or evening would seem to be indicated.

Mr. Blaustein and Mr. Rosenwald will meet with Mr. Hollander and others on Wednesday, January 22nd in New York City to discuss their report and I will be able to confirm the scheduled meeting, immediately thereafter.

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January 17, 1941

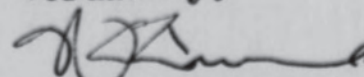
Air Mail

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

Dear Rabbi Silver:

I am planning to be in Cleveland for this week-end and I would very much like to have an opportunity of talking to you. I expect to reach the Hotel Statler Saturday morning and I will call your office for an appointment.

Cordially,


H.L. LURIE

HLL/ed

MINUTES

FIRST MEETING OF THE 1941 BOARD OF DIRECTORS

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

HOTEL BILTMORE, ATLANTA - FEBRUARY 2, 1941

Present: William J. Shroder, Cincinnati, presiding

Irvin Bettmann, St. Louis
Arthur Brin, Minneapolis
Fred M. Butzel, Detroit
Mrs. Siegmund Herzog, Cleveland
Sidney Hollander, Baltimore
Donald Kaffenburgh, Hartford
Dr. Louis Levy, Memphis
Dr. Solomon Lowenstein, New York
Herbert Mallinson, Dallas
Mrs. Irving Metzler, Los Angeles

Charles J. Rosenbloom, Pittsburgh
William Rosenwald, Greenwich
Edwin J. Schanfarber, Columbus
Edward M. M. Warburg, New York
Eugene Warner, Buffalo
James L. White, Salt Lake City
Joseph Willen, New York
Henry Wineman, Detroit
Ira M. Younker, New York

Regional Chairmen: Dr. E. J. Gordon, Columbus
Amos S. Deinard, Minneapolis
Baron de Hirsch Meyer, Miami

Ex-Officio: William Haber
Joseph C. Hyman

Staff: H. L. Lurie
G. W. Rabinoff

The meeting convened at 5 P.M.

1. ELECTION OF CHAIRMAN

William J. Shroder was nominated and unanimously ELECTED as chairman of the Board.

2. APPOINTMENT OF STAFF

MR. HOLLANDER MOVED that the present executives of the Council, Mr. H. L. Lurie and Mr. George W. Rabinoff, be reappointed. The MOTION was seconded and carried.

MESSRS. ROSENWALD, HOLLANDER and SHRODER expressed appreciation of the work of the Staff during the past year.

3. FINANCIAL AUTHORIZATION

MR. SHRODER asked the Board whether the routine of authorizing bank deposits for the Council and the signing of checks should be the same as in 1940.

The Board AGREED that the same procedure be followed, with the Irving Trust Co., New York City, as depository for Council funds, checks to be issued with two signatures, and officers of the Council and the Executive and Associate Executive authorized to sign checks.

4. COUNCIL COMMITTEES

DR. LOWENSTEIN MOVED that the president be authorized to appoint the standing committees of the Council and any special committees required.

The MOTION was seconded and carried.

5. REFERENDUM QUESTIONNAIRE

DR. LOWENSTEIN MOVED that the drafting of the questionnaire for the referendum on the establishment of a national advisory budget service be referred to a committee consisting of the president, chairman of the Board, chairman of the Committee on the Study of National Budgeting Proposals and any other persons these three individuals desire to add.

The MOTION was seconded and carried.

6. RESULTS OF REFERENDUM

DR. LOWENSTEIN suggested that some preparation be made to initiate the national advisory budget service so that the fact-finding and evaluative work might be set in motion immediately, if the member agencies approve. This would permit some tentative recommendations by May 31, as suggested in the report of the Committee on the Study of National Budgeting Proposals. MR. LURIE pointed out that since there was no objection to the expansion of fact-finding activities of the Council, immediate steps should be taken to extend the Staff to carry on the additional fact-finding work required, regardless of the results of the referendum on the evaluative aspects of the budgeting proposal. MESSRS. YOUNKER and BUTZEL agreed that the fact-finding work of the Council should be extended. MR. SHRODER pointed out that there was no authorization in the current budget for such extension. It was the consensus of opinion that the study should be undertaken if necessary funds could be secured.

MR. YOUNKER proposed that the votes of the member agencies on the referendum be counted in the same way that the votes of member agencies would be counted at the Assembly. He felt that the Board should weigh all the factors which the vote disclosed before taking action. He said that even if there were enough votes of member agencies to approve the service, it might not be to the interest of the Council or the communities to carry the program through. He felt that the Board should not commit itself in advance on what action it would take as a result of the referendum.

MR. YOUNKER MOVED that because the difficulty in interpreting the By-Laws of the Council had prevented submission of the proposal for the establishment of a national advisory budget service to the General Assembly, the votes on the referendum on the subject should be counted in the same way as the votes of member agencies would have been counted at the General Assembly.

The MOTION was seconded and carried.

7. REVISION OF THE BY-LAWS

MR. BRIN MOVED that a special committee of three be appointed by the president to re-draft the By-Laws of the Council for presentation to the next General Assembly.

MR. YOUNKER felt that such a committee should make its first report on the matter to the next meeting of the Board. MR. HOLLANDER asserted that the revised By-Laws should clear up the matter of accrediting official delegates to the Assembly. MR. SHRODER said that the Board was responsible for developing procedures and suggested that the committee working on the subject be prepared to submit its recommendations at the next meeting of the Board.

The MOTION was seconded and carried.

8. ALLOCATIONS TO UJA AGENCIES

MR. YOUNKER urged that a summary of the Assembly and its results be issued immediately to member agencies of the Council. The summary, he said, should indicate the need for making early allotments to the agencies in the UJA either on the basis suggested in the report of the Committee for the Study of National Budgeting Proposals or on any other reasonable basis. He felt it should be pointed out clearly that the suggestion made in the report was only one of various possible alternatives.

After a brief discussion, MR. DEINARD MOVED that member agencies be informed that the formula suggested in the Committee report was merely illustrative of the intent of the Committee, namely, that interim payments on some reasonable basis be made to the JDC, UPA and NRS pending any action taken as a result of the referendum, and was not a mandatory formula.

The MOTION was seconded and carried.

MR. LURIE presented a suggestion made by Harris Perlstein of Chicago that Mr. Shroder's final address to the Assembly should refer to the promises made by representatives of the three agencies in the UJA that they would not conduct separate campaigns in organized communities. MR. ROSENWALD felt that the same statement should be made to member agencies of the Council. MR. SHRODER suggested that it be included in the bulletin to member agencies summarizing the Assembly.

There was some discussion as to the way the UJA agencies would make their appeals in 1941 to local communities. It was suggested that since the NRS would be appealing independently to communities for the first time, the neutral members of the 1940 UJA Allotment Committee might be asked to indicate what they considered the minimum and maximum needs of the NRS. MR. YOUNKER and DR. LOWENSTEIN felt that since spokesmen for both the JDC and UPA at the Assembly had agreed to present the latest proposals for a 1941 UJA to their respective Boards for consideration, no step should be taken to interfere with this procedure. MR. BUTZEL added that if the negotiations finally broke down, then it might be desirable to act along the lines suggested.

Several Board members discussed the possibilities of financing a national advisory budget service if the member agencies favored it in the referendum. MR. DEINARD stressed the need for naming to any proposed national advisory budget

committee individuals who command the respect of all elements in the Jewish group.

The meeting adjourned at 6:30 P.M.

(signed)

H. L. LURIE
Acting Secretary



4/8/41

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Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore · *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
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

February 6, 1941

Rabbi Abba Hillel Silver, Nat'l Chairman
United Palestine Appeal
c/o The Temple
E. 105 Street at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

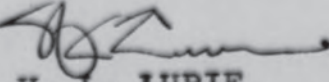
As you know, there were several meetings held in Atlanta that were concerned with the question of finding a basis for reconstituting the UJA for 1941. There was a proposal that developed informally from the meeting of the Allotment Committee of the UJA on Friday evening which was reported to a meeting of presidents of welfare fund agencies and was enthusiastically endorsed by them. There was also a meeting on Saturday morning concerned with the same problem at which several proposals were offered.

It is the understanding of the Council that proposals for reconstituting the UJA will be presented by the representatives of the agencies who were present at these meetings to the administrative bodies of their organizations. In behalf of its member agencies, the Council is very much concerned with these possibilities. We would deeply appreciate it if you would let us know your plans for presenting and discussing these proposals. If the officers of the Council can be of any assistance at this time, please do not hesitate to call on them.

If after you have considered the proposals, you believe that the Council can assist in further negotiations to bring about a satisfactory conclusion, please let me know as soon as possible so that I can inform our responsible officers and ask them to take such steps as may be indicated to bring about a resumption of negotiations between the agencies concerned.

With kindest regards, I am

Cordially,


H. L. LURIE

HLL/ed

GENERAL ASSEMBLY • FEBRUARY 1-2-3, 1941 • ATLANTA, GA.

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Council of Jewish Federations and Welfare Funds,
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National Office: 165 West 46 Street, New York, N. Y.

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February 11, 1941

The Jewish Welfare Fund Appeal
416 Statler Hotel
Cleveland, Ohio

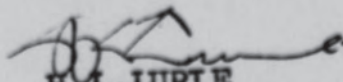
Attention: Rabbi Abba Hillel Silver

Gentlemen:

WRHS | AMERICAN JEWISH ARCHIVES

In reply to your letter of January 27th, we would be very happy to have as our representative on the Welfare Fund Committee anyone of the following persons: Joseph M. Berne, Edward M. Baker, Mrs. Sieg. Herzog, Rabbi Abba Hillel Silver. Both Mrs. Herzog and Rabbi Silver are members of our Board of Directors. Mr. Baker has been on our Board in past years and both he and Mr. Berne are closely in touch with Council activities.

Very sincerely,


H.L. LURIE
Executive Director

HLL/ed

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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

165 West 46 Street

New York City

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February 13, 1941

Mr. Henry Montor
United Palestine Appeal
41 East 42nd Street
New York City

Dear Mr. Montor:

This is to acknowledge receipt of your letter of February 12th with its enclosure of the Minority Report. You did not indicate in your letter whether this report is going to have additional signers. We intend to present it as a Minority Report submitted by Mr. Henry Montor and will add any other names if we are informed of other members of the committee who wish to have their names attached.

I am enclosing the first draft of a letter of transmittal and questionnaire. It is subject to modification with the receipt of suggestions from members of our special committee. I shall be interested in getting your suggestions also.

Will you call me after you have had an opportunity to look these over so that we can get together for further discussion?

I don't see how your first paragraph under the sub-heading THE ISSUE properly belongs in the Minority Report. I would suggest that you eliminate this paragraph since it is a mis-statement. There is nothing in the report to give a basis for assuming that local communities will not continue to distribute their funds directly on the basis of their own local decision. Though I don't agree with your analysis of the effect of advisory recommendations, I assume that, as a member of the committee, you are privileged to have these views. Since you express your views fully in the succeeding paragraphs, I hope you will agree with me. Otherwise, I presume Jacob Blaustein and others will want to add their own comments on your report and I would rather avoid prolonging the debate in the process of sending out the questionnaire. I presume that a debate on the issues will continue separately through various sources.

Cordially,

(signed)

H. L. LURIE

HLL/ed
encl.

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February 10, 1941

LETTER OF TRANSMITTAL
(First Draft)

Dear _____:

The General Assembly of the Council of Jewish Federations and Welfare Funds at its meeting in Atlanta on February 2nd had before it the report and recommendations of its Committee to Study National Budgeting Proposals. This Committee had been actively at work since it was authorized at the Board's May 1940 meeting and the Report, prepared after careful study, advocated a budget advisory service. The Board of Directors of the Council on February 1st adopted the Committee's recommendations that a national advisory service be established to assist local welfare funds in their budgeting problems. Seventeen members of the Board, present at Atlanta, were in favor and five were opposed to this proposal.

It had been planned to take a vote on this proposal at the General Assembly of the Council. The Committee on Credentials, consisting of Mr. Joseph P. Loeb, Los Angeles, Mr. Simon Shetzer, Detroit and Mr. Reuben B. Resnik, Dallas, decided that the by-laws of the Council on member agency voting procedure were ambiguous and they therefore could not satisfactorily determine who were accredited voting delegates to the Assembly. The Board therefore agreed to place the proposal directly before the member agencies for a referendum.

It therefore becomes necessary for your agency officially to consider the proposal. April first has been set as the date for completing the referendum and we therefore request that you bring this to the attention of your official body as soon as possible.

The counting of the ballots of member agencies will be in accordance with the provisions in our by-laws which determines the number of votes to which each of our member agencies is entitled. The Board of Directors will

meet immediately after the referendum is concluded to carry out the mandate as evidenced by the referendum. You will find enclosed with this communication the following documents:

- (1) The Report of the Committee to Study National Budgeting Proposals.
- (2) The Minority Report submitted by several members of the Committee.
- (3) A summary of the discussions held during the Assembly on this subject.
- (4) A list of member agencies and the number of votes to which each is entitled.
- (5) Two copies of the referendum ballot, - one to be returned to the Council office and a duplicate for your files.

The details of the national advisory budget plan are contained in the committee report beginning on page 11 with Item 3 and including items 3,4,5,6, and 7.

Specifically the plan provides for:-

- (1) A National Committee on advisory budget services to member agencies.
- (2) A competent and intensive fact-finding service to develop studies of the programs and finances of agencies for technical services to these committees.
- (3) A Special Commission of 5 to 9 members to deal with the specific problem of the agencies formerly included in the UJA, with evaluation by this special commission of the 1941 needs of the JDC, UPA and NRS.

It should be specifically understood that action on the part of a member agency does not in any sense bind it to accept or to be guided by any recommendations that grow out of this project. Approval of the project will mean that the Council will be in a position to extend its fact-finding services and to develop the functions of the Committee and will be authorized to submit the reports and recommendations developed by this committee to member agencies for use in local budgeting. Since, on former occasions, many of our

member agencies have expressed a desire for this type of budget service, approval by your organization will be helpful in developing this service.

I hope that it will be possible for your agency to take action promptly so that the Board of Directors may proceed with this matter. Please advise the Council office if any further information or explanation is desired.

Very sincerely,

H. L. LURIE
Executive Director

HLL/ed

Enclosure



February 10, 1941

REFERENDUM ON THE ESTABLISHMENT OF NATIONAL
ADVISORY SERVICES FOR LOCAL BUDGETING

OFFICIAL BALLOT

The _____ at a meeting on _____
(name of agency) (date)

considered the following proposals approved by the Board of Directors of the Council:

1. That the Council establish a national advisory budget service as set forth in the Report of the Committee to Study National Budgeting Proposals pp.11-12 which recommends that the Council set up fact-finding and interpretation services under an appropriate committee.

(a) _____ approves of the proposal.
(name of agency)

(b) _____ disapproves of the proposal.
(name of agency)

2. That as an initial step a Special Commission be set up within the functions of national budget services to formulate advisory recommendations on the needs of the JDC, the UPA and the NRS in 1941.

(a) _____ approves of the proposal.
(name of agency)

(b) _____ disapproves of the proposal.
(name of agency)

Acceptance of these projects does not in any sense imply any commitment on the part of this member agency to utilize the services or findings of these committees.

Signed by _____
(officer)

February 14, 1941

THE MINORITY REPORT
OF THE COMMITTEE TO STUDY NATIONAL BUDGETING PROPOSALS

THE ISSUE

The Jews of America are now called upon to decide whether the funds they raise annually in their local communities through Welfare Funds (or similar campaign bodies) are to be distributed through the decision of their own local budgeting committee; or by a small national committee to be named by the Board of the Council of Jewish Federations and Welfare Funds.

EFFECT OF "ADVISORY" RECOMMENDATIONS

It is suggested by the Majority of the Committee that any recommendations that are made to local communities for the distribution of funds will be "advisory" in character. Experience indicates, however, that such "advisory" opinions are bound to become mandatory in effect. The "advisory" recommendations of a national budgeting committee, clothed with authority by the Council of Jewish Federations and Welfare Funds, with all the publicity that will be centered upon it, and all the prestige which would accrue to it, would, as a matter of course, exercise tremendous pressure upon local communities.

If the recommendations of allotments and ratios are to be purely "advisory" in character, it is evident that the agencies in the national and overseas fields will continue their separate efforts to persuade the local communities with respect to the merit of their requirements. They will continue an independent presentation of their needs in each community. What purpose then is served by a National Budgeting Committee? Obviously, it is intended that the "advice" of the Budgeting Committee shall become binding upon the communities.

The creation of a National Budgeting Committee, styled "advisory,"

will have the following consequences:

- (a) It will have the effect of eliminating the educational value which Jewish leaders in every community derive from a close study of the needs and the relevant facts with respect to the agencies applying to their Welfare Funds.
- (b) It will create a hard mold of uniform thinking which must in time unfavorably affect Jewish thought and movements in the country. The thinking of a small committee, hand-picked by the Council, will be substituted for the thinking of representative men and women in hundreds of cities in the United States. The relationship between the local community leaders and the causes which they are called upon to serve, and in whose behalf they are asked to raise funds, will become steadily more remote, less personal and less informed.
- (c) The "advice" of a National Budgeting Committee, colored by its ideologic bias, will come to serve as a fixed pattern for all Jewish communities in America.

FACT-FINDING IS NOT THE ISSUE

The Council of Jewish Federations and Welfare Funds has ample power at the present time to make factual studies of every organization appearing before local Welfare Funds for contributions. Moreover, we are strongly in favor of expanding any service given by the Council in order to supply local communities with factual data on the basis of which they may make equitable decisions in the matter of the distribution of funds.

These facts, to a large degree, are already available, and as a result of the cooperative process which has been developed between the Council and various organizations, there are being created new and expanded forms of information dealing with every phase of the activities of these organizations in America. Every community in America can have

at its disposal all the pertinent data with respect to their purposes, their past expenditures, as well as detailed analyses of their current budgets. This material is collected by the Council, and can be made available to all Welfare Funds.

If it is only facts that are involved, why is a National Budgeting Committee being proposed to "evaluate" these facts? It is because the facts must be interpreted and, being interpreted, they involve a subjective approach.

WHAT IS MEANT IS EVALUATION

The Majority Report acknowledges the role which varying points of view will play in the drafting of national budgets. It is frank enough to say that the introduction of a national budgeting service

"does not mean that decisions on goals and objectives of agencies would be governed entirely by statistical formulac. The intangibles, such as ideologies, would and should also play their part."

Differences of opinion on ideologies are bound to determine decisions with respect to the facts. The attempt to evaluate ideologies by a National Budgeting Committee constitutes one of the most dangerous innovations in American Jewish communal life. It will sharpen and multiply conflict and divisiveness in every community.

It beclouds the issue to make it appear that basic to the idea of the National Budgeting Committee is the desirability of setting up a fact-finding agency. The real purpose is not so much to find the facts, which are available in abundant measure, but to set up a group of men nationally selected to whom is to be entrusted the exclusive responsibility for fixing ratios of apportionment for all agencies participating in the local Welfare Funds.

This tremendous responsibility is to be given to a group of what is

called fair-minded, impartial men. It is obvious, however, that if there are any men competent through experience and knowledge to act for and on behalf of American Jewry in matters of such great importance, they must have acquired a definite point of view with regard to the various problems of Jewish life; and they are bound to be conditioned by the ripened conclusions they have arrived at with regard to these problems. There are leading personalities in the American Jewish community who are well-meaning, devoted and conscientious, but they invariably have a point of view and, whatever it may be, it has been tempered by their economic, social and cultural heritage and environment. In this sense, every man belongs to one or another group in American Jewish life.

In the upper economic level one point of view seems to predominate. It usually has great influence in communal life. The democratic procedure in the community serves the public interest by averaging the majority opinion against the view of individual leaders. Out of the amalgam, the state of mind of the specific community, however colored, is fairly reflected; but to abstract from each community one or two personalities occupying place and prestige in the upper economic level with their preconceived notions on the problems of Jewish life, would provide not an accurate cross-section of communal opinion, but would register merely the views of the top layer of one group.

If American Jewry would be raising sufficient funds for the needs of all the agencies, it might be possible to apportion the funds on the basis of determinable expenditures. But the amounts collected are so inadequate and the decisions reached deal chiefly with minimum requirements, so that the question of evaluation arises and plays an important part in determining programs of work. In the field of evaluation the subjective point of view assumes dominant significance. But evaluation there must be somewhere along the line. How is such evaluation to be

reached as between one cause and another?

That is a function that can best be exercised in the local communities where the funds are raised and where local public opinion has a chance to control.

THE 1940 RATIOS ARE OBSOLETE

The Majority Report includes the suggestion that 1940 ratios might be one of the measuring rods to be used in making initial allocations in 1941. It is a regrettable departure from the impartial fact-finding service which the National Budgeting Committee proposes to set up to suggest ratios at this time. It should be emphasized that the 1940 ratios for the agencies constituting the United Jewish Appeal were not the result of scientific evaluation. They were the result of an agreement between the JDC and the UPA, as is indicated by the fact that only a small percentage of the total sum raised by the United Jewish Appeal was actually divided by the 1940 Allotment Committee. In other years there were other agreements. Enormous changes have taken place within the past year so that any adherence to former ratios would be as unfair as to use the standards of 1936 or 1939 as the criteria of how funds raised by American Jewry in 1941 may be most constructively used.

By urging that the 1940 ratios be accepted by American Jewish communities as a guide in the distribution of funds raised in 1941, the Committee to study National Budgeting Proposals has already infringed upon the functions of any budget committee to be set up, by removing from its competence the largest part of what might be subject to its decisions and by prejudicing in advance the thinking of such a budgeting committee with respect to the needs of the agencies in 1941.

WHO IS AFFECTED BY NATIONAL BUDGETING PROCESS?

There is an erroneous belief that all that is involved in the proposals for National Budgeting is the determination of ratios for the three

agencies formerly in the United Jewish Appeal. Once there has been entrusted to a small committee of the Council the power to recommend ratios, it is clear that all agencies, causes and movements in Jewish life will come under its jurisdiction and control.

Are the civic-protective agencies, with their varying approaches to the Jewish problem, prepared to entrust their fate into the hands of a small body of men who may or may not share their fundamental convictions? In the field of Jewish education, will the lay and professional educators accept the point of view of some men whose philanthropic outlook on Jewish life does not necessarily include an appreciation of Jewish education?

Can any movement, having its roots in deep convictions concerning Jewish life and destiny, place its fate in the hands of those who are not animated by the same convictions and outlook? Is it cause for wonder, then, that these proposals have aroused the greatest anxiety and opposition?

Until such time as Jewish communities in America are democratically organized in Jewish community councils, and in turn into a national organization representative of these community councils which would then be competent to speak for American Jewry in a democratic and representative manner, it would be best to leave each community to pass judgment on the validity of the appeals made to it, reinforced by such factual information and data as the Council will supply.

Welfare Funds now make local decisions with respect to scores of causes. They are not deterred from making contributions to such organizations as the American Jewish Committee, American Jewish Congress, B'nai B'rith and Jewish Labor Committee, although they function in similar fields. Support is not withheld from Hias because its activities are in the same area as both the National Refugee Service and the Joint Distribution, nor from Ort.

To make it appear that unity in American Israel will be preserved or achieved by this device of National Budgeting is to mislead and to confuse the real issue. The real issue is control and domination!

THE MINORITY RECOMMENDATIONS

The Minority members were compelled to reject the proposals of the Majority members as harmful and dangerous. In place of them they submit the following proposals:

- (a) Every reasonable effort should be made to work out an equitable arrangement for a reconstitution of the United Jewish Appeal in 1941.
- (b) If these efforts fail and there will not be any United Jewish Appeal in 1941, the Committee urges local communities to consider the independent applications of the former beneficiaries of the United Jewish Appeal in the same spirit of fairness as they did before there was a United Jewish Appeal, and to allocate to each agency such amounts as their judgment, after a study of all available facts, will suggest. There should be no delay in fixing allocations or in proceeding immediately with a united campaign in each community. Delay means a paralysis of the 1941 campaign.
- (c) The Minority members of the committee believe that the fact-finding activities of the Council should be continued and enlarged.

THE COUNCIL SHOULD REMAIN A FACT-FINDING BODY

The Council of Jewish Federations and Welfare Funds was created eight years ago to correlate information for the use of Welfare Funds and to further Jewish communal organization.

We urge against transferring to the Council a power too great for any handful of men to wield, when the fate of great causes is at stake.

WHAT WILL BE THE DECISION OF THE WELFARE FUNDS?

The Welfare Funds of America are now engaged in a referendum to determine whether they shall accept the Majority Report or the Minority Report.

We are a people who have valued and fostered freedom of opinion. Our communities have been open to all appeals - religious, sociological, national and educational. It was always conceded that all Jews cannot have the same uniform ideology but that each individual and every group have the right to adhere to any ideological principles they may find compatible with their thinking, giving all other Jews the freedom to do the same thing.

Whatever may be the guise under which the proposals of the Majority will be submitted to a referendum of the Welfare Funds, the consequence of acceptance will be that American Jews will have turned over to a small committee of men not only the right to determine how the funds they contribute may be put to use, but also the power to determine the value and the relations of the views, aims and aspirations which are part of Jewish life in the United States. The determining of this issue gives power to the small committee to determine the destiny of American Jewry. That power should be retained by the local communities and should not be handed over to any National Budgeting Committee.

The Minority Report asks of the Welfare Funds endorsement of the proposal that the fact-finding services of the Council should be expanded but that the work of evaluation and of budgeting be left to the individual community where it properly belongs.

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UNITED PALESTINE APPEAL
41 EAST 42 STREET
NEW YORK CITY

MEMORANDUM

February 14, 1941

TO: DR. ABBA HILLEL SILVER

FROM: HENRY MONTOR

Attached hereto is a copy of a letter dated February 13, together with a proposed letter of transmittal and a form of the referendum which is to be used by the Council of Federations and Welfare Funds in obtaining the decision of individual Welfare Funds on the proposal to establish a national budgeting committee.

I also attach a copy of the minority report to which reference is made by Mr. Lurie.

I would appreciate any suggestions you have to offer in connection with this matter.

HM:BC
Enc.

February 14, 1941

Mr. Harry L. Lurie
Council of Jewish Federations and Welfare Funds
165 West 46th Street
New York City

Dear Mr. Lurie:

This will acknowledge your letter of February 13th.

(1) I have not seen the form in which the Majority report is to be circulated. As I recall the original, it was not signed by the members who were present at Atlanta on January 30th and who had an opportunity of voting at that time. If the Majority report is to be signed, then the Minority report might be signed. If signatures are to be appended, which I hardly think is necessary, then the Minority report will have attached to it the signatures of Mrs. Dora Ehrlich of Detroit, Henry Montor of New York and Dr. Abba Hillel Silver of Cleveland.

(2) With respect to the first draft of the letter of transmittal. I should like to make the following observations:

(a) The second sentence gives the erroneous impression that the report was prepared by the Committee as a whole "after careful study." Whatever may be the view as to the principle as previously acted upon, I think you will agree that the report in its main framework was seen for the first time on Thursday night, January 30th, 1941 at Atlanta. Ought not some reference be made to this background? The third sentence in the first paragraph ought to read, it seems to me, "The Board of Directors of the Council, on February 1st, adopted the Committee's recommendations that a National Budgetary Advisory Service be established to recommend ratios on national and overseas causes to Welfare Funds."

(b) You state in the second paragraph of your letter that it was decided that "the by-laws of the Council on member agency voting procedure were ambiguous and they, therefore, could not satisfactorily determine who were accredited voting delegates to the Assembly." Nevertheless, the Council states that "the counting of the ballots of member agencies will be in accordance with the provision in our by-laws which determine the number of votes to which each of our member agencies is entitled." It would seem to me that there is a very serious question involved as to whether a Federation, which has no relation to either national or overseas fund-raising, or both, has the moral or legal right to vote in this referendum. For example, the New York Federation for the Support of Jewish Philanthropic Societies is probably considered a member agency of the Council, yet it raises no funds for national or overseas activities. Surely it is not fair to consider that a

vote by the New York Federation represents the authorized views of the Jewish community of New York. Let us take as another instance the City of Cleveland, which has a Welfare Fund and a Federation - each having three votes. The Welfare Fund raises the money for national and overseas causes and is entitled to express its opinion. Can the same be said for the Federation which deals with local causes?

I am convinced that you wish to do everything in your power to make this referendum realistic at least insofar as the Boards of Welfare Funds can be said to interpret the thinking of their communities. It is on that basis that I make these suggestions for your consideration.

(3) On Page 2 of your letter, you state that the plan provides for three things. I do not think that the language is clear. May I suggest this substitution?:

1. A national committee to examine the facts with respect to the national and overseas agencies applying to Welfare Funds for support and to recommend ratios to the member agencies of the Council for the distribution of the funds they grant to these agencies.

2. A competent and intensive fact-finding service to develop studies of the programs and finances of national and overseas agencies.

3. A special commission of five to nine members to deal with a specific problem of the agencies formerly included in the United Jewish Appeal, with the recommendation by this special commission of the ratios which the Joint Distribution Committee, the United Palestine Appeal and the National Refugee Service should obtain in the funds made available in 1941 by Welfare Funds for overseas and refugee purposes.

(4) As regards the official ballot itself, I should like to suggest that clause (1) read "that the Council establish a National Advisory Budget Service for national and overseas causes as set forth in the Report of the Committee to Study National Budgeting Proposals (pages 11, 12) which recommends that the Council set up fact-finding and ratio-recommending services under an appropriate committee."

I would also suggest that clause (2) might read as follows: "That as an initial step, a special commission be set up within the functions of national budgeting services to formulate recommendations on ratios for the JDC, UPA and NRS in 1941."

If the officers of the Council are convinced of the validity of the ratio-recommending process, they ought not to avoid use of the terms, it seems to me.

(5) With regard to the first paragraph of the Minority report, on the basis of the suggestion you have made, I offer the following changes:

"THE ISSUE"

"The Jews of America are now called upon to decide whether in distributing the funds they raise annually in their local communities through Welfare Funds they will have before them complete facts on which to make their own decisions or whether they wish to use the predigested budgetary thinking of a small national budgetary advisory committee, to be named by the Board of the Council of Jewish Federations and Welfare Funds."

I am leaving for St. Louis today and will return on Wednesday morning. I am wondering if it is possible to delay issuance of the final material until that date. Could we meet on Wednesday morning to go over this material before it is issued?

With kindest regards, I am

Cordially yours,

HM:BG

Henry Montor
Executive Director



6
February 17, 1941

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

My dear Mr. Lurie:

Permit me to thank you for your letter of February 13 in which you transmit to me the proposal of the JDC which was approved by its Administrative and Executive Committees. This proposal is, in effect, the same proposal which was made by the representatives of the JDC and NRS in Atlanta. As I stated in my letter to you of February 12, I shall submit it to the Administrative Committee of the UPA.

I am surprised that no reference is made in the resolution of the Administrative and Executive Committees of the JDC to the proposal which was made by the representatives of the UPA in Atlanta. The proposal made by Dr. Heller and myself at the conference convoked by the Board of the Council on Saturday morning, February 1, was to meet the objection raised that our former proposals had limited the NRS to \$2,000,000 and that it would be unable to obtain any additional sums from the Allocation Committee. Although we felt that \$2,000,000 was quite adequate for the NRS in view of the large sums which were being raised by communities locally to take care of their own refugees, we made a further concession in order to make possible the reconstitution of the United Jewish Appeal: that out of the first \$9,000,000 raised in 1941, the NRS would receive \$2,000,000; the other \$7,000,000 would be divided 60-40 between the JDC and UPA -- the JDC (60), and the UPA (40). All funds raised over and above the \$9,000,000 would be left to an Allocation Committee which would distribute them among the three agencies as they saw fit. We believe that our proposal took care of the JDC NRS proposal for we made provision for a neutral Allotment Committee to study the needs of the NRS as well as of the other two agencies. Thus, if the requirements of the NRS were such as to warrant an additional allotment, it would undoubtedly receive it from the Allotment Committee. If the same amount of money will be raised in 1941 as in 1940, there would be left in the hands of the Allotment Committee nearly three and a half million dollars for allocation.

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COPY

H. L. Lurie

-2-

February 17, 1941

Inasmuch as you have referred to the UPA the proposals of the JDC-NRS, I assume that you have also submitted to the latter organizations the proposals which the UPA made at Atlanta. We are awaiting a reply and it would be helpful if the reply would be forthcoming before our meeting on the 25th.

You state that you have sent copies of your letter addressed to me, to Mr. Shroder, several other officers of the Council, to the neutral members of the Allotment Committee, to the JDC and the NRS. May I request that you send a copy of this letter to the same people. The impression should not be spread through the country that only one proposal was made in Atlanta, accepted by the JDC and the NRS, and that now "it was up to the UPA", to quote the New York Times of this morning reporting the JDC Conference of yesterday. I am rather surprised that no mention was made at the JDC Conference yesterday of the UPA proposals which were made in an earnest effort to reconstitute the United Jewish Appeal.

I would not suggest the calling of any meeting with the neutral members of the Allotment Committee and the representatives of the agencies until action is taken on the 25th.

With all good wishes, I remain

Very cordially yours,

AHS:BK

(Signed) Abba Hillel Silver

P.S. In your letter to me, dated February 6, you requested the agencies to consider the "several proposals which were made at Atlanta for reconstituting the UJA". Clearly there was more than one proposal.

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W I R E

NEW YORK, N.Y.
FEBRUARY 17, 1941

MR. HARRY L. LURIE
COUNCIL OF JEWISH FEDERATIONS
AND WELFARE FUNDS
165 WEST 46 STREET
NEW YORK CITY

AM I TO ASSUME FROM YOUR LETTER OF FEBRUARY 13 TO DOCTOR SILVER
THAT THE JDC HAS REJECTED THE PROPOSALS FOR A UJA MADE BY THE UPA
REPRESENTATIVES IN ATLANTA ON FEBRUARY 1? YOUR LETTER STATES ONLY
THAT JDC ACCEPTS ITS OWN PROPOSALS. WOULD LIKE THIS INFORMATION
BEFORE MEETING OF ADMINISTRATIVE COMMITTEE OF UPA ON FEBRUARY 25.
REGARDS.

HENRY MONTOR

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Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore · *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
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

February 18, 1941

Rabbi Abba Hillel Silver
United Palestine Appeal
41 East 42nd Street
New York, N. Y.

Dear Rabbi Silver:

I have your cordial letter of February 17th. Following your suggestion, I am sending copies to the individuals to whom copies of my previous letter to you were sent. I also received a telegram yesterday from Mr. Henry Montor (copy enclosed) and this letter of acknowledgment relates to both communications.

One proposal was made Friday evening at Atlanta, which representatives of the three agencies agreed formally to submit to their administrative bodies. This has been accepted by the JDC and the NRS. A number of other suggestions were made at the informal meeting on Saturday morning but insofar as I recall, no commitments were made that these additional suggestions would be submitted in preference to the first proposal.

My own information on the action taken by the NRS and the JDC extends only to their acceptance of the proposal made on Friday evening. I do not know, therefore, whether any of the informal proposals mentioned in the Saturday conversations were presented or discussed.

At the Saturday morning meeting, in addition to the formula suggested by you and Dr. Heller, mentioned in your letter of February 17th, there was a suggestion that a total of \$8,000,000 be distributed in initial allocations: \$4,000,000 to the JDC, \$2,000,000 to the UPA and \$2,000,000 to the NRS with distribution of additional funds from the campaign to be through an allotment committee.

It is my personal opinion that since your proposal includes a provision for a neutral allotment committee to study the needs of the NRS, after the initial allocation of \$2,000,000, it would be logical to accept the proposal that the Allotment Committee be given authority to decide what original minimum allocation is required by the essential services of the NRS in New York City and throughout the country. There would seem to be a minor point of difference between the Friday evening proposal on the NRS and the proposal outlined on Saturday which is stated in your letter. If this matter could be gotten out of the way, the other undecided problem of the ratios between the JDC and UPA and the initial allotments would present less difficulty.

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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

Rabbi Abba Hillel Silver

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Feb. 18, 1941

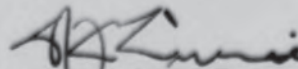
The point at issue, I believe, is a difference of opinion as to the relative amounts required by the three agencies to continue operating on the basis of their minimum obligations and commitments. I assume that no study of the facts or any mediating group could hope to reach judgments that would be completely satisfactory to all of the agencies. I do, however, believe that the policy of joint appeals requires that an attempt be made to arrive at such conclusions through the method of an intensive study and a judicial representative body equally sympathetic to the programs of all of the agencies.

Whatever might be the limitations or shortcomings of the 1940 UJA project, we, in the Council, and our member agencies are firmly convinced that the device is a practical one. The proposal made on Friday evening at Atlanta, you will recall, provides that in the event that the neutral members of the Allotment Committee are not considered a satisfactory instrument by the agencies, they can create some other committee that would be more satisfactory to all the agencies concerned. I am convinced that there are at least three outstanding devoted and sympathetic Jewish leaders in this country who can reach conclusions that would be equitable to everyone. The urgency and complexity of Jewish problems in this critical period demand that a further attempt at group cooperation be made on this basis.

I regret that you do not consider it advisable to arrange for a meeting of representatives of the agencies until after the UPA has taken action on February 25th. You will note that in the action taken by the JDC, provision was made for two representatives with power to act on further negotiations. I believe that if the UPA would similarly appoint two representatives with authority to conclude negotiations, a satisfactory program for 1941 could be achieved by this group of negotiators with whatever help might be required from the Council, the neutral members of the Allotment Committee or the representatives of the NRS. I feel strongly that whatever might be the action taken by the UPA Administrative Committee on February 25th on the proposal which the JDC and the NRS have adopted, there should be no obstacle for resuming further negotiations between the agencies looking toward the establishment of the 1941 UJA.

With kindest regards, I am

Cordially,


H.L. LURIE

HLL/ed
Enclosure

Cc - Mr. Henry Montor

P.S. I am enclosing for your information a copy of a letter received today from the NRS, informing me of the action taken by their Executive Committee.

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Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore · *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
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Secretary ELIAS MAYER, Chicago · *Treasurer* SOLOMON LOWENSTEIN, New York
Executive Director H. L. LURIE · *Associate Director* GEORGE W. RABINOFF

February 20, 1941

Rabbi Abba Hillel Silver, Nat'l Chairman
United Palestine Appeal
41 East 42nd Street
New York, N. Y.

Dear Rabbi Silver:

I have, as before, sent on your letter of February 19th to the NRS, JDC and others interested in our correspondence. I am assuming that by doing so, the JDC and the NRS will understand that you feel that the suggestion offered by Dr. Heller should be considered officially by these two organizations. I have the distinct impression from the information given to me by representatives of the JDC that the two persons appointed with power to continue and conclude negotiations are open-minded and will earnestly consider all proposals in trying finally to arrive at an agreement which will be satisfactory to all of the agencies. I think we may all assume that while the JDC acted favorably on the proposal made on Friday evening which was later drafted by the representatives of the UJA Allotment Committee at the meeting on Saturday, February 1st in Atlanta, this does not mean that any other reasonable proposal has been rejected.

I regret very much that the Saturday morning meeting was not officially recorded and reported. The meeting was planned for the purpose of informal discussion and therefore no stenographer was present and no secretary was charged with responsibility for recording the conference. As I recall the procedure, the proposal made at the welfare fund presidents' informal meeting on Friday, January 31st, was put into written form by Harris Perlstein and other members of the UJA Allotment Committee. After the written form of the proposal was presented, I made the suggestion that it might be helpful if the open question of relative needs of the UPA and the JDC were also discussed and the opinions of those present toward the written proposal were frankly expressed. It was during that discussion that Dr. Heller, as an individual, offered the formula which you state in your letter also has your approval. The other specific formula referred to in my previous letter was offered by Harris Perlstein.

Since the whole meeting was informal, no motions were made and it is, of course, difficult to gauge what views, if any, were crystallized on these supplementary discussions. My own impressions were that both of these supplementary suggestions were going to be considered by the JDC and the UPA after the first hurdle, that of determining the essential needs of the NRS, had been gotten out of the way.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

Rabbi Abba Hillel Silver
New York, N. Y.

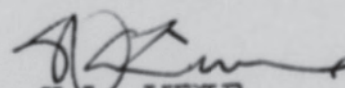
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February 20, 1941

It seems to me that a practical way to resolve the issue is to create another opportunity for conference between representatives of the UPA and the JDC and that your presence in New York City on February 24th and 25th would facilitate such a conference. I feel very strongly from my own contacts that there is every possibility that at such a meeting, the representatives of these two major agencies can reach an agreement on their own initial requirements which would be mutually satisfactory, once the basis for arriving at the minimum requirements of the NRS program had been equitably established.

I am, with kindest regards,

Cordially,


H.L. LURIE

HLL/ed

Cc - Mr. Henry Montor



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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

National Office: 165 West 46 Street, New York, N. Y.

February 21, 1941

Mr. Henry Montor
United Palestine Appeal
41 East 42nd Street
New York, N. Y.

Dear Henry:

I have your letter of February 20th and I have noted the points which you set forth.

(a) Without adding any additional complications, the ballot is so organized that the number of those who approve and the number who disapprove can be stated.

(b) I think you should recognize that the referendum is being conducted by the Board of Directors of the Council who have definitely gone on record in favor of the proposal. It is therefore legitimate for them to express their views and the reasons for their favorable action to member agencies. The point you make would assume that the Board had merely received a majority and minority report and had remained neutral on the recommendations. This is contrary to the facts. I wish that the opposition would present their case as fairly and as impartially as is being done by the Council committee.

(c) We sent out a special bulletin from Atlanta on February 3rd which has been received by all of our member agencies. This bulletin states specifically, page 4 "the Board therefore voted...2. To indicate to the member agencies that the recommendations for partial allocations, contained in the majority report are merely illustrative of a procedure that might be used at this time. Each community will doubtless develop such a formula as may best serve its individual views." The ballot also refers specifically to the items and pages in the report of the committee on which the agencies are being asked to vote. I am enclosing a copy of this bulletin. All of our communications to our member agencies will need to be as simple as possible in order to avoid any confusion. I think you will find that we have generally succeeded in presenting the questions simply and clearly.

With kindest regards, I am

Cordially,

H. L. Lurie

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS,
Inc.

including the Bureau of Jewish Social Research
National Office: 165 West 46 Street, New York, N. Y.

February 26, 1941

Mr. Joseph M. Berne, President
The Jewish Welfare Federation
Cleveland, Ohio

Dear Mr. Berne:

The General Assembly of the Council of Jewish Federations and Welfare Funds, at its meeting in Atlanta on February 2nd, received the final report and recommendations of its special Committee on National Budgeting Proposals. This Committee had been authorized at the Board's May 1940 meeting in response to the many requests from the Council member agencies throughout the country. After an intensive study, the Committee defined basic principles for a national advisory budget service which were adopted at the October 1940 meeting of the Board of Directors.

The final report of the Committee, considered at Atlanta, recommends that every additional effort should be made to bring about a re-establishment of the United Jewish Appeal for Overseas and Refugee Needs. The report also urges local communities to do their utmost to support the overseas and national causes. The report reaffirms the principle of joint fund raising by local communities and advises that this principle be strengthened, irrespective of whether the appeals are received from the agencies separately or jointly. These recommendations of the Committee received unanimous approval.

The other major recommendation of the report -- the establishment of a national advisory budget service -- was accepted by the Committee after careful consideration, with one dissenting vote. The report indicates the feasibility of establishing such service and expresses the belief that they can be made increasingly helpful to the Council's member agencies. The Board of Directors of the Council, after full discussion of all phases of the matter, adopted the Committee's report and recommended that such an advisory service be made available to assist member agencies with their budgeting problems. Seventeen members of the Board of Directors voted in favor of the proposal and five against.

The Board had intended to present the proposal to the General Assembly at Atlanta for action. However, this was not feasible, due to the fact that the Committee on Credentials (Mr. Joseph P. Loeb, Los Angeles, Mr. Simon Shetzer, Detroit and Mr. Reuben B. Resnik, Dallas) reported that the by-laws of the Council

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

Page 2

on member-agency voting were somewhat ambiguous as to voting procedure and did not clearly indicate who might be considered "accredited voting delegates" at the Assembly. Therefore, the Board decided to refer the matter to the entire membership so that each member agency might have an opportunity to register its views.

It therefore becomes necessary for your agency to consider the proposal. April first has been set as the date for completing the voting, and we request that you bring this to the attention of your organization officially as soon as possible. The ballots will be counted in accordance with the provisions of the by-laws indicating the number of votes to which each member is entitled.

You will find enclosed with this communication the following documents:

1. The Report of the Committee to Study National Budgeting Proposals which was approved by the Council's Board of Directors.
2. A Minority Report, submitted by Mr. Henry Montor.
3. A list of member agencies and the number of votes to which each is entitled.
4. Two copies of the referendum ballot, - one to be returned to the Council office, and a duplicate for your files.

The details of the national advisory budget service are contained in the committee report beginning on page 8 with item 3 and including Items 3, 4, 5, 6 and 7.

Specifically the plan provides for:

1. A National Committee representing welfare funds to furnish an advisory budget service for member agencies.
2. A competent fact-finding service to make intensive studies of the programs and finances of the various overseas and national agencies appealing to welfare funds for support, together with such other studies as may be required by the Committee or be helpful to member agencies.
3. As a first practical step, a Special Commission of 5 to 9 lay representatives of member agency cities to deal with the specific problem of the three agencies heretofore included in the UJA, and make recommendations concerning the requirements and budgetary needs of these agencies for 1941. This special commission will act independently, as outlined in Item 7 (pp. 8-9).

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

Page 3.

Approval of the project means only that the Council will be authorized to extend its fact-finding services, to transmit evaluations and recommendations and submit them to member agencies for such use in local budgeting as each community cares to make of them. It should be specifically understood that favorable action on this proposal by a member agency does not in any sense bind it to use, accept or to be guided by any recommendations that may grow out of the project. Since a large number of our member agencies have expressed a desire for this type of budget service, approval by your organization and other members will permit the Council to give this service to those who want it.

I hope it will be possible for your agency to take action promptly so that the Board of Directors may proceed. Please advise the Council office if any further information or explanation is desired.

Very sincerely,

H. L. LURIE
Executive Director

(Signed)

HLL/ed
Enclosures

March 4, 1941

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

PLEASE ADVISE ME BY WIRE WHETHER WELFARE FEDERATION OF CLEVELAND IS
MEMBER OF COUNCIL AS WELL AS JEWISH WELFARE FUND IN ORDER TO GUIDE US
IN VOTING ON REFERENDUM.—KINDEST REGARDS



A H Silver



CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

WESTERN UNION

1201

SYMBOLS

DL=Day Letter

NT=Overnight Telegram

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Ship Radiogram

R. B. WHITE
PRESIDENT

NEWCOMB CARLTON
CHAIRMAN OF THE BOARD

J. C. WILLEVER
FIRST VICE-PRESIDENT

The filing time shown in the date line on telegrams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination

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RABBI ABBA HILLEL SILVER:

=THE TEMPLE EAST 105 ST AND ANSEL RD CLEVE=

JEWISH WELFARE FEDERATION AS WELL AS JEWISH WELFARE FUND OF CLEVELAND MAKE SEPARATE MEMBERSHIP CONTRIBUTIONS TO COUNCIL AND ARE CONSIDERED AS TWO MEMBER AGENCIES=

H L LURIE.

.ABBA.

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

March 6, 1941

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:

I have just received your "Manual for Discussion", as fine a misnomer for a partisan polemical presentation of the issues involved in the referendum as could have been discovered. It would have been far more proper and respectable if the friends of the proposals had issued such literature under their own name, and for the Council to have awaited the decision of the communities without attempting to influence them and bring pressure upon them. When the Board of the Council approved the proposals (the Board itself might have restrained itself and might have submitted the reports to the communities without recommendations) and voted to submit them to the judgment of the communities, it was not intended that the Council itself should carry on a violent campaign in favor of their adoption. The opponents to the plan organized to defeat it. The friends of the plan should have organized to carry it through. The Council itself should have tried to preserve the few shreds of impartiality still left to it. Should the proposal of National Budgeting be defeated, it will now be interpreted as a rebuke to the Council, which might well have been averted.

Very sincerely yours,

AHS:BK

P.S. Is your "Manual for Discussion" to be typical of the "impartial" advisory service which the National Budgeting committee is to render American Jewish Communities?

6

March 6, 1941

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

FROM: H.L. LURIE, Executive Director

TO: RABBI ABBA HILLEL SILVER

Attached is a preliminary list of 1941 national committees.
Please note your appointment and advise us of your acceptance of the
committee to which you have been assigned.



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March 6, 1941

1941 NATIONAL COMMITTEES OF COUNCIL

(Preliminary List)

Mr. Sidney Hollander, President of the Council, has appointed the following committees to serve until the next General Assembly:

1. Committee to Study National Budgeting Proposals

This Committee was named by the President on action taken by the Board of Directors at its meeting May 26, 1940. Recommendations in the report of the Committee presented at the 1941 Assembly have been submitted to a referendum of member agencies and the further plans for work of this Committee will await the results of the referendum.

Jacob Blaustein, Co-chairman
William Rosenwald, Acting Co-chairman

Mrs. Dora Ehrlich, Detroit
A. Richard Frank, Chicago
Samuel Goldhamer, Cleveland
Samuel A. Goldsmith, Chicago
William Haber, New York
Joseph C. Hyman, New York
George L. Levison, San Francisco
Solomon Lowenstein, New York

Henry Montor, New York
Stanley C. Myers, Miami
Ben M. Selekman, Boston
William J. Shroder, Cincinnati
Edward M. M. Warburg, New York
James L. White, Salt Lake City
Rabbi Abba Hillel Silver, Cleveland
Ira M. Younker, New York

2. Committee on National Jewish Agencies

The function of this Committee is to work with the Council staff on the research and reporting services relating to the national and overseas agencies and the reporting service of the Council. The Committee is subdivided on the basis of fields of work. Each sub-committee will be responsible for the reporting service in its particular field.

Ira M. Younker, New York, General Chairman

a. Overseas - including refugees and immigration

Joseph Goldstein, Rochester
George L. Levison, San Francisco
Kurt Peiser, Philadelphia
Harris Perlstein, Chicago
William Rosenwald, Greenwich

b. Civio-Protective

Jerome Curtis, Cleveland
Amos S. Deinard, Minneapolis
Mendel B. Silberberg, Los Angeles
James L. White, Salt Lake City

c. Tb and Health

A. Richard Frank, Chicago
Dr. J.J. Golub, New York
Isidore Sobeloff, Detroit
Dr. Harold G. Trimble, Oakland

d. Cultural and Coordinating

Harry Greenstein, Baltimore
Samuel Markell, Boston
James Marshall, New York

3. Committee on Public Welfare Measures

The functions of this Committee are to study and report to the Council on public welfare provisions or proposed measures that may affect directly the programs of Jewish federations and welfare funds. This year, new problems may arise in relation to the defense programs which may require the interest of a Council committee.

A. Richard Frank, Chicago, Chairman
George Backer, New York
Fred M. Butzel, Detroit
Samuel A. Goldsmith, Chicago
Solomon Lowenstein, New York
Mrs. Irving S. Metzler, Beverly Hills, Calif.
Dr. Ben M. Selekman, Boston

4. Committee on the General Jewish Council

This is a special committee which the General Assembly recommended to the Council at Atlanta on February 2nd. Its function is to represent the Council in any programs designed to work out problems of relationships between the constituent agencies of the GJC that are of interest to member agencies of the Council.

James L. White, Salt Lake City, Chairman
William J. Shroder, Cincinnati
Ira L. Younker, New York

5. Committee on Revision of the By-laws

It was discovered in Atlanta that various interpretations could be placed on various provisions of the by-laws concerning member agencies, accredited delegates and voting procedures. The function of this Committee will be to review the by-laws and to make such recommendations for revisions as may be required. This Committee will have to complete its work and report to the fall meeting of the Board of Directors in 1941.

Joseph P. Loeb, Los Angeles, Chairman
Elias Mayer, Chicago
Charles A. Riegelman, New York
Eugene Warner, Detroit



BY-LAWS

of

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

As Amended at the General Assembly at Baltimore, Md., 1/22/39

ARTICLE I

Place of Business

Sec. 1. The principal office and place of business of the corporation shall be in the Borough of Manhattan, City of New York, or at such other place within the State of New York as may be designated by the Board of Directors; the corporation may transact business and hold its meetings of directors at such other place or places, whether within or without the State of New York, as the Board of Directors may from time to time direct.

ARTICLE II

Membership

Sec. 1. The members of the corporation shall be such persons as signed the certificate of incorporation, all organizations that are at the date of adoption of these amended by-laws members in good standing of Council of Jewish Federations and Welfare Funds and such organizations as may hereafter be admitted to membership in accordance with the provisions of Section "2" of the within Article of these by-laws.

Sec. 2. Any local Jewish Federation, Jewish Welfare Fund or similar organization which has for its objective the planning and/or the financing of Jewish social work, may apply for membership in this corporation. Before any such applicant shall be admitted to membership, the same must be approved by the Executive Committee or by the Board of Directors of the corporation or by such other Committee as may, by resolution of the Board of Directors, be given the power to pass upon the qualifications of new members.

Sec. 3. The corporation shall issue a certificate of membership to each person or organization admitted to membership pursuant to the provision of these by-laws. Upon the death or resignation of any member, such certificate shall be cancelled. The membership of any member may be terminated and the certificate of membership cancelled by the affirmative vote of a majority of the directors at the time in office, cast at any meeting of the Board of Directors, provided that notice of such proposed action be included in the notice of such meeting.

Sec. 4. Membership shall continue until terminated by death, resignation or cancellation as hereinabove provided. Upon the termination of a membership, the right of such member to vote and all right, title and interest of such member in and to the corporation and/or its property shall cease.

Sec. 5. All voting rights vested in members as provided by law shall hereafter be exercised exclusively by the General Assembly of delegates, to be constituted as hereinafter provided.

ARTICLE IIIGeneral Assembly

Sec. 1. The General Assembly shall be the ultimate policy making body of the corporation and shall broadly determine its activities. It shall consist of the individual persons who are members of this corporation, and of the duly accredited delegates of all member organizations, the number of such delegates and the manner of their selection to be as hereinafter specified.

Sec. 2. The number of delegates to the General Assembly which each member organization may have shall be determined as follows:

(a) Each such organization shall have at least two (2) delegates.

(b) Such organizations located in a City, Town or other political subdivision having a Jewish population of not less than twenty thousand (20,000) nor more than fifty thousand (50,000) persons shall have one (1) additional delegate.

(c) Such organizations located in a City, Town or other political subdivision having a Jewish population of not less than fifty thousand (50,000) nor more than one hundred fifty thousand (150,000) persons shall have two (2) additional delegates.

(d) Such organizations located in a City, Town or other political subdivision having a Jewish population of not less than one hundred fifty thousand (150,000) nor more than three hundred thousand (300,000) persons shall have three (3) additional delegates.

(e) Such organizations located in a City, Town or other political subdivision having a Jewish population of over three hundred thousand (300,000) persons shall have four (4) additional delegates.

In the event that more than one (1) member organization shall be located in a single City, Town or other political subdivision, the number of additional delegates to the General Assembly shall be apportioned between the member organizations of such City, Town or other political subdivision in such manner as may be determined upon by the Executive Committee or by the Board of Directors of this corporation. The Executive Committee or the Board of Directors shall have power, upon petition of a member organization, to adjust representation where the foregoing provisions are manifestly unfair.

At least one of the delegates representing each member organization shall be a member of the governing Board of the organization he or she represents.

Section 3. The annual meeting of the General Assembly shall be held on such date, at such time and at such place, either within or without the State of New York, as may be designated by the Executive Committee or by the Board of Directors.

Sec. 4. Notice of such annual meeting shall be mailed to each member at the address of such member as it appears on the books or records of the corporation not less than ten (10) nor more than forty (40) days before the meeting.

Sec. 5. Special meetings of the General Assembly may be held either within or without the State of New York upon notice stating the purpose or purposes for which the meeting is called and the time when and place where it is to be held. Such notice shall be served by mail upon each member of the corporation not less than ten (10) nor more than forty (40) days before the meeting, directed to each member of the corporation at the address of such member as it appears on the books or records of the corporation. Such special meetings of the General Assembly may be called by the President or by the Executive Committee or by the Board of Directors of the corporation and must be called upon request in writing delivered to the Secretary of the corporation, signed by not less than ten (10) members of the corporation.

Sec. 6. At any meeting of the General Assembly of the corporation, each delegate present in person or by proxy shall be entitled to one vote. A member organization shall be entitled to as many votes as it has delegates in the General Assembly. The votes of any member organization shall, however, be cast as a unit and may be cast by any delegate of such member thereunto duly authorized.

Sec. 7. At any meeting of the General Assembly, unless otherwise required by law, by the certificate of incorporation of this corporation or by the by-laws, there must be present at the meeting, in order to constitute a quorum, either in person or by proxy, delegates representing not less than fifteen (15) members; in case a quorum shall not be present at any time, a majority in number of those delegates present may adjourn the meeting to a future date without requiring any further notice to be sent to members.

Sec. 8. At each meeting of the General Assembly two inspectors of election shall be appointed by the Chairman or presiding officer, to perform the usual duties of such office at that meeting. No candidate for any office may be an inspector of election. Inspectors shall take such oath and make and file such certificate as may be required by law.

Sec. 9. At all meetings of the General Assembly, the following order of business shall be observed so far as is consistent with the purposes of the meeting:

1. Roll call.
2. Report of proper notice of meeting.
3. Reading of minutes of preceding meeting and action thereon.
4. Reports of officers.
5. Reports of Committees.
6. Election of directors.
7. Election of officers.
8. Unfinished business.
9. New business.

ARTICLE IV

Directors

Sec. 1. The Board of Directors shall consist of the Forty (40) persons who shall be chosen as follows:

At the annual meeting of the General Assembly, at which this amended by-law is adopted, the said forty (40) directors shall be classified into three classes, designated respectively Class A, Class B, each class to have thirteen (13) directors and Class C to have fourteen (14) directors. The ten (10) Class A directors presently in office shall continue to hold office until the annual meeting of the General Assembly to be held in the year 1940 and the ten (10) Class B dir-

ectors presently in office shall continue to hold office until the annual meeting of the General Assembly to be held in the year 1941. At the annual meeting of the General Assembly at which this amended by-law is adopted, the General Assembly shall elect three (3) additional Class A directors to hold office until the annual meeting of the General Assembly to be held in the year 1940, three (3) additional Class B directors to hold office until the annual meeting of the General Assembly to be held in the year 1941, and fourteen (14) Class C directors to hold office until the annual meeting of the General Assembly to be held in the year 1942. At each annual meeting of the General Assembly to be held after the adoption of this amended by-law there shall be chosen by ballot directors of the class whose term of office expires at such meeting, to hold office until the annual meeting of the General Assembly to be held in the third year following the year in which they shall have been elected.

Sec. 2. One or more vacancies in the Board of Directors however caused or occurring and in whatsoever class of directors the same may occur, may be filled until the next annual meeting of the General Assembly, by vote of the remainder of the directors at their next regular meeting or at a special meeting duly called for the purpose. At such next annual meeting of the General Assembly, in addition to the election of the directors whose term of office will regularly expire at such meeting there shall also be elected such additional directors for such respective terms of office, as may be necessary by virtue of one or more vacancies having been heretofore filled in accordance with the provisions of this article.

Sec. 3. Twelve (12) directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, but a lesser number may adjourn the meeting from time to time until such quorum shall be present.

Sec. 4. The Board of Directors may adopt such rules and regulations for the conduct of the business and affairs of the corporation as it may deem proper. In addition to the power and authority conferred by these by-laws, the Board may exercise all such powers and do all such legal acts and things as are not required by these by-laws to be exercised or done by the General Assembly.

Sec. 5. The Board of Directors shall meet in each year as soon after the annual meeting of the General Assembly as may be convenient. Meetings of the Board of Directors may be held either within or without the State of New York at such place or places as the Board of Directors may from time to time designate.

Sec. 6. Special meetings of the Board of Directors may be called at any time by the President, or by the Secretary of the corporation and they shall be so called whenever written request for the calling of any such special meeting shall be made by any five (5) directors. Such special meeting shall be called upon not less than five (5) days written notice to each director served personally or sent by mail to his last known post office address and such notice shall designate the time and place of said meeting and the general purposes thereof.

Sec. 7. Any director may waive notice of the time, place and purpose of any meeting of which he is entitled to have notice. Such waiver may be given by letter, telegram, cablegram or radiogram.

ARTICLE V

Committees

Sec. 1. An Executive Committee shall be chosen from among their number by the Board of Directors at the first meeting of the Board of Directors following the annual meeting of the General Assembly. The number of members of such Executive Committee shall be fixed by resolution of the Board of Directors. The President, both Vice-Presidents, the Secretary, the Treasurer and the Executive Director of the corporation shall be members of such Executive Committee.

Sec. 2. The Executive Committee may adopt such rules and regulations for the conduct of its meetings as it may deem proper. It may hold its meetings either within or without the State of New York at such times and places and upon such notice as it may by its own rules determine.

Sec. 3. The Executive Committee shall have power to conduct the business and affairs of the corporation at such times as the Board of Directors may not be in session. A majority of the members of such Executive Committee shall constitute a quorum for the transaction of business at any meeting of such Committee. Any vacancy occurring in any office of the corporation during a recess of the Board of Directors may be filled by the Executive Committee with a temporary incumbent to hold office until the next meeting of the Board of Directors.

Sec. 4. The Board of Directors shall annually appoint a Committee on Finance and Budget, consisting of such number of persons as may be fixed by resolution of the Board. At least a majority of the members of such Committee must be directors of the corporation. Such Committee shall have the duty of annually recommending to the General Assembly, through the Board of Directors, a budget for the ensuing year and in connection therewith shall provide for a schedule of dues from the members and for such additional financing as may be necessary.

Sec. 5. The Board of Directors shall annually appoint not less than five (5) persons to constitute a Nominating Committee. It shall be the duty of such Committee to nominate a list of candidates to be ^{voted} upon at the annual meeting of the General Assembly for the offices of directors and officers of the corporation. The nominations made by this Committee shall be filed with the Secretary of the corporation no later than forty (40) days preceding the date of each annual meeting. The list of candidates so nominated by the Nominating Committee shall be sent by the Secretary to the members, together with notice of the annual meeting. Independent nominations of candidates for election at the annual meeting may also be made by a letter signed by five (5) members, provided the same is delivered to the Secretary of the corporation no later than the fifteenth day preceding the meeting. Upon receipt of any such independent nominations, the Secretary shall forthwith give notice thereof by mail to all members.

Sec. 6. In addition to the foregoing Committees, the Board of Directors shall have power to appoint other Committees having such powers as it may from time to time determine. The action of all Committees shall at all times be subject to the supervision and approval of the Board of Directors.

ARTICLE VI

Officers

Sec. 1. The elective officers of the corporation, except as otherwise specifically provided, shall be chosen by the General Assembly at its annual meeting, to serve one year and thereafter until their successors shall have been chosen and shall duly have qualified. The elective officers shall be a President, two or more Vice-Presidents, a Treasurer and a Secretary. All of the said officers shall be delegates to the General Assembly and Directors of the corporation at the time of their election. No person shall at any one time hold more than one of the offices above described.

The appointive officers shall be a Chairman of the Board, a Chairman of the Executive Committee, and Executive Director, and such Assistant Secretaries, Assistant Treasurers and Assistant Executive Directors as the Board may from time to time appoint.

Sec. 2. The President. Subject to the provisions of these by-laws, the President shall exercise the powers and authorities and perform all of the duties commonly incident to his office and shall perform such other duties as the Board of Directors may from time to time specify. He shall sign all certificates of membership of the corporation and all bonds, deeds and contracts of the corporation. He shall preside at all meetings of the General Assembly.

Sec. 3. The Chairman of the Board of Directors. The Board of Directors may at any time appoint one of its members as Chairman of the Board of Directors to hold office until the next annual meeting of the Board of Directors and until his successor shall have been chosen and shall have duly qualified. Such officer shall have such power and authority, and perform such duties, as may be prescribed by the resolutions of the Board of Directors appointing him.

Sec. 4. The Chairman of the Executive Committee. The Executive Committee may at any time appoint one of its members as Chairman of the Executive Committee to hold office until the next annual meeting of the Executive Committee and until his successor shall have been chosen and shall have duly qualified. Such officer shall have such power and authority, and perform such duties, as may be prescribed by the resolution of the Executive Committee appointing him.

Sec. 5. The Vice Presidents. Either one of the Vice Presidents may in the absence or in capacity of the President perform all of the duties of that office. As between the several Vice-Presidents, whichever is most readily available may perform such duties.

Sec. 6. The Secretary. The Secretary shall keep the minutes of all meetings of the Board of Directors, of the Executive Committee and of the General Assembly. He shall attend to the giving and serving of all notices of the corporation. He shall have charge of all such books and papers as the Board of Directors may direct and he shall perform all such other duties as may be assigned to him by the Board of Directors or as are incidental to his office. He shall have the custody of the seal of the corporation and shall affix the same only as authorized by the President or by the Board of Directors. The Board of Directors of the corporation shall have the power and authority to delegate to any officer of the corporation other than the Secretary the authority to affix the seal of the corporation to any instrument and to attest the same.

Sec. 7. The Treasurer. The Treasurer shall keep full and accurate account of the receipts and disbursements of the corporation in the books belonging to the corporation. He shall have the care and custody of the funds and securities of the corporation and shall deposit the same in its name in such banking corporations as the Board of Directors may from time to time designate. He shall sign all checks, drafts, notes and other instruments for the payment of money. He shall sign all certificates of membership signed by the President. He shall keep in his possession all deeds, contracts, assignments and/or other documents of title which the corporation may own or acquire and he shall perform such other duties as may be assigned to him by the Board of Directors or as are incidental to his office; provided, however, that the directors shall have power by resolution to delegate any of the duties of the Treasurer to any other officer and to provide by what officer or officers, bills, notes, checks, vouchers, and other instruments shall be signed or countersigned.

Sec. 8. The Executive Director. The Executive Director shall be appointed by the Board of Directors to hold office until the next annual meeting of the Board of Directors and until his successor shall have been chosen and shall have duly qualified. Such officer shall perform such duties as may from time to time be assigned to him by resolution of the Board of Directors.

Sec. 9. Assistant Executive Directors, Assistant Secretaries and Assistant Treasurers. The Board of Directors may at any time or from time to time appoint one or more Assistant Executive Directors, one or more Assistant Secretaries, and one or more Assistant Treasurers, who shall hold office during the pleasure of the Board, but who shall not be appointed for a term longer than one (1) year. They shall perform, respectively, such duties as may be assigned to them in the resolution of the Board of Directors authorizing their appointment.

Sec. 10. All vacancies occurring in the offices of the corporation for any reason whatsoever shall be filled for the remainder of the term of office in question by the Board of Directors at its next regular monthly meeting or at a special meeting duly called for that purpose."

ARTICLE VII

Dues of Members

Sec. 1. All members of the corporation other than individual members shall be required to pay annual dues on the first day of January in each year. Any member organization which is in arrears in payment of its dues for a period of two (2) years or more shall be deprived of representation in the General Assembly.

Sec. 2. The amount payable as dues by each member organization annually shall be fixed by resolution of the Board of Directors. In no event, however, shall the dues of any member organization be less than Twenty-five dollars (\$25.) per annum.

ARTICLE VIIIFiscal Year

Sec. 1. The fiscal year of the corporation shall be the calendar year.

ARTICLE IX.Amendments

Sec. 1. These by-laws may be amended by the affirmative vote of a majority of the delegates present at any annual or special meeting of the General Assembly at which a quorum shall be present, provided that notice of such amendment is contained in the notice of such meeting.



Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore · *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
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

March 6, 1941

Rabbi Abba Hillel Silver, Chairman
Jewish Welfare Fund
Chester-Twelfth Building
Cleveland, Ohio

Dear Rabbi Silver:

The United Jewish Appeal for Refugee and Overseas Needs is announcing today the reestablishment of a 1941 joint appeal in behalf of the JDC, the UPA and the NRS.

I know that you and your community will welcome this news. It compensates all of us for the unremitting efforts of the past three months to bring about this result. The Council was unwilling to accept last December's announcement that there would be no 1941 UJA, and has continued to press for its reestablishment. In the final successful phases of the reopened negotiations, you will want to know that Mr. Jacob Blaustein made an outstanding contribution, stimulated by the unanimity of sentiment expressed by the delegates at the Atlanta Assembly.

No one has ever questioned the need for raising the largest possible sums to meet the constantly growing requirements of these three causes. Now that the handicap of competition and conflict need no longer be feared, local energies can be devoted wholeheartedly to achieving maximum results in this year's welfare fund campaigns. With a reconstituted UJA, welfare funds have both the responsibility and the opportunity to demonstrate their capacity to meet unquestioned needs.

For one other important reason, I am sure that all of us will welcome the decision of the three agencies to join hands again. The break-up of the UJA confused consideration of the referendum for a national advisory budget service. The proposal which was developed by a Council committee, headed by Mr. Blaustein, and adopted by the Board, has unfortunately been misinterpreted as a contest between specific agencies. Now, happily, this befogging issue has been removed and our members are free to consider the referendum on its own intrinsic merit.

We have had enough experience with our budgeting problems to know the value of an objective fact-finding body removed from the pressures of propaganda. The importance of adequate facts, compiled and analyzed by a competent staff and evaluated by a fair-minded committee, is self-evident.

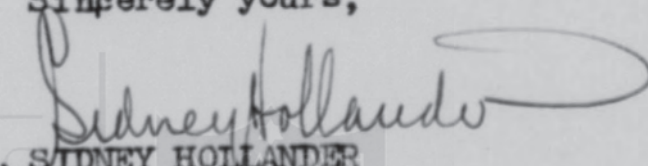
COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

- 2 -

We know, too, that analytical studies, in order to be really effective, must be organized and must function on an independent basis. This service must seek to reflect the philosophy of our federation and welfare fund communities and not be dominated by partisan causes. Irrespective of joint appeals, an advisory budget service is essential. Without it the same uncertainties and conflicts, which were so disturbing in recent months, are likely to be continued.

The year's grace which we have now earned provides the opportunity to develop this service for our member agencies. Now more than ever, I trust that your agency will take prompt and favorable action on the referendum before you. Since the JDC and the UPA have established a formula for a division of funds for 1941, the "B" section on the referendum ballot is not of such immediate consequence. The basic question remains, as before, the one contained in proposition "A" and on this, I trust your Board will take favorable action.

Sincerely yours,


SIDNEY HOLLANDER
President



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Council of Jewish Federations and Welfare Funds,
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Executive Director H. L. LURIE · *Associate Director* GEORGE W. RABINOFF

March 10, 1941

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

Dear Rabbi Silver:

I have your letter of March 6th with your comments on the "Manual For Discussion". I believe it is evident, as you recognize, that the Board of Directors of the Council approved of the proposal to set up a national advisory budget service. It is too early to predict the final outcome but from present indications, it looks as though a majority will favor adoption of the proposal. Since the organized opposition had undertaken, on its own account, to launch an active propaganda against the proposal, it was unnecessary to include their position in this Manual.

I presume now that the UJA has been reconstituted, that the situation will to a large extent be clarified. As long as there was no UJA, the opponents of the proposal could argue against the principle of an evaluating function performed by a national committee. Now that the UJA will again set up a national committee for the purpose of evaluating the three agencies in the UJA, the issue properly boils down to the question as to whether evaluation of agency programs should be undertaken by a committee set up by the Council of Jewish Federations and Welfare Funds or whether it should only be undertaken by a national committee which includes the representatives of the agencies whose work is being evaluated. Most of the other arguments of the opposition, that the project takes the matter of budgetary decisions out of the hands of local communities and is therefore undemocratic, applies in a related way to the present structure of the UJA.

We would all be greatly indebted to your leadership if, in view of the present circumstances, you could help define the issue in the referendum. As we see it, it is solely a question of the differences between a national allotment process, as set up by the UJA which is of a mandatory character, and the process of advisory evaluations which are not mandatory in character performed by a committee representing only the contributing welfare funds. The immediate practical question is the extension of either of these processes to the national and overseas agencies not included in the UJA.

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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

Rabbi Abba Hillel Silver
Cleveland, Ohio

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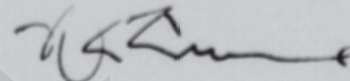
March 10, 1941

It seems to me, if we could reduce the area of discussion to this actual issue and eliminate all of the non-essential and immaterial aspects, we would be performing a service to Jewish communities.

I am sending a copy of this letter to Mr. Blaustein and if he approves of my suggestion to you, I hope he will write you to that effect on his own account.

With kindest regards, I am

Very sincerely,



HLL/ed



March 12, 1941

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:

Permit me to acknowledge your letter of
March 10 to Rabbi Silver who is at present on the
Pacific Coast in behalf of the United Jewish Appeal.
I shall be pleased to refer your letter to Rabbi Silver's
attention when he returns to Cleveland on March 25.

With best wishes, I remain

Very sincerely yours,

BJK

Secretary to Rabbi Silver.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

3/18/41

Memorandum for the Committee on the
Revision of the By-Laws

It was evident at the General Assembly of the Council at Atlanta that general voting procedures, accrediting of delegates and determination of methods for recording action desired by member agencies were in need of clarification. A resolution to consider the By-Laws was adopted by the Board and Mr. Hollander has appointed a Committee on Revision of the By-Laws consisting of:

Joseph P. Loeb, Los Angeles, Chairman
Elias Mayer, Chicago
Charles A. Riegelman, New York
Eugene Warner, Detroit

These are some of the specific questions requiring attention:

1. Eligible Member Agencies. (Art. II, Sec. 2) Communities are organized in various ways. Some cities have a single Jewish community agency which may have among its functions responsibility for local work, the operation of a welfare fund drive for non-local and other special activities and may serve as a Jewish council on general Jewish matters within the community. In other cities, there are separate specialized agencies such as a federation with responsibility of local affairs, a welfare fund for non-local and special causes and a community council for general Jewish affairs. The functions of these agencies in local communities are not uniform. Some community councils conduct welfare fund drives or are combined welfare fund and council agencies, etc.

Membership in the Council is not limited to one agency in a city but is open to a Jewish "federation, welfare fund or similar organization which has for its objective the planning and/or the financing of Jewish social work". We have as members, agencies with various combinations of functions of federations, welfare funds and community councils.

2. Number of Votes. (Art. III, Sec. 2) According to the present By-Laws, each member agency is entitled to two votes, with additional votes for organizations in centers having more than 20,000 Jewish population. An agency in the largest city, New York, is entitled to four additional votes. Even a small community might have separately a federation, welfare fund and community council. (Washington, D.C. actually has this kind of set-up and therefore Washington has as many votes as New York City.) Chicago with two agencies has eight votes, New York Federation, six. It is obvious, therefore, that the number of agencies rather than population is the more important factor in determining number of votes under our present arrangements and that there are only slight differences between the smallest member agency in a city of less than 500 Jewish population and New York City with over a million. Possible revisions to be considered:

- a. Cities to have equal votes on a population basis, irrespective of the number of separate units of organization eligible to membership. With practically every city now having a welfare fund except New York, this procedure which might have been unfair in the early days of the Council is now more feasible.

- b. A wider spread in number of votes between cities with small and those with large populations. If votes were apportioned exactly on a population basis, New York City would have between 35 and 40 percent of the votes in the Council. This is probably unacceptable to our member agencies and some intermediate apportionment might be workable such as a scale of from 2 to 20 votes.
- c. Total votes for a city to be available only if community has both federation and welfare fund structure. Thus New York City Federation might have one-half of New York's vote, the balance to be held for a welfare fund agency in New York.

3. Division of Votes Between Agencies in Same City. (Art.III, Sec. 2, p. 6)
The present referendum on the budget proposal raises a question of division of votes between member agencies in the same city. Each member agency is entitled to two votes and they may divide the additional votes granted on a population basis. No procedure has been outlined for arriving at a basis for division of these votes. For example, in one city entitled to six votes there are two agencies. One of them voted on the referendum, the other decided not to vote. Is the voting agency entitled to two votes, three votes, four votes? Would it be permissible to credit the agency with the entire six votes to which the community is entitled?

4. Methods for Member Agency Voting. The General Assembly is the policy making body of the organization and therefore a voting procedure at the Assembly is required. (Art.III, Sec. 1) Our By-Laws are not clear on whether a member agency, for example with six votes, can cast these votes through one or more delegates or whether delegates who attend the Assembly have only individual votes or both. (Art.III, Sec. 6) Does "unit" voting in the same section refer to agency as a unit or to uniformity of agency vote, that is can an agency entitled to six votes split its decisions? It would slow up procedure at the Assembly if delegates could vote only on instruction from member agencies, particularly since questions may arise at the Assembly that have not been anticipated in the call for the meeting.

5. Accredited Delegates. Presumably delegates can only be accredited by member agencies. We have no procedure for accrediting. Since the decision to attend the Assembly may be made belatedly by individuals, we need to devise some basis of accrediting which would not disfranchise responsible officers of an agency, who are invited and attend the Assembly.

* * * * *

Amendments to the By-Laws of the Council require notice before the annual meeting. Our procedure in this instance would require that we have a report of the Committee on the Revision of By-Laws presented to the Board of Directors not later than the fall meeting of the Board.

In addition to the questions listed above, there may be other revisions which the members of the Committee may wish to suggest after studying the present By-Laws.

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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

April 1, 1941

TO: THE MEMBERS OF THE BOARD OF DIRECTORS
FROM: H.L.LURIE, EXECUTIVE DIRECTOR

The next meeting of the Board of Directors should be held promptly. On the enclosed postcard is a choice of dates and places. Please indicate your preference and return as soon as possible to the Council office.

You will note that both dates are related to the meetings of the Union of American Hebrew Congregations and its affiliated bodies which is scheduled for Detroit, April 26-30, and that the early dates, April 24-25, are on Thursday and Friday preceding the Detroit meetings and that May 3-4, the Saturday and Sunday of the following week-end.

Report on the referendum will be the main item on the Board agenda.

C A M P A I G N N E W S

Attention: Campaign Chairman
Publicity Chairman

APRIL 7, 1941

CAMPAIGN BULLETIN

For Member Agencies

No. **C - 4**

1941

SPRING CAMPAIGNS

Spring campaigns are now in progress in many communities. Several began in March and are now coming to a close. Others are just beginning, and still others are in preparation. The reconstitution of the UJA has brought new life into many of the campaigns, some of which had been delayed because of the uncertainty in the national fund-raising picture.

Goals on the whole are higher than in 1940, judging from those welfare funds which have thus far indicated their plans to the Council. Several communities however, including Chicago, set quotas below last year's. The Chicago campaign received a substantial impetus from the reestablishment of the UJA.

Cities which held late Winter drives showed substantial increases over 1940 results. Jacksonville raised \$53,000, compared with \$24,000 a year ago. Louisville reached \$114,000 as against \$110,314 in 1940; and Miami obtained \$125,000, which is about \$30,000 more than last year's figure.

Two campaigns held at the end of 1940 for 1941 needs also succeeded in reaching or outstripping the previous year's attainments. South Bend raised \$30,000, the same amount it raised the previous year, and Birmingham raised \$54,550, which was \$4,620 more than its attainment a year ago.

The Spring drive in Houston has already reached its goal of \$127,500, or \$11,500 above 1940. San Antonio attained \$58,000, a net advance of \$6,000.

Goals and first results of 1941 Spring campaigns are listed on the following page. A later bulletin will list additional goals and results.

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

SPRING CAMPAIGNS

City and Agency	Campaign Date	1941		1940 Amount Raised
		Goal	Amount Raised	
Bridgeport, Conn. JCC	April	\$ 68,500		\$ 36,582
Charlotte, N.C. FJC	February	7,500		6,500
Chicago, Ill. JWF	January	2,000,000	\$1,550,000 Inc.	1,600,000
Flint, Mich. FJC	May	23,325		16,500
Hartford, Conn. JWF	April	165,960		119,103
Helena, Ark. FJC	February	NGS	2,379 Inc.	2,854
Houston, Tex. UJC	March	127,500	127,500 Inc.	115,927
Jacksonville, Fla. JCC	February	31,500	53,000 Inc.	24,000
Lafayette, Ind. FJC	April	15,000		12,129
Louisville, Ky. UJC	January	118,025	114,000a	110,314
Marion, Ind. FJC	January	3,000	3,600	3,600
Miami, Fla. GMJF	January	125,515	125,000a	95,379
Middletown, Conn. UJA	May	9,000a		5,300-5,400
Monroe, La. UJC	March	12,000	9,400 Inc.	8,739
Montgomery, Ala. JF	January	30,000	23,516	22,440
New Britain, Conn. UJA	March	20,000		14,000
New London, Conn. UJA	April	20,000		12,000
Norwich, Conn. UJA	April	20,000		15,000
Oakland, Cal. UJWF	April	14,500		51,258
Phoenix, Ariz. JCC	March	14,500		10,250
Pine Bluff, Ark. JFC	NR	5,000	3,600 Inc.	NR
Saginaw, Mich. JWF	January	10,000	6,500 Inc.	7,800
San Francisco, Cal. JNWF	April	NGS		563,367
Springfield, Mass. JWF	May	50,000t		44,695
Stamford, Conn. UJA	May	20,000		17,520
Terre Haute, Ind. JF	January	20,000	18,000 Inc.	NR
Trenton, N.J. JF	March	75,000		63,500
Troy, N.Y. UHC	January	30,000	19,000 Inc.	21,598
Tucson, Ariz. UJA	March	13,000		7,806
Utica, N.Y. UJA	April	30,000		25,267
Vancouver, B.C. JEWf	March	15,000		10,376
Waterbury, Conn. JFA	February	35,000	20,000 Inc.	26,000
Worcester, Mass. JWF	April	82,213		72,000
San Antonio, Tex. JSSF	NR	NR	58,000 *	64,000

a - Approximate
Inc.- Incomplete

NGS - No Goal Set
NR - Not Reported

t - Tentative
* - \$12,000 of 1940 budget
now in community chest

CAMPAIGN LITERATURE

Two campaign items used in the New York Federation Drive last Fall and which may be of interest to campaign leaders in other communities are included with this bulletin. One is a pictographic folder explaining the needs of Federation and the other is a booklet of instructions to workers.

The Council's 1940 campaign scrapbooks, described in Campaign Bulletin C-1, are still available on loan to member agencies.

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April 27, 1941

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:

I note from your letter of April 22 that the meeting of the Council of Jewish Federations and Welfare Funds will be held on Saturday morning, May 17. I do not believe that an organization representing organized Jewish bodies and appealing to all sections of American Jewry ought to hold business sessions on Saturday. I would suggest that the meeting be postponed to Saturday evening.

With kinest regards, I remain

Very sincerely yours,

AHS:BK

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Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore · *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
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

April 29, 1941

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

Dear Rabbi Silver:

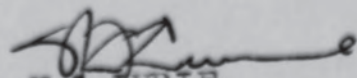
I have your letter of April 27th in which you raise the question of the meeting of the Board of Directors of the Council which is scheduled for Saturday, May 17th. It is our definite policy not to have general meetings of the organization or of our regional groups held on Saturday before the evening session. However, for Board and Committee meetings, a meeting may be scheduled on Saturday if all the members of the committee approve. The question has not been raised for a number of years on meetings of our Board but I should be very glad to place your letter before them at the next Board meeting. I am under the impression that Saturday meetings are utilized by other Jewish organizations such as the United Palestine Appeal, if the meetings are not public and if they are limited to a group of individuals who approve of the practice.

You did not indicate whether you will be able to attend the meeting of the Board of Directors which is scheduled in New York City the week-end of May 17th.

I am sending copies of your letter and my reply to Mr. William Shroder, Chairman of our Board and Mr. Sidney Hollander, President.

With kindest regards, I am

Sincerely yours,


H. L. LURIE

HLL/eds

May 1, 1941

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:

Permit me to acknowledge the receipt of your letter of April 29. I wrote to you suggesting that the Board of Directors of the Council ought not to schedule meetings on the Sabbath. In reply you state that you are under the impression that Saturday meetings are utilized by other organizations such as the United Palestine Appeal. I do not know about other Jewish organizations, but the United Palestine Appeal has never scheduled a meeting of its Administrative Committee, its Executive Committee or any plenary business session of the United Palestine Appeal on the Sabbath. I think that you should not confuse the issue.

Sincerely yours,

AHS:BK

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CC: DR. ABBA HILLEL SILVER

C
O
P
Y

Council of Jewish Federations and Welfare Funds,
Inc.
165 West 46 Street, New York, N.Y.

May 8rd 1941

Rabbi Abba Hillel Silver,
Rabbi Jonah B. Wise,
National Chairmen,
United Jewish Appeal,
250 West 57th Street,
New York, N. Y.



Dear Rabbis Silver and Wise:

It is our understanding that the organization of the United Jewish Appeal for 1941 is being planned along the lines of the 1940 organization, and that there will be an Allotment Committee similar to that of last year.

In 1940, as President of the COUNCIL, I was asked to suggest the names of representatives for the welfare fund members of the Allotment Committee. Please let me know if we can render similar service in the event that the non-agency members of the 1940 Allotment Committee are not available for 1941.

Kindest regards to you

both!

Cordially,

(signed) Sidney Hollander
President

5/8/41
rs

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Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore · *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
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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, 1941

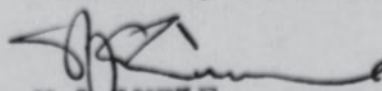
Rabbi Abba Hillel Silver
The Temple
East 105 Street at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

I have your letter of May first and as I stated in my previous letter, the question of Saturday meetings of the Board of Directors will be referred to the Board for decision at our next meeting. As I indicated, the Council has a definite policy and we hold no meetings of our General Assembly or of our regional organizations on the Sabbath. No policy has been established for Board and committee meetings and it is this aspect of the problem that will be referred.

With kindest regards, I am

Sincerely yours,


H. L. LURIE

HLL/eds

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

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May 7, 1941

From: H. L. LURIE, Executive Director
To: Members of the Board of Directors

Attached is a preliminary agenda of items to come before the meeting of the Board of Directors to be held on May 17th and 18th beginning at 10:00 A.M., in the Sulzberger Room, seventh floor of the Federation Building, 71 West 47th Street, New York City. Members of the Board may wish to suggest other items for Board consideration and action.

The minutes of the previous Board meetings held at Atlanta, February 1 and 2 have been mailed to you.

May 7, 1941

Preliminary Agenda for Meeting of Board of Directors,
May 17th and 18th at Sulzberger Room, Federation Building
71 West 47th Street, New York City

1. Report on referendum on the establishment of national advisory budget services. The referendum questions were mailed to member agencies on February 26th with voting to be completed by April 1st. The returns have been tabulated and will be audited by a Committee of Tellers. A special committee on the referendum, Mr. Jacob Blaustein of Baltimore, chairman, will analyze the results and make recommendations to the Board for further action.
2. Revision of By-laws. As provided at the General Assembly, a committee of the Board with Mr. Joseph P. Loeb of Los Angeles, chairman, has been studying the By-laws and will present a preliminary report.
3. General Jewish Council. A committee was provided at the Atlanta meeting to continue the interest of the Council in the problems of coordination of the civic-protective agencies and the program of the General Jewish Council. Since the Atlanta meeting, the Anti-Defamation League of the B'nai B'rith and the American Jewish Committee have announced a joint defense appeal and the American Jewish Congress has withdrawn from the General Jewish Council. The committee with Mr. James L. White of Salt Lake City, chairman, has been in touch with the developing situations and will present a report.
4. Report of Executive Director including general activities, report on actions taken and service programs in 1941.
5. Council Finances. A report of income and expenditures January through April and analysis of membership support by regions is being prepared. Plans will need to be developed for balancing the budget of present Council operations.

6. Report on new developments:

- a. Since the last meeting of the Board, the United Jewish Appeal has been reconstituted. There are some questions on the personnel of the Allotment Committee and the Inquiry to be considered.
- b. The United Service Organizations, a combined appeal for a number of national agencies performing various functions in relation to national defense, has been organized. The Jewish Welfare Board is the Jewish agency in this group. The campaign is being conducted on a non-sectarian basis but several Jewish welfare funds have asked for advice on inclusion of the USO among the list of beneficiary agencies.
- c. Preliminary reports on welfare fund results and prospects.

7. Other items under new business:

- a. One of the members of the staff of the Council has been drafted under the Selective Service Act - raising the question of a policy on compensation and rehiring arrangements.
- b. Abba Hillel Silver has raised question of the Council holding meeting of its Board of Directors on the Sabbath. We have a policy of not holding formal General Assembly meetings or regional meetings on the Sabbath but have not considered a policy for Board and committee meetings.
- c. 1942 General Assembly. Appointing a committee on program, time and place for the 1942 General Assembly.
- d. The 1942 Nominating Committee to be appointed. There is also one vacancy to be filled by the Board arising from a resignation in the Southeast region.

Attention:

Campaign Chairmen
Publicity Chairmen

May 15, 1941

CAMPAIGN BULLETIN

For Member Agencies

No. C - 5 1941

EARLY 1941 CAMPAIGN REPORTS

With more than half of the welfare funds entering the final stages of their Spring campaigns, early reports received by the Council show some increase in amounts raised as compared with the 1940 figures. The increases are attributed by campaign executives to better organization, improved business conditions as a result of the national defense program, intensified publicity programs, and an increased realization on the part of Jewish communities that American Jewry must accept responsibility for the alleviation of the distress of overseas Jewry and local refugees.

While a number of the welfare funds set higher goals for this year's campaigns, several, Chicago and St. Louis, for example, felt that they had tapped all available resources in 1940 and set 1941 campaign quotas in keeping with the amounts realized last year. No figures are in from St. Louis. Chicago, where the campaign is incomplete, at last reports has already raised \$1,600,000, approximately last year's figure.

Substantial increases are recorded in several cities while others indicate that they would equal last year's totals. Jacksonville, which raised \$24,000 in 1940 and subsequently announced a 1941 quota of \$31,500, has raised \$54,500 with reports still not complete. Hartford, which realized \$119,103 in 1940, has already raised \$155,150 with the campaign there still in progress. Incomplete reports from Houston show \$126,939 raised as compared with \$115,927 in 1940. Lynn, Mass., which was reorganized in 1941 to include local as well as non-local agencies, reports \$38,000 raised to date as against \$22,500 last year. With the final reports still unavailable, Miami showed \$120,000 in 1941, an increase of about \$25,000 over last year's figure. Other cities reporting appreciable gains over 1940 were Louisville, Harrisburg, Worcester and Montgomery.

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

SPRING CAMPAIGNS

City and Agency	1941				1940
	Date	Goal	Raised	As of	Amount Raised
Akron, O. JWF	May 7	\$ 75,000			\$ 69,091
Albany, N.Y. UJA	May 6	60,000			41,500
Allentown, Pa. UJC	May 4	45,000	\$ 36,500	4/30 Inc.	38,492
Atlanta, Ga. JWF	May 6	135,000			108,366
Beaumont, Tex. UJA	April 1	10,000	8,000	4/25 Inc.	10,000
Binghamton, N.Y. UJC	May 11	25,000			16,500
Bridgeport, Conn. JCC	April 28	68,500			36,582
Buffalo, N.Y. UJWF	May 19	150,000			112,002
Charlotte, N.C. FJC	February	7,500			6,500
Chattanooga, Tenn. JWF	May 19	30,000			23,441
Baltimore, Md. JWF		433,000			F
Chicago, Ill. JWF	January	2,000,000	1,600,000	4/26 Inc.	1,600,000
Cleveland, O. JWF	May 7	875,000			786,100
Columbus, Ga. JWF	February	10,000			6,188
Corsicana, Tex. JF	April	8,000			7,000
Dallas, Tex. JFSS	April 22	140,000	125,000	5/1 Inc.	153,000
Des Moines, Ia. JWF	April 20	75,000	64,000	5/2 Inc.	71,169
Detroit, Mich. AJC	May 11	940,000			735,970
Erie, Pa. JWF	May 18	29,807			23,219
Flint, Mich. FJC	May 11	23,325			16,500
Fort Wayne, Ind. JF	May 12	60,000			50,458
Fresno, Cal. JNWF	May	12,000	7,300	5/5 Inc.	9,878
Hamilton, Ont. Can. UJWF	May 5	27,550			25,565
Harrisburg, Pa. UJC	April 20	69,132	69,600	4/28	65,017
Hartford, Conn. JWF	April 23	165,960	155,150	5/12 Inc.	119,103
Helena, Ark. FJC	February 1	NGS	2,584	4/28 Inc.	2,889
Holyoke, Mass. UJA	April 16	10,000	5,000	4/21 Inc.	8,743
Houston, Tex. UJC	March 17	127,500	126,939	5/2 Inc.	115,927
Indianapolis, Ind. JWF	April 24	161,225	135,720	5/8 Inc.	140,075
Jacksonville, Fla. JCC	February 16	31,500	54,500	4/25 Inc.	24,000
La Crosse, Wisc. JWF	May	5,000t			F
Lafayette, Ind. FJC	April 1	15,000	14,200	5/9 Inc.	12,129
Lincoln, Neb. JWF	March 16	18,000	13,888	3/31 Inc.	14,421
Los Angeles, Cal. UJWF	May 14	NGS	500,000	5/14 Inc.	701,000
Louisville, Ky. UJC	January	118,025	114,000		110,314
Lowell, Mass. UJA	April 29	20,000			19,500
Lynn, Mass. UJA	March 1	50,000	38,000	5/1 Inc.	22,500
Marion, Ind. FJC	January 21	3,000	3,600		3,600
Memphis, Tenn. JWF	May 1	105,000			90,587
Miami, Fla. GMJF	January 7	125,515	120,000	4/7 Inc.	95,379
Middletown, Conn. UJA	May 15	9,000			5,350
Milwaukee, Wis. JWF	June 8	321,206			250,000
Minneapolis, Minn. FJS	April 29	150,000			123,230
Monroe, La. UJC	March 10	12,000	9,600	4/25 Inc.	8,739
Montgomery, Ala. JF	January	30,000	23,700		20,400
New Britain, Conn. UJA	March 31	20,000	14,100	4/24 Inc.	14,000

Continued

3.

City and Agency	Date	1941			1940 Amount Raised
		Goal	Raised	As of	
New Haven, Conn. JWF	May 18	\$ 112,000			\$ 73,600
New London, Conn. UJA	April	20,000			12,000
New Orleans, La. JWF	March 17	150,000	\$ 132,000	4/25 Inc.	141,039
Norwich, Conn. UJA	April	20,000			15,000
Oakland, Cal. UJWF	April 23	NGS	37,000	5/6 Inc.	51,258
Oklahoma City, Okla. JCC	May 12	37,500			F
Omaha, Neb. JP	April 27	109,500	87,723	5/6 Inc.	90,229
Passaic, N.J. JCC	April 27	42,000			36,695
Peoria, Ill. JWF	May 12	35,000			27,000
Pine Bluff, Ark. JFC	March 16	5,000	3,600	3/28 Inc.	NR
Pittsburgh, Pa. UJF	May 4	544,440	206,174	5/6 Inc.	410,000
Plainfield, N.J. CJO	May 18	15,000			12,319
Pontiac, Mich. FJC	April 23	12,500	9,800	4/22 Inc.	9,741
Portland, Ore. OJWF	April 7	NGS			103,245
Richmond, Va. JCC	May 12	90,000			86,000
Sacramento, Cal. UJWF	May 8	NGS			9,860
Saginaw, Mich. JWF	January	10,000	7,800	4/25 Inc.	7,800
St. Louis, Mo. JWF	May 4	526,043			524,642
St. Paul, Minn. UJF	April 20	150,000	76,230	4/28 Inc.	103,200
San Antonio, Tex. JSSF	February 17	60,000	56,976	4/28 Inc.	64,122
San Bernardino, Cal. UJA	May 21	6,000			4,710
San Diego, Cal. UJF	May 25	38,500			26,162
San Francisco, Cal. JNWF	April 28	NGS	534,000	5/9 Inc.	563,367
Santa Ana, Cal. UJWF	April 9	2,000	1,200	4/26 Inc.	1,338
Seattle, Wash. FJF	April 21	100,000	61,000	4/28 Inc.	87,364
Sedalia, Mo. JWF	January 1	2,000	1,675	4/25 Inc.	NR
Selma, Ala. JWF	April 14	10,000	5,000	4/25 Inc.	6,975
Sioux City, Ia. UJA	May 1	25,000			25,000
Springfield, Mass. JWF	May	55,000			44,695
Stamford, Conn. UJA	May 10	20,000			17,520
Steubenville, O. JCC	May 18	12,500			10,800
Stockton, Cal. NJWF	April 30	12,500			10,500
Summit, N.J.	May 1	2,250			1,902
Syracuse, N.Y. JWF	May 19	75,000			59,123
Tacoma, Wash. FJF	April 20	7,500	5,700	5/9 Inc.	5,300
Terre Haute, Ind. JF	January 1	20,000	18,000	3/9 Inc.	NR
Trenton, N.J. JF	March 24	75,000	64,200	5/7 Inc.	65,318
Troy, N.Y. UHC	January 13	30,000	18,700	4/25 Inc.	21,598
Tucson, Ariz.	March 3	13,000			7,806
Utica, N.Y. UJA	April 20	30,000			25,267
Vancouver, B.C. JEWf	March 3	15,000	8,500	5/2 Inc.	10,376
Waco, Tex. JFC	March 24	5,000			4,425
Waco, Tex. UJA	(May t)				13,000
Waterbury, Conn. JFA	February 17	35,000	20,000	3/28 Inc.	26,000
Winnipeg, Man. JWF	March 31	98,000	40,379	4/26 Inc.	76,414
Worcester, Mass. JWF	April 27	82,213	78,000	5/6 Inc.	72,000

Inc. - Incomplete

NR - Not reported

NGS - No goal set

F - First campaign

t - Tentative

CAMPAIGN REVIEW

Executives of welfare funds and field representatives of the Council summarize the highlights of their Spring campaign experience as follows:

BIG GIFTS AND MEDIUM GIFTS

Reports show new gains in the "big gift" category in a number of communities. For the most part, the success or failure of the campaigns continued to depend on the contributions of big givers. Syracuse reported a 25 percent increase in gifts from the top 11 families in the community. More than 100 of 130 big givers in Worcester increased, while Hartford received \$103,196 from the same persons who contributed \$75,600 in 1940. New Haven and San Francisco similarly reported advances in the big gifts division.

On the other hand, Oakland, Utica and Minneapolis expressed disappointment with the big gift contributions. Attempts were made in a number of cities to offset losses in the upper division by bolstering the medium and smaller givers. In Minneapolis, the "B" division, which includes \$50 to \$250 prospects, showed an increase of about 25 percent. Hartford registered increases ranging from 50 to 200 percent among givers of less than \$25 and boosted medium gifts by nearly 50 percent. Harrisburg placed more stress than ever before on the medium and lower brackets, feeling that they were not contributing in proportion to their ability.

THE APPEAL

Identification of the overseas situation with interests of American Jewry at home dominates this year's appeals to communities, more emphasis also being placed on local refugee problems and the requirements of local agencies. Cleveland, Pittsburgh and Detroit used the slogan: "Life, Liberty and the Pursuit of Happiness, For Them and for Us." Harrisburg sought to blend the needs of local, national and overseas agencies in its appeal: "The Needs Abroad are Great, yet We Must be Strong Ourselves to be of aid to Others." Other slogans were: Memphis - "Be Glad You Are Free to Give." Atlanta contrasted the blackout in Europe to the sunlight in America. New Haven - "The Most We Can Give is the Least We Can do"; Fort Wayne - "Do Your Share". Pittsburgh and Fort Wayne, while emphasizing overseas needs, devoted a considerable part of their appeal to the importance of national civic-protective agencies.

The varying attitudes toward local and non-local causes was reflected by St. Louis and New Haven. St. Louis voted to pay all local agencies in full regardless of the outcome of its campaign. If its goal is not reached, all non-local agencies will receive a proportionate cut in their allocations. If the goal is exceeded, the surplus will be subject to the disposal of the budget committee. New Haven stressed the overseas situation and included only two local agencies in its fund.

PUBLICITY

Welfare funds devoted more attention to their publicity programs in 1941. Extensive use was made of local Anglo-Jewish weeklies and bulletins and house organs issued by congregations and other Jewish groups. Posters advertising the campaign were put up in Jewish community centers and in other buildings used as headquarters

by Jewish societies and clubs. The general press was used only on two or three occasions, such as the opening of the campaign, a huge mass meeting addressed by a nationally known speaker, and the closing dinner or rally. Houston underwrote the circulation of the local Anglo-Jewish paper to every member of the Jewish community for 12 weeks during the campaign. Atlanta concentrated on direct mailings to prospects and campaign workers and issued a special supplement of its Anglo-Jewish weekly at the opening of its campaign. Hartford sponsored a series of programs on a local radio station interpreting the work of the agencies supported by the fund. All welfare funds expressed appreciation of the cooperation of national and overseas agencies in furnishing them with pamphlets and speakers.

CAMPAIGN ORGANIZATION

More intensive preparation and carefully planned advance solicitation was evident in most of the Spring campaigns. Wider participation in the campaign was encouraged by the appointment of younger men and women to important campaign posts. Harrisburg, for instance, reported "a greater proportion of younger people in places of leadership than at any previous time." Special divisions for women and youth were organized in communities which had not used these groups before. In New Haven the Youth Division was built around a nucleus of 16 youth organizations, known as the "Joint Cooperation Committee."

Dallas reports that nearly 30 percent of the contributions received in 1941 came from persons who had never given before. In 1940, about 48 percent of the fund subscribers were new. The Oklahoma City Jewish Community Council launched its first campaign on May 12 with more than 20 percent of its goal of \$37,500 already pledged. 1941 saw the opening of the first welfare fund campaign in La Crosse, Wisconsin.

Women's Special Gifts divisions were set up for the first time in Pittsburgh and New Haven. Dallas organized a Religious Schools Division which sponsored a city-wide oratorical and essay contest on the various phases of the campaign. Winners of the contest, which created considerable interest among adults as well as younger people, delivered their essays at a mass rally.

CAMPAIGN INNOVATIONS

On the whole, the campaigns were organized along lines found successful in previous years. Innovations and "change of pace" were tried in most places. Pittsburgh designated May 6 as United Jewish Fund Day. The program called for a special breakfast in the morning for campaign workers, personal solicitation all morning and afternoon and a cocktail party before dinner. Syracuse held several small parlor meetings for big givers, discontinuing its practice of one big gifts dinner. Hartford, which has launched its three previous campaigns with a big dinner, this year used a mass meeting, with Dr. Abba Hillel Silver as principal speaker, and experimented with small parlor meetings in private homes. New Haven had a series of smaller meetings for middle bracket givers. Houston is planning to issue a day by day case record book of its 1941 campaign at the end of the current drive. The case record will provide a basis for future campaign strategy.

ORGANIZATION SOLICITATION

The question of soliciting established organizations evoked differences of opinion. Houston did not approach organizations, arguing that gifts from organizations discourage individual members from giving. Atlanta, Erie and Harrisburg successfully solicited fraternal groups, brotherhoods, sisterhoods and other organizations. Hartford reported that it tapped "axias" (Jewish credit unions) with good results. Four "axias", which gave a total of \$220 last year, this year pledged a total of \$1,150.

REFERENCES ON CAMPAIGNING

The following material is available to campaign leaders at the Council office:

Campaign Work Book: A Guide to the Organization of Federation and Welfare Fund Campaigns in Medium-Sized Communities. 52 pages. 75¢

Campaign Ways Scrapbooks of forms, literature, mail appeals and publicity used in federation and welfare fund campaigns throughout the country in 1939 and 1940. Now in circulation. Detailed description of books and borrowing procedure given in Members' Bulletin No. C 1.

1940 Campaign Results Listing of campaigns and amounts raised in 1939 and 1940. Campaign Bulletin C 2 (Issued February 3, 1941).

Minutes of a campaign seminar, held March 15 - 16 in Cleveland, may be obtained from the Cleveland office, Room 323 Chester-Twelfth Building, Cleveland. In attendance were the campaign executives from the larger cities in the East Central Region, for a review of plans and prospects for the 1941 Spring campaigns.

Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore • *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
Vice-Presidents WILLIAM ROSENWALD, Greenwich • HENRY WINEMAN, Detroit • IRA M. YOUNKER, New York
Secretary ELIAS MAYER, Chicago • *Treasurer* SOLOMON LOWENSTEIN, New York
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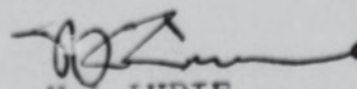
May 26, 1941

Rabbi Abba Hillel Silver
The Temple
105th and Euclid
Cleveland, Ohio

Dear Rabbi Silver:

Mr. Jacob Blaustein asked me to send you a
copy of the report adopted by the Board of Directors of the
Council on the budget proposals as soon as it was ready. The
report has finally been stencilled and I take pleasure in
sending a copy to you.

Cordially,


H.L. LURIE

HLL/rk

Council of Jewish Federations and Welfare Funds,
Inc.

including the Bureau of Jewish Social Research

National Office: 165 West 46 Street, New York, N. Y.

OFFICERS: *President* SIDNEY HOLLANDER, Baltimore · *Chairman of the Board* WILLIAM J. SHRODER, Cincinnati
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May 29, 1941

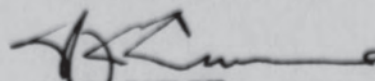
Rabbi Abba Hillel Silver
The Temple
East 105 Street at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

I presented to the Board of Directors of the Council at its meeting on May 18th the question that you had raised about meetings on the Sabbath. The Board voted as its policy that every effort be made to arrange meetings for the Board which did not come within the Sabbath period. We are planning our future meetings on this basis.

With kindest regards, I am

Sincerely yours,


H.L. LURIE

HLL/eds

A vaguely worded announcement by the Council of Jewish Federations and Welfare Funds makes it appear that the Jewish communities of America went on record in favor of the establishment of a National Advisory Budgeting Service in the referendum that was recently conducted among member agencies.

The facts do not bear out the Council interpretation. Disregarding the arbitrary manner in which votes were assigned to any particular city, it should be noted that the Board of Directors of the Council of Federations, at a meeting on May 17th, was advised that 54 cities had accepted the proposal to establish a National Advisory Budgeting Service, while 53 had rejected it. The Board was apprised by the Committee on the Referendum, organized in opposition to the proposal, that at least 6 other communities, making a total of 59, had voted in rejection of the proposal. These 6 communities so advised the Council by telegram. Moreover, 7 major communities like Cleveland, Boston, Toledo and Houston had tabled the proposal because of unwillingness to inject this controversial issue into American Jewish community life. More than a score of other communities decided that they wished to take no action on this issue that would completely transform the manner in which funds raised by American Jewry are disbursed.

Included in the 54 communities which voted in favor of the National Advisory Budgetary Service in a referendum designed to govern "national and overseas funds" were the New York City Federation of Jewish Philanthropic Societies which does not at this time have and never had any relationship to fund raising in New York City for national and overseas purposes; also the two Canadian towns of Vancouver, B.C. and Hamilton, Ontario, which are not concerned with American fund-raising agencies, as well as numerous local agencies which are not concerned with fund-raising for national or overseas purposes, but constitute that branch of the local community organization devoted to exclusively local purposes.

The referendum conducted by the Council of Jewish Federations and Welfare Funds was designed to indicate whether the sentiment of American Jewry favored the establishment of a National Advisory Budgeting Service. The proposal offered by the Council was discussed thoroughly. An accurate counting of the ballots indicates a very substantial rejection of this method of approaching the difficult problem of distributing the funds raised by American Jewish communities.

The Committee on the Referendum which is the only body organized to express the point of view of those opposed to the establishment of a National Advisory Budgeting Service must clearly indicate to the country that it was in no way consulted with respect to the formulation of the program adopted by the Board of Directors of the Council of Federations at its meeting in New York City on May 17th. Moreover, it finds the proposals adopted by the Board in no way consonant with the basic demands made by the Committee on the Referendum that the Council of Federations should restrict itself completely to the task of establishing a maximum of facts about the financial operations of each of the national and overseas agencies appealing to local communities for support.

The Committee on the Referendum announces that in view of the manner in which the referendum was conducted and concluded by the Council of Federations and in view of the fact that the program for budgeting represents a sharp and undesirable departure from current acceptable practices of distributing funds for national and overseas purposes, that it will continue its program of educational activity to show that the Council of Federations and Welfare Funds has not given the proper consideration to the major sentiment of the American Jewish communities as established by the referendum which it conducted.

COUNCIL OF JEWISH FEDERATIONS
AND WELFARE FUNDS
165 West 46 Street
New York City

[undated]
FOR IMMEDIATE RELEASE

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Expansion of the national advisory budget services in accordance with the results of the recent Referendum, but limited so as to meet the views of many of those who voted in the negative, has been authorized by the Board of Directors of the Council of Jewish Federations and Welfare Funds, it was announced yesterday by Sidney Hollander, president.

This action was taken by the Board of Directors at its meeting in New York on May 17, following the report of the Committee of Tellers, consisting of Joseph Goldstein, Rochester, chairman, Donald Kaffenburgh, Hartford and Kurt Peiser, Philadelphia. Their canvass of the ballots showed the proposal had received 141 affirmative votes and 127 negative, with a number of agencies not voting.

The Board, Mr. Hollander pointed out considered carefully the expressed desire of those voting both for and against the proposal.

"It decided not to expand its services to the full extent authorized by the majority", he said, "but to limit it for the year 1941 to services desired by the majority and many of the minority who wanted more than the Council had been giving but less than the referendum contemplated."

"The referendum was taken on the question of the Council proceeding immediately to organize an advisory service which would, in addition to fact finding, make recommendations on the appeals of agencies appealing to welfare funds, their campaign goals and financial needs. In view of the variety of opinions expressed by member agencies, it was considered desirable to undertake the expanded service experimentally and to impose certain specific limitations.

"The reports in 1941 will not attempt to translate evaluations in terms of total budget requirements and no specific recommendations will be offered to member agencies on approved minimum or maximum financial needs of any organization. Future plans will be made by the Board after consideration of the results of the 1941 experiment.

"It was generally agreed by the members of the Board who represented both the affirmative and negative points of view", said Mr. Hollander, "that these decisions most nearly squared with the divergent views expressed by the member agencies."



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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

165 West 46 Street

New York City

February 13, 1941

Mr. Henry Montor
United Palestine Appeal
41 East 42nd Street
New York City

Dear Mr. Montor:

This is to acknowledge receipt of your letter of February 12th with its enclosure of the Minority Report. You did not indicate in your letter whether this report is going to have additional signers. We intend to present it as a Minority Report submitted by Mr. Henry Montor and will add any other names if we are informed of other members of the committee who wish to have their names attached.

I am enclosing the first draft of a letter of transmittal and questionnaire. It is subject to modification with the receipt of suggestions from members of our special committee. I shall be interested in getting your suggestions also.

Will you call me after you have had an opportunity to look these over so that we can get together for further discussion?

I don't see how your first paragraph under the sub-heading THE ISSUE properly belongs in the Minority Report. I would suggest that you eliminate this paragraph since it is a mis-statement. There is nothing in the report to give a basis for assuming that local communities will not continue to distribute their funds directly on the basis of their own local decision. Though I don't agree with your analysis of the effect of advisory recommendations, I assume that, as a member of the committee, you are privileged to have these views. Since you express your views fully in the succeeding paragraphs, I hope you will agree with me. Otherwise, I presume Jacob Blaustein and others will want to add their own comments on your report and I would rather avoid prolonging the debate in the process of sending out the questionnaire. I presume that a debate on the issues will continue separately through various sources.

Cordially,

(signed)

H. L. LURIE

HLL/ed
encl.

February 10, 1941

LETTER OF TRANSMITTAL
(First Draft)

Dear _____:

The General Assembly of the Council of Jewish Federations and Welfare Funds at its meeting in Atlanta on February 2nd had before it the report and recommendations of its Committee to Study National Budgeting Proposals. This Committee had been actively at work since it was authorized at the Board's May 1940 meeting and the Report, prepared after careful study, advocated a budget advisory service. The Board of Directors of the Council on February 1st adopted the Committee's recommendations that a national advisory service be established to assist local welfare funds in their budgeting problems. Seventeen members of the Board, present at Atlanta, were in favor and five were opposed to this proposal.

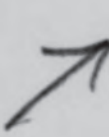
It had been planned to take a vote on this proposal at the General Assembly of the Council. The Committee on Credentials, consisting of Mr. Joseph P. Loeb, Los Angeles, Mr. Simon Shetzer, Detroit and Mr. Reuben B. Resnik, Dallas, decided that the by-laws of the Council on member agency voting procedure were ambiguous and they therefore could not satisfactorily determine who were accredited voting delegates to the Assembly. The Board therefore agreed to place the proposal directly before the member agencies for a referendum.

It therefore becomes necessary for your agency officially to consider the proposal. April first has been set as the date for completing the referendum and we therefore request that you bring this to the attention of your official body as soon as possible.

The counting of the ballots of member agencies will be in accordance with the provisions in our by-laws which determines the number of votes to which each of our member agencies is entitled. The Board of Directors will

Resnik?

meet immediately after the referendum is concluded to carry out the mandate as evidenced by the referendum. You will find enclosed with this communication the following documents:

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- (1) The Report of the Committee to Study National Budgeting Proposals.
 - (2) The Minority Report submitted by several members of the Committee.
 - (3) A summary of the discussions held during the Assembly on this subject.
 - (4) A list of member agencies and the number of votes to which each is entitled.
 - (5) Two copies of the referendum ballot, - one to be returned to the Council office and a duplicate for your files.

The details of the national advisory budget plan are contained in the committee report beginning on page 11 with Item 3 and including items 3,4,5,6, and 7.

Specifically the plan provides for:-

- (1) A National Committee on advisory budget services to member agencies.
- (2) A competent and intensive fact-finding service to develop studies of the programs and finances of agencies for technical services to these committees.
- (3) A Special Commission of 5 to 9 members to deal with the specific problem of the agencies formerly included in the UJA, with evaluation by this special commission of the 1941 needs of the JDC, UPA and NRS.

It should be specifically understood that action on the part of a member agency does not in any sense bind it to accept or to be guided by any recommendations that grow out of this project. Approval of the project will mean that the Council will be in a position to extend its fact-finding services and to develop the functions of the Committee and will be authorized to submit the reports and recommendations developed by this committee to member agencies for use in local budgeting. Since, on former occasions, many of our

-3-

member agencies have expressed a desire for this type of budget service, approval by your organization will be helpful in developing this service.

I hope that it will be possible for your agency to take action promptly so that the Board of Directors may proceed with this matter. Please advise the Council office if any further information or explanation is desired.

Very sincerely,

H. L. LURIE
Executive Director

HLL/ed

Enclosure

