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United Jewish Appeal, United Palestine Appeal,
Council of Jewish Federations and Welfare Funds, 1941-1942.

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.

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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 VIOfficers

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 proscribed 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 proscribed 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.

MINUTES

MEETING OF THE BOARD OF DIRECTORS

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

NEW YORK CITY - MAY 17, 1941

Present: William J. Shroder, Cincinnati, presiding

Irvin Bettmann, St. Louis	Kurt Peiser, Philadelphia
Jacob Blaustein, Baltimore	Charles A. Riegelman, New York
Mrs. Sidney C. Borg, New York	William Rosenwald, Greenwich
✓ Joseph Goldstein, Rochester	✓ Charles J. Rosenbloom, Pittsburgh
Sidney Hollander, Baltimore	✓ E.J. Schanfarber, Columbus
Donald Kaffenburgh, Hartford	Edward M.M. Warburg, New York
Albert H. Lieberman, Philadelphia	✓ David Watchmaker, Boston
Dr. Solomon Lowenstein, New York	Joseph Willen, New York
✓ Henry Monsky, Omaha	Ira M. Younker, New York

Regional Chairmen: Benj. Eisenstein, Schenectady
Dr. E.J. Gordon, Columbus
Baron de Hirsch Meyer, Miami

Ex-Officio: Arthur Greenleigh
Joseph C. Hyman
Louis Leventhal

Staff: H.L. Lurie
G.W. Rabinoff
H.M. Propper
Rae Karp

(Committee reports and staff memoranda were presented on each subject discussed. Folders containing these reports and memoranda were distributed to all board members present and to absentee board members by mail.)

The chairman called the meeting to order at 10:15 A.M.

MINUTES OF PREVIOUS MEETING

At the suggestion of the chairman, MR. LURIE summarized the minutes of the previous meeting of the Board, held in Atlanta on February 2, 1941. MR. HOLLANDER MOVED that the minutes be accepted as read. The MOTION was seconded and carried.

REPORT ON THE REFERENDUM

MR. JOSEPH GOLDSTEIN, chairman of the Committee of Tellers, read his report, copies of which were prepared in advance and distributed to Board members. The report disclosed that the referendum on the national advisory budget service had received 141 affirmative votes and 127 negative, with a number of agencies not voting. MR. GOLDSTEIN informed the Board that since the meeting of the Committee of Tellers, the previous afternoon, he had been apprised by the Committee on Referendum that it had information that a number of communities, from which the Council had received neither ballots nor other communications indicating their attitude towards the referendum, had voted negatively. MR. GOLDSTEIN added that Cincinnati, in its resolution, clearly implied a negative vote. He felt that these facts should be considered by the Board before taking any official action.

MR. SHRODER felt that the question should be divided into two parts: (1) - should the Board sustain the report of the Committee of Tellers with respect to those communities which did not use the official ballot but in other ways informed the Council of the action of their communities, and (2) - should the Board sustain the Committee report with regard to those communities which did not use the official ballot but informed the Council of their action after April 1st but before the votes were officially tabulated.

MR. WATCHMAKER suggested that the Board accept as valid all votes taken by member agencies by April 1, the designated referendum deadline, regardless of the form used by member agencies to report their votes to the Council.

DR. LOWENSTEIN MOVED that the Board sustain that part of the report of the Tellers Committee dealing with the rejection of the ballots of two agencies which had resigned from the Council (Watertown, N.Y., and Centralia, Wash.); one agency (Canton Jewish Welfare League) which has paid no dues for the past five years, and one agency (Vancouver Jewish External Welfare Fund) because of uncertainty of the existence of one or two member agencies in that city.

The MOTION was seconded by MR. KAFFENBURGH and carried.

MR. SCHANFARBER registered his opposition to the motion on the ground that these communities voted on the referendum and should not be disqualified without further explanation. DR. LOWENSTEIN replied that these communities should not have been permitted to vote since they were no longer legally members of the Council.

MR. BETTMANN brought up the question of the three agencies which had voted after April 1st. MR. WARBURG asked whether these three agencies had given any excuse for their late ballots. MR. LURIE reported that a number of cities had written to him, informing that they could not vote by April 1st, and that he had replied that he did not have the authority to make any decision on the matter.

BARON DE HIRSCH MEYER MOVED that the three agencies be included in the official vote. MR. WATCHMAKER AMENDED the motion to include also the dates on which they voted.

The MOTION was seconded and carried.

MR. GOLDSTEIN referred to the Board the problem of Cincinnati which, in a resolution, indicated its opposition to the referendum proposal, he said. He felt that Cincinnati should be recorded as a negative vote, pointing out that the Board has accepted some votes even though they were not on the official ballot.

MR. SHRODER stressed that Cincinnati had never voted on the referendum but that the two opposing factions in Cincinnati, in the interest of unity and harmony, had adopted a joint resolution not to take any action on the referendum.

DR. LOWENSTEIN MOVED that the Cincinnati vote be excluded from the tabulation since it represented a compromise form and was not specifically on the question posed by the referendum. MR. BETTMANN seconded the motion. MR. WATCHMAKER objected to the motion, arguing that it was a clear and unequivocal vote against the referendum proposal. DR. LOWENSTEIN disagreed with Mr. Watchmaker, asserting that a situation similar to that in

Cincinnati had occurred at the Brooklyn Federation and that no vote was taken in the interest of harmony.

MR. WATCHMAKER withdrew his objection to the motion after MR. SHRODER outlined the Cincinnati situation, reiterating that Cincinnati had not voted on the referendum. MR. LEVINTHAL said that a letter from Dr. Heller had given him the opposite impression. A vote on the motion was called.

The MOTION was carried.

MR. GOLDSTEIN reported that he had received information from outside sources that a number of communities, from which the Council had no votes, had actually voted on the referendum. MR. LURIE said that Mr. Henry Montor had given him similar information including both negative and affirmative votes. A check-up disclosed, MR. LURIE said, that the Council had no information from any of these communities. Several ballots recently submitted to the Council by Mr. Montor had been referred to the Committee of Tellers and had been counted.

MR. WARBURG MOVED that only ballots or written communications received by the Council in time for action by the Committee of Tellers on May 16th be considered in the official vote. DR. LOWENSTEIN seconded the motion.

The MOTION was carried: 15 for, 4 against.

MR. GOLDSTEIN asserted that it was important that the Committee of Tellers be given an opportunity, even if it means delaying final action, to determine whether a number of communities listed by the Committee on Referendum (headed by Simon Shetzer of Detroit) as having voted, had actually taken action. DR. LOWENSTEIN disagreed, contending that all ballots and other written communications received by the Council, and those sent in by Mr. Montor, had been counted. The rest, he said, was merely gossip. MR. MONSKY, agreeing that the Council should not count the votes of communities from which it had no substantial information, nevertheless felt that the Council should postpone final tabulation of the vote until all information could be collected.

MR. YOUNKER, stating that the Council had been as fair as humanly possible, urged immediate action on the report of the Tellers Committee. MR. BLAUSTEIN commented that what Mr. Monsky and Mr. Goldstein wanted was another referendum. He too urged prompt action by the Board.

Following further discussion, in which MESSRS. EISENSTEIN, WATCHMAKER, LURIE, MEYER, LEVENTHAL, BETTMANN, GOLDSTEIN, WARBURG, RIEGELMAN and SHRODER participated, MR. HOLLANDER MOVED that the Board accept the report of the Committee of Tellers as submitted.

The MOTION was carried.

REPORT OF REFERENDUM COMMITTEE

MR. BLAUSTEIN, chairman, read the report of the Referendum Committee. It was decided to consider the report paragraph by paragraph, beginning with the general recommendations.

MR. HOLLANDER MOVED the acceptance of the general recommendations, which provided that the Board "take immediate steps to organize a national advisory budget service under an appropriate committee of the Council." MR. LIEBERMAN seconded the motion.

MR. ROSENBLOOM objected, stating that the vote on the referendum did not indicate a clear cut demand on the part of the communities for such a service. MR. BLAUSTEIN replied that the majority of votes indicated a definite desire for the service. MR. SHRODER stressed that both the majority and the minority expressed a desire for a service not now performed by the Council. MR. GOLDSTEIN agreed that the communities had signified a desire for a more extensive fact finding service than given by the Council at the present time but said that more time was needed to consider the Referendum Committee's report. He said that sufficient consideration should be given to the problem of the make-up of the committee and that the Board should extend assurances that the committee would be representative of both the majority and minority points of view.

DR. GORDON commented that a favorable vote on the first paragraph implied approval of the entire report, because the last sentence in the first part read: "We believe that the specific recommendations that follow meet the minimum requirements called for by the results of the referendum." MR. BLAUSTEIN asserted that the Referendum Committee would be willing to insert the above sentence among the specific recommendations rather than among the general recommendations.

MESSRS. ROSENBLOOM and GOLDSTEIN objected to the insertion in the general recommendation of the phrase; "...to organize a national advisory budget service."

MR. HOLLANDER pointed out that the wording of the report was immaterial. He stressed that the Council must be cautious, tentative and experimental in its approach to the new service in order to make it more and more acceptable to all American Jewish communities. He agreed with Mr. Goldstein that the make-up of the proposed committee was of vital importance. He stressed that the Referendum Committee did not recommend maximum or minimum budgets. MR. GOLDSTEIN endorsed the spirit of Mr. Hollander's remarks.

It was AGREED to approve the first general recommendation in the report with the understanding that it was to be subject to the consideration of the complete report.

The meeting adjourned 1:30 P.M.

The meeting was reconvened at 2:30 P.M.

CONTINUATION OF REFERENDUM COMMITTEE REPORT

MR. BLAUSTEIN suggested that the Board consider first the size and the method of selection of the proposed National Advisory Budget Committee. MR. BETTMANN asked whether membership in the Committee should be limited to Board members. MR. BLAUSTEIN replied that the Referendum Committee had considered the question and decided not to limit the national advisory budget committee's membership to Board members. MR. HOLLANDER added that the Council might want to bring in outside persons of national importance.

MR. GOLDSTEIN felt that there were inherent dangers in the proposed policy of giving the advisory budget committee full powers to prepare and issue reports to the communities. He thought it necessary, particularly since the Council would go outside its own membership for members for the advisory committee, that the Board retain control of the committee. MESSRS. HOLLANDER and YOUNKER disagreed, contending that the committee would not be an independent and objective body if it were subject to censorship by the Board.

MR. WILLEN said that the Board could not dodge responsibility for the committee and felt that Board control was necessary. MR. HOLLANDER pointed out that Board control was impractical, since the Board meets only twice a year, while the national advisory budget committee would be issuing reports constantly. MR. SHRODER emphasized that the whole question hinged on the personnel of the committee, arguing that a properly selected committee, having the benefit of detailed data, would be more qualified to issue the necessary reports than the Board.

MR. GOLDSTEIN brought up the possibility of the committee going beyond the limitations set up by the Board. MR. LURIE pointed out that the committee would be selected for one year and would report all its findings to the Board, which could then decide about 1942.

In response to a request for clarification by MR. HYMAN, MR. BLAUSTEIN declared that the national advisory budget committee would concern itself with the same field as the three agencies in the United Jewish Appeal. It will not overlap the work of the 1941 UJA Allotment Committee, he stressed, but will make every attempt to work collaterally with it. We contemplate collaboration with the 1941 UJA Committee, MR. BLAUSTEIN added, but "our specific task will be the agencies other than those in the UJA."

MR. HYMAN asked whether the Council planned to limit the advisory committee's activities to agencies in the Palestinian and overseas fields which apply to welfare funds for support. MR. LURIE replied that he knew of no agency in these fields which did not apply for support.

MR. WATCHMAKER asserted that the advisory budget committee should limit itself, at least for the first year or two, to an examination and analysis of the organizations engaged in overseas, Palestine or refugee service, that function in the same or related fields of service or that supplement or relate to the work of the UJA organizations. He argued that this limitation should be made so that the communities would know exactly what the Council plans to undertake. MR. SHRODER stated it was not the intention of the Referendum Committee that the Council abandon the various type of budgetary reports which the Council now sends to its member agencies. MR. WARBURG remarked that the scope of the advisory committee should not be curtailed, since many communities may approach the Council for information about agencies in other fields. MR. LURIE gave as another reason why the

committee's scope should not be limited, the fact that communities may be confronted this fall with agencies dealing with social defense problems, citing the USO as one such development.

MR. GOLDSTEIN protested that under the provisions of the Referendum Committee report the national advisory budget committee could examine and investigate the agencies in the UJA. He argued that the UJA Allotment Committee was set up for that purpose. MR. HOLLANDER pointed out that the UJA Allotment Committee will not become active until late fall when it will be seen whether there are any funds to allocate. He said that the advisory committee would begin functioning immediately and would be of assistance to communities writing in for information. Furthermore, he said, the Allotment Committee has no direct responsibility to the communities.

DR. LOWENSTEIN urged the Board not to place limitations on the work of the committee, stating that in these times of uncertainties it is impossible to foresee future developments. MR. LEVENTHAL felt that the committee should work with the UJA Allotment Committee but should not issue separate reports on the UJA agencies. In the event the Allotment Committee issues a report with which the Council disagrees, MR. LEVENTHAL said, the Council would have the right to make a restudy.

MR. GOLDSTEIN protested against the inclusion in the proposed program for 1941 of point 'f' which authorized the advisory committee to study: "efficiency in organization activities, overlapping of programs and other qualitative factors." MR. GOLDSTEIN said that qualitative factors were matters of personal opinion and that no one could decide, for example, whether it was more important to bring one Jew to Palestine or to save one Jewish life in Europe. MR. LURIE replied that the Council had no intention of going into the question of the relative importance of one type of work to another.

MR. BLAUSTEIN reminded Mr. Goldstein that the referendum had actually empowered the Council to go much further than the Council contemplated. The committee's report, he said, constituted the very minimum "we dare to do" in the face of so many of the agencies demanding additional fact-finding. MR. GOLDSTEIN said that he was not opposed to the establishment of the national advisory budget committee but felt that it should proceed slowly and that the Council could extend the committee's service next year after it has studied the first year's experience. MR. BLAUSTEIN felt that elimination of the word "evaluation" would leave the Board open to charges that it was attempting to "put something over" on the communities.

At this point MR. WATCHMAKER complimented the Referendum Committee stating that "it has been very generously mindful of the negative votes." MR. SHRODER suggested that the Board act on the report as a whole, leaving open the questions of finance and the membership of the committee.

MR. BLAUSTEIN MOVED that the report as amended be approved.

DR. LOWENSTEIN seconded the motion.

MR. SCHANFARBER voiced his opposition to approval of the report on the ground that the Council was making "its first and most serious mistake." Stressing that in his opinion the Council has done the most valuable piece of work of any organization on the American Jewish scene, MR. SCHANFARBER said that the Board, in approving the committee's report, would tear down the structure "that you men have so diligently struggled to build up." He said that the Board could not disregard the wishes of the Zionists, who constitute an important part of the local communities. Stressing that the welfare funds have done "a find job" for Palestine and can still do it, MR. YOUNKER remarked that no opposition to Zionist ideology was embodied in

the Referendum Committee's report. He urged adoption of the report, contending that an adjustment between the two opposing factions was impossible of attainment. MR. WARBURG deplored the political issue which had been injected into the discussion and pleaded for unity. He said it was extremely necessary that the Council recognize and serve the wishes of all the communities. The advisory budget committee, he said, would be guided by the report of the Referendum Committee and would make a careful and thorough appraisal of all the facts.

Voicing confidence in the integrity, ability and knowledge of the men who will be appointed to the advisory budget committee, MR. LIEBERMAN asserted that the committee would heed the wishes of the substantial minority. He reminded the Board that "we owe just as much to those who voted for it as those who voted against it." DR. LOWENSTEIN praised the report as "moderate and temperate" in its approach.

MR. GOLDSTEIN said that he was heartily in favor of the report although he "regretted" some of its verbiage. He said that the communities would welcome the establishment of the advisory budget committee and urged further efforts to bring about cooperation and foster friendly relations among all groups.

MR. FEISER suggested that a letter embodying the spirit of the pleas for harmony and mutual understanding as made by Messrs. Warburg and Hollander, should accompany the reports when they are sent out to the communities. A letter of this type, he said, would prevent misunderstanding with regard to the fundamental spirit of the report.

MR. HOLLANDER said that if he felt that the purposes of the report would in any way be considered a criticism of the Zionist group or would have a detrimental effect on the Palestine cause, he would not vote for it. He voiced belief that the report would engender good will among both communities and national organizations.

MR. BLAUSTEIN repeated his MOTION to adopt the report as amended.

The MOTION was carried.

MR. SCHANFARBER asked that he be recorded as voting "no" on the ground that a serious mistake was made in the method of presenting and handling the problem.

MR. GOLDSTEIN MOVED that a letter, along the lines suggested by Mr. Feiser, be sent along with the report to the communities.

The MOTION was seconded by MR. FEISER and carried.

MR. YOUNKER MOVED that the President be authorized to name a Nominating Committee to submit the membership for the National Advisory Budget Committee covered by the report to a meeting of the Board the following morning. Members were requested to submit names to the Nominating Committee.

The MOTION was seconded by MRS. BORG and carried.

FINANCES FOR NATIONAL ADVISORY BUDGET SERVICE

MR. SHRODER mentioned that the Council's budget made no provision for the \$12,000 to \$15,000 which the new program would involve. He pointed out that current Council operations contemplated a deficit of \$10,000 or more at the end of the year. MR. WILLEN suggested that the needed funds be raised from welfare funds.

MR. BLAUSTEIN reported that Baltimore had allocated to the Council the same amount as last year with the provision that if the added service was included in the Council program, an additional \$500 would be given. He felt that the communities should be asked to contribute the additional funds needed before approaching individuals or foundations for support.

MR. HOLLANDER pointed out that most of the Allocation Committees had already allotted their funds for the year.

MR. GOLDSTEIN moved that a committee be appointed to work out quotas for member agencies and that a request be made of the member agencies based on quotas established as their contribution to the new program.

MR. SCHANFARBER thought it was a mistake to present the problem to the communities in this manner, arguing that emphasis on the special fund would encounter difficulties, particularly in communities which voted against the advisory budget service proposal.

MR. LURIE believed it would be more effective to ask the communities for an increased allocation for the general Council program rather than ask for a special fund. He reported that a number of cities, which had voted negatively, had written to the Council that they were in favor of increased fact finding.

MR. GOLDSTEIN MOVED that the Council agencies be requested to finance the program of the Council including the new service and that a committee be appointed to work out the best method of securing these funds from the local communities.

The MOTION was seconded by MR. BETTMANN and carried.

MR. HOLLANDER asked the following persons to serve on the Nominating Committee which was to meet that evening:

David Watchmaker, Chairman
Joseph Goldstein
Donald Kaffenburgh
Baron de Hirsch Meyer
Kurt Peiser
Charles J. Rosenbloom

The meeting was adjourned at 5:15 P.M.

The meeting of the Board of Directors was reconvened on May 18, 1941, at 10:15 A.M., with the following persons present:

William J. Shroder, presiding

Irvin Bettmann	Donald Kaffenburgh
Jacob Blaustein	Elias Mayer
Mrs. S.C. Borg	William Rosenwald
Joseph Goldstein	Edward M.M. Warburg
Sidney Hollander	David Watchmaker
Ira M. Younker	

Regional Chairmen: Dr. E.J. Gordon
Baron de Hirsch Meyer

Ex-Officio: Joseph C. Hyman

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

COUNCIL FINANCES

MR. LURIE informed the Board that despite reductions in the budget for field service and other economies, the Council faced a deficit of approximately \$24,000 in its 1941 operating budget. The reductions in the budget for field service were made possible by the utilization of federation executives in two regions on a part-time basis. MR. LURIE pointed out also that the Council has not engaged a field worker for the Central Atlantic region.

Based upon present operating expenditures, the Council's 1941 budget was estimated at \$106,000, a reduction of about \$5,000 from a previous estimate for 1941 made at the Board meeting in Atlanta last February. The income from member agencies was estimated at \$80,000.

MR. HOLLANDER felt that the Council should again approach the United Jewish Appeal for a contribution, maintaining that the aid of the welfare funds in bringing about the reconstitution of the UJA justified such a request.

MR. SHRODER MOVED that the request for a contribution be directed to the United Jewish Appeal of Greater New York to cover New York's obligation to the Council, even though the New York UJA was not a welfare fund. MR. HOLLANDER said that he did not like the idea of approaching the New York UJA for a contribution but he saw no other alternative. MR. SHRODER asked for authority to apply to the UJA for an allotment.

The MOTION was seconded and carried.

MRS. BORG asked whether the Council received a contribution from the New York Foundation. MR. LURIE replied that it has not received a grant since 1939 when the planned support to help launch the Council program had terminated.

MR. BLAUSTEIN MOVED that the Council appeal to foundations for funds to make up the deficit in the 1941 operating budget.

MR. YOUNKER seconded the MOTION which was carried.

REVISION OF THE BY-LAWS

Joseph P. Loeb, chairman of the Committee on Revision of the By-Laws, was unable to come East to make a formal report to the Board meeting but forwarded a number of suggestions which, he said, warranted thorough investigation and discussion. One of the points raised by Mr. Loeb concerned the problem of voting representation - whether to retain the present system of representation on the basis of population or to adopt a policy of a fixed number of delegates and votes for each member agency.

In his correspondence Mr. Loeb brought up also the question of regional organizations, which are not mentioned or defined in the By-Laws. He suggested that the experience of working with the regions could now be crystallized, and that the By-Laws could more or less standardize regional organizations and clarify the relationship of the regions to the Council. Included among the other points submitted to the Board for consideration were the voting and accrediting of delegates, certification of delegates, unit voting and voting by proxy, methods and types of questions to be submitted to member agencies for decisions, regional representation on the Board of Directors, and dues and provisional members.

MR. SHRODER called for suggestions from Board members which the Committee on Revision of the By-Laws might consider. MR. BETTMANN asserted that it was necessary to establish a clear cut ruling on the method of voting at General Assembly meetings to avoid repetition of last year's difficulties at Atlanta. MR. LURIE pointed out that no changes could be made in the By-Laws until the next General Assembly. The Board has to decide on the amendments to the By-Laws, he said, after which the amendments must be sent out with the call for the annual meeting for consideration by the entire Council membership.

MR. YOUNKER expressed a preference for a system of representation exemplified by Congress over that of the Senate. MR. ROSENWALD declared that under present Council regulations not only can a community of 500 have as big a voice as that of 12,000, but it is also conceivable that a community of 500 may have 6 votes. MR. ROSENWALD opposed as unwise the abolition of individual membership in the Council. On the question of a split vote, he said that delegates representing member agencies were voting for the agency and not as individuals and that it seemed illogical for an agency to have a split vote. MR. ROSENWALD suggested that officers of the Board meet with the By-Laws Committee to give their guidance to the Committee.

MR. SHRODER asked the Council office to forward to the chairman and members of the Committee on Revision a summary of the discussion at the Board meeting for their study before drawing up a formal report to be submitted at the fall meeting of the Board. It was decided also to send each member of the Board a copy of the old By-Laws and the proposed revisions in sufficient time before the next Board meeting to allow Board members adequate time to familiarize themselves with the projected changes in the By-Laws.

GENERAL JEWISH COUNCIL

A committee was appointed at the 1941 General Assembly to determine whether the Council could be helpful in bringing about greater cooperation among the four defense agencies comprising the General Jewish Council. No formal meetings of the committee were held, according to James L. White, chairman, but there were a number of individual interviews and other contacts. Shortly after the Atlanta Assembly, the Anti-Defamation League of B'nai B'rith and the American Jewish Committee announced a two-way joint fund-raising drive.

Mr. White submitted a personal report based on preliminary investigations in which he suggested that the Council endorse and encourage the two-way agreement. He expressed the belief that a joint fund-raising agreement for the four agencies was virtually impossible of attainment at the present time.

MR. YOUNKER felt that the Board should take no action on Mr. White's suggestion at the present time, contending that the Council should remain outside the General Jewish Council controversy. This viewpoint was shared by MESSRS. BETTMANN, HOLLANDER and SHRODER, who argued that nothing the Council could do with regard to the GJC situation at the present time would be effective.

MR. HYMAN endorsed Mr. White's suggestion, declaring that unless the Council took action on the issue it "might properly be charged with wishing to avoid a grave responsibility." He said that the defense agencies would launch separate campaigns which would result in considerable friction within the local communities. MR. ROSENWALD urged the Council to endorse the two-way agreement and put Mr. White's suggestion on the floor in the form of a motion.

MR. BETTMANN opposed the motion, arguing that favorable Board action on the motion would imply Council approval of the dissolution of the GJC. MR. ROSENWALD countered with the assertion that the GJC was not dissolved, that it remained intact, having three instead of four constituent agencies. He added that a three-member GJC presented better possibilities for a coordinated defense program.

MR. HOLLANDER modified Mr. Rosenwald's MOTION to read: "The Council notes with interest the decision of these two agencies to establish a unified fund-raising program. The Council trusts that this will be followed by actions that will unify their programs within the area indicated and that this Council suggests that further efforts be made to try to extend the program of the GJC to include other agencies."

MR. YOUNKER stressed the need for caution, pointing out that the Board was not equipped with all the facts in the case, since the Board's Committee on the GJC had not met officially and had submitted no official report. MRS. BORG urged the Board to take no action until the Committee brings in a complete report on the situation. MR. ROSENWALD then WITHDREW his MOTION. MR. WARBURG, emphasizing that the GJC issue must not be overlooked, urged the Committee to bring in a report as soon as possible.

UNITED JEWISH APPEAL

MR. YOUNKER proposed that the President be empowered to appoint representatives of welfare fund communities to the 1941 UJA Allotment Committee. MR. HOLLANDER asked whether the Council should follow the same procedure as last year or whether the President should merely suggest names of men whom he considers qualified to serve on the Allotment Committee.

MR. HYMAN advised the Board that the Joint Distribution Committee would not be adverse to the continuance of the 1940 Allotment Committee and voiced the hope that the men who served in 1940 would be invited to serve on the 1941 Committee. MR. WATCHMAKER announced regretfully that he would prefer not to serve this year, since his community obligations in Boston are taking up more and more of his time.

MESSRS. HOLLANDER, GOLDSTEIN, YOUNKER, SHRODER and ROSENWALD participated in a discussion revolving about the advisability of submitting names for the Allotment Committee to the UJA, or whether the Council should insist that its choices constitute the final selection.

Following the discussion, MR. HOLLANDER MOVED that the President be authorized to cooperate with the UJA to the extent of suggesting names representative of welfare fund communities to serve on the Allotment Committee.

The MOTION was seconded and carried.

UNITED SERVICE ORGANIZATIONS

MR. SHRODER reminded the Board that in the past the Council urged Jews to contribute to drives of a non-sectarian character as individuals rather than through welfare funds. MR. GOLDSTEIN pointed out that the USO does not intend to appeal to Jewish organizations for support, but will solicit on an individual basis except in those cities where the USO campaign will be a Community Chest beneficiary. MR. BETTMANN felt that the Board should discourage welfare fund participation in non-sectarian drives and that Jews in every American community should act in concert with their non-Jewish neighbors. MR. BLAUSTEIN urged the Board to make it clear that welfare funds should continue their contributions to the Jewish Welfare Board apart from individual contributions to the USO.

EMPLOYEES DRAFTED UNDER SELECTIVE SERVICE ACT

A.M. Sirkin, editorial assistant since December 1937, who was called under the Selective Service Act on April 25, 1941, requested through the Personnel Practices Committee of the Council staff, that consideration be given by the Council to the policy of rehiring of drafted employees. MR. LURIE reported that two other members of the staff may be called.

It was pointed out that the payment of special compensation has been adopted as a policy by some social service agencies. MR. SHRODER believed that the question should be divided into two parts -- the issue of rehiring and the problem of extra compensation.

MR. MAYER MOVED that the Council adopt a policy of rehiring drafted employees and that the question of extra compensation be considered on an individual basis by the President and the Executive Director in view of the small number of cases likely

to arise. He stressed that new employees should be informed of this policy. MR. SHRODER asserted that the policy of rehiring was embodied in the Selective Service Act.

The MOTION was carried.

MEETING OF THE BOARD ON THE SABBATH

In a communication to the Council, Rabbi Abba Hillel Silver wrote that he did not believe that "an organization representing organized Jewish bodies and appealing to all sections of American Jewry" should hold business meetings on Saturday. The Council does not hold formal General Assembly meetings or regional meetings on the Sabbath but until Rabbi Silver's letter no consideration had been given to the adoption of a similar policy for Board meetings.

MR. BLAUSTEIN asked whether it would be possible to complete all the work facing the Board by starting the meetings on Saturday evening and working through Sunday. MR. SHRODER suggested that Saturday Board meetings be omitted but that committees should be allowed to meet on Saturdays. MR. LURIE pointed out that this would still involve Saturday meetings and urged that the Board accede to those members who cannot come to Saturday sessions because of religious scruples.

MR. GOLDSTEIN made a MOTION to the effect that hereafter all official meetings of the Board begin on Saturday evening and continue through Sunday, no meetings to be held Saturday morning or afternoon.

This MOTION was AMENDED by MR. YOUNKER and MR. WARBURG to read that the Board will endeavor to hold its formal meetings on Saturday evening and Sunday wherever possible without jeopardizing the program of the Council. MR. BETTMANN opposed the motion on the ground that the work of the Board would be impaired if its meeting time was limited to one day. MR. SHRODER thought that the policy of no Sabbath-meetings should be given a fair trial and that subsequent experience would enable the Board to see if the plan is practical.

The MOTION was carried.

1942 NOMINATING COMMITTEE

A 1942 Nominating Committee was named to make selections for the officers of the Council (the president, three vice-presidents, secretary, treasurer) and for 13 members of the Board for a three-year term. Due to the resignation of Dr. Louis Levy, an additional nomination for one Board member for a two-year term is required.

The 1942 Nominating Committee includes Dr. Solomon Lowenstein, chairman, Amos S. Deinard, S. Mason Ehrman, Wm. Goodman, Herbert Mallinson and Charles J. Rosenbloom.

1942 GENERAL ASSEMBLY

The Board authorized the President to appoint a Committee on Time and Place and Program for the 1942 General Assembly. The President appointed Samuel Markell, chairman, Harry Greenstein, Walter S. Hilborn, Albert Lieberman, George L. Levison, James Marshall, Stanley C. Myers, Maurice Taylor and Elkan C. Voorsanger.

REFERENDUM (continued from previous session)

MR. SHRODER reported to the Board that he had received telegrams from a number of communities from whom the Council had not previously heard. Two of these cities claimed that they had notified the Council of their vote. MR. ROSENWALD pointed out that some communities may have sent their ballots to the Committee on Referendum.

MR. GOLDSTEIN, arguing that the new ballots would not affect the report as adopted the previous afternoon since the report was designed to meet the needs of both the majority and minority, nevertheless felt that official cognizance should be taken of the telegrams.

MR. WATCHMAKER MOVED that the Board authorize the Chairman to acknowledge and answer the telegrams. MR. WARBURG seconded the motion.

After some discussion in which MESSRS. ROSENWALD, SHRODER, GOLDSTEIN, MAYER, BORG, HOLLANDER, WARBURG, BLAUSTEIN, WATCHMAKER and BETTMANN participated, a vote was taken and the MOTION was carried.

MR. YOUNKER MOVED that the Chairman's statement to the communities be prepared and sent out immediately.

The MOTION was carried.

The Board decided also to issue a preliminary report on the referendum to the Jewish press.

MR. HOLLANDER reported that the Nominating Committee to select names for the National Advisory Budget Committee had met the previous evening. MR. ROSENBLOOM, who was named to the Nominating Committee, sent word that he did not care to serve on the committee because of his opposition to the Board's action.

In suggesting names to serve on the national advisory budget service the committee had tried to balance several factors, MR. HOLLANDER said. Consideration was given to geographic distribution, distribution by cities, and the need to select men who represent all points of view and are capable of independent thought and judgment.

MR. WATCHMAKER read the lists of names prepared by the committee. Other names were suggested by Board members. (The final list of 33 names is on file at the office of the Council.)

Following a discussion involving procedure and the methods of narrowing down the list of 33 names to a smaller group, the Board agreed that the National Advisory Budget Committee should consist of nine persons.

A MOTION was made to authorize a committee of three, composed of MESSRS. BLAUSTEIN, HOLLANDER and SHRODER, to select the nine persons for the National Advisory Budget Committee from the panel of 33 names approved by the Board.

The MOTION was carried.

LONDON JEWISH HOSPITAL

MR. LURIE reported that the Council has received a communication from the London Jewish Hospital requesting the Council to help organize fund-raising for the London institution in America. MR. MAYER suggested that the letter be referred to the JDC for action.

MR. HYMAN pointed out that the Committee to Aid Britain, which raises funds in the United States for British needs, is conducted on a non-sectarian basis. He felt that the London Jewish Hospital should seek funds from the Committee to Aid Britain rather than from the welfare funds.

The meeting was adjourned at 2:30 P.M.

NATIONAL ADVISORY BUDGET SERVICE

GENERAL BULLETIN

For Member Agencies

No. G - 5

1941

May 23, 1941

REPORT ON THE REFERENDUM
ON NATIONAL ADVISORY BUDGET SERVICE

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

REPORT OF THE COMMITTEE ON REFERENDUM

As adopted by the

BOARD OF DIRECTORS

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

May 17, 1941

Members of the Committee

Jacob Blaustein, Baltimore, Chairman
Sidney Hollander, Baltimore
Solomon Lowenstein, New York
William Rosenwald, Greenwich
William J. Shroder, Cincinnati
Edward M. M. Warburg, New York
Ira M. Younker, New York

May 1941

REPORT AND RECOMMENDATIONS OF COMMITTEE ON REFERENDUM

Following the Atlanta Meeting of the Board in February, a Committee was appointed by Sidney Hollander, President, to review the results of the Referendum and prepare a report and recommendations to be submitted to the Board of Directors at its next meeting.* Meetings of the Committee were held on April 10, May 1 and May 16. There was available a preliminary tabulation of ballots received by the Council, information on additional member agencies that had taken various other forms of action, and a considerable amount of correspondence from voting and non-voting member agencies and individual leaders expressing a point of view on various aspects of the proposed service. The preliminary tabulation and a digest of correspondence and results are attached as appendices to this report.

A special Committee of Tellers consisting of Messrs. Joseph Goldstein, Rochester, Kurt Peiser, Philadelphia and Donald Kaffenburgh, Hartford, has been appointed by the President to prepare a final tabulation of votes on the Referendum.

Introduction

As of May 1, 1941, it was reported that 140 agencies** in 113 cities had sent in ballots or had notified the Council office on the results of the vote taken or of other action in regard to the proposal. The agencies that have voted or have taken other specific action represent cities with an estimated total Jewish population of 4,036,582. The agencies in 52 cities that have not reported are located mainly in smaller centers of Jewish population. The Committee believes that a sufficiently large and representative number of member agencies have taken action or expressed views to enable the Board to reach valid conclusions on the services desired by them.

A majority of the agencies voting have approved Proposition 1 on the Referendum "That the Council establish a national advisory budget service for national and overseas organizations appealing to local communities for support, as set forth in the report of the Committee to Study National Budgeting Proposals (Items 3,4,5,6, - P.8) which recommends that the Council set up fact-finding and

* Members of the Committee are: Jacob Blaustein - Chairman, Solomon Lowenstein, William Rosenwald, William J. Shroder, Edward M.M. Warburg, Ira M. Younker, Sidney Hollander - Ex-Officio.

** The term "agency" refers to local federations and welfare funds; the term "organization" in this report is used for the national and overseas agencies' appeals to welfare funds.

advisory services under an appropriate committee." A number of the member agencies voting affirmatively, offered additional explanations on their attitudes on the kind of services desired. Similarly a number of the minority who disapproved of specific aspects of the proposal indicated the kind of services they would welcome as extensions of present Council services.

The United Jewish Appeal was reconstituted for 1941 while the vote on the Referendum was proceeding and only a small number of member agencies expressed themselves on Proposition 2 in the Referendum, for an initial study of the needs of the JDC, the UPA and the NRS in 1941. When the 1941 UJA was announced, our member agencies were informed that action on Proposition 2 was no longer necessary.

The results of the Referendum indicate that a majority of the member agencies that voted, want the Council to develop more intensive and analytical fact-finding services, with the evaluation of programs of the organizations appealing to welfare funds, leading to recommendations on the individual and relative needs of these organizations to be developed by a properly constituted national committee. Among the minority of our member agencies who voted negatively on the first proposition, a number expressed a desire for more intensive and analytical fact-finding but were dubious or opposed to adding evaluation of organization programs or of relative financial needs, especially for those organizations that are considered as basic movements or involve ideologies that are controversial in character.

The member agencies that voted favorably on the Referendum re-affirmed the recommendations of the Committee that the proposed budget services were to be advisory only. These agencies indicated that they will give due consideration to the studies and the suggestions in the regular processes of local welfare fund budgeting.

General Recommendations

On the basis of the vote and the additional suggestions from our member agencies, this Committee recommends that the Board of Directors take immediate steps to expand its present national advisory budget service as hereinafter set forth, under an appropriate committee of the Council. In order to meet the needs for service requested and mindful of the views of all the agencies which expressed themselves, the Council should proceed carefully and soundly. In recognition of the initial practical problems of procedure involved, it is recommended that an experimental service be developed for 1941.

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Specific Recommendations

We believe that the specific recommendations that follow meet the minimum requirements called for by the results of the Referendum.

(1) A Council Committee to be known as the National Advisory Budget Committee should be appointed by the president with the approval of the Board of Directors, consisting of not less than nine nor more than fifteen persons. This Committee shall have responsibility for all its studies, service in an editorial capacity, and approval^{of} all reports to be transmitted to member agencies. It shall have the authority to appoint sub-committees on specific organizations or fields of service, and to appoint advisory committees including representatives of organizations being studied.

(2) The present fact-finding and budgeting service of the Council* should be supplemented by such additional regular and special staff as may be required to conduct the services herein contemplated including research, accounting and clerical personnel. The approximate cost of such additional services, at the start, is estimated at \$12,500 to \$15,000 per year.

(3) Program for 1941

~~A. The National Advisory Budget Committee~~ should address itself in 1941 to an examination and analysis of the organizations engaged in overseas, Palestine or refugee service, that function in the same or related fields of service or that supplement or relate to the work of the UJA organizations; but this limitation shall not prevent the ~~National Advisory Budget Committee~~ from considering and reporting on the UJA agencies should necessity arise. The Council ~~advisory budget~~ ^{service} for 1941 shall work collatorally with, and supplement, the work of the Allotment Committee and the Inquiry of the UJA, and will at all times hold itself in readiness to cooperate with them.

* For a brief statement of present Council fact-finding and budgeting service, see page 5.

Agencies in other fields shall also be considered for study if staff resources are available.

Nothing herein contained shall limit the Council from furnishing the budgetary services heretofore rendered.

B. Subject to paragraph C, the fact-finding and analytical procedures to be undertaken will include:

- (a) Intensive examination of all basic financial records, including those of the ultimate spending organizations,
- (b) Collection of periodic service data for all organizations and subsidiaries,
- (c) Study and description of needs met by the organization and by other resources in the same field,
- (d) Examination of administrative and fund raising processes,
- (e) Examination of results of the services provided by organizations,
- (f) Efficiency in organization activities, overlapping of programs and other qualitative factors.

C. Reports issued ~~(on evaluations of)~~ ^{on agencies} organizations will be limited to analysis and descriptions of functional services, administration and fund raising procedures, the problems with which the organization deals, and the results of services rendered. ~~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. If as a result of the studies undertaken, the Committee concludes that it is possible to arrive at individual or relative budget evaluations, it shall so report to the Board of Directors of the Council.~~

(4) Program Beyond 1941

The National Advisory Budget Committee shall undertake to study all developments and progress made during 1941 and make recommendations to the Board of Directors of the Council on the program of service to be undertaken in 1942. It shall advise the Board on the values of its 1941 services, utilization by member agencies and other pertinent facts. It shall recommend to the Board the fields of work and organizations to be studied in 1942 and such extension of its functions in evaluations and budget recommendations to communities as may seem desirable.

Present Fact-Finding and Budgeting Service

For a number of years, the Council has been engaged in the development of a budget service for its member agencies. This reporting service on national and overseas organizations has been limited to the preparation of standard reports based upon financial audits and other available records of administration and service secured from the organizations. Items of income and expenditure have been classified and the scope and extent of organization operations are described. Where available, annual service statistics have been secured. The information is assembled in a condensed report consisting of statements believed to be factual and referred to an editorial committee of the Council for review prior to submission to our member agencies.

The Council has an arrangement with the Social Service Department of the Vaad Leumi of Palestine for direct reports, similar in character to our own, on the traditional educational and philanthropic institutions of Palestine. Reports received from this source are submitted directly to our member agencies without editing or revision. The JDC has made available to the Council information of a similar type of the yeshivoth and other traditional institutions of Eastern Europe which also are submitted directly to our member agencies without editing or revision.

The present budget reporting service of the Council includes some aspects of analysis and evaluation so far as these have been feasible within the limitations of the studies undertaken. Opinions are expressed on new appeals if they obviously duplicate existing efforts or if they are defective in organization or pursue unethical practices in fund raising or service programs. On a number of occasions, statements by Council officers, welfare fund leaders or major agencies such as the JDC and the UPA have been used as a basis for defining the validity of the appeals.

One field of service - that of institutions for the care of the tuberculous - was evaluated in 1938 as a joint project undertaken by the Council and the organizations. Expert information was secured on the needs for national and local Jewish hospitals in this field and recommendations made for adjusting the existing institutions to Jewish local and national needs.

REPORT OF THE TELLERS ON THE REFERENDUM VOTE

The Committee of Tellers on the Referendum, appointed by the President of the Council, Mr. Sidney Hollander, met on Friday, May 16, at the office of the Council and received all the ballots and information on votes taken by member agencies that had been received by the Council office. Using a preliminary tabulation of the material that had been prepared by the Council office as the basis, the Committee of Tellers scrutinized each ballot or information from member agencies and arrived at the following final tabulation.

The Committee reports that 62 agencies in 54 cities voted affirmatively for proposition No. 1 set forth in the ballot submitted to them. These agencies are entitled to a total of 141 votes based on the number of agencies and Jewish population as provided in the By-Laws of the Council. The population figures used were taken from the American Jewish Year Book for 1940-41, but were not verified by the Committee.

Included in the above tabulation are votes from Indianapolis and Jacksonville which were the result of action taken by those agencies after April 1, 1941. All of the other ballots were based on votes taken on or before April 1, 1941, excepting the United Jewish Welfare Fund of Stockton, California, which took action after April 1 and indicated its voting by telegram signed by the President and Secretary, not on the official ballot. The Committee, however, included these in the total tabulation above set forth. Also, Buffalo did not send in its vote on the official ballot but sent a letter signed by the President setting forth a resolution in favor of the proposition.

The Committee rejected the vote of the Jewish External Welfare Fund of Vancouver, B.C. because there is no clear indication that a vote had been taken by this agency.

The number of agencies which voted in the negative on proposition No. 1 is 57 in 53 cities. These agencies are entitled to a total of 127 votes. One agency, the Federation of Jewish Charities of Little Rock sent in their ballot on April 9. The ballot from the Essex County Council of Jewish Agencies of Newark, N.J. was not received by the Council office until May 15, 1941, although it appears from the ballot that the vote was taken on March 31, 1941.

The following three agencies sent letters indicating their negative vote - Jewish Federation of Social Service and United Jewish Council of Dayton, Ohio and the Jewish Welfare Association of Spokane, Washington.

The Committee rejected the ballot of the Jewish Welfare League of Canton, Ohio because of its failure to pay dues to the Council for the past five years. The By-Laws of the Council provide that "agencies which are in arrears in the payment of dues for a period of two years or more shall be deprived of representation at the General Assembly."

In computing the tabulation - the number of votes given to Detroit was 4 instead of 6. From information given to the Committee, it appears that Detroit has only one member agency in the Council and as such is entitled to 2 votes plus 2 additional votes for population.

We have not examined the comments or letters which came from those cities and agencies that did not vote, but considered the referendum and made a report to the Council. These should be considered by the Board. Additional information on the agencies which did not vote or from which no information was received is set forth in the tables included in the Report.

Respectfully submitted,
Joseph Goldstein, Rochester
Donald Kaffenburgh, Hartford
Kurt Peiser, Philadelphia

Committee of Tellers
May 16, 1941

At the meeting on May 17, the Board took the following actions:

1. Watertown, N.Y., Centralia, Wash., Canton Jewish Welfare League and Vancouver External Welfare Fund were eliminated -- the first two because of discontinuance of membership, the third on non-payment of dues since 1936, the fourth because of the ballot already cast by the Jewish Administrative Council.
2. Tellers' action approved in including the three agencies which voted after April 1, and in not counting cities such as Cincinnati, which had acted on a compromise proposal, not specifically on the Referendum proposal.
3. Received information that a number of agencies had taken action on Referendum without advising Council of results of such action. Decided to limit official Referendum tabulation to action taken by member agencies and received by the Council in time for action by the Tellers' meeting on May 16.
4. Accepted the report and count of the Tellers Committee as originally submitted.

Tabulation of Voting and Summary of Other Actions and
Comments on the Referendum Proposals

At the General Assembly of the Council held at Atlanta February 1, 2 and 3, 1941 the Committee on the Study of National Budgeting Proposals submitted its Report, recommending to member agencies the establishment of a national advisory budget service in relation to local budget processes. A Minority Report was presented by Mr. Henry Montor, recommending increased fact-finding services but opposing evaluation of agency needs and programs.

At the meeting of the Board of Directors of the Council on February 1, 1941 the Committee Report was approved and referred to the Assembly for action the following day with the recommendation that the Committee and Minority Reports be submitted to the member agencies of the Council for a referendum vote through an appropriately constituted questionnaire, to be completed April 1, 1941. These motions were adopted by the Board of Directors with a vote of 17 to 5.

At the meeting of the Board of Directors on February 2, a committee was appointed to draft the questionnaire and carry on the referendum process, consisting of the President of the Council, Chairman of the Board, Chairman of the Committee to Study National Budget Proposals. These individuals were given authority to add other persons to the Referendum Committee. The members of the Committee are Mr. Jacob Blaustein, chairman, Solomon Lowenstein, William Rosenwald, William J. Shroder, Edward M.M. Warburg, Ira M. Younker, with Sidney Hollander ex-officio.

The Committee prepared the referendum ballot which, with a letter of transmittal, was sent out officially to all member agencies of the Council on February 26th. Accompanying the ballot were: 1) copies of the Report of the Committee on the Study of National Budgeting Proposals which had been approved by the Council's Board of Directors, 2) the Minority Report submitted by Mr. Montor and 3) a list of member agencies and the number of votes to which each is entitled which had been prepared for the use of the General Assembly.

Mr. Jacob Blaustein, Mr. William Rosenwald, the co-chairmen of the Committee, Mr. Sidney Hollander, president and Mr. William J. Shroder, chairman of the Board of Directors, each prepared individual letters or statements on the referendum, which were mailed to our member agencies and to key leaders in our member agency cities. The staff of the Council was asked to prepare a general statement setting forth the development of the proposal for budgetary service and other relevant facts, which was sent out in a document entitled "Facts - A Manual for Discussion". A committee on the referendum in opposition to the proposals of the Majority Report had been established independently of the Council, and had sent letters and material to a large number of individuals in our member agency cities, urging them to vote against the proposal.

On March 21, 1941, the executive director of the Council sent out a reminder to member agencies from whom replies on the Referendum had not yet been received.

Action on Referendum (see Table I)

(Corrected as of May 18, 1941 on basis of decisions of
Committee of Tellers)

X A close check of member agencies entitled to vote resulted in a list of 198 eligible agencies in 167 cities. This includes two cities with small Jewish population -- Watertown, N.Y. and Centralia, Washington -- which were members of the Council at the time of the General Assembly but subsequently dropped their membership, Watertown voted against the referendum; Centralia did not vote but the president of the Centralia organization indicated that his agency would approve the Referendum if they were continuing as a member agency of the Council. These two agencies have not been included in the present tabulation.

In the tabulations, votes were assigned according to the provisions of the Council By-Laws as follows:

(1) Agencies having two votes were assigned these values as indicated in the original list.

(2) Single agencies in cities entitled to credits for population have been tabulated on the basis of the most recent estimates of Jewish population as reported in the American Jewish Year Book for 1940-41.

(3) With two member agencies in one city, both voting, we have credited each agency with two votes plus one-half of the extra votes available on the basis of population.

(4) Where only one agency of two eligible agencies voted, it has been credited with the two votes to which it is entitled, plus the credit for population.

One hundred and twenty-one member agencies in 105 cities voted and sent in their ballots or informed the Council office of such vote. In 97 cities, all of the eligible agencies, numbering 113, voted on the Referendum. In 8 cities with 16 member agencies, one agency voted and the other did not. Eleven agencies in 8 cities did not vote directly on the ballot, but informed us that the proposal had been discussed and the agency had tabled the Referendum or had decided not to vote. (See Table I.) A number of agencies indicated their points of view in special resolutions or letters.

Affirmative Votes - (see Table II)

X In 49 cities all eligible member agencies (58) voted affirmatively. In three cities, one member agency voted favorably, the other did not. In two cities, one of the two eligible member agencies voted affirmatively with the other agency voting negatively. Ballots have been received from 59 agencies in 51 cities voting on April 1 or before. Two additional agencies in 2 cities voted after April 1. Two agencies in 2 cities sent a confirming letter or telegram but did not submit a formal ballot.

Sixty-three agencies that voted affirmatively have an estimated total of 143 voting points, including the two agencies with 4 votes that took action after April 1. (Ballots have been received for 61 agencies in 53 cities with 139 votes.) In addition 2 agencies with 4 votes reported affirmative action but sent no ballot. (See Table II attached)

62 / 58
3
1
62
58
4
5

(b) The more enlightened the local community can become concerning the organizations which it supports, the more effective will be the results of campaigns for funds.

(c) A compendium of facts which is not analyzed or interpreted by a competent group which has undertaken the entire process of fact-finding and analysis would have limited value to a local budget committee. Local budget committees want to know what the data mean to a competent impartial group that has studied the facts more closely than is possible in most local communities.

(d) A national budget service will serve to promote local unity and eliminate much of the friction and competition between local partisan groups.

On the Negative Side

Many of those who voted negatively emphasized the fact that they accepted the recommendations of the Minority Report, asking the Council to increase and intensify its fact-finding services but to avoid the process of evaluation or recommendations on relative needs of organizations. They expressed doubts on the ability of a national committee to be non-partisan in weighing the programs of varying and often controversial causes. On the other hand, many of those who replied to a special letter sent out by the executive director, were in favor of national budgeting if undertaken by the national organizations combining into group appeals. So far as we can ascertain, the reason for the acceptance of national budgeting by the organizations themselves, and the disapproval of advisory recommendations from a national committee set up by the Council, depend upon the following arguments:

(a) National budgeting arrived at cooperatively by national organizations with participation of neutral members representing welfare funds is a guarantee that the leaders of national organizations have safeguarded the interests of the local partisans and supporters of these causes.

(b) A committee set up by the Council presumably would work independently of the representatives of the national and overseas causes. It is questioned that conclusions reached by such a committee would have the approval of the national and overseas organizations. Doubts were also expressed on the ability of the Council to establish a committee which would be representative of the national causes and their local supporters and partisans.

TABLE I. SUMMARY OF REFERENDUM ACTION

<u>Action Taken by April 1, and After</u>	<u>Number of Votes</u>	<u>Number of Agencies</u>	<u>Number of Cities</u>	<u>Jewish Population</u>
Affirmative Action - Ballot by April 1	135	59	51	1,844,776(c)
Affirmative Action - Ballot after April 1	4	2	2	15,670
Affirmative Action Reported - No Ballot	<u>2</u>	<u>1</u>	<u>1</u>	<u>1,235</u>
Total Affirmative Reports	<u>141(b)</u>	<u>62(b)</u>	<u>54(a)</u>	<u>1,861,681(c)</u>
Negative Action - Ballot by April 1	115	52	49	720,885(c)
Negative Action - Ballot after April 1	2	1	1	2,500
Negative Action Reported - No Ballot	<u>10</u>	<u>4</u>	<u>3</u>	<u>95,678</u>
Total Negative Votes	<u>127(b)</u>	<u>57(b)</u>	<u>53(a)</u>	<u>819,063(c)</u>
No Votes but Reported Action (d)	32	11	8	1,257,868
No Votes from Second Agency in Voting City	<u>16</u>	<u>8</u>	<u>8</u>	<u>430,420</u>
Total Reporting Agencies	<u>316</u>	<u>139</u>	<u>113(b)</u>	<u>4,037,582(b)</u>
No Votes or Information as of May 18, 1941	<u>114</u>	<u>56</u>	<u>52</u>	<u>233,973(b)</u>
Totals - All Agencies	<u>430(e)</u>	<u>195(e)</u>	<u>165(f)</u>	<u>4,271,555(e)</u>

- (a) Includes Los Angeles and Bridgeport with divided votes of two member agencies.
 (b) Unduplicated Count.
 (c) Does not include population figures for Los Angeles and Bridgeport.
 (d) Action includes Tabling, deciding to take no action or special resolution.
 (e) Does not include Jewish Welfare League, Canton (see Report of Tellers).
 (f) Does not include Centralia, Wash., and Watertown, N.Y., who discontinued membership after February 1, 1941.

TABLE II. AFFIRMATIVE ACTION ON REFERENDUM

<u>City and Agency</u>	<u>Date Voted</u>	<u>No. of Votes</u>	<u>Jewish Population*</u>
<u>1. Agency Votes on or Before April 1</u>			
Alexandria, Jewish Welfare Federation	3-27	2	585
Altoona, Federation of Jewish Philanthropies	3-28	2	1,800
Atlanta, Jewish Welfare Fund	3-25	2	12,000
Federation for Jewish Social Service	3-26	2	
Atlantic City, Federation of Jewish Charities	2-27	2	12,800
Baltimore, Associated Jewish Charities	3-13	4(a)	73,000
Bridgeport, Jewish Welfare Bureau and Children's Society	3-10	2	13,765
Buffalo, Jewish Federation for Social Service	2-10	3	21,880
Butler, Jewish Community Chest	3-27	2	325
Chattanooga, Jewish Welfare Federation	3-18	2	3,800
Chicago, Jewish Welfare Fund	3-20	4	370,956
Jewish Charities	3-31	4	
Dallas, Jewish Federation for Social Service	3-31	2	10,400
Davenport, Jewish Charities	3-28	2	710
Des Moines, Jewish Welfare Fund	3-6	2	4,000
Erie, Jewish Community Council	3-25	2	1,900
Evansville, Jewish Community Council	3-25	2	1,765
Fargo, Fargo Jewish Community	2-28	2	473
Fresno, Jewish National Welfare Fund	3-31	2	935
Hamilton, United Jewish Welfare Fund	3-?	2	3,000
Hammond, United Jewish Appeal	4-1	2	1,930
Helena, Federated Jewish Charities	3-7	2	220
Kansas City, Jewish Welfare Federation	3-2	2 $\frac{1}{2}$	28,100
United Jewish Charities	3-13	2 $\frac{1}{2}$	
Lima, Allied Jewish Appeal	3-?	2	420
Lincoln, Jewish Welfare Federation	3-5	2	1,200
Los Angeles, Federation of Jew. Welfare Orgs.	4-1	3	85,205
Memphis, Jewish Welfare Fund	3-26	2	13,350
Minneapolis, Federation for Jewish Service	3-6	3	20,700
Monroe, United Jewish Charities of N.E. La.	3-28	2	520
Montgomery, Jewish Federation	3-10	2	2,400
Nashville, Jewish Community Council	3-30	2	4,200
New Orleans, Jewish Welfare Fund	3-27	2	8,700
Jewish Charitable & Educ. Fed.	3-27	2	
New York, Fed. for the Support of Jew.Phil.Soc.	3-31	6	1,092,355
Oakland, United Jewish Welfare Fund	3-27	2	8,669
Jewish Federation	3-27	2	
Peoria, Jewish Welfare Fund	3-3	2	1,570
Richmond, Jewish Community Council	3-26	2	7,500

TABLE II. (Cont.)

<u>City and Agency</u>	<u>Date Voted</u>	<u>No. of Votes</u>	<u>Jewish Population*</u>
1. <u>Agency Votes on or Before April 1 (Cont.)</u>			
Sacramento, United Jewish Welfare Fund	3-31	2	1,225
Saginaw, Jewish Welfare Federation	3-25	2	475
St. Louis, Jewish Federation	3-24	3	51,000
Jewish Welfare Fund	3-24	3	
Salt Lake City, United Jewish Council	3-2	2	2,535
San Antonio, Jewish Social Service Federation	3-27	2	6,900
San Diego, United Jewish Fund	3-6	2	3,000
San Francisco, Jewish National Welfare Fund	3-11	2 $\frac{1}{2}$	40,900
Federation of Jewish Charities	3-14	2 $\frac{1}{2}$	
San Jose, Jewish Welfare Fed. and Community Council	3-27	2	580
Seattle, Federated Jewish Fund	3-24	2	14,500
Jewish Welfare Society	3-?	2	
Sheffield, Muscle Shoals Federated Charities	3-9	2	110
Vancouver, Jewish Administrative Council	3-10	2	2,220
Vicksburg, Jewish Welfare Federation	2-28	2	378
Virginia, Federation for Jewish Service	3-18	2	135
Wichita, Mid-Kansas Jewish Welfare Federation	3-17	2	1,315
Williamsport, Federation of Jewish Charities	3-26	2	825
Wilmington, Jewish Federation of Delaware	3-20	2	6,200
Winston-Salem, Jewish Community Council	3-27	2	315
<u>Sub-Total for 59 Agencies in 51 Cities</u>		<u>135</u>	<u>1,844,776(b)</u>
2. <u>Agency Votes After April 1</u>			
Indianapolis, Jewish Federation	4-3	2	10,850
Jacksonville, Jewish Community Council	4-2	2	4,820
<u>Sub-Total for 2 Agencies</u>		<u>4</u>	<u>15,670</u>
3. <u>Information from Agency but No Ballot</u>			
Stockton, National Jewish Welfare Fund	After 4-1	2	1,235
<u>GRAND TOTAL FOR 62 AGENCIES IN 54 CITIES</u>		<u>141</u>	<u>1,861,681(b)</u>

* Represents area covered by the agency; figures for 1937 as given in American Jewish Year Book for 1940-1941.

(a) Only one agency in the city voted; the voting agency therefore credited with the additional votes available to the city on the basis of Jewish population.

(b) Exclusive of population of two cities in which one agency voted favorably and one voted unfavorably (98,970); Bridgeport - 13,765; Los Angeles - 85,205.

TABLE III. NEGATIVE ACTION ON REFERENDUM

<u>City and Agency</u>	<u>Date Voted</u>	<u>No. of Votes</u>	<u>Jewish Population*</u>
<u>1. Agency Votes on or Before April 1</u>			
Albany, Jewish Community Council	3-18	2	9,400
Albuquerque, Federation of Jewish Charities	3-18	2	450
Asheville, Federated Jewish Charities	3-12	2	950
Bayonne, Jewish Community Council	2-24	2	12,900
Bridgeport, Jewish Community Council	2-10	2	13,765
Camden, Federation of Jewish Charities	3-26	2	8,600
Canton, Jewish Welfare Fund	3-24	2	4,200
Columbus, United Jewish Fund	3-18	2	9,250
Detroit, Jewish Welfare Federation	3-25	4	92,645
Duluth, Jewish Welfare Federation	3-6	2	3,700
Easton, Jewish Community Council	3-26	2	1,800
Fitchburg, Jewish Community Council	3-27	2	795
Fort Wayne, Jewish Federation	2-27	2	1,960
Harrisburg, United Jewish Community	3-20	2	4,900
Holyoke, United Jewish Appeal	3-4	2	1,870
Joplin, Jewish Welfare Fund	2-24	2	275
Johnstown, United Jewish Appeal	3-3	2	1,300
Knoxville, Federation of Jewish Charities	3-10	2	1,700
Los Angeles, Jewish Community Council	3-26	3	85,205
Louisville, Jewish Welfare Federation	3-27	2	13,800
Conference of Jewish Organizations	3-30	2	
Lowell, United Jewish Appeal	3-24	2	2,420
Madison, Jewish Welfare Fund	3-25	2	1,350
Miami, Greater Miami Jewish Federation.	3-31	2	8,900
Milwaukee, Jewish Welfare Fund	3-6	3	29,600
New Bedford, Federation of Jewish Organizations	3-6	2	4,520
New Haven, Jewish Community Council	3-26	3	24,700
Newburgh, United Jewish Charities	3-6	2	2,220
Omaha, Federation for Jewish Service	3-14	2	11,500
Philadelphia, Allied Jewish Appeal	3-31	5(a)	293,000
Pittsburgh, Federation of Jewish Philanthropies	3-13	3	52,000
United Jewish Fund	3-13	3	
Portland, Oregon Jewish Welfare Fund	3-11	2	10,700
Reading, Jewish Community Council	4-1	2	3,000
Rochester, United Jewish Welfare Fund	3-31	3	23,400
Rockford, Federation of Jewish Charities	3-11	2	720
Rock Island, United Jewish Charities	3-20	2	1,900
St. Paul, Jewish Welfare Association	2-19	2	14,000
United Jewish Fund	3-5	2	
Schenectady, United Jewish Appeal	3-10	2	3,750
Sharon, United Jewish Appeal of Shenango Valley	3-10	2	585
Sioux City, Federation of Jewish Social Service	3-3	2	3,500
Springfield, Mass., Jewish Welfare Fund	3-20	2	12,270

Table III (Cont.)

<u>City and Agency</u>	<u>Date Voted</u>	<u>No. of Votes</u>	<u>Jewish Population*</u>
Steubenville, Jewish Community Council	2-11	2	1,000
Tacoma, Federated Jewish Fund	2-27	2	900
Trenton, Jewish Federation	3-10	2	9,650
Troy, United Hebrew Charities	3-24	2	3,120
Tulsa, Jewish Community Council	2-10	2	2,850
Utica, Jewish Community Council	3-10	2	3,650
Warren, O., Jewish Federation	2-17	2	635
Washington, Jewish Community Council	3-5	2	18,350
Wilkes Barre, Wyoming Valley Jewish Committee	3-19	2	6,200
<u>Sub-Total for 52 Agencies in 49 Cities</u>		<u>115</u>	<u>720,885(b)</u>
2. <u>Agency Votes After April 1</u>			
<u>Little Rock, Federation of Jewish Charities</u>	<u>4-9</u>	<u>2</u>	<u>2,500</u>
3. <u>Information from Agency but No Ballot</u>			
Dayton, Jewish Federation for Social Service	4-1	2	5,000
United Jewish Council	3-?	2	
Newark, Essex County Council of Jewish Agencies	3-26	4	89,470
Spokane, Jewish Welfare Association	3-26	2	1,208
<u>Sub-Total for 4 agencies in 3 cities</u>		<u>10</u>	<u>95,678</u>
GRAND TOTAL - 57 AGENCIES IN 53 CITIES		127	819,063(b)

* Represents area covered by the agency, figures for 1937 as given in the American Jewish Year Book for 1940-1941.

(a) Only one agency in the city voted; we therefore credited the voting agency with the additional votes available to the city on the basis of Jewish population.

(b) Exclusive of population of two cities in which one agency voted favorably and the other voted unfavorably (98,970): Bridgeport - 13,765; Los Angeles - 85,205.

TABLE IV A. CITIES IN WHICH ONE OF THE TWO ELIGIBLE AGENCIES DID NOT VOTE

<u>City and Agency</u>	<u>No. of Votes Allowed</u>	<u>Jewish Population*</u>
Baltimore, United Jewish Appeal	2 (a)	73,000
Columbus, Jewish Welfare Federation	2	9,250
Hamilton, Ont., The Jewish Social Services	2	3,000
Philadelphia, Federation of Jewish Charities	2 (a)	293,000
Portland, Federated Jewish Societies	2	10,700
Springfield, Mass., Jewish Social Service Bureau	2	12,270
Washington, United Jewish Appeal	2	18,350
Indianapolis, Jewish Welfare Fund	2 (b)	10,850
<u>8 Agencies in 8 Cities</u>		<u>(430,420)</u>

(a) The voting agency was credited with the additional votes available to the city on the basis of population.

(b) This agency tabled the referendum on 4/3.

* Represents area covered by the agency; figures for 1937 as given in American Jewish Year Book for 1940-1941.

TABLE IV B. CITIES AND AGENCIES THAT DID NOT VOTE BUT CONSIDERED THE REFERENDUM AND MADE A REPORT TO THE COUNCIL

<u>City and Agency</u>	<u>Date of Consideration</u>	<u>No. of Votes Allowed</u>	<u>Jewish Population*</u>
Boston, Associated Jewish Philanthropies	NR	3	130,330
United Jewish Campaign	NR	3	
Brooklyn, Bklyn. Federation of Jew. Charities	3-31	6	974,765
Cincinnati, Jewish Community Council	4-2 (a)	2½	21,800
United Jewish Social Agencies	4-9 (a)	2½	
Cleveland, Jewish Welfare Fund	3-13	3	91,073
Jewish Welfare Federation	3-13	3	
Hartford, Jewish Welfare Fund	3-19	3	24,680
Houston, Jewish Community Council	3-19	2	13,500
Waco, Jewish Federated Charities	3-27	2	1,150
Butte, Jewish Welfare Chest	4-?	2	570
<u>11 Agencies in 8 Cities</u>			<u>(1,257,868)</u>

(a) Special resolution passed.

* Represents area covered by agency; figures for 1937 as given in American Jewish Year Book for 1940-1941.

NR Not Reported.

TABLE IV C. CITIES IN WHICH NO ACTION WAS TAKEN OR NO INFORMATION RECEIVED PRIOR TO MAY 18, 1941*

<u>City and Agency</u>	<u>No. of Votes Allowed</u>	<u>Jewish Population**</u>
Akron, Jewish Federation	2	8,400
Jewish Welfare Fund	2	
Allentown, United Jewish Campaign	2	3,000
Bakersfield, United Jewish Welfare Fund of Kern County	2	425
Bay City, Northeastern Michigan Jewish Welfare Federation	2	770
Binghamton, Jewish Community Council	2	2,900
Birmingham, United Jewish Fund	2	5,300
Brockton, United Jewish Appeal	2	3,900
Corpus Christi, Jewish Welfare Fund	2	645
Cumberland, Jewish Community Fund	2	820
Edmonton, Alb., Jewish Federation	2	1,057
El Paso, Jewish Federation	2	2,250
Elgin, Jewish Welfare Chest	2	565
Flint, Federation of Jewish Charities	2	1,700
Fort Worth, Jewish Federation	2	2,200
Galveston, United Jewish Welfare Association	2	1,200
Gary, Jewish Welfare Federation	2	2,450
Huntington, Federated Jewish Charities of Huntington, Inc.	2	810
Joliet, Jewish Welfare Chest	2	590
Lafayette, Federated Jewish Charities	2	300
Lancaster, Organized Jewish Charities	2	1,700
Lansing, Federated Jewish Charities	2	500
*Long Beach, Cal., United Jewish Welfare Fund	2	2,570
Middletown, N.Y., United Jewish Appeal	2	950
*Niagara Falls, Jewish Federation	2	1,200
Norfolk, United Jewish Fund	2	8,500
Passaic, Jewish Community Council	2	12,496
Petersburg, United Jewish Community Fund	2	393
*Pontiac, Federated Jewish Charities	2	550
Providence, Jewish Federation for Social Service	3	23,800
Raleigh, Federated Jewish Charities	2	334
Riverside, Riverside County Jewish Joint Distribution Com.	2	150
Roanoke, United Jewish Appeal	2	470
Salem, O., Jewish Federation	2	50
Santa Ana, United Welfare Fund of Orange County	2	315
Savannah, United Jewish Appeal	2	3,900
*Scranton, United Jewish Appeal	2	9,800
Jewish Federation	2	
*Selma, Jewish Welfare Fund	2	325
*Sheboygan, Federated Jewish Charities	2	1,000
Sioux Falls, Jewish Welfare Fund	2	425
South Bend, Jewish Welfare Fund of St. Joseph Valley	2	2,850

<u>City and Agency</u>	<u>No. of Votes Allowed</u>	<u>Population**</u>
Syracuse, Jewish Welfare Federation	2	14,500
Toledo, United Jewish Fund	2	10,500
Jewish Federation	2	
Toronto, United Jewish Welfare Fund	2 $\frac{1}{2}$	46,751
Federation of Jewish Philanthropies	2 $\frac{1}{2}$	
Tyler, Federated Jewish Charities	2	650
*Waterbury, Jewish Federated Appeal	2	5,800
West Palm Beach, Federated Jewish Charities	2	500
Wheeling, Jewish Community Council	2	1,150
Windsor, Ont., United Jewish Welfare Fund	2	2,517
Winnipeg, Jewish Welfare Fund	2	17,660
Worcester, Jewish Welfare Fund	2	13,350
York, Jewish Organized Charities	2	935
Youngstown, Jewish Federation	2	8,650
<u>56 Agencies in 52 Cities</u>		<u>233,973</u>

* Information subsequently received on action of agency on referendum.

** Represents area covered by the agency; figures for 1937 as given in American Jewish Year Book for 1940-1941.

C
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COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS
165 West 46 Street, New York, N.Y.

June
23rd
1941

Rabbi Jonah B. Wise
Rabbi Abba Hillel Silver
National Co-Chairmen
United Jewish Appeal
342 Madison Avenue
New York, N. Y.

Gentlemen:

We understand that the JDC and the UPA have each named their representatives to the Allotment Committee of the UJA. We presume that the next step is the naming of the neutral members to represent the Jewish welfare fund communities. We should be very happy to cooperate with you in the selection of the proper representative and I will be very pleased to attend any meeting called for the purpose. If I am not available, I should like to have Mr. H.L.Lurie, our executive director, attend.

With kindest regards, I am

Sincerely yours,

(signed) Sidney Hollander

SIDNEY HOLLANDER
President

UNITED PALESTINE APPEAL

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

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

165 West 46th Street
New York City

June 23, 1941

Rabbi Abba Hillel Silver, Chairman
United Palestine Appeal
41 East 42nd Street
New York, New York

Dear Rabbi Silver:

I have your letter of June 16th reporting the action of your Executive Committee on June 6th.

First let me assure you that I appreciate the objective tone which you bring to this discussion of referendum procedure and the Council Board action. It is a great relief after the invectives and vituperation leveled at the Council in the recent campaign, - a campaign directed, in some instances, I regret to say, by persons who are responsible officers of the UPA. I know that you were not personally responsible for such prejudiced attacks, and that your desire, as mine, is to clear up such misconceptions and misunderstandings as may now prevail.

As to the specific questions that you raise, let me refer you to a letter that our Executive recently sent to one of our member agencies covering these points. If after reading this, there still remains any issue not fully resolved, please feel free to call on us again for such additional information as you may desire.

As to the referendum: Laying aside for the moment any question of "majority" or "minority", it brought out clearly that there was a decided difference of opinion among Jewish communities as to the wisdom of establishing at this time evaluative judgments and determinations of campaign goals that many of the COUNCIL member agencies have for years been requesting. There was, however, a nearly unanimous demand that such studies and examinations as have been developed by the COUNCIL in the past years be expanded and made more meaningful. Since that seemed to be the "lowest common denominator" of practically all our members' views, the program recommended to the COUNCIL by its special committee was built primarily around that concept. Admittedly this was not fully responsive to the wishes of agencies desiring a more extensive program, but the COUNCIL for the reasons stated, felt that the wisest course would be to follow a conservative policy. In view of that, I am at a loss to understand your own doubts as to that decision. Had you been present at our meeting, and participated in the discussions, I feel certain that your own decision would have coincided with ours.

As to the implication you raise as to what the COUNCIL may determine in 1942, I think that again you have unintentionally misconstrued our decision. What we had in mind was that it would be unwise at this time even to suggest our future course. The services we develop may not prove especially helpful, in which case they would be discontinued or modified. Unpredictable events affecting domestic or overseas activities may change completely present attitudes. So the results of any services we develop must be reconsidered by the COUNCIL from time to time, and changing views must govern their future direction. (Certainly nothing was farther from our mind that using our recent decision as a subterfuge for cloaking future action.

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

We believe that your considered judgment on the studies now planned will find nothing that can in any way interfere with the legitimate aspirations of any responsible Jewish organization. No group supporting any national program, nor any Jewish community need fear that any prerogative is being assumed by the Council which should properly rest in local communities, or in national or overseas causes receiving community support. Under no circumstances would the COUNCIL usurp the functions of any local budgeting committee in determining proper grants. I cannot too strongly emphasize that! The full assumption of local responsibilities by autonomous local communities is a goal the COUNCIL had advocated from the very inception. We believe that it is still a sound basic policy. The more I consider this whole "issue", the more convinced I am that a simple service for our members has been magnified into an illusion of major conflict between local welfare funds and the national agencies they support; actually, nothing more is here involved than a natural development of ~~existing~~ budgeting services to the extent believed to coincide most closely to the expressed wish of our members.

The Board went on record specially that the factual and analytical reports by the Council will not offer specific recommendations on the amount to which any agency is entitled; they will not express judgments on the relative needs of agency programs, nor whether one agency has a more important or more compelling need for funds than another; they will be confined to an analysis of programs and finances and certainly will not duplicate the work of the existing Inquiry of the UJA.

Your letter stated that if your interpretation of the Council's action is correct, you must decline to cooperate with it further. I hope the UPA will not take any such step. It could only be interpreted as meaning that your Executive Committee is determined to control the measure of service the local communities will be permitted to receive. After all, the Council has no existence apart from the welfare funds and federations which constitute its membership, so that an attack on the COUNCIL is an attack on the local federations and welfare funds themselves. That would be as regrettable as it is unnecessary.

I have the greatest respect for the causes you represent, as have our member agencies, all of whom earnestly wish to cooperate with the UPA and to support its important program for Jewish welfare. But we must make clear -- as we would if any other organized Jewish program presented us with a similar ultimatum -- that the Council must be guided in its decisions and in its actions by the wishes of its member agencies.

I cannot honestly see any grounds upon which the UPA can withdraw from cooperative relationships with the association of Jewish federations and welfare funds in this country that has proven so beneficial to all Jewish causes. I therefore respectfully suggest that your Executive Committee reconsider its recent action which is clearly based on a misunderstanding of the facts and a distorted view of the implications of the Council's position.

UNITED PALESTINE APPEAL

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

- 3 -

I am hopeful that this letter will convince you that no basic difference exists between the purposes of your agency and those of the COUNCIL, just as I am convinced that your own views and mine on this issue are not far apart. But if there still remain any doubts as to the nature of the program the COUNCIL has adopted, I believe they can easily be resolved by personal discussions. I would welcome an opportunity for a few of us to meet and in all good temper to examine together our common purposes.

With kindest personal regards, I am

Sincerely yours,

(signed)

Sidney Hollander

President

SH:as
Encl.

COOPY

UNITED PALESTINE APPEAL

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

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

165 West 46th Street
New York City

June 13, 1941

Mr. Samuel Weingarten, Secretary
Jewish Community Council of Schenectady
300 Germania Avenue
Schenectady, New York

Dear Mr. Weingarten:

I have your letter of June 12th reporting on the action taken by your Jewish Community Council. It is very disheartening that there has been so much distortion and such reckless and irresponsible statements circulated on the action taken by our Board of Directors. We do not understand the motives for this apparent desire to place the Council in an unfavorable light and to risk introducing divisive forces into the American Jewish communities. We have carefully considered all of the points made in the discussion and we cannot imagine the reasons for this unethical propaganda on the part of one organized faction in Jewish life.

We have no desire, in the Council, to prolong the controversy, but rather to develop the type of services that our member agencies want, and to let the country judge the character of the services and the Council not by our statements but by the results. However, on account of the action that you have taken, I think that your Jewish Community Council is entitled to the facts on the charges that have been made by the opposition group. I have set these forth in the form of questions and answers.

I. (Q) That the Council, in spite of considerable opposition, proceeded to put the basic proposals of the Referendum into effect?

(A) This is not true. The Board was mindful of the opposition viewpoints and therefore undertook only a very limited extension of the present services of fact finding and reporting which the Council has had, in effect, since its inception. The opposition said repeatedly that if favored extending our fact finding and analysis of agencies. Rabbi Abba Hillel Silver, one of the leaders of the opposition, has repeatedly emphasized this as his point of view and in fact, urged our Cleveland member agency to increase support of the Council to help initiate these additional fact finding services. The Board did not undertake to carry out any of the processes of evaluation which were strenuously opposed by the opposition. We will not, in 1941, whatever may be the results of our studies, announce any recommendations on the campaign goals which national and overseas agencies are seeking or make qualitative comparisons, in budgetary terms, between the values of individual agency programs.

II. (Q) Should the Council have accepted completely the views of the opposition, and have disregarded the wishes of the member agencies who favored the full program?

(A) This is an impossible position and the Council, as a service agency, must respond to the wishes expressed by so considerable a proportion of its members. The actions taken by the Council are limited and have

UNITED PALESTINE APPEAL

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

tried to find the middle ground between all views expressed, and actually many of the agencies that voted for the proposal feel that we have ignored their wishes in the matter or have met them in a very inadequate fashion.

III. (Q) The Board took advantage of technical details or manipulated the returns in such a way as to make it appear that a majority of the member agencies were in favor of the proposal?

(A) This is a contemptuous and unworthy attack on the Council. Following is a detailed explanation on some of the points raised.

(1) Who counted the votes? Our president, Sidney Hollander, appointed a Tellers Committee consisting of Joseph Goldstein of Rochester, chairman, Kurt Peiser of Philadelphia and Donald Kaffenburgh of Hartford. This Committee reviewed all of the ballots and were given all other communications and letters which had been received by the Council office. They were also informed, in accordance with our records, that there were 8 cities with 11 agencies that had not voted directly on the Referendum but had reported to the Council either that they had tabled the Referendum or had passed a resolution without taking specific action on the ballot; and that there were 56 member agencies in 52 cities from whom no ballot or direct communication had been received. The Tellers were advised of reports that several of these agencies had voted.

(2) The count made by the Tellers. After reviewing all of the information, the Tellers decided to count actual ballots and also all letters or telegrams without ballots which reported that a definite vote had been taken on the Referendum. They decided to accept ballots or communications of action taken after April first, the closing date of the Referendum. The Committee rejected the vote of one of the agencies in Vancouver which had voted affirmatively and the vote of the Jewish Welfare League of Canton which had voted negatively. They decided, on the basis of the provisions of the By-laws, to record a vote of 141 in favor and 127 in opposition to the proposal. They asked that the Board be guided in its actions by all other expressions of opinion available in the assembled material.

(3) Objection has been voiced because votes of Canadian cities were included. Eight Canadian cities are member agencies of the Council. All of them conduct welfare funds, including such agencies as the JDC, ORT, HIAS and Palestine agencies that are beneficiaries of American welfare funds. They have a right, as member agencies of the Council, to express an opinion. Only two of them, Hamilton, Ontario and Vancouver, took definite action.

(4) The dispute over Cincinnati. The action in Cincinnati was not counted as a technical vote but the action taken by the Council Board was, in many respects, the same as those desired by Cincinnati. The Cincinnati resolution follows:

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NEW YORK, N. Y.

"The fact-finding service of the Council should be greatly augmented and adequate funds provided for its work. A committee should be appointed to supervise these activities, which would include the right to send auditors from the Council, to make thorough and complete studies of every organization appealing to welfare funds. A complete detailed analysis of the financial statement and program of activities of each organization should be scrutinized carefully by this committee with the assistance of its auditors and experts. At the present time, the Council does not engage in this type of elaborate investigation, and much could be gained therefrom of advantage to all communities. The information thus gathered by the Council would be made available to member agencies.

"Furthermore, no evaluation of the program or objectives of any organization or institution should be attempted by this committee. At some future time a full report should be made indicating the degree of success that this expanded fact-finding body has had, and at that time the issue of evaluation should be voted as a separate consideration. Until such time, no organization shall have its ideology questioned by this committee."

There are valid differences of opinion in interpretation of the words "evaluation of the program" as related to "detailed analysis of the financial statement and program of activities". The Board felt that the work to be carried on will be substantially in agreement with the views expressed by the Cincinnati community.

(5) Should member agencies that are principally federations and do not conduct welfare funds have voted? Practically all federations make grants to some national agencies, even in those cities where special funds for non-local appeals have been organized. Local programs are affected by efficient management of community funds for national and overseas purposes. Federations voted both affirmatively and negatively. The opposition calls attention to some of the federations voting affirmatively, but neglects to state that a number of the agencies whose negative votes were counted are Jewish community councils that do not engage in fund-raising and federations that distribute only a limited amount of funds outside of the local area. Some of the more important of this group included in the negative returns are Pittsburgh Federation of Jewish Philanthropies, Louisville Jewish Welfare Federation, St. Paul Jewish Welfare Federation, etc.

(6) A number of cities had failed to inform the Council, but on the instigation of the opposition, sent telegrams which reached the Board on the second day of its meeting. This is correct. Action on the Referendum had been taken by the Board on the previous day. The opposition reported that they knew about 8 cities that had voted, included according to our records in the list of cities from whom no information had been secured. It was stated that 6 of these had voted negatively and 2 affirmatively. There was a possibility that other cities may have taken action but had not informed the Council. The opposition had communicated with the 6 cities that had voted negatively

and made no effort to find out about other cities or to ask the 2 that voted affirmatively to wire the Board while the meetings were in progress. Since the Board had already taken action which amounted to a rejection of a large part of the Budget services proposed by the affirmative report, there seemed to be no point in reopening the technical questions of number of votes. Even with the 6 negative votes included, there would still have been a slight majority of affirmative voting points.

IV. (Q) What is the reason for continuing opposition?

(A) We are at a loss to find any reasonable or logical basis for the continuing opposition. We can only explain it as a desire on the part of a determined group to make the Jewish public believe that the sentiment of our member agencies is other than it actually is and a political desire to gain some indefinite advantage out of the controversy. The opposition is engaging in a biased pre-judgment of the actual services the Council is developing for its member agencies. A decent fair-minded attitude would await the actual services to be developed and judge these services on the basis of their qualities. The kind of service contemplated will be similar to the analytical studies made in 1938 of the national Jewish agencies for the care of tuberculous, though perhaps on a less intensive basis. The only objections made to the evaluation of the tuberculosis agencies was that these studies did not go far enough and that local communities should have taken more decisive action. The Council, on the other hand, believed that any action growing out of the studies be determined primarily by our local agencies. You can be assured that similar views will be continued for any studies now undertaken by the Council.

In all fairness to the Council of Jewish Federations and Welfare Funds of which you are a member, I believe that you should communicate the facts in this letter to the officers and directors of your local organization. I should be very much interested in their reactions to the information submitted.

With kindest regards, I am

Very sincerely,

(signed) H.L.LURIE

HLL/eds

C O P Y

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

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

June 25, 1941

Mr. Leon Gellman
Mizrachi Organization of America
1133 Broadway
New York, N. Y.

Dear Mr. Gellman:

I have your letter of June 23 informing the COUNCIL of the resolution which your organization recently passed.

It seems incomprehensible to me that a responsible organization such as Mizrachi should have taken an action of this sort on the basis of such misconceptions as is apparent in this resolution. It would surely have been more seemly for you to have made some effort to get correct information before condemning an act never even contemplated, much less carried out. To have acted as you have done, on the basis of prejudiced and distorted misinterpretations will surely result in lowering the esteem in which the Mizrachi has been held.

Your resolution states that you look with disfavor on the effort of the COUNCIL to establish a service "designed to allocate national fund collections to the various beneficiaries of American philanthropy." Naturally you would! So would the COUNCIL! Not by the widest stretch of imagination could the action of the COUNCIL be so construed. Had you made any effort to ascertain the facts before you passed your resolution, you could have found that out. Unfortunately, however, you acted on information intentionally distorted, with this result.

If you're really interested in learning the facts to place before your members, you will find that the COUNCIL contemplates doing nothing more than make studies of the agencies applying to welfare funds for support, so that the welfare funds will have an intelligent basis to guide them in their grants. The COUNCIL has no intention of suggesting how much money any organization should receive, nor how much any community should grant. That is the local community's own affair, to be determined by its budget committee and its contributors. The COUNCIL will merely supply information. That is what it was established for. That is what it has always done.

I am herewith enclosing an exact transcript of the COUNCIL's program for this year which covers the activities of its national advisory budget committee. You will not find a word in it relating to the imaginary purpose that your resolution denounces.

In that resolution you state "We have no illusions as to the anti-religious and anti-traditional character of this project." Permit me to say that the entire resolution is based on nothing but an illusion, as you could have found out if you had so desired.

Mr. Leon Gellman

-2-

June 25, 1941

As the leader of a responsible organization, I think you have an obligation to become better informed about situations before undertaking to express opinions on them, -whether favorable or unfavorable. You could have been so informed had you consulted with any responsible officer of the COUNCIL before accepting so prejudiced a point of view as is indicated in your resolution.

Very truly,

SIDNEY HOLLANDER,
President

SH:SS

A. The National Advisory Budget Committee should address itself in 1941 to an examination and analysis of the organizations engaged in overseas, Palestine or refugee service, that function in the same or related fields or that supplement or relate to the work of the U.J.A. organizations; but this limitation should not prevent the National Advisory Budget Committee from considering and reporting on the U. J. A. agencies should necessity arise. The advisory budget service for 1941 shall work collatorally with, and supplement, the work of the Allotment Committee and the Inquiry of the U.J.A., and will at all times hold itself in readiness to cooperate with them.

Agencies in other fields shall also be considered for study if staff resources are available.

Nothing herein contained shall limit the COUNCIL from furnishing the budgetary services heretofore rendered.

B. Subject to paragraph C, the fact-finding and analytical procedures to be undertaken will include:

- (a) Intensive examination of all basic financial records, including those of the ultimate spending organizations.
- (b) Collection of periodic service data for all organizations and subsidiaries.
- (c) Study and description of needs met by the organization and by other resources in the same field.
- (d) Examination of administrative and fund raising processes.
- (e) Examination of results of the services provided by organizations.
- (f) Efficiency in organization activities, overlapping of programs and other qualitative factors.

C. Reports issued on evaluations of organizations will be limited to analysis and descriptions of functional services, administrative and fund raising procedures, the problems with which the organization deals, and the results of services rendered. 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 min-

imum or maximum financial needs of any organization. If as a result of the studies
undertaken, the Committee concludes that it is possible to arrive at individual or
relative budget evaluations, it shall so report to the Board of Directors of the
Council.

June 27, 1941

Mr. Leon Gellman, President
Mizrachi Organization of America
1133 Broadway
New York City

Dear Mr. Gellman:

Thank you for your kindness in sending me a copy of the letter which was addressed to you by Mr. Sidney Hollander. Mr. Hollander apparently believes that he can make up in vituperation what he lacks in reason.

Nothing has yet been said or done by the Council to mitigate the fears as to the program which the Council plans to institute. On the contrary, Mr. Hollander's intemperateness would cast grievous doubts on the temperateness with which the Council program would be carried out.

With kindest regards, I am

Cordially yours,

EM:JB

Henry Montor
Executive Director

M E M O R A N D U M

June 27, 1941

To : Dr. Abba Hillel Silver

From: Mr. Henry Montor

Attached herewith is a copy of a letter which Mr. Leon Gellman received from Mr. Sidney Hollander, President of the Council of Jewish Federations and Welfare Funds.

It is remarkable to me that an organization, presumably having the prestige and the dignity of the Council of Federations should permit itself the kind of language which seems inseparable from all of Mr. Hollander's communications.

HM:JB
Encl.

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

July 7, 1941

Rabbi Abba Hillel Silver, Natl Chairman
United Palestine Appeal
c/o The Temple
East 105 St. and Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

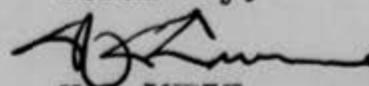
I am sending your letter of July second to Mr. Hollander who has left for an extended vacation and will not be back in the East until late in August. You are entirely correct in your interpretation of the function of the Council in this connection. As a matter of fact, the Board at its May meeting authorized the President to suggest a panel and we wrote you to that effect.

You state in your letter that you were informed that the Council had suggested such a panel of names from which the JDC and the UPA selected representatives of Jewish welfare funds on the Allotment Committee of the UJA. No such list was submitted to your agencies by the Council. On May 29th, I met personally and unofficially with Mr. Joseph C. Hyman of the JDC and Mr. Henry Montor of the UPA at their request. I thought it was definitely understood that I was cooperating entirely on a personal basis in talking about persons who might be considered to be representative of Jewish welfare funds. Both Mr. Hyman and Mr. Montor also mentioned persons who might qualify in such a group. It was understood that the three of us were acting entirely in unofficial capacities and for this reason, Mr. Hollander wrote to you and to Rabbi Jonah B. Wise, offering the formal participation of the Council.

The fact that the Council was not officially represented in the selection of the welfare fund representatives of the Allotment Committee does not in any way detract from the qualifications of the individuals selected by the UPA and the JDC.

With kindest regards, I am

Cordially,


H.L. LURIE

HLL/eds

CC - Mr. Sidney Hollander
Mr. Henry Montor - Mr. J.C. Hyman

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

August 26, 1941

FROM: H.L. LURIE, Executive Director

TO: BOARD OF DIRECTORS

September 27 and 28 have been suggested as the dates for the fall meeting of the Board of Directors of the Council. The plans are to have our meeting begin Saturday evening and continue through Sunday.

Will you kindly fill in and return the enclosed postcard so that we may know whether the date is promising for a good attendance and also your preference of the suggested meeting places.

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

September 9, 1941

FROM: H. L. Lurie

TO: Members of Board

The meeting of the Board of Directors of the Council will be held on September 27th and 28th in the city of Cleveland at the Hotel Statler. Cleveland seemed the most suitable place on the basis of Board preferences.

We plan to begin the meeting at dinner on Saturday at 6 P.M. and continue through Sunday, as provided for at our last Board meeting. Please indicate on the enclosed post-card whether we can count on your being present, and whether you want us to make a hotel reservation for you.

The minutes of the previous Board meeting held in New York on May 18th and 19th will be mailed out shortly, with an agenda for the Cleveland meeting.

Attention:

Campaign Chairmen
Publicity Chairmen

September 9, 1941

CAMPAIGN BULLETIN

For Member Agencies

No. C - 7

1941

1941 CAMPAIGNS

In order to keep you informed of current developments in the fund raising field, we are transmitting to you the reported campaign results from cities which held their campaigns earlier in the year, as well as a listing of cities where campaigns are scheduled for the Fall months.

Please note that a number of Welfare Funds have not yet reported their 1941 fund raising attainments. The reported returns for other cities are incomplete. In some instances, information is lacking about the dates and goals of the campaigns to be held in the coming months.

We urgently request you to fill in these gaps and report the requisite information for your city, or recheck the figure given.

A corrected listing will be issued when complete information has been received.

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

1941 CAMPAIGNS

<u>City and Agency</u>	<u>1941</u>				<u>1940 Amount Raised</u>
	<u>Date</u>	<u>Goal</u>	<u>Raised</u>	<u>As of</u>	
Akron, O. JWF	May 7	\$ 75,000	\$ 70,573		\$ 69,241
Albany, N.Y. UJA	May 6	60,000	37,800		41,500
Albuquerque, N.M. FJC	May	8,000	7,300	9/4 Inc.	6,000
*Alexandria, La. JWF					8,280
Allentown, Pa. UJC	May 5	45,000	45,041		37,292
Altoona, Pa. FJP					18,500
Ansonia, Conn.					3,800
*Appleton, Wis. UJC					7,721
*Asheville, N.C. FJC					5,000
*Ashland, Ky. FJC					1,750
Ashtabula, O. JWF					108,366
Atlanta, Ga. JWF	May 6	135,000	110,000	6/2	52,721
*Atlantic City, N.J. FJC					1,600
Attleboro, Mass. UJA					NR
Augusta, Me. UJA		1,100	1,000		5,600
*Aurora, Ill. JCD					
Bakersfield, Cal. UJWF			4,000	6/25 Inc.	7,334
Baltimore, Md. JWF		433,000	433,000	6/5	F
Bay City, Mich. JWF	April	15,000			10,500
*Bayonne, N.J. UJA					40,974
Beaumont, Tex. UJA	April 1	10,000	10,500		10,000
*Beaver Valley, Pa. UJA					5,500
*Biddeford & Saco, Me. JC					1,500
Binghamton, N.Y. UJC	May 21	25,000	20,000		16,000
Birmingham, Ala. UJF					55,000
*Boston, Mass. UJC & AJP					1,084,210
Bridgeport, Conn. JCC	April 28	68,500	36,500	6/18 Inc.	36,737
Bristol, Conn. UJCF		2,000	1,324	6/27 Inc.	1,412
Brookton, Mass. UJA	May 12	NR	14,500		14,559
Buffalo, N.Y. UJF	May 19	150,000	110,000	6/22 Inc.	112,002
*Buffalo, N.Y. JFSS					158,000
Butler, Pa. JCC					8,388
Butte, Mont. JWC	April				7,294
*Camden, N.J. UJA & FJC					34,000
Canton, O. JWF					39,155
*Carnegie, Pa. UJA					2,700
Centralia, Wash. C-CJWF					1,318
Champaign, Ill. C-UFJC	May or June	8,000			6,800
*Charleroi, Pa. UJA					4,000
*Charleston, W.Va. FJC					24,900
Charlotte, N.C. FJC	February	7,500			6,500
Charlottesville, Va. UJA	March 15				2,544

Inc. - Incomplete

NR - Not Reported

NGS - No Goal Set

F - First Campaign

t - Tentative

* - Fall Campaign

** - Exclusive of local services which in 1941 are being financed through the Community Chest.

City and Agency	1941			As of	1940
	Date	Goal	Raised		Amount Raised
Chattanooga, Tenn. JWF	May 19	\$ 30,000	\$ 21,775	7/28 Inc.	\$ 23,941
Chicago, Ill. JWF	January	2,000,000	1,617,000	6/25 Inc.	1,600,000
*Cincinnati, O. JWF	October 19				350,113
Clairton, Pa. UJA					1,018
Clarksville, Tenn. TBE					1,432
Cleveland, O. JWF	May 7	875,000	793,273		785,294
Columbus, Ga. JWF	February	10,000	8,000	5/21 Inc.	6,188
Columbus, O. UJF			101,000		140,000
*Corpus Christi, Tex. JWF					15,500
Corsicana, Tex. JF	April 1	8,000	7,943		7,000
*Cumberland, Md. JCF					8,000
Dallas, Tex. JFSS	April 25	140,000	145,000**	7/8 Inc.	153,590
*Davenport, Ia. JC					56,233
*Dayton, O. UJC					1,500
Daytona Beach, Fla. UJA			600	6/6 Inc.	60,000
*Denver, Colo. AC					61,000
*Denver, Colo. UHA					1,250
Derby & Shelton, Conn. UJA					71,169
Des Moines, Ia. JWF	April 20	75,000	71,007		735,970
Detroit, Mich. AJC	May 11	940,000	835,000	6/2 Inc.	51,377
Duluth, Minn. JWF	May 26	57,500	50,500	8/5 Inc.	2,500
Duquesne, Pa. UJA					2,425
*East Liverpool, Pa. ELF					9,500
*Easton, Pa. AJWF					12,000
*Edmonton, Can. JF					17,500
El Paso, Tex. JF	May 6	20,000	19,000	5/18 Inc.	5,682
Elgin, Ill. JWC					21,125
Elizabeth, N.J. UJA	May 19	30,000	28,000		23,219
Erie, Pa. JWF	May 18	29,807	29,600	6/5	30,000
*Evansville, Ind. JCC					2,200
*Eveleth, Minn. FJS					2,500
*Fairmont, W.Va.					32,500
Fall River, Mass. JCC	June		20,000		5,184
Fargo, N.D. JC					1,350
Fayetteville, N.C. UJA					14,500
Fitchburg, Mass. JCC	May 19	20,000			16,500
Flint, Mich. FJC	May 11	23,325	17,000	7/30 Inc.	50,458
Fort Wayne, Ind. JF	May 12	60,000	54,252		29,360
Fort Worth, Tex. JF	May 15	35,000	19,000	5/18 Inc.	9,878
Fresno, Cal. JNWF	May 2	12,000	11,400		
Galveston, Tex. UJWA					30,000
*Gary, Ind. JWF					16,000
Goose Creek, Tex.	April 30	2,500	2,000	5/18	
*Grand Rapids, Mich. JCF					
Greenwich, Conn. JWF			3,5-3,600		

City and Agency	1941			As of	1940 Amount Raised
	Date	Goal	Raised		
Hamilton, O. JWF					\$ 11,000
Hamilton, Can. UJWF	May 5	\$ 27,550			25,565
*Hammond, Ind. UJA					17,006
Harrisburg, Pa. UJC	April 30	69,132	\$ 69,600		65,017
Hartford, Conn. JWF	April 23	165,960	164,229		118,735
Hazleton, Pa. UJA					
Helena, Ark. FJC	February 1	NGS	2,584	4/28 Inc.	2,889
Helena, Mont. JCC					1,557
Holyoke, Mass. UJA	April 16	10,000	5,000	4/21 Inc.	8,743
Homestead, Pa. HDAC	May 18	7,500			5,570
Houston, Tex. UJC	March 17	127,500	126,939	5/2 Inc.	115,927
*Huntington, W.Va. FJC					25,300
*Indiana Harbor & E.Chicago Ind. UJA					8,000
Indianapolis, Ind. JWF	April 24	161,225	139,762		140,075
*Jackson, Mich. JF					2,400
Jackson, Miss. JCF					4,800
Jacksonville, Fla. JCC	February 16	31,500	55,000	5/20 Inc.	24,000
*Jersey City, N.J. UJA					65,400
*Johnstown, Pa. UJA					27,600
Joliet, Ill. JWC					
Joplin, Mo. JWF	January 14		5,500		6,900
*Kalamazoo, Mich. UJA					4,000
Kansas City, Mo. JWF	May 12	225,000	210,000		205,349
*Kenosha, Wis. JWF					5,153
*Kingston, N.Y. UJA					5,000
Knoxville, Tenn. JWF	June 2	10,000	5,000	6/9 Inc.	8,400
LaCrosse, Wisc. JWF	May	5,000 ^t			F
Lafayette, Ind. FJC	April 1	15,000	14,200	5/9 Inc.	12,129
Lancaster, Pa. UJA					20,000
*Lansing, Mich. FJC					
*Lawrence, Mass.	September				11,000
Lima, O. AJA	May 20		11,000	7/24 Inc.	10,640
Lincoln, Neb. JWF	March 16	18,000	16,500		14,421
*Little Rock, Ark. JWF					24,086
Long Beach, Cal. UJWF	June 24	25,000			10,228
Lorain, O. JWF					6,900
Los Angeles, Cal. UJWF	May 14	NGS	675,000	7/30 Inc.	701,000
Louisville, Ky. UJC	January	118,025	114,009		110,150
Lowell, Mass. UJA	April 29	20,000	19,800	7/15 Inc.	19,356
Lynchburg, Va. UJA					2,350
Lynn, Mass. UJA	March 1	45,000	43,500		22,900
*McKeesport, Pa. UJF					12,782
Madison, Wis. JWF	May 19	20,000			12,800
Mansfield, O. UJA					11,367
Marion, Ind. FJC	January 21	3,000	3,600		3,600
Memphis, Tenn. JWF	May 1	105,000	90,989		90,077
Meriden, Conn.	March 26	9,500			

City and Agency	1941				1940
	Date	Goal	Raised	As of	Amount Raised
Miami, Fla. GMJF	January 7	\$ 125,515	\$ 121,724	5/23 Inc.	\$ 95,379
Middletown, Conn. UJA	May 15	9,000			5,350
Middletown, N.Y. UJA	May 20				8,000
Milwaukee, Wis. JWF	June 8	321,206	244,000	6/27	250,000
Minneapolis, Minn. FJS	April 29	150,000	143,000	6/14 Inc.	123,230
Mobile, Ala. JWF			15,200		12,000
Monroe, La. UJC	March 10	12,000	9,600	4/25 Inc.	8,739
Montgomery, Ala. JF	January	30,000	24,000		20,400
*Montreal, Can. FJP					
Muncie, Ind. JWF					
Nashville, Tenn. JCC		60,000	57,951	7/30 Inc.	56,203
New Bedford, Mass. FJO			21,800		18,696
New Britain, Conn. UJA	April 1	20,000	14,381	5/28	13,726
New Haven, Conn. JWF	May 18	112,000	96,302		73,879
New London, Conn. UJA	April	20,000			12,000
New Orleans, La. JWF	March 17	150,000	136,760		141,034
New York, N.Y. UJA	March 15	10,000,000	4,760,000	8/30 Inc.	5,187,649
*New York, N.Y. FSJPS & Brooklyn FJC					Inc. 6,445,000
Newark, N.J. UJA	May 5	NGS	194,000		238,460
Newburgh, N.Y. UJC			12,000		14,500
Niagara Falls, N.Y. JF	May 25	20,000	15,000		12,613
*Norfolk, Va. UJF					34,700
*Northampton, Mass. UJA					2,000
Norwalk, Conn. UJA					8,500
Norwich, Conn. UJA	April	20,000			15,000
Oakland, Cal. UJWF	April 23	NGS	50,771	6/18 Inc.	51,258
Ogden, Utah JWF			3,900	7/14 Inc.	3,100
Oklahoma City, Okla. JCC	May 12	37,500	37,500		F
Oil City, Pa. UJA					3,974
Omaha, Neb. JP	April 27	109,500	106,000		91,232
Ontario & Pomona, Cal. UJA	May 14	2,000	830	5/15 Inc.	2,000
Orlando, Fla. JF	March	NR	7,400	6/27 Inc.	5,400
Passaic, N.J. JCC	April 27	42,000	44,325	8/13 Inc.	36,695
Paterson, N.J. UJA			60,000		52,000
Peoria, Ill. JWF	May 12	35,000	30,000		27,000
*Perth Amboy, N.J. UJA					26,875
Petaluma, Cal. UJA					3,300
Petersburg, Va. UJCF	May 15	7,000			NR
*Philadelphia, Pa. AJA	October 19	1,125,000			851,081
Phoenix, Ariz. JCC	March 2	14,500	12,000	7/13 Inc.	10,250
Pine Bluff, Ark. JFC	March 16	5,000	3,600	3/28 Inc.	NR
Pittsburgh, Pa. UJF	May 4	544,440	478,259		409,204
Plainfield, N.J. CJO	May 18	15,000			12,319
Pocatello & Idaho Falls, Idaho					2,500
Pontiac, Mich. FJC	April 23	12,500	9,800	4/22 Inc.	9,741
Port Arthur, Tex. FJC	May 12		4,500	5/18	NR
Portland, Me. UJA			22,000		19,400
Portland, Ore. OJWF	April 27	NGS	100,304		103,257
Portsmouth, Va. UJWF		15,000			NR
*Pottsville, Pa. UJCA					6,800
*Poughkeepsie, N.Y. UJA					10,000
*Providence, R.I. UJA					60,000

City and Agency	1941				1940
	Date	Goal	Raised	As of	Amount Raised
Raleigh, N.C. FJC					\$ 4,012
Reading, Pa. UJC	May 5	\$ 32,500			26,000
*Regina, Can. UJWR & RC					3,668
Reno, Nev. UJA					1,988
Richmond, Va. JCC	May 12	90,000	91,500	5/26 Inc.	86,000
Riverside, Cal. UJWF	NR	NR	3,670	5/22 Inc.	5,624
Roanoke, Va. CROR					9,000
*Rochester, N.Y. UJWF					135,796
Rockford, Ill. FJC	April	15,000 ^t			NR
*Rock Island, Ill. UJC					
Sacramento, Cal. UJWF	May 8	NGS	12,852	6/6 Inc.	9,600
Saginaw, Mich. JWF	January	10,000	7,800	4/25 Inc.	7,800
St. Louis, Mo. JWF	May 4	526,043	476,311		524,649
St. Paul, Minn. UJF	April 20	150,000	117,000	7/23 Inc.	102,809
Salt Lake City, Utah, UJC	May 4	35,000	32,931		30,728
San Antonio, Tex. JSSF	February 17	60,000	57,349**		64,236
San Bernardino, Cal. UJA	May 21	6,000	5,586	6/5	4,900
San Diego, Cal. UJF	May 25	38,500	29,000	7/13 Inc.	26,162
San Francisco, Cal. JNWF	April 28	NGS	540,000		563,367
San Jose, Cal. JWF	May 23	20,000			13,500
San Pedro, Cal. UJA		1,800			NR
Santa Ana, Cal. UWF	April 9	2,000	1,200	4/26 Inc.	1,338
Savannah, Ga. UJA	May 19	35,000	23,415	6/12 Inc.	27,000
*Schenectady, N.Y. UJA					20,486
Seranton, Pa. UJA			47,411		46,000
Seattle, Wash. FJF	April 21	100,000	88,383	7/3 Inc.	87,364
Sedalia, Mo. JWF	January 1	2,000	1,675	4/25 Inc.	NR
Selma, Ala. JWF	April 14	10,000	7,872		6,975
*Sharon, Pa. UJA					14,000
Sheboygan, Wis. FJC					3,400
*Sheffield, Ala. JFC					3,200
*Shreveport, La. JF					27,000
Sioux City, Ia. UJA	May 1	25,000	26,559		25,145
*Sioux Falls, S.D. JWF					3,000
*South Bend, Ind. JWF					30,000
South Norwalk, Conn.	June	10-12,000			8,000
Southern Illinois, ERC	June		40,000		24,000
Spokane, Wash. UJF					11,478
Springfield, Ill. JF		30,000	25,612		F
Springfield, Mass. JWF	May	55,000	50,000	6/10 Inc.	44,695
*Springfield, O. UJWF					8,500
Stamford, Conn. UJA	June 2	22,000	15,700	6/26 Inc.	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	77,800		59,123
Tacoma, Wash. FJF	April 20	7,500	8,347	8/4 Inc.	5,300
Tampa, Fla. UJA	March	NR	9,000	6/30 Inc.	7,800
Tampa, Fla. UJC	May	NR	1,500	6/30 Inc.	NR
Terre Haute, Ind. JF	January 1	20,000	18,000	3/9 Inc.	NR
Texarkana, Tex. JF	May 6	3,000	2,300	6/12 Inc.	1,960
*Toledo, O. UJF					102,500

City and Agency	1941			As of	1940 Amount Raised
	Date	Goal	Raised		
*Topeka, Kan. UJA					\$ 1,750
*Toronto, Can. UJWF					286,827
Trenton, N.J. JF	March 24	\$ 75,000	\$ 64,866		63,943
Troy, N.Y. UHC	January 13	30,000	18,900		21,598
Tucson, Ariz. UJA	March 3	13,000	5,300	6/2 Inc.	7,806
*Tulsa, Okla. JCC	October				48,158
*Tuscaloosa, Ala.					5,000
Tyler, Tex. FJC	June 3	10,000			7,500
Union City, N.J. UJA	February 1				10,000
*Uniontown, Pa. UJF					12,786
Utica, N.Y. UJA	April 20	30,000	28,114		25,699
Vancouver, Can. JEWf	March 3	15,000	8,500		10,351
Ventura, Cal. VCJC					4,294
*Vicksburg, Miss. JWF	October				5,105
*Virginia, Minn. FJS					5,940
Waco, Tex. JFC	March 24	5,000	3,800	5/31 Inc.	4,425
Waco, Tex. UJA	June 4	15,000	8,000	6/10 Inc.	13,000
*Warren, O. JF					10,800
Washington, D.C. UJA	May	230,000	213,000	8/15 Inc.	207,668
*Washington, Pa. UJA					7,000
Waterbury, Conn. JFA	February 17	35,000	26,000	5/20 Inc.	26,000
*Watertown, N.Y. UJA					6,300
West Palm Beach, Fla. FJC	February 23	NR	4,000	6/5 Inc.	5,600
Westport, Conn. UJA			1,400		
*Wheeling, W.Va. JCC					12,000
Wichita, Kan. M-KJWF					
Wilkes Barre, Pa. WVJC			55,000		40,202
*Williamsport, Pa. FJC					
*Wilmington, Del. JF					70,303
Wilmington, N.C. UJA					3,500
*Windsor, Can. UJWF	September 2	20,000			16,000
Winnipeg, Can. JWF	March 31	98,000	73,899		78,111
*Winston-Salem, N.C. JCC					5,600
Worcester, Mass. JWF	April 27	82,213	78,220	7/23 Inc.	71,567
Yonkers, N.Y. JF					12,150
York, Pa. UJC					16,500
*Youngstown, O. JF					91,356

September 16, 1941

Suggested Items
for the

AGENDA

BOARD OF DIRECTORS MEETING

September 27-28, 1941
Starting 6:00 P.M. - Dinner, September 27

Hotel Statler, Cleveland

Minutes of Previous Board Meeting May 17-18, 1941

Report of Council Staff

National Advisory Budget Service

Revision of By-Laws and Definition of Council Objectives

1942 General Assembly

Time, Place, Organization and Program

Nominating Committee for 1942

Council Finances

- - -

Other items for discussion are:

- (a) Attitude of the Council and member agencies toward a continuation of the UJA in 1942.
- (b) Effects of the federal defense programs and war chests on local social programs and on 1942 federation and welfare fund campaign prospects.
- (c) Developments in the General Jewish Council.

[September 16, 1941?]

Council of Jewish Federations (APPENDIX C)
and Welfare Funds
165 West 46th Street
New York City

FOR IMMEDIATE RELEASE

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."

COPY

October 7, 1941

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

My dear Mr. Hollander:

Permit me to thank you for your kind letter of October 3 and for the offer of the Council of Jewish Federations and Welfare Funds to sit in on the negotiations which are soon to open between the JDC and the UPA looking towards the 1942 campaign. It seems likely that a preliminary meeting will be held within the fortnight. The United Palestine Appeal will welcome a committee of the Council at this meeting and at future meetings, and will appreciate any helpful suggestions which it may make looking towards the consummation of a united campaign in 1942.

With all good wishes, I remain

Very cordially yours,

AHS:BK

(Signed) Abba Hillel Silver

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, 1941

Rabbi Abba Hillel Silver, National Chairman
United Palestine Appeal
East 105th St. at Ansel Road
Cleveland, Ohio

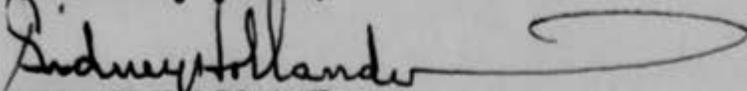
Dear Rabbi Silver:

You mentioned to me at our Cleveland Board meeting that the request of the Council for a contribution from your agency on behalf of the New York City campaign of the United Jewish Appeal would be presented for action at your next Executive Committee meeting. Our request was originally presented to you in a letter dated May 29, 1941. We want to stress again that the services of the Council are basic to the organization and maintenance of local Jewish community organizations, especially the welfare funds, and that during the current year we have been instrumental in establishing a number of new funds. I need not tell you how important these local organizations are for maintaining the interest and support of American Jewry in basic Jewish programs and causes. I sincerely hope that the United Palestine Appeal will accept a generous part of our request for a total of \$20,000 which we are making to the constituent and beneficiary agencies of the United Jewish Appeal. The Joint Distribution Committee and the National Refugee Service have taken action on this request.

We hope, also, that you will consider at this meeting the matter of re-establishing relationships with the Board of Directors of the Council through an exchange of ex-officio representation on the respective agency Executive Boards. We regret very much that our first contacts in this project were not considered satisfactory but I strongly believe that the principle is a good one and that both of us should make another effort to accomplish this goal.

With kindest regards, I am

Sincerely yours,


SIDNEY HOLLANDER
President

Contributors Lists
and Year Books

October 10, 1941

GENERAL BULLETIN

For Member Agencies

No. G - 8

1941

(The Council office will welcome comments on this subject of publishing Year Books and Contributors Lists. Further analyses will be prepared as material becomes available.)

In recent years many Jewish community leaders and campaign executives have made the publication of lists of contributors and the amounts contributed an important part of their campaign strategy. There seems to be no uniform practice, some executives reporting the publication of contributors lists an invaluable asset, others regarding it as a source of friction within the community and a potential boomerang.

The Council, having received a number of requests seeking further information on this issue, has completed a survey of the experiences and reactions in representative Jewish communities -- small, intermediate and large. In some, the practice of publishing annual lists has become a regular feature, in others it has been discontinued, and still other communities are planning, after considerable discussion, to publish their first list of names and amounts contributed.

Twenty-nine Jewish communities, ranging in size from cities like New York and Chicago to San Antonio and Duluth, responded to the Council's questionnaire. Of these communities, 21 reported that they were publishing annual year books, 7 advised that they had discontinued the practice, and one, Philadelphia, informed that its first year book would be issued prior to its next campaign. Of the 21 communities which report publishing annual year books, two (Harrisburg and Houston) do not include contributors lists or amounts contributed, and one (Tulsa) includes a list of contributors but does not mention amounts contributed. It is interesting to note that the seven communities which went on record as opposed to the publication of contributors lists (Atlanta, Baltimore, Camden, Cincinnati, St. Louis, St. Paul and New York) had at one time favored the plan but have since discontinued the practice. One of the seven, Cincinnati, discontinued publication of the list prior to the 1941 campaign on the ground that the list "had served its original purpose, which was to raise some of the smaller givers." The chairman of the 1941 campaign in Cincinnati believed that publication of a list would have a harmful effect on some of the larger contributors.

There has been a tendency in recent years to use the terms "year books" and "contributors lists" interchangeably. There is some justification for this since, in the great majority of communities, the major portion of the year book is

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

devoted to the listing of the names of subscribers and the amounts contributed. Veterans in Jewish fund-raising, however, point out that in the early days of Jewish fund-raising, local federations published annual reports primarily because they felt that they owed their communities a complete report on the amount of money raised and the manner in which it was allocated. This sentiment of trusteeship still persists in most cities where year books are published.

The experiences of the following Jewish communities are included in this Bulletin: Atlanta, Baltimore, Buffalo, Camden, Chattanooga, Chicago, Cincinnati, Cleveland, Detroit, Duluth, Harrisburg, Houston, Kansas City, Los Angeles, Memphis, Milwaukee, Minneapolis, New Orleans, New York, Omaha, Philadelphia, St. Louis, St. Paul, San Antonio, Syracuse, Toronto, Tulsa, Washington, Youngstown.

In addition to these communities with whom the Council was in direct communication, use was made of the Council's files in securing the practices, opinions and reactions of other communities. The year books of many other communities were examined, including Boston, Hamilton, Louisville, Montreal, Portland, Ore., Wilmington, and Worcester. The statements offered in the summary are the views expressed by the heads of local federations and welfare funds, in most instances the campaign executives. (Analysis of information included in year books on *pages 4-5*)

Does the publication of a contributors list serve a valuable purpose? Does it influence contributors to increase their gifts? Does it bring in names of new prospects? What is the reaction of contributors?

The majority of communities which publish annual lists report that they serve a valuable purpose, although not all realized the same values. In Syracuse, publication of an annual year book has helped to reduce collection losses from between 10 to 12 percent to between 2 and 3 percent. Cincinnati noted that during the first few years of the publication of the lists, contributions increased appreciably. Youngstown advised that contributors there have stated publicly that they would reduce the amount of their contributions if it were not for the appearance annually of the "Blue Book". Some contributors maintain their present scale of giving only because of pressure of public opinion, Youngstown said. New Orleans, too, believed that the year book deterred contributors from paring their contributions and added that the book was a reminder to the Jewish community of the existence of the welfare fund.

Most of the communities agreed that the year books increased contributions pointing out that many contributors, financially able to make larger gifts, preferred to do so rather than face criticism from neighbors and business colleagues. According to campaign directors, the year books, in addition to raising the standard within a community, are effective means of dealing with recalcitrant contributors. Subscribers who pledge \$100 during the heat of a campaign and later state that they plan to pay only \$50 frequently experience a change of heart when informed that their pledges and unpaid balances will be published. Duluth, Kansas City and Omaha have found the year book a great asset in post-campaign collections.

It was also the consensus of opinion among communities which regularly publish contributors lists that they are instrumental in bringing in names of new contributors. Los Angeles, for example, asks its subscribers to forward the names of unlisted persons who are good prospects. Subscribers are urged to send their suggestions to campaign headquarters on a special page inserted in the year book for that purpose. Chicago and New Orleans also report that they secure many new names through this medium.

Washington said that campaign workers study the lists and refer names and addresses of persons not listed. The same was true of Detroit where the names of new prospects were obtained from interested subscribers who scanned the lists and noticed that certain persons, financially able to give, were missing from the annual roster.

The reaction of contributors to the list is on the whole favorable, campaign executives reporting grumbling only from the very small and very large givers. Syracuse reports complaints from those who are ashamed of the size of their gifts, and from those who failed to make proper payments on their pledges. New Orleans summed up the attitude prevalent in most Jewish communities when it stated that "some of the opposition comes from subscribers whose gifts seem to be inadequate." Most of the communities agreed with Cincinnati that "those in favor of it are for the most part in the middle groups."

Buffalo, Chattanooga, Chicago, Cleveland, Detroit, Los Angeles, Milwaukee, Omaha and Washington -- all told the same story -- some dissenters, but not enough to influence the decision of the board of directors. Minneapolis, however, which reported that the contributors list brought in names of new prospects and raised the standard of giving in the community, sent word that "some of the members of our Board have been influenced by those complaints to think in terms of not publishing a year book in 1942." On the other hand, Cleveland reported that many contributors enjoyed seeing their names in print in the year book and were encouraged to make more substantial contributions.

Opponents of the publication of contributors lists tell a different story, however. St. Paul, for example, which published a year book from 1935 through 1937 and then discontinued the practice, reported that the listing of amounts contributed tended to lower rather than raise the standard of giving. Subscribers in a given financial category, St. Paul said, were prone to compare their gifts with persons who had contributed less than they had, presumably ignoring those persons in the same economic class who had given more. St. Paul noted also that a number of its contributors, particularly business men and professionals, regarded the annual listings as a form of "refined blackmail."

Other arguments have been raised against publication of the lists. A number of contributors in Memphis objected to the expense involved in the printing of the book. One of the reasons given by the Board in St. Paul in rejecting the proposal to publish a year book prior to its 1941 campaign was that the benefits derived from publication of the year book would not warrant the expenditure involved.

Opponents of the contributors lists make the charge also that the lists are frequently used as "sucker" lists by other organizations, good, bad and indifferent, and are exploited for commercial purposes. The communities met this argument by omitting the addresses of contributors. The old practice of publishing addresses has been virtually abandoned.

Year Books and Public Relations Programs

The question has been asked in some communities whether it is good public relations for Jewish groups to print figures which would show large sums of money sent out of the community. Some feel that nothing should be done that might be misunderstood or harmfully used by unscrupulous persons, even if the cause is entirely justifiable and worthy. Others feel that no right-minded person could object to the obvious sacrifices which American Jews are making to help the victims of persecution abroad and that American Jews should be proud of their contributions to assist their less fortunate fellows in a time of crisis.

Atlanta felt that the publication of the contributors list would be harmful, rather than valuable, since publication of amounts contributed would cause non-Jews in the community to make comparisons between the sums contributed by Jews to Jewish causes and to non-sectarian causes. Youngstown and Omaha, too, were concerned with this aspect of relation of Jewish contributions to Community Chest gifts. Youngstown reported that a number of its subscribers feared that undue attention might be called to the disparity of giving to the Jewish welfare fund and to non-sectarian causes. The problem was reviewed by the Board of the Syracuse Jewish Welfare Federation which decided that the positive aspects of the year book outweighed the negative considerations.

In this connection, Washington noted that "the publication of our honor roll has helped the Chest in raising larger sums from among members of the Jewish community." Taking cognizance of talk in the community to the effect that some Jews contribute more to the United Jewish Appeal than to the Chest, Washington pointed out that there was no basis for this argument since "the Jews of our community are as generous in their Chest-giving as any other element."

Community Chest executives for the most part have refrained from expressing publicly any opinion on the contributors' lists published by local welfare funds. It may be assumed, of course, that they are interested and read the data included in the books. The few Chest executives who have voiced their opinions have referred to the books favorably. In Chicago, for instance, Pierce Atwater, local Chest executive, remarked that the year book is a "fine thing and should produce good results for you."

While the Community Chest in Los Angeles does not publish a contributors list, it has unofficially indicated to the welfare fund that such a publication is a good fund-raising device. A Chest official in Syracuse commented that the Jews ought to be proud of their group for the excellent way in which they are carrying a "double burden." Most of the communities do not mail their year books to the local Chest executive and consequently have no information regarding the attitude of the executive toward the contributors list. Several Jewish fund-raising executives have made attempts to persuade the local Chest executive to publish similar year books, but presumably with little success.

Contents of the Year Book

The contents of the year book, outside of the names of contributors and amounts contributed, vary from community to community. Naturally, larger communities publish larger year books and include proportionately more information than do smaller communities. Chicago, for example, uses photographs, tables and charts to get across its message, while smaller communities content themselves with a small booklet which generally contains a foreword by the president, list of the board of directors, and the list of contributors and amounts contributed.

Most of the yearbooks list the amount paid or the pledge of the year covered, except Tulsa, which lists names only. Washington merely lists all the contributors and amounts contributed to the past campaign. Cleveland lists pledges for the previous as well as the current year with an asterisk where the latter pledge is unpaid and a dagger to show that it is partly paid. Detroit has pledges for the two years, separated by a column listing the "balance due" on the previous pledge. Newark, Omaha and Syracuse follow a similar procedure, including a column "amount paid" on the previous pledge. Buffalo and Detroit use asterisks to indicate subscribers who are in arrears for more than the preceding year.

The objective of the latter procedure, of course, is to spur collections. In these cities, subscribers are advised on the eve of publication that the book will soon go to press and are given the opportunity to pay up before the book is published. Some agencies send proof sheets including the name of the delinquent contributor, presumably for purposes of obtaining corrections, but actually to show the delinquent what his account will look like in print.

The greater part of the year books is devoted to the listing of names and amounts contributed. In addition, most of the communities list the permanent officers of the federation or welfare fund, names of the campaign committees, brief descriptions of the beneficiary agencies and amounts allocated to them, and an auditor's report on campaign expenditures.

The attached chart, based on a study of year books issued recently by 19 communities, analyzes their contents with specific regard to: minimum pledge published, analysis of contributions, list of memorial contributions, allocations to beneficiary agencies etc.

When are the year books published?
Are they used as campaign documents?

The practice with regard to the timing of the publication of the year book is virtually uniform, most communities issuing the book on the eve of the new campaign. Publication of the contributors lists helps campaign executives to clean up their collections and provides an educational background for the forthcoming drive. In nearly all communities the year book has become an important campaign document.

In this connection, Syracuse reported: "By the time preliminary meetings for the current Campaign actually take place, every member of the Campaign Committee has had a chance to study the booklet and usually brings it to the meeting with suggestions and notations in the margin. These notations usually refer to the giving ability of certain individuals picked out, and, not infrequently, suggestions are made as to the best person who can procure increased amounts from such individuals."

Omaha publishes its year book several months after the end of the fiscal year, after every effort has been made to clean up collections. "The main effectiveness of the Year Book is to improve collections," Omaha stated. In Detroit, the year book is regarded as a campaign manual for workers.

How are non-Jewish contributions listed?

Buffalo, Cincinnati, Cleveland, Detroit, Kansas City, Los Angeles, Memphis, New Orleans, Syracuse, Toronto and Youngstown list Jewish and non-Jewish contributors together, making no distinction between them. Non-Jewish givers are not recorded upon their own request. San Antonio and Tulsa designate non-Jewish contributors through the use of asteriks. Omaha generally lists non-Jewish givers anonymously. Chicago and Milwaukee make it a point to advise their non-Jewish subscribers of the publication of a contributors list and ask them for permission to record their names.

What is done about persons who insist that
their contributions be anonymous?

Many of the communities list pledges as anonymous when the request is made by the contributors. Some communities feel that requests for anonymous listings are motivated by a desire to cover up inadequate contributions and make every attempt to discourage such listings.

Buffalo, Chattanooga, Chicago, Cincinnati, Detroit, Kansas City, Memphis, Minneapolis, New Orleans, ^{San Antonio} Toronto, and Tulsa grant the request of those who wish to be listed anonymously, making individual listings of each gift. It is interesting to note that less than one percent of all the contributors in Chattanooga asked to be listed anonymously, and only two dozen names were listed anonymously in Minneapolis. These figures are probably representative of all welfare funds.

Cleveland and Los Angeles do not make individual listings of anonymous gifts but lump them together into one listing. Persons who request anonymous listings are informed of this fact before publication of the year books.

Youngstown designates anonymous gifts as contributions made by "a friend" and each individual listing is usually placed at the point in the alphabetical listing where the name of the anonymous contributor would normally have appeared. Washington lists gifts as anonymous but inserts the initials of the 'anonymous' contributors.

Syracuse and Omaha will heed requests for anonymous listings, provided the persons making these requests are not delinquent in their payments on previous pledges. In 1940, incidentally, Syracuse had only four anonymous listings out of a total listing of more than 2,400 names. Milwaukee, which is still debating the problem of anonymous listings, lists all anonymous gifts in the alphabetical listings where the names of the contributors would normally have appeared. Milwaukee appeared genuinely concerned with the problem, feeling that one of the purposes of the year book would be defeated if too many persons asked for anonymous listings. "We feel," a Milwaukee spokesman said, "that everyone in the community has a right to know what the other person is giving."

How many copies of the year book are distributed? What is cost of preparation? Of printing? Of mailing?

The practice in most communities is to mail a copy of the year book to each subscriber. Many of the communities, however, send only one copy to a family, even though two or more members of the family may have made individual contributions. A few communities, Detroit is one, send the year books only to those contributors listed in the book. In the case of Detroit \$10 is the minimum pledge published.

In addition to sending the year books to their regular subscribers, Tulsa and Washington forward copies to prospective contributors. Virtually all the communities send a copy of the book to their volunteer campaign workers since the book generally contains the basic information which a campaign worker must know to do his job properly.

Costs of the year books vary, depending on the size of the publication, number of illustrations used, number of copies printed, quality of stock used, etc. The following was the 1940 budget of the Jewish Charities Year Book and the Jewish Welfare Fund Year Book, both of Chicago.

Jewish Charities 1940 Year Book

10,500 printed
Total cost - \$2,209.68
divided as follows:

Body stock	\$ 470.00
Composition, printing and binding	1,095.00
Printed envelopes	43.00
Cuts and Art Work	246.00
Mailing	10.00
Postage	345.68

Jewish Welfare Fund 1940 Year Book

27,000 printed
Total cost - \$3,171.34
divided as follows:

Paper stock	\$ 670.96
Composition, printing and binding	1,547.15
Printed envelopes	90.43
Cuts and Art Work	149.48
Mailing	36.36
Postage	676.96

23,000 of these books were mailed;
3,000 were distributed to workers; and
1,000 for reserve.

Washington, which mailed 12,000 copies, reported a total cost of between \$900 and \$1,000; Syracuse, which printed 3,000 copies, reported a printing bill of \$325 while postage cost a cent a copy; Chattanooga, distributed 650 copies, paid its printer \$150 and spent \$9 on postage; Minneapolis had a printing bill of \$350 and a \$50 postage bill; Youngstown, distributed 1500 year books at a cost of \$270 for printing and \$15 for mailing; New Orleans, which distributed 2,500 copies, had a bill of \$127.50 for printing and envelopes.

Buffalo covered more than half the cost of the year book through advertisements. The total cost of the book was \$1,211.34 but advertisements brought in \$663.50, leaving a net cost of \$547.84.

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 21, 1941

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

Dear Rabbi Silver:

Because of its importance, I would ask you to make immediate note of the date and place of the 1942 General Assembly, which have just been fixed by the Board of Directors. The Assembly will be held in Chicago on January 31, February 1 and 2.

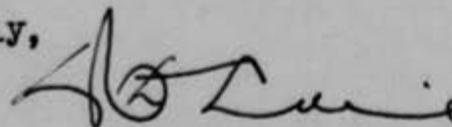
There is another and even more pressing reason for bringing the General Assembly to your attention at this time. Due to the nature of the problems confronting our welfare funds and federations, the Program Committee has decided that much more active participation in discussion is urgently necessary this year. It is planning, therefore, to limit attendance at all sessions to delegates. At each of these sessions a specific question will be presented for discussion on the basis of a report and recommendations prepared by special committees now being appointed for that purpose. The reports of the committees will be distributed in advance so that all delegates may come to the Assembly prepared to take an active part.

This type of program makes it more important than ever that your agency give prompt attention to the designation of delegates. Their number should be not less than the number of votes to which the agency is entitled under the By-Laws. Although voting is thus limited, you may designate any number of additional non-voting delegates.

Please note that the Council is not planning to extend individual invitations directly. The Board would appreciate your bringing this to the attention of your officers and directors and seeing that steps are taken to name the appropriate delegation as promptly as possible.

Details of the program are now being completed and further information concerning them will be sent you within a few weeks.

Sincerely,



H. L. LURIE
Executive Director

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

October 22, 1941

TO: BOARD OF DIRECTORS AND REGIONAL CHAIRMEN

FROM: H.L.LURIE, EXECUTIVE DIRECTOR

A special meeting of the Board of Directors of the Council will be held at the Commodore Hotel, New York City, on November 15-16.

This special meeting was planned at the Board meeting held in Cleveland on September 28th in order that action might be completed on a number of questions in advance of the General Assembly to be held in January. The report of the Committee on the Revision of the By-Laws, and plans for the advisory budget service are included in the unfinished business. It is also planned to devote a considerable part of the time to a further consideration of questions raised by Mr. Edgar Kaufmann at our last meeting.

The session will begin with dinner on Saturday, November 15th at 6:30 P.M.

The Minutes of the last Board meeting are in process of preparation and will be sent you shortly.

Please indicate on the enclosed card whether you plan to be present and whether you would like us to make a reservation for you at the Commodore Hotel.

VOTING REPRESENTATION OF COUNCIL MEMBER AGENCIES
According to Present By-Laws and to Various Proposals for Amendments

Jewish Population	No. of Cities	No. of Member Agencies	Present Voting Representation Per Agency	Total Jewish Population in Class of Cities	Total Votes	Proposed Representation		Total Votes
						Per City (Shroder)	Per City (Mayer)	
1. Under 500	23	23	2	7,293	46	1	23	23
2. 500 to 1,000	30	30	2	20,640	60	1	30	30
3. 1,000 to 2,500	38	39	2	62,703	78	1	38	38
4. 2,500 to 5,000	25	26	2	88,362	52	1	25	25
5. 5,000 to 7,500	8	10	2	49,665	20	2	16	8
6. 7,500 to 10,000	12	16	2	107,150	32	2	24	24
7. 10,000 to 20,000	20	32	2	261,595	64	3	60	40
8. 20,000 to 50,000	11	16	2 \neq 1	302,061	43	5	55	44
9. 50,000 to 100,000	6	10	2 \neq 2	421,000	32	8	48	24
10. 100,000 to 150,000	2	4	2 \neq 2	218,150	12	11	22	16
11. 150,000 to 250,000	0	0	2 \neq 3	-	-	11	-	-
12. 250,000 to 400,000	2	4	2 \neq 3) 2 \neq 4)	656,000	15	15	30	24
13. Over 400,000	2	2	2 \neq 4	1,765,000	12	30	60	48
Total	177	210		3,959,619	466		431	344

Cities in Class 8 - Buffalo, Cincinnati, Hartford, Kansas City, Milwaukee, Minneapolis, New Haven, Providence, Rochester, San Francisco, Toronto

Cities in Class 9 - Baltimore, Detroit, Los Angeles, Newark, Pittsburgh, St. Louis

Cities in Class 10 - Boston, Cleveland

Cities in Class 12 - Chicago, Philadelphia

Cities in Class 13 - Brooklyn, New York (Manhattan-Bronx, Queens)

October 23, 1941

[October 1941?]

ARTICLE III SECTION 2

(Revision preferred by Wm. J. Shroder)

Sec. 2. Delegate representation shall be of member organizations. The number of votes they shall be entitled to cast shall be related to the Jewish population of the respective communities.

- (a) Each member organization shall have at least one delegate.
- (b) Each member organization located in a City, Village, or Town (or similar political subdivision however named) or in a combination of similar political subdivisions conducting their social programs on a unified basis, (but in no combination in which its components shall hold independent memberships in the Council) having a Jewish population of not less than 2500 or more than 4999 shall have two (2) delegates.
- (c) Each member organization located as detailed in (b) hereof with a Jewish population of not less than 5000 or more than 9999 shall have three (3) delegates.
- (d) Each member organization located as detailed in (b) hereof with a Jewish population of not less than 10,000 or more than 19,999 shall have four (4) delegates.
- (e) Each member organization located as detailed in (b) hereof with a Jewish population of not less than 20,000 or more than 49,999 shall have six (6) delegates.
- (f) Each member organization located as detailed in (b) hereof with a Jewish population of not less than 50,000 or more than 99,999 shall have eight (8) delegates.
- (g) Each member organization located as detailed in (b) hereof with a Jewish population of not less than 100,000 or more than 249,999 shall have ten (10) delegates.
- (h) Each member organization located as detailed in (b) hereof with a Jewish population of not less than 250,000 or more than 399,999 shall have fifteen (15) delegates.
- (i) Each member organization located as detailed in (b) hereof with a Jewish population of 400,000 and more shall have thirty (30) delegates.
- (j) All delegates shall have the right to initiate, move and debate action by the General Assembly, but the voting rights of delegates will be as defined by the organizations and Jewish communities they represent within the following limitations:

Communities falling under (a&b) hereof	1	vote	per	community
" " " (c)	"	2	"	"
" " " (d)	"	3	"	"
" " " (e)	"	5	"	"
" " " (f)	"	8	"	"
" " " (g)	"	11	"	"
" " " (h)	"	15	"	"
" " " (i)	"	30	"	"

Wherever there is more than one (1) member organization located as detailed in (b) hereof, the voting rights of the delegates of such communities

hereof shall be divided equally between such member organizations unless such organizations agree upon a different division. Where such division is manifestly unfair and the organizations involved are unable to reach an agreement, any organization considering itself wronged may appeal to an Arbitration Committee to be appointed by the President annually not less than forty days before the General Assembly and the decision of the Arbitration Committee shall be final.

Each organization may decide if the votes of its delegates shall be cast as a unit or by individual delegates. Unless the organization certifies its decision to the Council at least one week prior to the Assembly it shall be conclusively presumed that it wishes its votes cast by its delegates individually. (Where the votes do not equal the number of delegates, delegates voting individually shall cast the fraction of vote or votes to which they are mathematically entitled.)

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.

ARTICLE III - SECTION 6

(Revision prepared by Wm. J. Shroder)

Section 6. A member organization shall be entitled to as many votes as it has delegates in the General Assembly, as limited by Article III, Section 2 hereof. The number of votes shall be further limited by the number of delegates present at the session of the General Assembly at which the vote is taken. Alternates, substitutes or proxies may be appointed by the member agencies, but only from within their own membership. The appointments of delegates, alternates, substitutes and proxies shall be duly certified to the Secretary of Council at a time sufficiently prior to the sessions of the General Assembly to permit the Credentials Committee hereinafter provided to pass upon the certifications and to report to the General Assembly. Certifications shall be signed by the head officer and the secretary of the member agency and shall recite the authority under which the appointments and certifications are made. Forms of certifications shall be furnished the member agencies by the Council office.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

November 4, 1941

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

The meeting of the Board of Directors will be held at the Commodore Hotel, 42nd Street and Lexington Avenue, New York City, opening with dinner on November 15 at 6 P.M. in Parlor A.

Enclosed you will find the Minutes of the September 27-28 Board meeting.

The draft of the proposed revisions to the By-Laws will be sent you within the next few days, in anticipation of final action by the Board, together with the agenda for the meeting.

MINUTES
MEETING OF THE BOARD OF DIRECTORS

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

CLEVELAND, OHIO -- September 27, 1941

Present: William J. Shroder, Cincinnati, presiding

Irvin Bettmann, St. Louis	Solomon Lowenstein, New York
Jacob Blaustein, Baltimore	Elias Mayer, Chicago
Fred M. Butzel, Detroit	Charles J. Rosenbloom, Pittsburgh
A. Richard Frank, Chicago	William Rosenwald, Greenwich
Joseph Goldstein, Rochester	Rabbi Abba Hillel Silver, Cleveland
Samuel Goldhamer, Cleveland	James L. White, Salt Lake City
Mrs. Sieg. Herzog, Cleveland	Joseph Willen, New York
Isaac Heller, New Orleans	Henry Wineman, Detroit
Sidney Hollander, Baltimore	Ira M. Younker, New York

Regional Chairman: Jerome Curtis, Cleveland

Ex-Officio: Arthur Greenleigh, NRS
Joseph C. Hyman, JDC

Guests: Joseph Berne, Cleveland
Samuel Markell, Boston - Chairman,
1942 General Assembly Program Committee

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

(Committee reports and staff memoranda were prepared on each subject discussed. Folders containing these reports and memoranda were distributed to all board members present and to absentee members by mail.)

The chairman called the meeting to order at 7:45 P.M.

MINUTES OF PREVIOUS MEETING

One correction was made in the minutes of the previous Board meeting, held in New York City on May 17. MR. MAYER MOVED that to avoid confusion the group opposing the referendum should be referred to in the minutes as "Unofficial Committee Organized to Oppose Referendum Proposals" instead of "Committee on Referendum." MR. ROSENWALD SECONDED the motion and the minutes were accepted with this correction.

REPORT OF EXECUTIVE STAFF

MR. LURIE reported that since the last Board meeting 10 new members had enrolled in the Council. The Tri-State Coordinating Bureau, representing a group of communities in the Pittsburgh area, had also affiliated with the Council under the terms of an agreement whereby the organized communities in that area will be considered as Council members. MR. ROSENWALD said that he had, in behalf of the TCB, sent \$500 to the Council with the understanding that the newly organized cities in the area would become members of the Council. Six organized communities in the area would continue to pay Council membership dues individually, he said. MR. SHRODER asked whether the Tri-State area is considered a region. MR. RABINOFF replied in the negative, saying that it was part of the East Central region and that the TCB is in process of defining its scope. Until then, MR. RABINOFF stressed,

the Council has three types of relationships, one to the organized communities that are members of the Council, another to the newly organized communities which have not affiliated on their own account, and a third to the unorganized areas. Services from the Council to all of these communities are channelled through the professional executive of the TCB.

MR. SHRODER pointed out that it was important to clarify all such relationships with the Council, since the Committee on By-laws will have to formulate a definite rule. MR. LURIE suggested, as a solution that the Council recognize as individual community members those cities which have reached a status of organization and specific merits to cover their dues, be charged against the \$500 service fee. He believed that the unorganized territories are ineligible for individual membership in the Council. MR. MAYER said that the TCB should be an affiliate of the Council on a service basis only, with independent communities in the area which are already members of the Council continuing as such. MR. SHRODER remarked such an arrangement would not cover McKeesport and Uniontown which pay dues to the TCB but have no membership status with the Council. MR. CURTIS declared that the communities were not really members of the Council and that the TCB is paying the Council \$500 to defray part of the cost of the Council's services in that area.

After further discussion in which MESSRS. ROSENBLOOM, SHRODER, RABINOFF, MAYER AND GOLDHAMER participated, MR. BUTZEL MOVED that those communities which are certified by the Council as organized should be recognized as individual community members and that the TCB subtract from the \$500 the amount earmarked by the communities for the Council. These communities should pay dues directly to the Council.

The MOTION was carried.

In his report, MR. LURIE pointed out also that the Council, while handicapped by a shortage of professional and clerical help, has been asked to undertake an increased amount of work. Member agencies, he said, are constantly filing requests with the Council for special studies. No action was taken, altho it was recognized that this situation represents a problem for budgetary consideration.

REVISION OF THE BY-LAWS

JOSEPH P. LOEB, chairman of the Committee on Revision of the By-Laws, was unable to attend the meeting, so that the material presented was based largely on correspondence between MR. LOEB and the Council office.

The Board considered first the proposed addition to Article III, Sec. 1 of the present By-laws, that policies, resolutions and statements adopted by the General Assembly "shall not be binding upon the member agencies of the Council except as each member agency of the Council may determine to adopt such policies."

MRS. HERZOG felt that the actions of the General Assembly should be considered binding on the member agencies, if the General Assembly is to realize its values. MR. LURIE replied that the General Assembly can vote on the services which the Council should perform; such action determines Council policy and activity, but cannot bind the member agencies individually to these policies or actions.

Mr. Blaustein agreed, adding that individuals who represent member agencies at the General Assembly have a right to vote on policies, but the Council cannot compel the adherence of member agencies. MR. ROSENWALD expressed reluctance to take final action on the By-law revision, contending that the proposals were not yet in final form. He stressed also the importance of clearing up the question of By-law revisions before the next General Assembly. MR. SHRODER pointed out that the By-law revisions must be submitted to the entire membership 40 days before the

General Assembly and that another meeting of the Board would be required unless final action was taken immediately.

MR. GOLDHAMER argued that it was inconsistent to ask communities to send delegates to the General Assembly, to engage in discussions and make decisions, and then say that the communities are not bound by actions taken by the majority of the General Assembly delegates. MR. HOLLANDER stressed that the Council was organized to serve its member agencies, not to rule them. He warned against attempting to enforce policies on the communities.

The Board reviewed also proposed amendments to Article III, Sec. 2, which is concerned with the number of delegates which a community may send to the General Assembly; Article III, Sec. 6, which deals with the methods of voting at the General Assembly; Article IV, Sec. 1, which fixes the size of the board of directors and prescribes the methods of their selection. The question of regional representation on the Board and on the Nominating Committee was brought up for discussion.

The consensus of opinion at the meeting was that the By-law revisions were of the utmost importance and merited further study and examination. Board members agreed that an exhaustive examination of the points involved should be made by the Committee on Revision of the By-laws before any final recommendations were made. MR. BLAUSTEIN suggested and the Board agreed that the proposed amendments be referred back to the Committee and a special Board meeting be held in November to consider the matter further, in order to permit action at the General Assembly. The Council staff was instructed to forward the proposed revisions and other information to members of the Board before the November meeting to give them adequate time to study the proposals.

GENERAL ASSEMBLY

The Board decided to hold the 1942 General Assembly in Chicago during the month of January. (Samuel Markell, chairman of the Program Committee, subsequently set the exact dates as January 31 - February 2.)

CONTENT OF GENERAL ASSEMBLY PROGRAM

MR. LURIE explained that in previous years the Council had issued invitations to the Assembly to a large list of individuals. The present plan is to invite member agencies directly and the agencies to specify the individuals they wish to invite, thus limiting attendance at the General Assembly to member agency representatives. Similarly, national agencies will be asked to designate representatives to the Assembly, to serve as consultants and furnish resource information to the several program committees. The Assembly will consist entirely of working sessions and one general meeting as a closing function, he said. MR. MARKELL added that committees on various subjects would function before the opening of the Assembly, prepare reports on the basis of their findings and submit them to the General Assembly for discussion.

MR. GOLDSTEIN felt that there should be some general discussion and interpretation of existing conditions with regard to the future Jewish life in America. While the present program is practical and realistic, he said, it should have more of an inspirational character. MR. LURIE replied that all the points raised by MR. GOLDSTEIN would be studied by the various committees, stressing the fact that the committee assignments were flexible enough to include discussion of any problem affecting Jewish communities.

MR. YOUNKER felt that representatives of the national agencies should be excluded from the working committees, which should be composed, he said, of persons who are divorced from the fund-raising aspects of the appeals. MR. MAYER, contending that emphasis upon the techniques and methods of raising funds would be a repe-

tition of previous Assembly discussions, urged that the 1942 Assembly be devoted entirely to national Jewish questions. He cited as examples the problem that will arise with respect to refugees in the United States in the event that America enters the war, and the problem of Jews who have not become citizens. MR. HOLLANDER felt that more time should be devoted to "the great change taking place in our local situations because of the impact of changing conditions generally and the expanding public welfare programs." MESSRS. YOUNKER and FRANK felt that the Assembly should discuss thoroughly current American Jewish problems. MESSRS. ROSENBLOOM and HYMAN said that the problems facing American Jewry were tied up with the problems of overseas Jewry.

MR. BUTZEL MOVED that the Board approve in general the report of the Program Committee and that the details be left to the Committee.

The MOTION was carried.

The meeting adjourned at 11:35 P.M.

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The meeting of the Board was reconvened on September 28 at 10:00 A.M. with the same attendance as recorded for the meeting on the preceding evening.

The business of the meeting continued.

NOMINATING COMMITTEE

DR. SOLOMON LOWENSTEIN, chairman of the Nominating Committee, reported that nominations are to be made for the Council officers (president, three vice-presidents, secretary and treasurer) and for 13 members of the Board for a three-year term and for one member of the Board for a two-year term. DR. LOWENSTEIN brought up the question of rotation of officers and members of the Board. Stating that while he felt that a certain amount of rotation of Board members was good, he felt that the Board should try to induce the present Council officers to continue in office.

MR. SHRODER said the question was whether the Board should adopt a general policy limiting the length of service of officers and Board members, or retain them in office as long as they took an active interest in the organization. MRS. HERZOG felt that the Nominating Committee should discontinue its present practice of writing to Board members before the expiration of their terms and asking them if they should like to be renominated. MRS. HERZOG thought that the Nominating Committee should make its selections and then invite their acceptance.

DR. LOWENSTEIN, stressing that he was not as concerned with the question of Board members as he was with officers of the Council, opposed any action which would limit the length of service of a Council officer. At this time particularly, he said, the Council needs the wisdom and experience of its officers. MR. YOUNKER agreed. MR. HOLLANDER said that three years should be a maximum term of office for any officer. MR. SHRODER declared that in view of existing conditions it would be unwise to adopt any set rule at the present time.

DR. LOWENSTEIN INDICATED the consensus that the present officers should be continued in office for 1942 and undertook to consult his Nominating Committee further.

COUNCIL FINANCES

MR. LURIE reported that despite curtailment of its field service, the Council faces an operating deficit in 1941 of \$13,000. This is exclusive of the extension of fact-finding studies of national and overseas agencies, which would require an additional budget of from \$10,000 to \$15,000. MR. LURIE said the following items of income received in 1940 from foundations and other sources had not yet been secured for 1941: a) Special grants from foundations which amounted to \$7,500 in 1940, and b) payment of \$2,500 from the United Palestine Appeal in behalf of the New York Campaign.

MR. LURIE reported that both the Joint Distribution Committee and the National Refugee Service had indicated their willingness to renew their allocations to the Council on account of the New York City United Jewish Appeal campaign, but were waiting for the United Palestine Appeal to make a similar pledge.

MR. HOLLANDER asked whether word had been received from the UPA. MR. LURIE replied in the negative. MR. HOLLANDER suggested and the Board agreed that the Board appoint a small committee to confer with DR. ABBA HILLEL SILVER on the question of a UPA contribution to the Council.

MR. FRANK, scoring what he termed the "timidity" of the Council, called attention to the fact that the Council had participated in a study of the Denver TB institutions but had not vigorously translated its findings with regard to these institutions to the communities. MR. HOLLANDER remarked that the point was well taken, adding that the Council should have notified the communities that the TB Study Committee's recommendations had not been carried out and that there appeared to be no desire on the part of the Denver Hospitals to bring about a greater degree of effectiveness and economy. MR. LURIE pointed out that such notification had been sent to member agencies in the past. MR. WHITE said that the difficulty in Denver stemmed from the fact that Denver was not properly organized.

MR. WINEMAN MOVED that the Council serve notice on the Denver agencies that it will notify its member agencies that the TB Study recommendations have not been put into effect.

The MOTION was SECONDED by MR. GOLDSTEIN and CARRIED.

MESSRS. SHRODER and HELLER emphasized the need for member agencies to look upon the Council as a service agency and not as another national organization. Both agreed that the communities should regard their membership dues as part of their campaign or administrative expenses rather than allocations. MR. LURIE reported that the intermediate and large communities are paying 15 percent less to the Council than they would be under a blanket assessment.

MR. BLAUSTEIN announced that if the Council undertakes the expanded national advisory budget service, he would recommend that the Jacob Blaustein Foundation give another \$1,000 to the Council as it did last year. MR. SHRODER reminded the Board that the Council staff needed advice as to how to prepare the budget for 1942, not knowing whether to include provisions for extending the field service and the advisory budget service program.

MR. MAYER MOVED that the staff be instructed to prepare three separate budgets for action at the General Assembly:

1. A budget based on present income
2. A budget providing for an extended field service program
3. A budget providing for an extended field service program and the new advisory budget service

The MOTION was carried.

MR. HELLER asked whether the Council couldn't draw upon the communities' special emergency funds to clean up its deficit. MR. LURIE replied that not all communities have such funds and pointed out that several of our member agencies in the Western States Region had made supplementary grants to the Council budget for its 1940 deficit.

MR. GOLDSTEIN MOVED that the Council inform its member agencies of the prospective 1941 deficit and ask for additional allocations. MR. FRANK seconded the MOTION which was carried.

MR. MAYER suggested that a copy of the letter sent to a member agency or member agencies in a given city should be sent to the Board member representing that city in order to familiarize him with the type of appeal made. The Board approved the suggestion.

NATIONAL ADVISORY BUDGET SERVICE

MR. BLAUSTEIN chairman of the Council's Committee on the Referendum, reported that discussions and correspondence with DR. ABBA HILLEL SILVER, representing the opposition to the referendum were still continuing on several points and he felt that the Board should defer final action on the referendum until the talks had been completed. In reply to a question from MRS. HERZOG MR. BLAUSTEIN said that a satisfactory agreement between the two groups was possible and the extra time would be required to reach that agreement.

Meanwhile, pending developments in the negotiations, MR. LURIE said, the Council office has been engaged in the collection of additional factual material on two agencies -- the American Friends of the Hebrew University and the American Ort Federation -- to be submitted to the Committee on the Referendum as a basis for considering and planning the development of its functions.

1942 UNITED JEWISH APPEAL

MR. LURIE pointed out that the Council was criticized last year for entering the picture too late to forestall a break in the UJA. He suggested that the Board decide whether it wanted to take a direct interest in bringing a UJA in 1942, and if so, what steps should be taken to achieve that end.

MR. HOLLANDER MOVED that the Council address a letter to the constituent agencies of the UJA, offering the Council's assistance in the forthcoming negotiations regarding a 1942 UJA.

The MOTION was seconded by MR. BLAUSTEIN.

MR. BETTMANN felt that the Council should take a firmer stand, declaring that the Council should first poll the communities to determine whether they want a UJA, and, assuming the communities do want a UJA, the Council should attempt to initiate the reconstitution of the UJA. DR. SILVER pointed out that the agreement under which the 1941 UJA is operating calls for the JDC and UPA to open negotiations for the coming year before October 30. DR. SILVER disclosed that the UPA had already advised JDC to this effect. Both DR. SILVER and MR. HYMAN indicated that the Council's offer of assistance, as embodied in the HOLLANDER resolution, would be welcome to the two constituent agencies of the UJA. DR. SILVER opposed MR. BETTMANN's proposal that the Council should poll member agencies to see if they wanted a UJA. Such a poll, DR. SILVER said, would arouse unnecessary discussion, and might complicate the negotiations.

MR. BETTMANN argued that the constituent agencies of the UJA must recognize that there is some authority - and the giving-Jews of the country, as represented by the federations and welfare funds, constitute that authority. He stressed that under no circumstances should the Council leave the matter for the constituent agencies of the UJA to decide until it is too late to take effective action. MR. WINEMAN agreed.

Following further discussion in which MESSRS. SHRODER, LOWENSTEIN, YOUNKER, MAYER, HYMAN and BETTMANN participated, action was called for on MR. HOLLANDER's MOTION.

The MOTION was carried.

GENERAL JEWISH COUNCIL

Edgar Kaufmann of Pittsburgh (present by invitation) reviewed the history of the General Jewish Council since its inception in 1938, under the terms of the Pittsburgh agreement, the subsequent withdrawal of the American Jewish Congress and other recent developments. He explored the status of cooperation between defense agencies and the barriers to a more satisfactory basis of relationship.

JAMES L. WHITE, chairman of the Committee appointed at the 1941 General Assembly to see whether the Council could be helpful in bringing about a joint fund-raising appeal in the defense field, reported that he didn't think that more complete joint fund-raising in the defense field was possible at the present time because of the attitudes of several of the agencies.

ISAAH MINKOFF, executive secretary of the General Jewish Council, (present by invitation) said that some coordination in the defense appeal was being attained and the future held promise of greater cooperation and coordination. He stressed that each of the four organizations in the defense field had separate and distinct American phases in their programs.

It was AGREED that the problems of the defense agencies and of relationship be considered at greater length at the next Board meeting and it was generally assumed that MR. KAUFMANN's remarks were to be considered informal and confidential.

MISCELLANEOUS

The Board reviewed briefly developments in local programs, such as the request made locally to the Jewish Federation in Boston to include the United Service Organizations in its fall campaign and the probable effects of the new tax program on giving to philanthropic causes in 1942. The Board restated its policy on inclusion of non-sectarian appeals in welfare fund drives. It is preferable for American Jews to contribute, the Board stressed, as individuals rather than as a welfare fund to worthwhile agencies whose appeal is organized on a non-sectarian basis.

The Board meeting then adjourned at 5:30 P.M.

Minutes prepared by Council staff, H.L. Lurie, Executive Director.

11/3/41

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

November 5, 1941

FROM: H.L.LURIE, EXECUTIVE DIRECTOR

TO: BOARD OF DIRECTORS

Enclosed you will find revisions of the By-Laws that have been suggested by Mr. William J. Shroder and Mr. Elias Mayer. Final action on revision of the By-Laws will need to be taken by the Board of Directors at its meeting at the Hotel Commodore, New York City, on November 15th.

In addition to Mr. Mayer's revisions on the basis of Mr. Shroder's draft, there are a number of points on which agreement has not finally been reached between Mr. Mayer and Mr. Shroder. The two suggestions on number of voting representatives and on methods of fund raising are, therefore, included in this document. Correspondence between Mr. Shroder and Mr. Mayer is continuing and agreement between them may be reached before our Board meeting. The table which is attached to the material indicates how the two proposals on voting membership would work out in practice as far as our present list of member agencies is concerned.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

PROPOSALS FOR REVISION OF BY-LAWS

Present By-Laws

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.

Suggested Revisions

by Elias Mayer

(On Basis of Draft by Wm. J. Shroder)

ARTICLE I

(No change)

ARTICLE II

Membership

Sec. 1. The members of the corporation shall be 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 this Article of these by-laws.

Sec. 2. Any Jewish Federation, Jewish Welfare Fund, Jewish Community Council or similar organization which has for its object the planning and/or the financing of Jewish social work or meeting Jewish communal needs and responsibilities, may apply for membership in this corporation. Before any such applicant shall be admitted to membership, the application must be approved 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. The Board or such Committee shall consider among other qualifications, the size of the community and the importance and standards of work of the organization applying for membership.

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 III

General 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

Sec. 3. The corporation shall issue a certificate of membership to each organization admitted to membership pursuant to the provision of these by-laws. 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 and shall be terminated automatically for non-payment of dues for a period of two (2)? years.

Sec. 4. Membership shall continue until terminated by 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. No change

ARTICLE III

General Assembly

Sec. 1. The General Assembly shall consist of accredited delegates of member organizations. The number of such delegates, the manner of their selection and their voting rights shall be as hereinafter specified and defined. It shall be the ultimate policy making body of the Corporation and shall determine the scope of the activities of the Corporation. Its decisions shall be binding upon the Board of Directors but shall not be binding upon the member organizations of the Council, except as each member agency adopts such decisions as its own.

Sec. 2. Delegate representation shall be of member organizations. The number of votes a member organization shall be entitled to cast shall be related to the Jewish population of the respective communities in which they are located.

(a) Member organizations located in any one city, village or town (or similar political sub-division however named) 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.

than seventy-five hundred (7,500) shall have one delegate.

(b) Member organizations located in any one City, Village or Town (or similar political sub-division however named) having a Jewish population of not less than seventy-five hundred (7,500) nor more than twenty thousand (20,000) shall have two (2) delegates.

(c) Member organizations located in any one City, Village or Town (or similar political sub-division however named) having a Jewish population of not less than twenty thousand (20,000) nor more than one hundred thousand (100,000) shall have four (4) delegates.

(d) Member organizations located in any one City, Village or Town (or similar political sub-division however named) having a Jewish population of not less than one hundred thousand (100,000) nor more than two hundred and fifty thousand (250,000) shall have eight (8) delegates.

(e) Member organizations located in any one City, Village or Town (or similar political sub-division however named) having a Jewish population of not less than two hundred and fifty thousand (250,000) nor more than four hundred thousand (400,000) shall have twelve (12) delegates.

(f) Member organizations located in any one City, Village or Town (or similar political sub-division however named) having a Jewish population of over four hundred thousand (400,000) shall have twenty-four (24) delegates.

Each delegate shall be entitled to one vote. In case there is more than one organization located in the same community the voting rights of the delegates of any such community shall be divided equally between the member organizations unless such organizations agree upon a different division. Where the organizations involved are unable to reach an agreement, any member organization may appeal to the Credentials Committee and the decision of the Credentials Committee shall be official. Each member organization shall have the right to decide whether the votes of the delegates shall be cast as a unit or on an individual basis. Unless

the organization certifies its own decision to the Council at least one week prior to the Assembly, its delegates shall cast their votes on an individual basis.

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.

Sec. 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. 3. No change

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. 4. No change

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. 5. No change.

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. 6. At any meeting of the General Assembly, each delegate present in person or by proxy shall be entitled to one vote. A member organization may appoint alternates. Each member organization shall be entitled to as many votes as it has delegates in the General Assembly.

Any delegate may appoint a proxy in writing provided the proxy is a delegate from the same community as the delegate and is present in person at the meeting of the General Assembly.

The appointment of delegates and alternates shall be duly certified to the Secretary of the Council at least eight (8) days prior to the opening of the General Assembly, to permit the Credentials Committee to pass on the certifications and make report to the General Assembly.

All certifications shall be signed by the chief executive officer or secretary of the member organization on forms to be furnished to the member organizations by the Council.

Sec. 7. At least ten days prior to the opening meeting of the General Assembly, the President shall appoint a Credentials Committee of not less than three nor more than seven members, whose duties shall be to pass on all credentials, to tabulate them and to submit a report of accredited delegates and alternates to the first session of the General Assembly at which a vote may be taken. The Credentials Committee shall also have the power to pass upon any dispute arising in connection with the giving of proxies.

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.

Becomes Sec. 8. - in Revision

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.

Becomes Sec. 9. - in Revision

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.

Sec.10. 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. Report of Credentials Committee.
2. Roll call.

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.

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

ARTICLE IV

Directors

Sec. 1,2,3,4,5,6,7 - No change

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.

Sec. 8. The Board of Directors may at its discretion invite non-members to attend its sessions. Such non-members shall have the right to suggest matters for discussion, to join in discussions of suggestions and motions and to enjoy all the rights of members of the Board of Directors except the right to vote.

ARTICLE V.Subsidiary Territorial Organizations

Sec. 1. The Board of Directors may authorize the organization of subsidiary bodies on a territorial basis, such as States, Sections or Regions. The rights, duties and powers of such subsidiary bodies shall be as defined by the Board of Directors of the Council and shall be subject to change by said Board. Such subsidiary bodies shall be limited in their activities to promoting the purposes of the Council within the limitations of its Charter and By-Laws.

(Becomes) ARTICLE VI

Committees

Sec. 1. An Executive Committee may be chosen, etc. ...

Sec. 2. Such Executive Committee, if chosen, may adopt, etc. ...

Sec. 3. Such Executive Committee, if chosen, shall have power, etc. ...

Sec. 4. (Revision to omit words "a schedule of" in line 10, page 9)

ARTICLE VCommittees

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-

Sec. 5. No change.

Sec. 6. No change.

(Becomes)

ARTICLE VII

Officers

Sec. 1. No change.

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. 2. No change.

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. 3. No change.

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. 4. The Chairman of the Executive Committee. The Executive Committee, if any, may at any time, etc. ...

Sec. 5. The Vice-Presidents. Either one of the Vice-Presidents may in the absence or incapacity 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. 5. No change.

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. 6. No change.

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. 7. No change.

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. 8. No change.

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

Sec. 9. No change.

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 VIII

Fiscal 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.

Sec. 10. No change.

(Becomes)

ARTICLE VIII

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 may be suspended from membership and 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 Fifty Dollars (\$50.) per annum.

(Becomes)

ARTICLE IX

(No change)

(Becomes)

ARTICLE X

(No change)

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

November 7, 1941

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

You have now received copies of the Minutes of the last Board meeting, September 27-28 and the draft of the proposed By-Laws revisions.

The agenda for the next Board meeting will be as follows:

Saturday evening, November 15 - 6:00 P.M. - Dinner - Room A
Commodore Hotel, New York City

Consideration of By-Laws revision

Report by Jacob Blaustein, Chairman of the Committee on Referendum

Schedule for Board meeting at 1942 General Assembly, Chicago,
January 31 - February 1-2

Council Finances

Sunday - November 16 - 10:00 A.M.

Meeting with Edgar Kaufmann, Chairman of the Board of the General Jewish Council and Rabbi James Heller, President of the Central Conference of American Rabbis, for further discussion of the problems of the General Jewish Council.

This session will continue through dinner at noon and into the afternoon.

- - - -

If you are not planning to attend the meeting, please let us have your comments on the By-Laws or any other matters which you consider should be taken up at this session.

November 10, 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 received this morning the agenda for the forthcoming meeting of the Council Board. I note that there is to be a report by Mr. Blaustein, chairman of the Committee on Referendum. Since writing to Mr. Blaustein, on October 20, I have had no word from him other than a note from his secretary stating that my letter was being forwarded to him.

It will not be possible for me to attend the Board meetings next Saturday or Sunday. If any definitive report is to be made, it seems to me that a reply to my communication is indicated. There is no point in postponing the matter until the very last minute, as heretofore, and then work frantically under pressure.

With all good wishes, I remain

Very cordially yours,

AHS: BK

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

November 11, 1941

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

Dear Rabbi Silver:

We have not had word from you about your attendance
at the Board meeting this week-end, November 15-16, at the
Hotel Commodore. It is an important meeting and we need you.

Cordially,


H. L. LURIE

HLL/rk

Council of Jewish Federations and Welfare Funds,

Inc.

including the Bureau of Jewish Social Research

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

November 12, 1941

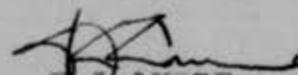
Rabbi Abba Hillel Silver
The Temple
East 105 St. at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

I received in this morning's mail a copy of the letter that Mr. Jacob Blaustein sent you from Los Angeles on November 8th. You probably received it since you wrote me on November 10th. If Mr. Blaustein's letter has not yet reached you, please wire me and I will send you a copy by air mail. I am very disappointed to learn that you will not be at our Board meeting this week-end.

With kindest regards, I am

Cordially,


H. L. LURIE

HLL/eas

WESTERNUNION OFFICE COPY

to DY.
Phone Confirmation Cy. to be mailed.

MC

13

NOV 14 1941

GA 0150- THE TEMPLE
EAST 105 AND ANSEL RD

H L LURIE

ANS DATE NB409 EJ 430P NYK

I CAN COME TO NEWYORK EITHER WEDNESDAY OR FRIDAY NEXT

WEEK KINDEST REGARDS

ABBA HILLEL SILVER

625P

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

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SYMBOLS

- DL = Day Letter
- NT = Overnight Telegram
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- NLT = Cable Night Letter
- Ship Radiogram

R. E. 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

NB409 40 DL=EJ NEWYORK NY 14 430P *NY 14 430P* *5gr05*

RABBI ABBA HILLEL SILVER=

THE TEMPLE 105 ST AT ANSEL RD CLEVE=

HENRY MONTOR HAS EXPLAINED TO YOU PURPOSE OF CONFERENCE THAT DAVID WATCHMAKER WOULD LIKE TO HAVE WITH YOU. PLEASE GIVE ME CHOICE OF EARLIEST DATES WHEN YOU CAN BE IN NEWYORK AND WILL TRY TO CONCLUDE ARRANGEMENTS FOR DAVID WATCHMAKER=

H L LURIE.

Dg 2980 us
gg 0150 Temple
Inc 624p Mccl
OWC 523PRA

THIS SIDE OF CARD IS FOR ADDRESS



COUNCIL OF
JEWISH FEDERATIONS AND WELFARE FUNDS, Inc.
165 WEST 46th STREET
NEW YORK, N. Y.

I shall _____ attend the meeting of the Board of
shall not _____

Directors of the Council to be held November 15-16, 1941,
at the Commodore Hotel, New York City.

Please make hotel reservations for me:
Specifications:

Signed: _____

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

November 19, 1941

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

Dear Rabbi Silver:

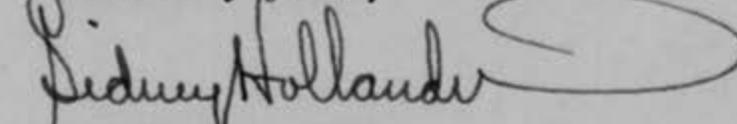
Final arrangements have been completed for the 1942 General Assembly which is to be held in Chicago, January 31 - February 1-2 with headquarters at the Drake Hotel.

As Mr. Lurie advised you several weeks ago, the plan for the 1942 General Assembly represents a departure from previous practice in that invitations will be extended only to accredited delegates designated by the member agencies and no general individual invitations will be issued by the Council. This procedure is planned to provide more opportunity for discussion by delegates than has been possible in previous Assemblies.

The attached memorandum explains in detail the procedure for the designation of delegates and I would ask you to see that the delegation which is to represent your agency is named at the earliest possible moment. I would call your attention particularly to the provision for voting and non-voting delegates and urge the importance of having as representative a group as you can enlist from your community.

It is important that the list of your delegates (names and addresses) be in the hands of our office by December 29, so that we can send them the reports of the committees which will constitute the basis for the discussions at the Assembly meetings. If your agency has not already done so, will you please make it a point to see that the list is forwarded at the earliest possible date.

Sincerely yours,


SIDNEY HOLLANDER
President

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

(Form for certification of delegates)

To the Credentials Committee of the 1942 General Assembly:

This is to certify that the _____
(agency)
of _____ has designated the following as delegates to the
(city)
meeting of the General Assembly (Chicago, January 31 - February 2):

Names

Addresses

1) Voting Delegates

2) Alternates

3) Non-Voting Delegates

Date: _____

(signed by president or executive officer)
(name) (title)

(To be returned to CJFWF, 165 W.46 St., New York City, before December 29)

November 19, 1941

MEMBER AGENCY REPRESENTATION AT 1942 GENERAL ASSEMBLY

The Council of Jewish Federations and Welfare Funds is a national cooperative association now made up of 217 member federations, welfare funds and community councils. Under its By-Laws, the General Assembly is the policy making body of the CJFWF, so that the General Assembly this year will consist primarily of delegates named by the member agencies. The national agencies and other special groups may be invited to send representatives for consultation or such other services as may be helpful to the Assembly.

- - - -

BY-LAWS PROVISIONS FOR VOTING BY MEMBER AGENCIES

According to the By-Laws each member agency is entitled to two votes at the General Assembly, with additional votes depending on size of the Jewish population of the city within which the agency operates. At the 1941 Assembly at Atlanta this provision was found to need clarification and therefore revisions of the By-Laws will be submitted to the forthcoming Assembly for action and if adopted will become operative thereafter. Until such action has been taken, the present By-Laws requirements prevail. The enclosed list indicates the number of votes to which each member agency is entitled under the PRESENT By-Laws.

Please remember that member agency representation is not limited to voting delegates. Alternates will be needed for voting purposes and non-voting delegates will also be welcome.

The present By-Laws permit unit voting by delegations and proxy voting by non-present delegates. These By-Laws provisions are among those on which questions have been raised and which the By-Laws revisions are seeking to clarify.

The manner in which member agencies shall select delegates to the General Assembly is not fixed by the By-Laws and therefore each member agency may determine upon the method of selection best suited to its own requirements. Some member agencies elect their delegation by action of their boards or executive committees, in other instances delegates are named by the presiding officer.

MEMBER AGENCY DELEGATIONS

It has been found desirable to include in the delgation the most representative leadership of the agency, including such key officers as the campaign and budget chairmen, the chairmen of the women's and youth divisions and those responsible for community planning and interpretation. The General Assembly being a deliberative body, reviewing the many aspects of the several Jewish communal programs, it is important that delegations be sufficiently representative in character to reflect the attitudes of their communities.

Delegations should be large enough to be representative in the terms described above and therefore no rigid limit has been set as to size. However, the By-Laws make specific provision as to the number of votes to which each member agency is entitled. It will be necessary, therefore, to designate both voting, alternate and non-voting delegates.

DELEGATE CREDENTIALS

All delegates, voting and alternates, will be required to present written credentials to a Credentials Committee upon registration at the Assembly.

To facilitate the work of the Credentials Committee, lists of accredited delegates and alternates should be submitted to the central office of the CJFWF on or before December 29th. Supplementary lists of delegates may be submitted up to and including January 20th. The Credentials Committee may accept delegates accredited subsequent to that date.

(The draft of proposed revisions of the By-Laws will be mailed to you on December 20, for action by the General Assembly.)

LIST OF MEMBER AGENCIES AND NUMBER OF ASSIGNED VOTES

<u>City and Member Agency</u>	<u>No. of Votes</u>	<u>City and Member Agency</u>	<u>No. of Votes</u>
AKRON, OHIO - JSSF...JWF	4	FLINT, MICH. - FJC	2
ALBANY, N.Y. - JCC	2	FORT WAYNE, IND. - JF	2
ALBUQUERQUE, N.M. - JFC	2	FORT WORTH, TEXAS - JF	2
ALEXANDRIA, LA. - JWF	2	FRESNO, CALIF. - JNWF	2
ALLENTOWN, PA. - UJC	2	GARY, IND. - JWF	2
ALTOONA, PA. - FJP	2	GRAND RAPIDS, MICH. - JCF	2
APPLETON, WIS. - UJC	2	HAMILTON, ONT., CANADA - JSS..UJWF	4
ASHEVILLE, N.C. - FJC	2	HAMMOND, IND. - UJA	2
ARDMORE, OKLA. - JF	2	HARTFORD, CONN. - JWF	3
ATLANTA, GA. - FJSS...JWF	4	HELENA, ARK. - FJC	2
ATLANTIC CITY, N.J. - FJC	2	HOLYOKE, MASS. - UJA	2
BAKERSFIELD, CALIF. - UJWF	2	HOUSTON, TEXAS - JCC	2
BALTIMORE, MD. - AJC...JWF	6	HUNTINGTON, W.VA. - FJC	2
BAY CITY, MICH. - NMJWF	2	HARRISBURG, PA. - UJC	2
BAYONNE, N.J. - JCC	2	INDIANAPOLIS, IND. - JF...JWF	4
BIRMINGHAM, ALA. - UJF	2	JACKSONVILLE, FLA. - JCC	2
BOSTON, MASS. - AJP...UJC	6	JOHNSTOWN, PA. - UJA	2
BRIDGEPORT, CONN. - JWB & CS...JCC	4	JOLIET, ILL. - JWC	2
BROOKLYN, N.Y. - FJC	6	JOPLIN, MO. - JWF	2
BROCKTON, MASS. - UJA	2	KANSAS CITY, MO. - JWF...UJC	5
BUFFALO, N.Y. - JFSS...UJF	5	KNOXVILLE, TENN. - JWF	2
BAY CITY, MICH. - NEM-JWF	2	LA CROSSE, WIS. - JWF	2
BUTLER, PA. - JCC	2	LAFAYETTE, IND. - FJC	2
BUTTE, MONT. - JWC	2	LANCASTER, PA. - OJC	2
CAMBRIDGE, MASS. - JCC	2	LIMA, OHIO - AJA	2
CAMDEN, N.J. - FJC	2	LINCOLN, NEB. - JWF	2
CANTON, OHIO - JWF	2	LITTLE ROCK, ARK. - JWF	2
CEDAR RAPIDS, IA.-AJC	2	LONG BEACH, CALIF. - UJWF	2
CHARLOTTE, N.C. - FJC	2	LOS ANGELES, CALIF.-FJWO...JCC	6
CHATTANOOGA, TENN. - JWF	2	LOUISVILLE, KY. - CJO...JWF	4
CHICAGO, ILL. - JC...JWF	8	LYNCHBURG, VA. - JCC	2
CINCINNATI, OHIO - JCC...UJSA	5	LOWELL, MASS. - UJA	2
CLEVELAND, OHIO - JWF...JWFund	6	LYNN, MASS. - UJA	2
COLUMBUS, GA. - JWF	2	MADISON, WIS. - JWF	2
COLUMBUS, OHIO - UJF...JWF	2	MEMPHIS, TENN. - FJWA...JWF	2
CORPUS CHRISTI, TEXAS - JWF	2	LANSING, MICH. - FJC	2
CORSICANA, TEXAS - JF	2	MIAMI, FLA. - GMJF	2
DALLAS, TEXAS - JFSS	2	MILWAUKEE, WIS. - JWF	3
DAVENPORT, IOWA - JC	2	MINNEAPOLIS, MINN. - FJS	3
DAYTON, OHIO - JFSS...UJC	4	MONROE, LA. - UJC N.E. La.	2
DES MOINES, IA. - JWF	2	MONTGOMERY, ALA. - JF	2
DETROIT, MICH. - JWF	4	MCKEESPORT, PA.- UJF	2
DULUTH, MINN. - JWF	2	NASHVILLE, TENN. - JCC	2
EASTON, PA. - JCC	2	NEWARK, N.J. - ECCJA	4
EDMONTON, ALBERTA, CANADA - JF	2	NEW BEDFORD, MASS. - FJO	2
ELGIN, ILL. - JWC	2	NEW HAVEN, CONN. - JCC	5
EL PASO, TEXAS - JF	2	NEW ORLEANS, LA. - JC&EF...JWF	4
ERIE, PA. - JCC	2	NEW YORK, N.Y. - FSJPS	6
EVANSVILLE, IND. - JCC	2	NIAGARA FALLS, N.Y. - JF	2
FARGO, N.D. - FWF	2	NEWBURGH, N.Y. - UJC	2
FITCHBURG-LEOMINSTER, MASS.-JCC	2	NORFOLK, VA. - UJF	2

<u>City and Member Agency</u>	<u>No. of Votes</u>	<u>City and Member Agency</u>	<u>No. of Votes</u>
OAKLAND, CALIF. - JF...UJWF	4	STEUBENVILLE, OHIO - JCC	2
OKLAHOMA CITY, OKLA. - JCC	2	STOCKTON, CALIF. - NJWF	2
OMAHA, NEB. - FJS	2	SYRACUSE, N.Y. - JWF	2
PASSAIC, N.J. - JCC	2	TACOMA, WASH. - FJF	2
PEORIA, ILL. - JWF	2	TAMPA, FLA. - JWO	2
PETERSBURG, VA. - UJCF	2	TOLEDO, OHIO - JF...UJF	4
PHILADELPHIA, PA. - FJC...AJA	7	TERRE HAUTE, IND. - JF	2
PHOENIX, ARIZ. - JCC	2	TORONTO, ONT., CANADA - UJWF	3
PITTSBURGH, PA. - FJP...UJF	6	TRENTON, N.J. - JF	2
PITTSBURGH, PA. - TRI-STATE CB	2	TROY, N.Y. - UHC	2
PONTIAC, MICH. - FJC	2	TULSA, OKLA. - JCC	2
PORTLAND, ORE. - FJC...OJWF	4	TUSCALOOSA, ALA. - FJC	2
POUGHKEEPSIE, N.Y. - JWF	2	TYLER, TEXAS - FJC	2
PROVIDENCE, R.I. - JFSS	3	UNIONTOWN, PA. - UJF	2
READING, PA. - JCC	2	UTICA, N.Y. - JCC	2
RICHMOND, VA. - JCC	2	VANCOUVER, B.C., CANADA-JAC..JEWf	2
RIVERSIDE, CALIF. - UJWF	2	VICKSBURG, MISS. - JWF	2
ROANOKE, VA. - RCROR	2	VIRGINIA, MINN. - FJS	2
ROCHESTER, N.Y. - UJWF	3	WACO, TEXAS - JFC...UJA	2
ROCKFORD, ILL. - FJC	2	WARREN, OHIO - JF	2
ROCK ISLAND, ILL. - UJC	2	WASHINGTON, D.C.-JSSA...JCC...UJA	4
SACRAMENTO, CALIF. - UJWF	2	WATERBURY, CONN. - JFA	2
SAGINAW, MICH. - JWF	2	WEST PALM BEACH, FLA.-FJC...PBC	2
SALEM, OHIO - JF	2	WHEELING, W.VA. - JCC	2
SALT LAKE CITY, UTAH - UJC	2	WICHITA, KAN. - M-K JWF	2
SAN ANTONIO, TEXAS - JSSF	2	WILKES-BARRE, PA. - WV-JC	2
SAN BERNARDINO, CALIF. - UJA	2	WILLIAMSPORT, PA. - FJC	2
SAN DIEGO, CALIF. - UJF	2	WILMINGTON, DEL. - JFD	2
SAN FRANCISCO, CALIF. - FJC..JNWF	5	WINDSOR, ONT., CANADA - UJWF	2
SAN JOSE, CALIF. - JWF	2	WINNIPEG, MANITOBA, CANADA - JWF	2
SANTA ANA, CALIF. - UWF-OC	2	WINSTON-SALEM, N.C. - JCC	2
SAVANNAH, GA. - UJA	2	WORCESTER, MASS. - JWF	2
SCHENECTADY, N.Y. - UJA	2	YORK, PA. - JOC	2
SCRANTON, PA. - JF...UJA	4	YOUNGSTOWN, OHIO - JF	2
SEATTLE, WASH. - FJF...JWS	4		
SELMA, ALA. - JWF	2		
SHARON, PA. - UJA-SV	2		
SHEFFIELD, ALA. - MSJFC	2		
SHREVEPORT, LA. - JF	2		
SIOUX CITY, IOWA - FJSS	2		
SIOUX FALLS, S.D. - JWF	2		
SOUTH BEND, IND. - JWF	2		
SOUTHERN ILLINOIS JWF	2		
SPOKANE, WASH. - JWA	2		
SPRINGFIELD, ILL. - JF	2		
SPRINGFIELD, MASS. - JSSB...JWF	4		
ST. LOUIS, MO. - JF...JWF	5		
ST. PAUL, MINN. - UJF...JWA	4		

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

November 28, 1941

Rabbi Abba Hillel Silver, National Chairman
United Palestine Appeal
East 105th St. at Ansel Road
Cleveland, Ohio

Dear Rabbi Silver:

Earlier this year we addressed a request to the United Palestine Appeal for a contribution to the Council in behalf of the New York Campaign of the United Jewish Appeal. As the New York Campaign is constituted the Council cannot directly secure from that agency a proportionate share of the costs of maintaining the Council program for organizing local communities. Since our general program is equally important to New York as well as to other communities we must turn to the beneficiary agencies of the New York United Jewish Appeal for a proper contribution.

Thus far we have received a favorable response from the Joint Distribution Committee and the National Refugee Service. The J.D.C. has made a contribution of \$5,000.00. The N.R.S. has responded with \$2,500.00 which we expect to receive within a few days. We have not yet had a reply from the United Palestine Appeal.

We hope that you can take favorable action on this since the funds are needed for the current budget of the Council.

With kindest regards, I am

Sincerely yours,


H. L. LURIE
Executive Director

HLL:S

REPORT OF NOMINATING COMMITTEE

The Nominating Committee - consisting of Solomon Lowenstein, New York, Chairman; Amos S. Deinard, Minneapolis; S. Mason Ehrman, Portland, Oregon; William Goodman, Memphis; Charles J. Rosenbloom, Pittsburgh - presents the following nominations:

For Officers for the Year 1942

President	Sidney Hollander, Baltimore
Vice-Presidents	William Rosenwald, Greenwich Henry Wineman, Detroit Ira M. Younker, New York
Secretary	Elias Mayer, Chicago
Treasurer	Solomon Lowenstein, New York

For Members of Board for 3-Year Term

Irvin Bettmann, St. Louis	Charles Brown, Los Angeles
Jacob Blaustein, Baltimore	Henry Monsky, Omaha
Joseph Goldstein, Rochester	Kurt Peiser, Philadelphia
James Marshall, New York	Charles A. Riegelman, New York
Mrs. Sieg. Herzog, Cleveland	Jesse H. Steinhart, San Francisco
Donald Kaffenburgh, Hartford	Eugene Warner, Buffalo
David M. Watchmaker, Boston	

For Member of Board for One-Year Term Isaac Heller, New Orleans

For Member of Board for Two-Year Term Leslie Jacobs, Dallas

- - - - -

The following present members of the Board of Directors hold terms which expire in 1943 or 1944:

George Backer, New York	Solomon Lowenstein, New York
Mrs. Sidney C. Borg, New York	Elias Mayer, Chicago
Arthur Brin, Minneapolis	Charles J. Rosenbloom, Pittsburgh
Fred M. Butzel, Detroit	William Rosenwald, Greenwich
S. Mason Ehrman, Portland, Ore.	Edwin J. Schanfarber, Columbus
A. Richard Frank, Chicago	Ben M. Selekman, Boston
I. Edwin Goldwasser, New York	William J. Shroder, Cincinnati
Samuel Goldhamer, Cleveland	Rabbi Abba Hillel Silver, Cleveland
Sidney Hollander, Baltimore	Edward M. M. Warburg, New York
Robert J. Koshland, San Francisco	James L. White, Salt Lake City
Albert H. Lieberman, Philadelphia	Henry Wineman, Detroit
Joseph P. Loeb, Los Angeles	Joseph Willen, New York
Ira M. Younker, New York	

The By-Laws make provision for independent nominations of candidates for election at the annual meeting, as follows:

ARTICLE V - 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.

12/8/41

December 24, 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 received the memorandum which you sent out to the members of the Board of Directors of the Council containing among other things a tentative report on the 1942 UJA negotiations. I do not believe that such reports should be issued to the members of the Board of Directors until definite agreements are reached, and without the knowledge and approval of all the UJA negotiators. Such reports issued can only contribute to confusion and to the making more difficult of final agreements. The agreement between the UJA and the JDC has not been initialed. It was made prior to America's entry into the war, and conceivably, the whole subject may be re-opened. As far as the NRS is concerned, Mr. Rosenwald's last statement, if you will recall, indicated clearly that he is not prepared to give his organization's final assent to the proposals.

We have always been very careful before anything was put down in writing and presented to a body outside of the small group of men charged with carrying on the negotiations.

Very sincerely yours,

AHS:BK

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

December 26, 1941

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

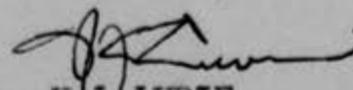
Dear Rabbi Silver:

I have your letter of December 24th in which you raise objections to some of the information included in a recent confidential memorandum to the members of our Board. I regret very much that it included any statements which were inadvisable or which were incorrect. I have a responsibility for keeping the Board informed of developments and I do want to make this information in consonance with the requirements of any situation for careful handling.

You will be interested to note that Mr. William Rosenwald also raised similar objections to the statement. I had been hoping the negotiations would be concluded, in which case a final announcement could be made. Since some delay is indicated, it may be desirable for me to send out an interim statement which in part can correct any of the shortcomings of the previous memorandum. Shall I ask Mr. Montor whether he will be good enough to set the present stage in the negotiations which could be used as a basis for my memorandum?

With kindest regards, I am

Cordially,


H.L. LURIE

HLL/eds

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WESTERN UNION

1206-B

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R. B. WHITE
PRESIDENT

NEWCOMB CARLTON
CHAIRMAN OF THE BOARD

J. C. WILLEVER
FIRST VICE-PRESIDENT

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

December 26, 1941

H. L. Lurie
165 West 46th St.
New York, N.Y.

IN REPLY YOUR LETTER DECEMBER 24, UPA CAN NOT AGREE POPOSITION CONTAINED THEREIN. WE AGREE ONLY TO PROPOSALS CONTAINED IN WATCHMAKER MEMORANDUM.

SILVER

December 29, 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 December 26. I do not see that any purpose is to be served by sending out at this time a correction of your earlier announcement about the progress of negotiations. Nothing should now be done until the negotiations are completed when you will be in a position to send out the official announcement.

Very sincerely yours,

AHS:BK

ANALYSIS OF CONTENTS 1940-41 YEAR BOOKS

Community	Foreword by President	Officers and Governing Body	Beneficiary Agencies		Contributors' Lists			Analysis of Contributions	Minimum Pledge	List of Memorial Donations	Women's Division Listed Separately	Juniors Listed Separately	
			Descriptions	Allocations	Current Year Pledge	Due Current Pledge	Previous Year Pledge						Balance Previous Year
Boston AJP	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	\$5	Yes	Yes	No
Chattanooga JWF	Yes	Yes	No	Yes	Yes	Yes	No	Yes	No	All	No	No	No
Chicago JC	Yes	Yes	Yes	Yes	Yes	No	No	No	Yes	\$1	Yes	No	No
Detroit JWF	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	\$10	No	No	No
Duluth JWF	Yes	Yes	Yes	Yes	Yes ^a	No	Yes	Yes	No	All	No	No	No
Hamilton UJWF	Yes	Yes	Yes	Yes	Yes	No	No	No	No	All	No	No	No
Los Angeles JCC - UJWF	Yes	Yes	Yes	Yes	Yes ^b	No	No ^b	No	Yes	\$5	No	No	No
Louisville UJC	No	Yes	Yes	Yes	Yes	No	No	No	No	All	No	Yes	Yes
Memphis JWF	Yes	Yes	No	No	Yes ^c	Yes	No	No	No	All	Yes	No	Yes
Milwaukee JWF	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	All	No	No	Yes
Minneapolis FJS	Yes	Yes	No	Yes	Yes	No	No	No	No	All	No	No	No
Montreal FJP	Yes	Yes	Yes	Yes	Yes	No	No	No	No	\$10	No	No	No
Portland JWF	No	Yes	No	No	Yes	No	No	No	No	All	No	No	No
Syracuse JWF	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	All	No	No	No
Toronto UJWF	Yes	Yes	Yes	Yes	Yes ^a	No	No	No	Yes	All	No	No	No
Washington, D.C. UJA	Yes ^d	No	No	No	Yes	No	No	No	No	All	No	No	No
Wilmington JF	Yes	Yes	Yes	Yes	Does not	publish amounts contributed			Yes	e	No	No	No
Worcester JWF	Yes	Yes	No	Yes	Yes	f	Yes	No	No	All	No	No	Yes
Youngstown JF	No	Yes	Yes	Yes	Yes	f	No	No	Yes	All	No	Yes	Yes

- a. Special list of organizations and amounts contributed.
 b. Persons who made no payment on current or last year's pledges are omitted from listing.
 c. Includes special lists for contributions from \$100-\$2,500.

- d. Letter by co-chairman of UJA campaign.
 e. Does not publish amounts contributed.
 f. Title column "amount paid to date".

1942

ADJUSTMENTS
TO WAR PROBLEMS

GENERAL BULLETIN

For Member Agencies

No. **G - 2**

January 13, 1942

The state of war in which we are involved will necessarily have profound effects upon all types of national and local programs, but their full implications will not be evident for some time. Some immediate questions have been directed to the Council, which are probably arising in other local communities, such as - What new responsibilities should be assumed by our local welfare services? What is the status of immigrants and visitors who are aliens from enemy countries and what responsibilities are apt to result for the agencies dealing with refugees? What effects will the opening of hostilities have on the overseas programs? Should we plan a Spring welfare fund campaign? Will there be war chests and should welfare funds join them?

A clearer understanding of these problems and of their solutions is being evolved gradually. The Council is keeping in touch with national sources of information and will relay information as quickly as available*. Meanwhile, the following policies appear to be basic in determining answers to these questions:

1 - FEDERATIONS, WELFARE FUNDS AND FUNCTIONAL AGENCIES should continue with their normal activities and with their immediate planning for future campaigns. Experience in other countries has indicated that continued attention to the welfare job in hand is the best contribution that most of us can make as agencies, professional workers or lay leaders. The emergency conditions that arise locally will have to be met, in large measure, by the established local agencies.

2 - UNQUESTIONABLY, THE AMERICAN WAR EFFORT will demand great sacrifices of every segment of the population. New needs will arise and will have to be met. The leadership of federations and welfare funds will be burdened with additional duties and responsibilities. Some of its time and energies will be diverted to the emergency non-sectarian appeals.

* The effects of the war on the various agency programs, local national and overseas, will be further clarified at the forthcoming General Assembly of the Council of Jewish Federations and Welfare Funds in Chicago, January 31st - February 2nd.

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

Appeals by national non-sectarian agencies, such as the American Red Cross and the United Service Organizations, will be intensified. Jews along with other elements of the population, will support these appeals. The Board of Directors of the Council of Jewish Federations and Welfare Funds has consistently maintained that these appeals should be supported generously by Jews as individuals, rather than through organized welfare funds. This statement of policy, it is believed is applicable also to the current situation.

The National Information Bureau, in a bulletin just issued, predicts that free-will giving will be much greater in 1942 than in many previous years, -- but it will be spotty. National campaign goals already brought to the attention of the NIB total over \$100,000,000, which is more than gifts to community chests in 1941. They suggest that in 1942 almost every American, except those on relief, will be asked to contribute to philanthropic causes. The NIB reports also that new sources are being tapped, citing the fact that the National CIO Committee plans to ask its members to give \$1,000,000 a month for philanthropic aid. A number of communities have formed local war appeal review committees according to the NIB report, composed of representative community leaders, to study all proposed local war and foreign relief appeals, to aid proper ones, to prevent undesirable ones, to check local goals, to bring about local combinations of appeals, to maintain basic standards and to furnish "reliable information to citizens as to merit of appeals which may be made to them for war and foreign relief".

3 - THE RED CROSS is engaged in a \$50,000,000 drive. No national steps have been taken to associate this drive with other war appeals. In some cities local community chests are lending their fund-raising facilities to the Red Cross. In Providence, the chest is directing the drive. In Boston, the Red Cross and USO quotas are incorporated into the current community chest appeal. In the same city, the Allied Jewish Campaign has undertaken to canvass all Jewish contributors of \$100 or more.

In Pittsburgh, the Community Fund established, for the duration of the emergency, a United Fund which will combine the needs of all-time social services with those of war-time and other emergency services.

4 - COMMITTEES OF THE FEDERAL SECURITY AGENCY* are helping to organize government and voluntary services and programs to meet defense needs. One Committee is formulating plans for an intensive program of local community organization in relation to defense, in which the Office of Civil Defense, the Social Security Agencies, the Housing Agencies and the Office of Production Management will join. Various federal agencies such as the Office of Civilian Defense, the Office of Defense, Health, Welfare and Related Activities, and the State and local Defense Councils are rapidly mobilizing governmental and voluntary resources for the new tasks of civilian welfare, morale and protection.

5 - JOSEPH E. DAVIES, CHAIRMAN OF THE PRESIDENT'S COMMITTEE ON WAR RELIEF AGENCIES, issued a statement on December 11th in which he declared that the state of war existing between the United States and the Axis countries does not alter the desirability of endeavoring to meet the urgent relief requirements of foreign countries associated with the United States in the war effort. It is the Committee's view that the American people will want not only to meet their own relief requirements but also to continue assistance to the countries associated with them in the common cause.

* The Executive Director of the Council of Jewish Federations and Welfare Funds is a member of several of these Committees.

There has been much duplication of effort, Mr. Davies said, and the Committee has endeavored with increasing success, to enlist the support of the various agencies in coordinating their activities. He added that the responsibility for the elimination of duplication and waste should be undertaken on a voluntary basis by the relief agencies themselves in consultation with the Committee. Mr. Davies expressed the view of the Committee that for the time being, at least, foreign war relief functions and activities should be kept distinct from domestic relief work, which is being carried on by the Red Cross, the United Service Organizations and other existing agencies.

6 - THE EFFECT OF THE WAR ON OVERSEAS RELIEF ACTIVITIES was the subject of an inquiry conducted by the Council among a few major overseas agencies. All report that America's entry into the war has increased, rather than diminished, their immediate needs. That adjustments in the various overseas programs will have to be made is a foregone conclusion. The extent and direction of these adjustments will be determined by future developments, agency spokesmen stressed, and cannot be foretold. A summary of their reports follows:

UNITED PALESTINE APPEAL

Shortly after the outbreak of hostilities between the United States and the Axis powers, the UPA made public a cable from the Jewish Agency in Palestine calling upon American Jewish communities to provide the largest share of an \$8,000,000 budget to promote Palestine's agricultural and industrial contribution to the war. The budget called for LP 1,180,000 for the Jewish Agency and LP 827,000 for the Jewish National Fund. The UPA message stressed that Europe, which up to the war provided 31 percent of the total budgetary needs in Palestine, is now unable to give virtually anything.

The statement disclosed that the Jewish Agency has applied to the Palestine Government for 6,000 immigration certificates. Opportunities exist today for bringing immigrants into Palestine from Syria, Turkey, Iran, Iraq, Yemen and Australia. There are also prospects for immigration of Polish Jewish refugees from Russia. In applying for additional immigration certificates, the Jewish Agency emphasized the need for more skilled labor to deal with the war-time industrial and agricultural requirements of the country. \$600,000 has been budgeted for colonization; \$600,000 for security measures and similar activities; \$200,000 for education and culture; \$528,000 for the stimulation of trade, industry, artisanry and small trades, with particular regard to the war effort; \$80,000 to promote new industrial and agricultural corporations and \$448,000 to meet commitments for aid to industrial and agricultural projects.

The Jewish National Fund budget includes \$1,528,000 for the purchase and safeguarding of new land; \$480,000 for reclamation, afforestation and settlement and development of the new land and \$1,300,000 for amortized payment on land previously acquired.

JOINT DISTRIBUTION COMMITTEE

More than a year ago JDC notified its local committees overseas that in the event communication with the United States was cut off, they were authorized to borrow and spend money at the same rates as in previous months, with the assurance that the JDC will pay these obligations when feasible, without aiding the enemy. Faced with similar conditions during the first World War, the JDC instituted this procedure, repaying after the war debts incurred by local committees. The JDC executive committee, meeting immediately after the outbreak of war, authorized an appropriation of \$1,500,000 for a six months period for this part of their program.

The JDC representative recalled that the JDC Warsaw office was cut off from contact with the rest of the world from September 1, 1939 (when the Nazis invaded Poland) to the end of that year. Nevertheless, by utilizing unexpended balances and the free funds of various Jewish affiliated institutions and agencies in Poland, the Warsaw office spent 12,000,000 zloty (10 zloty to the dollar at official rate of exchange) during that period.

In addition to the occupied countries, JDC continues working in Portugal, unoccupied France, Spain, Sweden, Switzerland, Turkey, Iraq and North Africa. They believe that immigration to the Western Hemisphere will continue, since many of the Jewish refugees stranded in Lisbon, Marseilles and Casablanca are Polish, Czech, Belgian, or Dutch nationals, and, as such, are eligible for visas to the United States. For German nationals, certain South and Central American countries remain open. Demonstrating that emigration will continue, the JDC reported that the Portuguese ship "GUINE" left Lisbon on December 17th, en route to Cuba and the United States with 50 passengers. Arrangements have been completed for two additional sailings from Lisbon during January with a total of 1,100 refugee passengers. The JDC has already secured a treasury license for \$380,000 in connection with the sailing of one of these boats, the S.S. "SERPA PINTO".

A new sphere of JDC activity will be Soviet Russia, where there are approximately one-half million Polish Jewish refugees among the million and a half Polish nationals. The JDC has made an initial appropriation of \$100,000 to the Polish Government-in-exile, which has reached an agreement with the Soviet Government whereby clothing, shoes, medical supplies and concentrated foods will be shipped free of charge on Russian boats and will be distributed on a non-sectarian basis among Polish nationals. The exiled Polish Government has appointed eighteen local committees to supervise the distribution of the supplies. Each of the eighteen committees has at least one Jewish representative.

Indications are that the JDC program in South America, including relief, resettlement, economic and child care, medical care and other activities, will be expanded in 1942, on behalf of the 120,000 Jewish refugees in South America.

NATIONAL REFUGEE SERVICE

Representatives of the NRS have been in close contact, since our involvement in the war, with officials of the Department of Justice on all questions concerning the status of refugees affected by alien enemy regulations. It is hoped that the procedures for dealing with enemy aliens will be retained in the Department of Justice, involving the usual civil channels of investigation, hearings, trials and appeals. Up to Thursday, January 8th, 3,234 Axis nationals had been apprehended by the FBI, including 1,680 Japanese, 1,313 Germans and 241 Italians. This represents a negligible fraction of the more than 1,100,000 Axis nationals estimated in the United States. Hearings will be held in each judicial district under the supervision of the United States District Attorney, with the aid of civilian boards, to decide whether aliens are to be released, conditionally paroled, or turned over to the Army for further detention. The Attorney General's office retains the right of rejecting recommendations of the civilian boards.

Both President Roosevelt and United States Attorney General Francis Biddle have appealed to employers not to discriminate against aliens of any nationality who are employed or seek employment. It is hoped that these appeals will remove the fear of wholesale dismissals of refugees and other aliens. Meanwhile, local refugee committees who are in doubt about the status of refugees in their midst, are advised to contact the NRS for further information.

Since December 15th, NRS has been issuing spot information bulletins of latest developments affecting refugees in the United States to local communities concerned with emigré matters, and clearing questions raised by the communities.

The basic NRS program, including relief grants and case work service to refugees, employment service and retraining in new skills will of course be carried on. Resettlement of all refugees who are not enemy aliens (German, Austrian, Italian and Japanese nationals) is being continued. Pending further clarification of recent regulations regarding the movement of enemy aliens, NRS is discussing resettlement plans with persons in this category, but no formal date of departure is being set. There are a number of families available for resettlement at the present time who will be resettled to other communities if and when the new regulations permit it.

HEBREW IMMIGRANT AID SOCIETY

The HIAS offices in Lisbon, Casablanca and Marseilles are continuing to function with no difficulties experienced in contacting New York headquarters. American workers in the Lisbon HIAS Bureau are returning to the United States and that office is being staffed by Europeans. As in the case of the JDC and the World Ort Union, HIAS committees in enemy-occupied countries, which include Japanese-occupied Shanghai, are operating by borrowing funds from local sources. HIAS is continuing to help American relatives and friends in the preparation of affidavits for submission to the State Department. The HIAS transportation department is still receiving funds from Americans for the transportation of their kin overseas.

HIAS will continue its pier and shelter services and its Ellis Island bureau to assist those immigrants who manage to reach the United States, and assist in the naturalization process of aliens. The HIAS bureau in Washington will continue to obtain clarification of latest procedures and to keep informed of immigration, naturalization and enemy alien regulations.

HIAS also plans additional activity in Central and South American countries where HIAS is assisting refugees in clarifying their status and in helping others who went there en route to the United States to reach these shores. The HIAS Remittance Bureau was discontinued last May, at the request of the British Government, which felt that the transmission of funds and food packages to Nazi-occupied countries aided German economy. Since America's entry into the war, of course, it has become illegal to send funds to enemy countries.

WORLD ORT UNION

An arrangement similar to the one effected by the JDC will enable the ORT to continue its present program in Nazi-occupied countries. In the neutral countries of Europe and in those countries that are accessible, including England, Australia, Canada and Latin America, the American ORT Federation will continue its support. In Poland, ORT has been heading the vocational training program developed by local Jewish communities.

In addition to the ORT Vocational School functioning in Argentina (opened in April, 1941), the Latin American ORT Federation contemplates opening similar schools in other South American countries where both native Jews and refugees will receive training in agriculture and industrial trades.

ORT is establishing workshops for Jewish boys in internment camps in Canada and Australia. ORT now reports three institutions in England: the ORT Technical School for Boys and the Adult Vocational Training Center in Leeds, and

the Vocational Training Center for Women in Chesham. Plans call for the establishment of a new training center in London.

PALESTINE AND EUROPEAN TRADITIONAL YESHIVOTH AND
CHARITABLE ORGANIZATIONS AND REFUGEE YESHIVOTH PEOPLE

The Yeshivoth and charitable institutions in Palestine are continuing with their programs and welfare funds can transmit funds to these organizations. The Social Service Department of the Vaad Leumi cabled the CJFWF on January 1, 1942, that its activities are proceeding and that its negotiations are continuing with other agencies in Palestine interested in the Vaad Leumi plan which serves as a central distributing agency for welfare allocations to Palestine institutions.

As a result of the war, there is no possibility of transmitting funds to Yeshivoth institutions in Hungary and Rumania and to refugee Yeshivoth people in Shanghai.

The Emergency Committee for War-Torn Yeshivoth (Vaad Hahatzala) and the American offices of the former Polish and Lithuanian Yeshivoth have received cables and letters for financial assistance from individual Yeshivoth people (exact number unknown), who, they state, were evacuated from Lithuania to Siberia and other parts of Russia at the outbreak of the Russo-German War. These organizations are soliciting funds to provide food, clothing, etc. for their respective Yeshivoth people. (Note JDC program in Siberia, which includes Yeshivoth people). (See Council Members Bulletin # B-7-1942 on the present status of the Advisory Committee on Palestine Institutions. Memo also available on current appeals of Yeshivoth groups in Europe and Asia.)

Notes and News

JANUARY 14, 1942 NO. 71

Our War Responsibilities

Federations Mobilize

A Philadelphia Story

Chicago—The Host City

Refugee Work Enters New Phase

The First Wartime Assembly

ISSUED BY

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

Notes and News

Issued from time to time by the

COUNCIL OF JEWISH FEDERATIONS
AND WELFARE FUNDS

165 West 46th Street, New York City

Annual subscription One Dollar

The signed articles which Notes and News is glad to present in its pages represent the individual points of view of their authors. Neither this publication nor the CJFWF assumes any responsibility therefor.

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Our War Responsibilities

By WILLIAM J. SHRODER

Chairman of the Board, Council of Jewish Federations and Welfare Funds

SINCE the last Assembly of the Council of Jewish Federations and Welfare Funds, we have entered a second world war. This is a fact so stupendous that the mind cannot grasp at once its vital significance. Every person in the United States, citizen and alien, man, woman and child, is going to live differently because of it. The life of the nation and of every one in it must be centered on a single objective—to win the war and to win the peace. What this means to the individual will be measured in terms of personal sacrifice. There is no limit to what may be demanded. Personal ambition, money-making, physical comforts are the least of the sacrifices which may be demanded.

The programs and activities of organizations, except as they will help to win the war, are now of trifling importance. All they are and all they do must be centered on this one purpose.

Democracy at Stake

And what applies to organizations generally, applies with even greater force to Jewish organizations. This is necessarily so because Judaism feeds its roots from the same soil as does the democratic way of life. The stake for which the United States is fighting is solely this democratic way of life. The fate of Judaism is one with the fate of our country. Because of this, the so-called distinctly Jewish problems, except so far as their solution will help to win the war and help to make the peace, are as toys to be put aside until happier days are again here.

It is impossible to state concretely just what this means. No one has the foresight to predict the turn of events. From our present limited vision it would appear that the first thing demanded of us is that we suspend our differences and plan and act together. National unity is essential to victory and there can be no national unity when important groups within the nation remain divided.

Social Programs Vital

Secondly, all of our organizations devoted to inculcating the fundamentals of religion, to education and training for citizenship and a productive life, to the preservation of the family, to the up-building of character, to the maintenance and improvement of health, must not only go on with their present programs — they must carry them through in larger volume and with better results. This is true because each of these organizations maintains and improves morale. This is the most essential requirement of a nation at war. The morale of the soldier and sailor in service depends not so much on his military activities as upon the knowledge that his loved ones at home are protected and cared for. The morale of the non-combatant citizenry, their will to suffer, to work, to sacrifice, is equally dependent upon this morale—on the consciousness that the life for which we are fighting is worth these sacrifices.

As a correlary to this second requirement, the national and local organizations programmed to coordinate func-

tional activities, to raise standards, to stimulate action, to develop unity, to achieve united planning and action, must continue and enlarge their efforts. In these categories are the great religious and educational national groups, the national agencies in the functional fields, and not least, our organization, whose efficiency in developing harmonious community relations for the attainment of all of these vital objectives has been proven.

Inter-Group Unity Needed

A field of effort which must be maintained is that of these agencies devoted to developing unity between all groups in the United States, as distinguished from unity within our own groups. The work of such agencies in developing mutual understanding so that no minority group may become the object of suspicion, prejudice, hatred and discrimination is a front-line service at all times and especially when events take bad turns and when sacrifice approaches the breaking point.

Finally, while this war is selfish in that we are fighting for our own way of life, it is unselfish in that we wish to afford all peoples who desire our way of life full opportunity for its enjoyment. We were making lesser sacrifices for the victims of aggression throughout the world long before it became certain that we should be forced to fight for the principles for which they suffered. Our heterogeneous people springs from many nations and races. They have blood ties throughout the world. In some measure their values of life and their morale depends upon what our nation continues to do to help those abroad who want the life we value. These generalizations have their specific applications to Jewish organizations devoted to helpfulness outside our bound-

aries, and to the preservation of those values which are equally American and Jewish. They, of course, include the agencies supported by the United Jewish Appeal.

It does no harm to repeat that the American way of life is a resultant of the culture and ideals of many groups reacting upon each other. Each is making an essential contribution to the whole. In this time of war, with all we are and all we have devoted to a single and united purpose, it is essential that our group make its full contribution. This can be done best through the efforts of existing organizations which will reshape their programs to the attainment of victory and peace.

G. A. Exhibit Judges Named

An advertising executive, a welfare fund chairman and a federation executive director have been designated judges of the Council's exhibit of the best campaign and other printed materials used by member welfare funds and federations, which will be held at the General Assembly in Chicago.

The judges are D. G. Schneider, vice-president of Young and Rubicam Co., Chicago; Morris E. Jacobs, chairman of the 1941 Jewish Welfare Fund campaign, Detroit, and Samuel Gerson, executive director of the Jewish Federation of St. Louis.

Junior Jewish Welfare Fund.—The Cleveland Bureau of Jewish Education has issued a 47-page pamphlet entitled: "The Junior Jewish Welfare Fund—A Project in Teaching Jewish Community Problems and Organization." Based on material evolved in Cincinnati two years ago and successfully used in Cleveland and Pittsburgh during the past year, the pamphlet contains material designed to educate children (and incidentally parents) as to the aims, scope and function of the Welfare Fund and the various subsidiary agencies of the Fund.

Federations Mobilize

By GEORGE Z. MEDALIE

President, Federation for the Support of Jewish Philanthropic Societies, New York

THIS war will ask of our federations not only most of their present services but new ones. It will require new and swift changes. It will place a strain on their financial resources.

Prophecy is futile but preparation for what may happen is in order. We are geared to high campaign goals. Perhaps we have not reached the zenith, but we are probably close to it. Higher taxes and heavy defense bond purchases are ahead of us. These will be met uncomplainingly. But the citizen's financial assistance cannot end there. In Democracies, government must and will require the citizen to keep alive the spirit of voluntary effort where, as in charity, he is the creative force. Otherwise he becomes a mere robot of totalitarian effort, abandoning everything to the state. In a war, the urge to keep this spirit alive finds its best outlet in a philanthropic community effort, of which the federation ideal is a most useful expression. Federation leaders will find that not the least of their tasks is the stimulation of the will to give cheerfully for the accustomed local needs and the new needs, no matter what else is required.

Readjustments Inevitable

Among services, questions of priority will arise, for the stream of funds is not endless. These will concern both local fund-raising needs and those for other areas. Locally there are bound to be readjustments. The hospitals and the community centers may need more than ever before. Family welfare work may require new extensions as well as reorganization. The strain of local demands

may bring conflicts with overseas needs. In the larger communities non-federated institutions, performing work of primary importance, may be unable to compete in fund-raising. Many of them cannot be permitted to lapse. It is not impossible that there will be total and partial casualties within and outside the federation area. It is enough that these things can happen. Before they do, the field must be surveyed and the new positions mapped, even if only tentatively. It is better that our directors and trustees prepare for these problems long before the day that comes too suddenly for their solution.

Higher Costs Create Problems

Everywhere the voluntary hospitals are causing great anxiety. Their financial load is staggering. The sharp rise in costs has created great problems. Food, linens, surgical supplies, wages, upkeep, all have raised problems even without war adjustment. They face the possibility of emergency admissions on a mass basis. They may need to consider, too, the physical rehabilitation of men presently rejected for military service. Their physicians and nurses may be called away. They may be organized for large scale instruction to the medical profession, nurses and the civilian population. They may need to spread out beyond their existing buildings. One cannot say what the government will ask. This, at least, is predictable—their services cannot be curtailed; they are certain to be enlarged.

To much of this the community must contribute. It is possible that, wholly

or partly, in many cases, the national administration may take over. It is possible, too, that grants in aid may come from Washington or the State Capitol or the city treasury. Hospital directors will concern themselves with these things and every federation will consider what is the community's share in money and adjustment.

New Needs Will Arise

It is not likely that the family welfare agencies will be the victim of war priorities. Their function in direct relief should decline as their case work service increases or at least continues. There will be new needs whatever happens to the old. Wage earners will be transplanted; there will be new and strange hours in the overtime, multiple-shift war effort; the woman in many cases will serve where the man is insufficient, and some will slack and sulk and break down. To the skilled case worker, it is all in the day's work and the nation's enlightened leadership will doubtless welcome the work and even require it. Perhaps here, too, there will be negotiation for public funds.

The need exists for immediate appraisal of the war-time case work of agencies dealing with delinquency. The war will bring to the very young of both sexes a new set of urges and stresses and unaccustomed outlets. To neglect these is to poison the future. The delinquency area in federation belongs largely to post-war planning. We must do our best with every sacrifice to keep alive this vital work.

The aged, many of whom are hospitalized, are concentrated in single institutions. A bombing scare may bring us to the problem of evacuation. Here the burden may be reduced by boarding out or distribution of small groups in apartments or homes. Should the gen-

eral evacuation of all children be ordered from our seaboard cities, the professional staffs of our welfare agencies will be inadequate. There the full-time woman volunteer will be called upon to supplement the Government official and federation professional worker. Whether or not this is sure to come, plans must be prepared, and somehow the funds provided. Community centres will doubtless assume tasks working with the Jewish Welfare Board, the USO, and Government agencies for mass recreation and instruction and for dealing with the large influxes of soldiers and sailors who will come to our cities and need cheer and good will. Here, again, is a probable demand for priority on community funds, suggesting that readjustment in service to meet first calls underlies the whole subject of the federation trustee's thought.

As the answers to these and many other questions are given, there will loom up newer and equally challenging problems. They will deal, not with a return to normalcy, but with the charting of new service to people whose lives may not be quite what they were before, but to whom we owe our age-old obligation. They will be concerned, too, with a new blueprinting of fund-raising in communities with much changed financial resources. Long before the last shot has been fired, the federation peace-time map must be ready.

Care of the Aged.—A regional conference for workers in institutions and agencies for the care of the aged, held in Chicago on December 6-7, recommended closer cooperation with the Council of Jewish Federations and Welfare Funds in all activities conducted by the Council in this field. Suggestions made at the meeting will be presented to the Institute on the Care of the Aged at the National Conference of Jewish Social Welfare for consideration and final action.

Axis Attack Spurs Relief Needs

AMERICA'S entry into the war against aggression, precipitated by Japan's treacherous attack on Pearl Harbor on December 7, has increased, rather than diminished, the needs of the major overseas agencies established by the American Jewish community to alleviate the distress of overseas Jewry, according to a survey conducted by the Council.

The first few days following Japan's assault gave rise to rumors that the overseas agencies would no longer be able to continue their activities. In a number of welfare fund cities fears were expressed that collections on 1941 pledges would fall off, that contributors would demand that allocations to overseas agencies be withheld.

Strikes Reassuring Note

Joseph E. Davies, chairman of the President's Committee on War Relief Agencies, struck a reassuring note on December 11 when he declared that the war "does not alter the desirability of endeavoring to meet the urgent relief requirements of foreign countries associated with the United States in the war effort."

Mr. Davies added that for the time being, at least, "foreign war relief functions and activities should be kept distinct from domestic relief work, which is being carried on by the Red Cross, the United Service Organizations and other existing agencies."

Veteran welfare fund leaders pointed out that the situation was similar in many respects to the early hectic days of the first world war when the argument was raised that relief operations could not be conducted in the distressed areas abroad. Experience found the reverse to be true. Confidence is now

expressed by officials of the overseas agencies that the present war will not—as it did not in 1917-18—disrupt relief operations.

That adjustments in the various overseas programs will have to be made is a foregone conclusion. The extent and direction of these adjustments will be determined by future developments and cannot now be foretold. Further clarification of this point will be made at the General Assembly in Chicago.

Agencies Continuing Programs

Spokesmen for the major overseas, Palestine and refugee organizations, including the JDC, UPA, NRS, World Ort Union and HIAS, report that their activities are continuing on all fronts. Representatives of the JDC, ORT and HIAS in the occupied countries have been authorized to borrow funds from local sources with the assurance that the accumulated debts will be repaid when feasible, without aiding the enemy. Overseas relief activities in the free countries of Europe and in the Western Hemisphere will be continued and, in some cases, expanded.

A new sphere of JDC activity, for example, is Soviet Russia where there are approximately 500,000 Polish Jewish refugees among the 1,500,000 Polish nationals. The JDC has already made an initial appropriation of \$100,000 to the Polish Government-in-exile, which has reached an agreement with the Soviet Government whereby clothing, shoes, medical supplies and concentrated foods will be shipped free of charge on Russian boats and will be distributed on a non-sectarian basis among Polish nationals.

Shortly after the outbreak of hostilities between the United States and the

Axis powers, the UPA made public a cable from the Jewish Agency in Palestine calling upon American Jewish communities to provide the largest share of an \$8,000,000 budget to promote Palestine's agricultural and industrial contribution to the war. The UPA message stressed that contributions from Europe, which up to the war provided 31 percent of the total budgetary needs in Palestine, are now largely unavailable.

In addition to maintaining all its services to refugees in this country, NRS has been in close contact, since our involvement in the war, with officials of the Department of Justice on all questions concerning alien refugees. Since December 15, NRS has been issuing spot information bulletins of latest developments affecting refugees in the United States to local committees

concerned with emigre matters.

Meanwhile, on the home front, the American Red Cross has announced a \$50,000,000 drive. No national steps have been taken to incorporate this drive into any other war effort. In many cities local community chests are lending their fund-raising facilities to the Red Cross. In Pittsburgh, the Community Fund established, for the duration of the war emergency, a United Fund which will combine the needs of all-time social services with those of war-time or other emergency services.

Various federal agencies such as the Office of Civilian Defense, the Office of Defense and Health Welfare and Related Services, and the State and local Defense Councils are rapidly mobilizing governmental and voluntary resources for the new tasks of civilian welfare morale and protection.

UJA Continued for 1942

Continuation of the United Jewish Appeal in 1942 was assured following a series of meetings between representatives of the Joint Distribution Committee and the United Palestine Appeal. The Council was represented at the negotiations by Sidney Hollander, President, Ira M. Younker and David Watchmaker. Mr. Watchmaker was credited with playing an important role in the final agreement.

According to the 1942 agreement, the JDC will receive \$4,525,000 and the UPA \$2,575,000. The NRS, as a beneficiary organization, was guaranteed \$2,000,000. Funds raised in excess of the initial allotments

will be divided by an Allotment Committee between the JDC and UPA.

In sending formal notification of the continuation of the UJA to the Council's 219 member agencies, Mr. Hollander declared that "it is clear that the problem with which the UJA agencies will have to deal in 1942 will require the fullest cooperation of all organized Jewish communities."

Mr. Hollander added that the 1942 Assembly will offer an excellent opportunity for consideration and planning for the 1942 campaigns in which the UJA will again be a major participant.

Refugee Work Enters New Phase

By WILLIAM ROSENWALD

President, National Refugee Service, Inc.

WAR brings to an abrupt conclusion one period of refugee work in the United States and ushers in a second, marked by grave and greatly increased responsibilities. However, the basic premise of America's effort in behalf of the refugees has not changed. In the final sense American Jews stand as sponsors for thousands of Jewish refugees who have found haven here. This sponsorship all of us must continue to discharge, carrying forward as a patriotic measure the task of fitting the newcomers into the main current of American life.

Refugee Work Made Complex

Since December 8th, by Presidential proclamation, a great number of America's refugee immigrants are technically "alien enemies," although without doubt they are completely loyal to democracy and this country. It is obvious that war-time measures affecting German and Italian nationals impose real complexities upon refugee work.

What is not so obvious, however, is that our Government is aware of the genuine loyalty of most of America's aliens, including those affected by emergency measures, and fully expects Americans to discharge their responsibilities to the loyal aliens in our midst. Though about 3,000 enemy aliens have been apprehended by governmental authorities no mass internment has been carried out. The Attorney General has discouraged indiscriminate anti-alien measures by local officials, and has called on Americans to foster the loyalty of aliens and give it encouragement.

The regulations accompanying the

proclamation enjoin "alien enemies" to refrain from "interfering by word or deed with the defense of the United States or political processes or public opinions thereof." They prohibit "alien enemies" to have in their possession, among other things, short wave receiving sets and cameras. They prohibit "alien enemies" to travel in airplanes, to live in defense areas which are to be proscribed, change their abode or occupation, and indicate that restrictions may be imposed upon their freedom to travel about, to belong to organizations and to congregate.

Since the issuance of regulations special measures have been taken with regard to cameras and radios, and restrictions on travel have already been imposed. Other points of the regulations are still to be clarified by official interpretation and further measures.

Agencies Face New Obligation

In view of these regulations it is clear that a new and serious obligation rests upon local and national refugee organizations. They will want to make constantly available to the refugees in their communities full information on war-time measures affecting them. They will want, too, to assist refugees in fulfilling the requirements of these regulations. They will also want to make available to refugees official interpretation on restrictions where clarification is needed on specific points. But in this connection it is hoped that local communities will see fit to channel their requests for interpretation through a central agency—so that the receipt of information can be expedited and rulings can

be secured that apply to the nation as a whole.

In the forthcoming year local and national organizations may have to cope with a suddenly rising relief problem as anti-alien sentiment spreads. Already indications exist that aliens, including refugees, are being discharged by overzealous employers—contrary to the expressed wishes of both the President and the Attorney General.

Country Needs Skilled Workers

A realistic view of the situation would indicate, however, that while our governmental authorities can and are doing much to allay the anti-alien distrust that leads to the discharge of refugee workers, that the problem will remain. What can be expected to turn the tide in favor of the refugee and again open the door to his employment will be the realization that our country faces a shortage of industrial manpower. This situation will probably come to pass—but not for several months. Then refugee agencies will have to bend every effort to provide skillful employment assistance, which means that they will no doubt want to institute or expand retraining programs that turn unqualified refugee labor into skilled craftsmen.

Similarly, a shortage of professionals may make itself felt in the near future—particularly a lack of doctors, research scientists and engineers.

The regulations accompanying the Presidential proclamations pose one serious problem for both national and local refugee agencies. They indicate that certain areas will be named as defense areas and "enemy aliens" will be proscribed from living in them. When such areas are named refugee organizations may have to engage in resettlement adjustment. This will be done in behalf of already resettled refugees living in such areas. Pending clarification

of restrictions implied in the regulations of December 8th, resettlement for German and Italian-born refugees has been held in abeyance. However, it continues for Czechs, Poles and those born in other non-enemy countries, and if resettlement is permitted for refugees from enemy countries, as it may, it will be reinstated for them in non-defense areas.

The question may be asked, "What of immigration?" As of the end of December, even after the declaration of war, ships bearing refugees continued to arrive in the United States. It has been learned, however, that the State Department is withholding allotment of quota numbers for nationals from countries that have declared war on the United States. The Visa Division of the State Department, however, now is examining documents and advising American consuls abroad where approval has been granted in the cases of applicants who are not Germans, Italians, Rumanians, Hungarians or Bulgarians.

War Highlights Refugee Problems

But it must be apparent that since the advent of war, immigration is no longer the criterion by which the need for refugee work can be judged. War highlights the need for giving full attention to the refugee problems that exist here independent of further immigration—emergency measures, relief, employment, retraining, anti-alien sentiment, and others.

Both refugee agencies and community leaders will have one final responsibility in 1942. They will want to speed up the work of providing Americanization opportunities and arrangements for English instruction to loyal aliens. They will want to smooth out the process by which refugees can take part in the defense of democracy as soldiers and civilians.

The First Wartime Assembly

By H. L. LURIE

Executive Director, Council of Jewish Federations and Welfare Funds

REPRESENTATIVES of Jewish community organizations of 200 cities associated with the Council will meet in Chicago January 31st-February 2nd to consider their responsibilities and programs in a time when our nation is engaged in a war of world magnitude, a war forced upon the democratic peoples by the hosts of barbarism and aggression. The nation is rapidly mobilizing to produce the weapons with which to defend itself and to assure the victory of the democratic forces of civilization.

With all the changes in industrial and civilian life and in the life of the individual which the war effort will require, a primary analysis of the programs of Jewish community organization indicates that minor rather than drastic revisions will be required to integrate our services into the common program. This is not strange because the tasks in which we are regularly engaged are essentially concerned with the maintenance and promotion of democracy. These tasks become more important because of the compelling necessity that the objectives of social welfare be achieved.

Must Maintain Home Front

The first responsibility of our social agencies is to maintain the home front. In times of peace we emphasize the removal of disabilities and the solution of the maladjustments which grow out of the unsolved social problems of a community. During the war, there is a greater urgency to remove these disabilities and to equalize the effect of war risks on the normal functioning of all

individuals and groups within the general community.

G.A. Will Develop Programs

We can definitely expect that our common thinking at the General Assembly will promote those programs with which our agencies and all individuals associated with them will take their place in the national mobilization. We will need to be on guard against the dangers of diverting interests from these essential duties to other proposals which are as yet vague and undefined and may prove to be of dubious value. Based upon experience of other countries that have been in the war for several years, we may assume that our best contribution to the national effort can be by way of a more determined and intensive devotion to our present tasks. We must recognize at the same time the greater urgency for effective and economical use of resources, for better functioning organizations, and for smoother local and national relationships between the various parts of our program.

All sessions at the Assembly are planned to develop our common thinking on the ways in which we may improve our local resources to the best advantage. The opening session will therefore be devoted to a discussion of the place of Jewish communal programs in the war effort. The Sunday morning discussion will be devoted to an analysis of the continuing Jewish community social service programs and planning. This discussion will concentrate on federation programs, the problems that they face and the ways in which they

can be most productive in the light of changing problems and needs.

For many years our local agencies have been developing effective local responsibility for the casualties of the anti-democratic forces that have resulted from the spread of fascism and aggression. It is the function of the 1942 General Assembly to clarify some of the current problems of continuing support for Jewish populations suffering from the effects of Nazi terror and oppression, maintain Palestine and help the refugees who have come to our shores to make their best contribution to American life.

Will Consider Group Problems

For a number of years we have been struggling with the problems of relationship between various Jewish group organizations. The aim of establishing the most effective types of relationship between the various parts of our program has been far from completed. We have recognized the unnecessary divisions of effort and the partisan duplications and are aware of some of the real and fancied problems which serve to keep agencies apart. We have been conscious of the lack of expertness in the establishment of cooperative relations between Jewish groups. The General Assembly will consider some of the more difficult of our group problems and attempt to find ways to improve them.

We are also confronted with the need for establishing a more satisfactory basis for securing effective cooperation among national agencies and between national agencies and local communities. (The United Jewish Appeal for 1942 will solve one of the difficult problems of agency relationships so far as national fund-raising is concerned). For example, we must be aware of the fact that the recurrence of problems in the United

Jewish Appeal negotiation each year and the difficulties in resolving them reflect inadequacies in Jewish community organization. We all subscribe to the principle of group cooperation but in practice we find many obstacles to achievement.

Finally, in our Assembly program, we shall be concerned with the task of achieving a better organization of the Council itself. The Board and committees have been active in seeking improvement through revisions of our present by-laws, and the methods of service. Our member agencies as a whole need to accept the budgetary requirements of the Council as one of their basic operating expenditures. This is essential if the services established by the Council are to be continued. In this period of change and compelling national necessity, the common planning and inter-city cooperation available through the Council should not be hampered by lacks in budget or in services.

New Resources Needed

In general, delegates to the Assembly will, I believe, face their problems with a renewed conviction. We recognize that the national emergency requires the utilization of all resources. The available resources are measured by our strength in leadership, in man power and in materials. We know that on account of the war, more rather than less is available in terms both of man power and of material resources. There is also a compelling necessity to employ new resources for national causes. This spirit of a greater social idealism and response should make available to the nation the maximum of our resources. In spite of many new responsibilities that will be imposed both by our government and by our non-sectarian voluntary agencies, our own tasks and programs can anticipate a positive response.

Chicago — The Host City

By SAMUEL A. GOLDSMITH

Executive Director, Jewish Charities of Chicago

THIS is the 42nd year of federation work in Chicago and the 6th year of the formal organization of the Jewish Welfare Fund.

The federation, called The Jewish Charities, is the resultant organization of a merger of two federations which took place in 1923. There used to be the Federated Orthodox Jewish Charities, organized in 1913, which expressed the viewpoint and the participation of orthodox Jewry, and the Associated Jewish Charities, established in 1900, which, in the main, represented the viewpoint and financial participation of the reform Jews.

300,000 Jews in Chicago

We have about 300,000 Jews in Chicago and environs, and we constitute something around 8.5 percent of the total population of the city. The federation group is responsible for total expenditures of a little over \$3,600,000 on the part of its affiliates, towards which The Jewish Charities contributed in the year 1941, \$1,547,000.

The Jewish Welfare Fund, in its peak year (1938-39) raised \$1,852,000 and in the 1940-41 campaign raised \$1,652,000. The campaign for the Welfare Fund begins in December of each year and hence the split year designation.

The programs of The Charities definitely emphasize service to the individuals in need and the utilization of institutions merely as instrumentalities for effecting a service. Hence, there has been considerable emphasis on the thought that instead of firmly encapsu-

lating the work of an institution within its four walls, it should flow out to other organizations which can be of service to individuals to whom the institution itself is ministering.

Hence, the setting up of a Loan Council, which includes participation by the family agency, loan association, employment service; a Council on the Care of the Aged, which includes the hospitals, the homes for the aged, the family service; the current discussions of integration of the tuberculosis sanatorium with the large Jewish hospital; consummation of a merger in the child welfare field, primarily to permit free interchange of persons under care; the early development of a vocational and employment service on an adequate basis; the integration of services to refugees with the principal local organizations of The Charities that might help, this having been done long before the National Refugee Service was established; special services at Michael Reese Hospital for the case work agencies. In summary, the gradual development of a community point of view on behalf of usually isolated units.

Beneficiary of Community Fund

The Jewish Charities participates as a beneficiary of the Chicago Community Fund. This is a peculiar type of Fund, in that it is solely a deficit fund, operating on the general principle that participating agencies must raise, on their own behalf, all the money that they can from individual subscribers, leaving to the Fund a monopoly on corporation giving and employe group giving. One other community, namely, New York,

The above is a summary of Mr. Goldsmith's review of Chicago's development.

has attempted to develop the same type of Community Fund.

The Jewish Welfare Fund originally was little more than a united Jewish appeal on behalf of the Joint Distribution Committee, United Palestine Appeal, and National Refugee Service. In late years, there has been a tendency to include some of the needs of The Jewish Charities. Last year, allocations from the Welfare Fund to The Charities, amounting to \$300,000, were divided into \$150,000 toward the deficit of The Charities and \$150,000 toward reducing loans which The Charities had made to affiliates for building purposes.

Open Door Policy

The Jewish Charities, a few years ago, adopted an "Open Door Policy" which, in effect, states that any Jewish organization in the community meeting certain elementary principles of financing and of work, can, if it so desires, become affiliated with The Jewish Charities, assuming always that the financial condition of the community and the prospects of the social work program of the organization make this desirable.

In connection with this policy, the Jewish People's Institute, which was, at the time, the only large Jewish organization not affiliated, became affiliated two years ago. The Charities, therefore, is in the position of appropriately increasing or decreasing the number of affiliates from time to time, and not being a static Federation in this respect.

This past year also, for the first time, the new plan for financing Jewish education was put to its test. After many discussions, over a period of 15 years, the decision was made that The Charities would finance, by a subvention of \$61,000 the first year and \$50,000 annually for a four-year period thereafter,

certain of the general community-wide aspects of the work of the Board of Jewish Education, such as the College of Jewish Studies and supervisory activities, and that the other funds required by the Board would be raised by an annual campaign on the part of the Board of Jewish Education.

As in other large communities, there are large auxiliary groups to the central Federation. There is, for example, a Women's Division of some 6,000 members, with a very active Educational Committee, and a reasonably active year-round educational program; a Community Council of men who come out of all walks of life in the community, and some of whom have been associated primarily with the smaller non-affiliated organizations, which is, to some extent, an educational organization also. Its primary activity is the raising of funds.

Similarly, a Young People's Division of The Charities works in the Welfare Fund campaigns, conducting an educational program for its members. A Folks Division has been organized, representing the great majority of the Landsmanschaften, labor unions, and similar groups in the Jewish community.

Two-Fold Program

The whole program centers on two things: developing a sense of community organization, and perfecting service so that the individual secures a well-rounded application of all the medical and social services through a fluid organization. Mergers have become secondary to Councils.

Chicago is young, but some of its institutions are very old, and hence, you, the delegates, must expect to see some admixture of the spirit of youth and the conservative arteriosclerotic condition imposed by age.

A Philadelphia Story

By KURT PEISER

Executive Director, Federation of Jewish Charities, Philadelphia

COMMUNITIES, like individuals, at certain points in their development, are forced, either through internal or external pressures — sometimes both — to pause and to take stock of themselves.

In 1937 the Philadelphia Jewish community faced some of its problems, and realized the need for redirection. The Federation was a fiscal one. The agencies were rendering worth while service within their functions, but there was no integrating force toward a community program. There were lacks in some areas, duplication in others, but, above all, the emphasis was on individual units rather than on an organic whole.

Federation Assumes Planning

Modification began in 1938 by starting at the core, with an amendment to the by-laws of the Federation constitution to the effect that this purely fiscal agency become in addition a planning agency. More than that, an additional by-law was passed which clearly stated that the Board of Directors of the Federation would have full power to determine annually which organizations shall be constituents, and upon what terms. In line with this establishment of a functional Federation, there was a formation of the first community council in the child care field, representing the acceptance within one area of community endeavor the idea of an organic whole. Within a year's time, practically all of the fields in which there had been overlapping, established councils for exchange of methods and ideas.

1939 saw further development in the

reorganization of the Child Care Council into a centralized intake bureau for Jewish children; it saw the organization of the Anti-Defamation Council to coordinate the activities of the various groups serving in this field; the Refugee Council centralizing numerous but disorganized activities of several small groups; the formation of a Council of Jewish Education composed of all groups interested in the education of youth; the development of a Jewish Youth Community; the coordination of work in the fields of immigration and naturalization; and the Family Care Council.

In 1940, carrying the idea of consolidation in the child care field to a logical conclusion, the merging of all agencies in this field was undertaken. Furthermore, aims were expressed for a single family care agency and for the establishment of an autonomous employment and vocational guidance bureau. The first step toward fulfillment of the latter need took place in 1939, when such a service was created for clients of the family agencies only.

Further Accomplishments in 1941

For the year 1941 we have been able to record further accomplishments. This year we have admitted into the Federation family the Philadelphia Psychiatric Hospital, a much needed institution for the care of mental patients with favorable prognoses. Modern equipment, scientific procedure and a well trained staff should enable this institution to render service that will reflect to the credit of the Jewish community.

The Employment and Vocational

Bureau, offering city wide service, also became a reality. A counselling service, with an especially equipped staff of psychologists, gives vital purpose to this bureau.

Another step forward in joint planning has been the setting up of a central Purchasing Standards Committee for the constituent institutions. It is hoped that through their participation in this plan considerable time and money will be saved.

The merger of Homewood School, the Juvenile Aid Society and the Foster Home for Hebrew Orphans, unifying the various types of child care in the community, into one agency—The Association for Jewish Children—has progressed to an extent where complete amalgamation can be predicted in the near future. In terms of service to the community, the value of this amalgamation is immeasurable.

Merger of Family Care Agencies

Another accomplishment in the direction of better community service was the merger of the two family care agencies in the Federation—the Orphans' Guardians with the Jewish Welfare Society. The wholehearted agreement with which this merger was accomplished gives testimony to the unity in thinking which has been attained.

This year has also seen the beginning of plans for more adequate care and housing of the aged, a problem which has been troubling us for many years.

Two scientific surveys, one of the family agency and the other of a group work agency, were sponsored by the Federation. Right here it should be stated that the other agencies in the Federation have not been standing still. They have kept abreast of the times, and in some instances have redefined their functions to meet changing conditions.

In the change from a fiscal to a functional Federation, it became necessary not only to reorganize the Federation staff, but to enlarge it with personnel qualified to meet the new demands. Throughout these undertakings the Federation Board has participated actively and new members have been selected on the democratic basis of wider community representation.

Growth of Allied Jewish Appeal

Coordinative with the development of the Federation toward an integrated Jewish community has been the amazing growth of the Allied Jewish Appeal. Through it the community has become conscious of itself and aware of its potentialities through the opportunity of self expression and self fulfillment in response to urgent needs. A separate organization, with a separate Board of Trustees, it is nevertheless closely interlocked with the Federation through a common Executive Director and through common aims and purposes for furthering Jewish life.

Incorporated as a permanent body, with representation from all groups in the community, the Allied Jewish Appeal has been a great democratizing force in the life of Philadelphia Jewry. Its base of contributors has broadened from 6,000 in 1937 to 51,000 in 1941. The amount of money raised has steadily grown from \$257,000. in 1937 to \$1,000,000. in 1941. The acceptance and discharge of responsibility has quickened the consciousness of unity and solidarity in the community. New leadership has come to the fore. Young and old; worker, business man and professional man; Zionist and non-Zionist; reform, conservative and orthodox—all shared responsibility for the success of the 1941 campaign, working shoulder to shoulder as part of one community.

Fall Drives Continue Gains

WHILE scores of welfare funds throughout the country speeded preparations for early 1942 drives to aid the victims of Axis aggression, additional returns received by the Council from 25 cities which held their campaigns late in 1941 showed average increases of about 11.5 percent over their 1940 figures.

The total raised in the 25 Fall campaigns, some of them still incomplete, has already reached \$2,659,684 as against \$2,384,990 in 1940. Philadelphia set the pace with a 22 percent increase, raising \$1,000,000 as compared with last year's \$851,081.

Notable Gains Reported

Notable among the campaigns not hitherto reported (See Notes and News, Dec. 3, 1941) were: Rochester with a total of \$152,000 in 1941 as against \$135,796 in 1940; Wilmington with \$72,535 as against \$70,303, and Toledo, still incomplete, with \$112,000 as against \$101,000. Of special interest were the returns from Montreal and Toronto where, despite war-time conditions and higher taxes, Fall campaigns surpassed 1940 attainments.

Montreal, which held a merged drive in behalf of the Federation of Jewish Philanthropies, the Jewish General Hospital and the Refugee and War Relief Agencies, raised \$496,702. Toronto, reports still incomplete, netted \$330,000 as compared with \$275,411 last year.

Atlantic City, which last year raised \$53,000 from 1,830 contributors, this year realized \$67,000 from 1,970 givers. An increase of \$12,000 was made over last year among the \$25-\$100 givers. Youngstown, which raised \$104,000

in 1941 as against \$91,000 last year, reported that the percentage of increase in the lower-giving bracket was 44.5 percent; in the higher group, it was 8 percent. The Philadelphia campaign, marked by greater participation of labor groups, suffered no ill effects from the higher tax program. The city of brotherly love reported "very much better giving" in the \$25-\$100 groups which, it was believed, would be hardest hit by the tax program.

Rochester, which raised the largest amount in the history of the United Jewish Welfare Fund, reported a "very fine increase" in the \$50-\$200 class. These cards were given to a special group of men and women who were acquainted with contributors in this category and made personal contacts. Another campaign innovation was the Junior Group, which handled the smaller gift cards.

The Buffalo Jewish Federation campaign chairman stated: "Frankly, I cannot offer any special reasons for our success, except that conditions were probably right, and our organization worked hard to accomplish its goal."

Corpus Christi reported that it had postponed its Fall drive until Spring in order not to interfere with the local Community Chest campaign. New York Federation, with three weeks remaining in its campaign, reported that it would exceed last year's results. Increases were noted chiefly in the "upper-middle group."

Welfare Fund Nights.—As part of its pre-campaign educational program, the Jewish Welfare Fund of Hartford is planning a series of Welfare Fund Nights, one to be sponsored by each important Jewish organization participating in the Fund. The Speakers' Bureau will provide a program for each Night.

West Coast Meeting

WEST COAST federation and welfare fund leaders, attending the executive committee meeting of the Western States Region of the Council of Jewish Federations and Welfare Funds in San Mateo, Calif., on Nov. 30, 1941, enjoyed a preview of some of the important discussions which will take place at the forthcoming General Assembly.

The assembled leaders discussed changing aspects of local social service programs, problems in the civic protective field, fund-raising prospects in 1942 with particular regard to increased taxes and higher costs of living, refugee problems and the national advisory budget service.

The delegates voted to continue the "traveling institutes" and to study the use of zone conferences to reach the scattered communities in the region. It was reported that traveling institutes in 1941 visited Vancouver, B. C.; Tacoma and Seattle, Wash., and Portland, Ore.

Another resolution authorized the chairman, James L. White of Salt Lake City, to appoint a committee to revise the regional by-laws to conform with the national revision of the Council's by-laws, which will be submitted for final action to the member agencies of the Council at the General Assembly.

It was decided to hold the 1942 regional conference in Seattle, dates to be designated later by the chairman. The meeting voted also to ask member agencies in the Western States Region for \$15,010 in 1942 as their share of the Council's regional and national program.

New Members.— Latest additions to the Council's membership roster include: United Jewish Charities, Greensboro, N. C., and Federated Jewish Charities, St. Joseph, Mo.

Transient Programs.—All services for transient Jews in Omaha are administered by the Jewish Welfare Bureau, which refers transients for lodging and meals to four approved "kosher" homes. Meals and lodging are provided for a 24-hour period. In cases where the transient arrives on Friday, an additional 24-hour allowance is provided. Special "lodging-meal" tickets are placed with the local rabbis. Funds for the transient program are provided by the Community Chest.

The New Haven Jewish Community Council has worked out a similar program for centralizing transient services within the Jewish Family Service, Inc., in collaboration with the congregational and other interested groups.

San Jose "Careers Conference."— An experimental Careers Conference was held in San Jose recently under the auspices of the San Francisco Jewish Vocational Guidance Bureau. The meeting, attended by both parents and adolescents, was divided into two groups—the parents discussing the child's career with a qualified discussion leader, while the younger group participated in a panel discussion, at which information on occupations, available employment and employment trends was discussed with consultants from several of the industrial and professional fields.

Jewish Education Conference.— Representatives of 15 communities attended the Jewish Education conference in Cleveland, November 7-9, held under the joint sponsorship of the East Central States Division of the American Association for Jewish Education and the East Central States Region of the Council of Jewish Federations and Welfare Funds. The conference was the first large scale regional convention for Jewish educators and laymen in this country.

The conference voted to establish permanently the organization of an East Central States Region of the American Association for Jewish Education; to advocate an all inclusive program of American Jewish Education sponsored by a central agency in each community representing all the elements in the community; to make available the services of the professional educators and interested laymen in the region to communities requesting advice in Jewish educational matters.

Gifts and Givers

A TOTAL of \$28,300,000 was raised by 252 federations, welfare funds and United Jewish Appeals during the Fall of 1940 and the Spring and Summer of 1941, according to reports received by the Council.

An analysis of the contributions received by 44 of the 252 fund-raising agencies, indicating the proportion of large and small gifts and the extent of participation in different-sized communities, has just been completed by the Council and will shortly be made available to member agencies.

The 44 federations and welfare funds, which raised \$12,070,894, approximately 43 percent of the total realized by all the reporting organizations, held their campaigns in cities having about 63 percent of the estimated total Jewish population of the United States. The

total raised in the 44 campaigns represents gifts from 230,393 contributors.

The analysis showed that in both large and small campaigns the largest proportion of the total is contributed by a relatively small number of "big" contributors. Contributors of \$100 and over constituted only 9.3 percent of the total number of contributors to the 44 campaigns; the total contributed by them, however, amounted to 79.8 percent of the total raised. On the other hand, contributors of less than \$10, representing 54.1 percent of the total number of contributors, were responsible for 3.3 percent of the total attained.

For the 44 campaigns as a whole, the average contribution was \$52.39. In campaigns of \$500,000 and over, the average contribution amounted to \$60.98; in the smaller campaigns, it ranged from \$30.30 to \$43.70.

CONVENTION CALENDAR

1942

January

17-18 UNITED PALESTINE APPEAL, ANNUAL MEETINGCleveland, O.

31 COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, GENERAL ASSEMBLY (through February 2)Chicago, Ill.

Feb.

23-27 CENTRAL CONFERENCE OF AMERICAN RABBIS, ANNUAL MEETINGCincinnati, O.

March

8 HIAS, ANNUAL MEETINGNew York, N. Y.

22 NATIONAL COUNCIL OF YOUNG ISRAEL—30th ANNIVERSARY CELEBRATIONNew York, N. Y.

Regional Meetings

United Palestine Appeal, Long Island War Emergency Conference, Jamaica, L. I., *January 11.*

Union of American Hebrew Congregations, Texas-Oklahoma Regional Convention, San Antonio, Texas, *January 18*; Mid-Atlantic Regional Convention, Harrisburg.

National Council of Young Israel, New England Conference, Worcester, Mass., *February 20-23.*

National Federation of Temple Sisterhoods, Natl. Exec. Bd. Meeting, Cincinnati, *February 26-27*; Ohio State Federation Meeting, Dayton, O., *March 22.*

Council of Jewish Federations and Welfare Funds, Western States Regional Conference, Seattle, Wash., *March 21-23.*

Toledo Murals.—The walls in the main corridor of the Jewish Federation of Toledo building have been lined with a series of murals, totalling 150 feet in length and about five feet high, interpreting the functions of the Federation. The murals, executed by Manuel Barkan, of the staff of the Toledo Museum of Art School of Design, depict every phase of the Federation's social welfare services to the community. Two panels picture the biblical concepts of Jewish charity.

Vaad Leumi.—A cable reaching the Council's office on January 2 from Palestine indicates that the Social Service Department of the Vaad Leumi is continuing activities and is making strides in its negotiations to interest Palestine groups in the plan whereby the Vaad Leumi Department and Advisory Committee is serving as the central distributing agency in Palestine for funds allocated to Palestine organizations by American welfare funds.

Children's Home Reorganization.—The board of directors of the Hebrew Women's Home for Children, Hartford, Conn., has adopted a new set of by-laws which, it is thought, will provide for more effective administration. The new by-laws reduce the size of the board from 100 to 65 members, provide for quarterly meetings instead of monthly ses-

sions, and create a new executive committee of 15 members to transact business between board meetings. The adoption of the new by-laws was preceded by the approval of a charter for the organization by the Connecticut State Legislature and marks another milestone in the reorganization of the Home.

Cleveland Agency Directory.—The Jewish Social Agency Representatives, an organization composed of professional workers of the Cleveland Jewish Welfare Federation member agencies, has issued a directory listing the purposes, functions, staffs and directorates of the Welfare Federation's member agencies. The directory—reported to be the first of its kind in Cleveland—was prepared to permit periodic revisions to bring material up to date.

Religious Council in Bridgeport.—Rabbis and a group of individuals active in the various synagogues of Bridgeport have organized the Religious Council of the Jewish Community Council. This committee includes within its purview all activities pertaining to the supervision of Kashruth, increasing synagogue attendance and other problems. A recent meeting of the group decided to raise funds to engage "Masgichim" to visit and inspect Bridgeport's kosher meat markets and restaurants.

1942 GENERAL ASSEMBLY

Drake Hotel, Chicago, Jan. 31-Feb. 2

Jan. 31—Saturday evening—8:30 P.M.

The Place of Jewish Communal Programs in the War Effort.

Feb. 1—Sunday morning—10:15 A.M. to 12:15 P.M.

The Continuing Jewish Community Social Service Programs and Planning.

Sunday lunch—12:30 P.M. to 3:00 P.M.

Business session, 1942 Council budget, committee reports, election of officers.

Sunday afternoon—3:30 P.M. to 5:00 P.M.

Present Aspects of Programs to Defend Civil Rights and Combat Anti-Semitism.

Sunday evening—8:30 P.M.

Fund-Raising Problems for 1942.

Feb. 2—Monday morning—9:30 A.M. to 11:00 A.M.

Problems of the Overseas and Refugee Agencies.

Monday morning—11:15 A.M. to 12:45 P.M.

Problems of the Palestinian Agencies.

Monday lunch—1:00 P.M. to 3:00 P.M.

Techniques of Campaigning.

Monday afternoon—3:15 P.M. to 4:45 P.M.

Discussion of Overseas and Refugee Agencies (cont'd.)

1942

GIVING AND GIVERS

to Federation and Welfare Fund Campaigns
in 1940-1941

CAMPAIGN BULLETIN

For Member Agencies

No. C - 1

January 15, 1942

From 44 of the 252 federations, welfare funds and united Jewish appeals which held campaigns during the fall of 1940 and the spring and summer of 1941, the Council has received reports analyzing the number and size of contributions. These 44 campaigns raised a total of \$12,070,894. The campaign results included in this analysis represents approximately 43 percent of the total raised by all of the local central fund-raising agencies which reported their campaign results for the 1940-1941 period. The experience of these campaigns primarily in larger cities, is believed to be fairly representative of the federation and welfare fund field as a whole. The following analysis shows the relative role of large and small gifts in raising funds for local, national and overseas needs, and the spread of giving to such fund-raising efforts.

The Campaigns

The distribution of the campaigns, by size of the Jewish population of the communities in which they were held, follows:

Table I - Size of Jewish Population of the 44 Areas in which
Reported Campaigns were held*

Size of Jewish Population	No. of Campaign Areas
500,000 and over	1
100,000 - 500,000	2
50,000 - 100,000	4
20,000 - 50,000	5
8,000 - 20,000	16
2,000 - 8,000	9
500 - 2,000	5
100 - 500	1
Total	43**

* Population data based on 1937 estimates given in American Jewish Year Book, 1941-2.

** One community (Sioux City) reported on campaigns of both Federation and Welfare Fund.

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

The amounts raised by campaigns according to size are given in the following table:

Table II - Number and Size of the 44 Federation and Welfare Fund Campaigns, by Amounts Raised in 1940 - 1941

Size of Campaigns	No. of Federations and Welfare Funds	Raised in 1940-1941	
		Amount	Percent
\$ 500,000 and over	4	\$ 7,992,124	66.2
100,000 - 499,999	13	2,876,369	23.8
50,000 - 99,999	12	866,759	7.2
25,000 - 49,999	6	221,150	1.8
10,000 - 24,999	5	85,887	0.7
5,000 - 9,999	4	28,605	0.3
Total	44	\$12,070,894	100.0

Contributions

Almost four-fifths - 79.8 percent - of the \$12,070,894 raised in the 44 campaigns was derived from contributions of \$100 and over. In general, the larger the campaign results the greater the proportion secured from large givers. This relationship stands out more clearly in examining the contributions by amounts in the total raised in large and small campaigns. (See Tables III-a and III-b on pp. 5 and 6.)

Table III - Total and Percentage Raised from Gifts of \$100 and over, by Size of Campaigns

Size of Campaign by Amount Raised	Total Raised	Percent of Total Raised in Contributions of \$100 and over
\$ 500,000 and over	\$ 7,992,124	82.4
100,000 - 499,999	2,876,369	76.8
50,000 - 99,999	866,759	69.9
25,000 - 49,999	221,150	70.1
10,000 - 24,999	85,887	65.4
5,000 - 9,999	28,605	58.8

Contributions of \$5,000 and over brought in 19.1 percent of the total raised by 44 campaigns; in the \$500,000 and over campaigns, these top contributions yielded, on the average, 22.4 percent of the total raised; they brought in only 3.4 percent in the \$25,000 to \$50,000 campaigns. No campaign for less than \$25,000 received a contribution of \$5,000 and over.

Contributions of \$1,000 to \$5,000 figured in the returns of all of the 44 campaigns, large and small, and accounted for 23.6 percent of the total raised. The proportion from contributions of this size vary, however, from 24.2 percent in the \$5,000 and over campaigns to 14.2 percent in the \$5,000 to \$10,000 group of campaigns.

Contributions of \$500 to \$1,000 yielded 11.7 to 15.6 percent in the larger and intermediate size campaigns, but only 7.9 percent in the smaller, \$5,000 to \$10,000 campaigns. In the 44 campaigns as a whole, contributions of this size accounted for 11.9 percent of the total raised.

A reverse relationship is observed with regard to contributions of \$100 to \$500. Contributions of this size generally play a much greater role in the smaller campaigns. In the aggregate raised by all of the 44 campaigns, contributions of \$100 to \$500 accounted for 25.2 percent of the total. In the \$500,000 and over group of campaigns they brought in 24.1 percent; in the intermediate campaigns, a proportionately larger percentage - from 32.1 to 33.9 percent - and in the small, \$5,000 to \$10,000 campaigns, 36.7 percent.

A proportionately greater dependence by small size campaigns on relatively smaller contributions is also indicated by the distribution of contributions of \$10 to \$99. The very large campaigns, those raising \$500,000 or more, received from contributions of this size approximately 14 percent, and the very small campaigns, those in the \$5,000 to \$10,000 class, over 38 percent.

Contributions of less than \$10 yielded 3.3 percent of the total raised by all the 44 campaigns, a somewhat higher yield - 4.1 to 5.7 percent - received from the \$10,000 to \$100,000 campaigns. The higher yield in these latter campaigns is partly accounted for by the prevalence of women's and youth divisions to which is assigned the solicitation of small contributions not reached through other campaign divisions.

Contributors

The \$12,070,894 raised in the 44 campaigns came from 230,393 contributors.*

In both large and small campaigns, the largest proportion of the total raised is contributed by a relatively small number of "big" contributors. Contributors of \$100 and over constitute 9.3 percent of the total number of contributors and account for 79.8 percent of the total raised. On the other hand, contributors of less than \$10 comprise 54.1 percent of the total number of contributors, and account for only 3.3 percent of the total raised.

Averages and Per Capitas

For the 44 campaigns as a whole, the average contribution amounted to \$52.39, with marked differences between the larger and smaller size campaigns. In the campaigns for \$500,000 and over, the average contribution amounted to \$60.98; in the smaller campaigns, it ranged from \$30.30 to \$43.70.

* The term contributor, as used here, designates both individuals as well as corporations and organized groups representing more than one individual.

The differences in size of average contribution are partly accounted for by differences in the spread of giving in larger and smaller communities. The \$500,000 and over campaigns were held in large population centers (New York, Boston, Cleveland, Detroit), ranging in size of estimated Jewish population from 92,645 to 2,074,018. In these cities, approximately five out of every 100 of the Jewish population was a contributor to the local campaign.* In the smaller cities, it ranged from 10 to 23 per 100, the widest participation being noted in the \$10,000 to \$25,000 campaigns held in communities ranging in size of Jewish population from 753 to 3,824.

No indices are available for measuring the giving ability, giving traditions, type of appeal, inclusion of local and non-local causes** and a variety of organizational factors that generally affect spread of giving and degree of individual responsiveness. Note must also be made of the limitations of the population data and of the possibility that estimates of population may be more accurate for the smaller than for the larger cities.

Allowing for these limitations of population data, it may be of interest to indicate the approximate per capita giving to the several groups of campaigns. In the \$500,000 and over campaigns, per capita of Jewish population giving averaged \$3.26; in other campaigns it ranged from \$4.41 to \$9.00; the highest per capita contribution appearing in campaigns for \$10,000 to \$25,000.

Table IV. - Average and Per Capita Contributions to
44 Campaigns, by Size of Campaign

Size of Campaign by Amount Raised	Contributions	
	Average	Per Capita
\$ 500,000 and over	\$ 60.98	\$3.26
100,000 - 499,999	43.70	8.43
50,000 - 99,999	37.11	6.42
25,000 - 49,999	30.30	5.83
10,000 - 24,999	39.65	9.00
5,000 - 9,999	42.07	4.41
Total	\$ 52.39	\$4.05

* It should be emphasized that the figures relating to the representation of contributors in the Jewish population represent at best merely an approximation, firstly because of possible inaccuracies of population estimates, secondly, because the term contributor includes also corporations and organized groups giving as a unit.

** Of interest in this connection is the fact that one of the largest in the \$500,000 and over group of campaigns (New York FSJPS) was for local purposes only; another (Boston AJP-UJC) was for both local and non-local causes; all the other campaigns, large and small, were primarily for non-local appeals.

TABLE III-a. ANALYSIS OF CONTRIBUTIONS AND CONTRIBUTORS TO 44 FEDERATION AND WELFARE FUND CAMPAIGNS* IN 1940-1941, BY SIZE OF CAMPAIGNS

Size of Contribution and Number of Contributors	Size of Campaign by Amount Raised						TOTAL
	\$500,000 and Over	\$100,000 to 499,999	\$50,000 to 99,999	\$25,000 to 49,999	\$10,000 to 24,999	\$5,000 to 9,999	
Number of Campaigns	4	13	12	6	5	4	44
\$5,000 and Over							
Amount Raised	\$1,792,264	\$489,436	\$16,110	\$7,500	\$ -	\$ -	\$ 2,305,310
No. of Contributors	157	49	3	1	-	-	210
\$1,000 - 4,999							
Amount Raised	1,936,416	664,510	190,062	44,500	13,600	4,050	2,853,138
No. of Contributors	1,155	386	104	28	8	3	1,684
\$ 500 - 999							
Amount Raised	939,117	331,605	121,051	29,651	13,420	2,250	1,437,094
No. of Contributors	1,576	548	199	50	22	4	2,399
\$ 100 - 499							
Amount Raised	1,922,344	725,711	278,599	73,466	29,091	10,500	3,039,711
No. of Contributors	11,084	4,051	1,549	434	175	60	17,353
\$ 100 and Over							
Amount Raised	6,590,141	2,211,262	605,822	155,117	56,111	16,800	9,635,253
No. of Contributors	13,972	5,034	1,855	513	205	67	21,646
\$ 50 - 99							
Amount Raised	471,692	197,929	84,414	20,753	10,235	4,750	789,773
No. of Contributors	8,295	3,377	1,422	357	174	84	13,709
\$ 25 - 49							
Amount Raised	381,777	168,062	64,914	17,206	8,191	3,778	643,928
No. of Contributors	13,686	5,840	2,242	601	284	135	22,788
\$ 10 - 24							
Amount Raised	333,367	173,962	66,652	15,395	7,808	2,471	599,655
No. of Contributors	26,955	13,493	5,143	1,218	588	197	47,594
Under \$10							
Amount Raised	215,147	125,154	44,957	12,679	3,542	806	402,285
No. of Contributors	68,160	38,079	12,696	4,609	915	197	124,656
TOTAL							
Amount Raised	\$7,992,124	\$2,876,369 ^a	\$866,759 ^b	\$221,150	\$85,887	\$28,605	\$12,070,894 ^a
No. of Contributors	131,068	65,823 ^a	23,358 ^b	7,298	2,166	680	230,393 ^a

Footnotes follow Table III-b.

TABLE III-b. PERCENT DISTRIBUTION OF CONTRIBUTIONS AND CONTRIBUTORS TO 44 FEDERATION AND WELFARE FUND CAMPAIGNS IN 1940-1941, BY SIZE OF CAMPAIGNS

Size of Contribution and Number of Contributors	Size of Campaign, by Amount Raised						TOTAL
	\$500,000 and Over	\$100,000 to 499,999	\$50,000 to 99,999	\$25,000 to 49,999	\$10,000 to 24,999	\$5,000 to 9,999	
Number of Campaigns	4	13	12	6	5	4	44
\$5,000 and Over							
Amount Raised	22.4	17.0	1.9	3.4	-	-	19.1
No. of Contributors	0.1	0.1	#	#	-	-	0.1
\$1,000 - 4,999							
Amount Raised	24.2	23.1	21.9	20.1	15.9	14.2	23.6
No. of Contributors	0.9	0.6	0.4	0.4	0.4	0.4	0.7
\$ 500 - 999							
Amount Raised	11.7	11.5	14.0	13.4	15.6	7.9	11.9
No. of Contributors	1.2	0.8	0.9	0.7	1.0	0.6	1.0
\$ 100 - 499							
Amount Raised	24.1	25.2	32.1	33.2	33.9	36.7	25.2
No. of Contributors	8.5	6.2	6.6	5.9	8.1	8.8	7.5
\$ 100 and Over							
Amount Raised	82.4	76.8	69.9	70.1	65.4	58.8	79.8
No. of Contributors	10.7	7.7	7.9	7.0	9.5	9.8	9.3
\$ 50 - 99							
Amount Raised	5.9	6.9	9.7	9.4	11.9	16.6	6.6
No. of Contributors	6.3	5.1	6.1	4.9	8.0	12.4	6.0
\$ 25 - 49							
Amount Raised	4.8	5.8	7.5	7.8	9.5	13.2	5.3
No. of Contributors	10.4	8.9	9.6	8.2	13.1	19.8	9.9
\$ 10 - 24							
Amount Raised	4.2	6.1	7.7	7.0	9.1	8.6	5.0
No. of Contributors	20.6	20.5	22.0	16.7	27.2	29.0	20.7
Under \$10							
Amount Raised	2.7	4.4	5.2	5.7	4.1	2.8	3.3
No. of Contributors	52.0	57.8	54.4	53.2	42.2	29.0	54.1
TOTAL							
Amount Raised	100.0	100.0 ^a	100.0 ^b	100.0	100.0	100.0	100.0 ^a
No. of Contributors	100.0	100.0 ^a	100.0 ^b	100.0	100.0	100.0	100.0 ^a

Footnotes follow:

FOOTNOTES

* - Federations and Welfare Funds included, by amount raised:

\$500,000 and over: Boston AJP-UJC; Cleveland JWF; Detroit JWF;
New York FSJPS.

100,000 - 499,999: Atlanta JWF; Baltimore JWF; Cincinnati JWF; Hartford
JWF; Houston UJC; Indianapolis JWF; Louisville UJC;
Minneapolis FJS; Pittsburgh UJF; Portland OJWF;
Rochester UJWF; St. Louis JWF; Toledo UJF.

50,000 - 99,999: Akron JWF; Des Moines JWF; Duluth JWF; Memphis JWF;
New Haven JWF; Oakland UJWF; San Antonio JSSF;
Syracuse JWF; Trenton JF; Winnipeg JWF; Worcester JWF;
Youngstown JF.

25,000 - 49,999: Allentown, UJC; Bayonne JCC; Bridgeport JCC;
Oklahoma City JCC; Salt Lake City UJC; Sioux City UJA.

10,000 - 24,999: Chattanooga JWF; Lincoln JWF; Little Rock JWF; Monroe
UJC; Niagara Falls JF.

5,000 - 9,999: Corsicana JF; Knoxville JWF; Sioux City FJSS;
Tacoma FJF.

- Less than one-tenth of one percent.

a - In addition, Toronto had 5,681 contributors giving a total of \$286,827,
classified as follows:

	Amt.-	No.	Amt.	No.
\$5,000 and over	\$23,500	4	8.2	0.1
1,000 - 4,999	63,500	39	22.1	0.7
500 - 999	35,930	58	12.5	1.0
100 - 499	89,695	499	31.3	8.8
25 - 99	48,033	1,210	16.8	21.3
Under 25	26,169	3,871	9.1	68.1

b - Exclusive of \$4,586 raised by the Women's Division and \$314 raised by the
Youth Division of one campaign - both unclassified; \$140 raised by the
Youth Division and \$2,371 raised by 36 organizations in another campaign;
and exclusive of the Junior Division of a third campaign.

Jan
21st
1942

Rabbi Jonah B. Wise,
342 Madison Avenue,
New York, N. Y.

Dear Jonah:

I received the wire from you and your U.J.A. associates asking for an opportunity to confer with Shroder and myself prior to the meeting of the Council Assembly in Chicago.

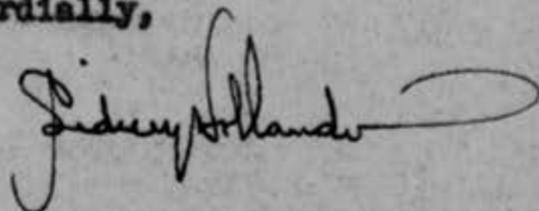
Of course I'll come up if you feel it necessary, but as my schedule is very crowded, I'd rather meet with you in Chicago prior to the Assembly and have our discussions there.

It's not necessary for me to assure you of my full cooperation in making the 1942 U.J.A. campaign successful. As you know, the Assembly plans to devote a considerable portion of its program to the responsibility of Jewish communities for continued support of overseas causes. One whole session is being given to campaign methods and problems. I don't think you need be fearful of any lack of support, either from the COUNCIL or its member agencies in this year's campaigns.

As to Shroder, my guess is that he, too, is too crowded to come to New York just now, and will greatly prefer a discussion in Chicago if that will meet your needs.

All good wishes!

Cordially,



SH:SS

January 23, 1942

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 January 21. I do not know why at this late date you write to me about the difficulties which you have had in connection with the planning of a session on the UJA on the Council program. The Council has a program committee I am sure which planned the sessions. It is up to that program committee to select its speakers and to extend the invitations. I do not believe that the matter should have been referred to the executives' group, and now, at the last moment, referred to the co-chairmen of the UJA.

If you have a place on the Sunday evening dinner program for the UJA, and you wish the three agencies briefly to tell their story, then surely the forty-five to fifty minutes available could with propriety be apportioned to the three chairmen or to their representatives. Each one, I am sure, can tell his story effectively and concisely in fifteen minutes. Unless one or the other of the three agencies wishes the edge on the other, this seems to be the logical solution.

With all good wishes, I remain

Very sincerely yours,

AHS:BK

1942

Attention:
Campaign Chairmen
Publicity Chairmen

CAMPAIGN BULLETIN

For Member Agencies

No. C - 2

January 26, 1942

FEDERATION AND WELFARE FUND CAMPAIGNS IN 1941

Two hundred and forty-one Federations, Welfare Funds and "Joint Appeals" reporting to the Council have raised a total of \$22,237,815 in 1941. The final results of 29 of these campaigns are still incomplete. More complete returns (especially for New York City) may bring the total raised up to about \$29,400,000.

The campaigns for which final results are now available show an average increase for 1941 of 7.1 percent over 1940.

Nineteen forty-one appears to be the peak year in the amounts raised by Welfare Funds since 1938. One hundred and eight such organizations, reporting continuously for the past four years, raised in 1939 about 80 percent more than in the preceding year; in 1940 they raised about the same amount and in 1941 about 6.5 percent more than in the preceding year, bringing the 1941 total up to about 92 percent above that of 1938. For every dollar raised by Welfare Funds in 1938, about \$1.92 was raised in 1941.

Amounts Raised by 108 Welfare Funds, 1938 - 1941

<u>Year</u>	<u>Amount Raised</u>	<u>Index No.</u>
1938	\$ 6,457,290	100.0
1939	11,653,825	180.5
1940	11,630,234	180.1
1941	12,391,596	191.9

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

RESULTS OF 1941 JEWISH FEDERATION, WELFARE FUND AND JOINT CAMPAIGNS
As of January 26, 1942

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

	1941	Amount Raised		Remarks
	Campaign Date	1941	1940	
<u>Central Atlantic</u>				
Allentown, Pa. UJC	May	\$ 45,058	\$ 37,292	
Atlantic City, N.J. FJC	November	67,126	52,721	Local and non-local
Baltimore, Md. AJC	a	a	585,000	a-No campaign in '41; Local only
Baltimore, Md. JWF	May	433,467	-	1st campaign; non-local
Camden, N.J. FJC	October	35,150	34,000	Local and non-local
Cumberland, Md. JCF	Fall	800	750	Exclusive of UJA
Cumberland, Md. UJA	Fall	8,000	8,000	UJA only
Easton, Pa. AJWF	October	12,500	9,000	
Harrisburg, Pa. UJC	April	69,794	65,017	Local and non-local
Lancaster, Pa. UJA	April	17,900	20,282	
Lynchburg, Va. JCC	Spring	6,097	2,350	
Norfolk, Va. UJF	October	46,000	34,700	
Petersburg, Va. UJCF	May	5,800	NR	
Philadelphia, Pa. AJA	October	976,321	851,081	
Reading, Pa. UJC	May	28,046	26,000	
Richmond, Va. JCC	May	91,600	86,000	
Roanoke, Va. CROR	June	10,000	9,000	
Scranton, Pa. UJA	May	47,411	46,000	
Trenton, N.J. JF	March	65,365	65,318	
Washington, D.C. UJA	May	213,000	207,668	
Wilkes Barre, Pa. WVJC	April	55,494	40,202	
Williamsport, Pa. FJC				
Wilmington, Del. JF	November	73,340	70,303	
York, Pa. UJC	NR	NR	16,500	
<u>East Central</u>				
Akron, O. JWF	May	70,573	69,241	
Aliquippa, Pa.	Spring	4,700#	4,712	
Altoona, Pa. FJP	Spring	19,500	18,500	
Ambridge, Pa.	October	1,500	2,000	
Bay City, Mich. JWF	April	NR	10,500	
Beaver Valley, Pa. UJA	October	3,757#	6,246	UJA only
Braddock, Pa.	October	8,000#	7,000	
Butler, Pa. JWF	July	9,700	8,600	
Canonsburg, Pa. JC	December	3,700#	3,700	
Canton, O. JWF	NR	NR	39,155	
Carnegie, Pa. UJA	May	2,900	2,500	
Charleroi, Pa. UJA	May	2,900	4,200	
Charleston, W.Va. FJC	November	40,000	24,900	
Cincinnati, O. JWF	October	380,325	350,113	
Cleveland, O. JWF	May	796,213	785,294	

NR Not reported

Returns incomplete

	1941 Campaign Date	Amount Raised		Remarks
		1941	1940	
<u>East Central (Cont'd.)</u>				
Columbus, O. UJF	June	\$ 152,500	\$ 150,000	
Coraopolis, Pa. UJA	September	1,100	850	UJA only
Dayton, O. UJC	Fall	65,220	56,233	
Detroit, Mich. AJC	May	835,000	735,970	
Donora, Pa. UJA	October	1,850#	1,700	
East Liverpool, O. ELF	November	4,366#	NR	
Erie, Pa. JWF	May	29,897	23,219	
Evansville, Ind. JCC	November	33,800	30,000	
Flint, Mich. FJC	May	19,777	16,500	
Fort Wayne, Ind. JF	May	54,252	50,458	
Gary, Ind. JWF	November	30,000	30,000	
Grand Rapids, Mich. JCF	October	18,350	15,100	
Greensburg, Pa. UJA	October	4,800	3,400	
Hamilton, O. JWF	October	14,250	11,000	
Hammond, Ind. UJA	November	13,000	16,590	
Huntington, W.Va. FJC	November	22,904	25,500	
Indianapolis, Ind. JWF	April	140,071	139,908	
Jeannette, Pa. UJA	June	2,000#	2,100	
Johnstown, Pa. UJA	December	31,000	28,400	
Lafayette, Ind. FJC	April	15,000	12,129	
Lansing, Mich. FJC	November	NR	NR	
Latrobe, Pa. UJA	September	1,100	1,078	
Lima, O. AJA	May	11,000	10,640	
Lorain, O. JWF	June	7,621	6,900	
Louisville, Ky. UJC	January	114,017	110,150	
Marion, Ind. FJC	January	3,600	3,600	
McKeesport, Pa. UJF	October	13,000#	13,075	
McKees Rocks, Pa. UJA	December	900#	2,800	UJA only
Monessen, Pa.	December	1,350#	2,600	
Morgantown, W.Va. UJA	November	1,500#	2,449	
Muncie, Ind. JWF	November	7,500#	NR	
New Castle, Pa. UJA	November	12,000	9,865	
New Kensington, Pa.	October	6,500#	5,400	
Oil City, Pa. UJA	February	4,500	3,970	
Pittsburgh, Pa. UJC	May	480,293	409,204	
Pontiac, Mich. FJC	April	14,000	9,741	
Saginaw, Mich. JWF	January	7,800	7,500	
Sharon, Pa. UJA	October	14,200	14,000	
South Bend, Ind. JWF	October	36,000	30,000	
Springfield, O. UJWF	November	10,930	8,500	
Steubenville, O. JCC	May	12,200	10,800	
Tarentum, Pa. UJA	July	1,600	1,590	
Terre Haute, Ind. JC	January	18,000#	NR	
Toledo, O. UJF	November	112,000	100,500	
Uniontown, Pa. UJF	November	12,000#	12,786	
Warren, O. JF	November	11,725	10,800	
Weirton, W.Va. UJA	June	2,500	2,500	
Wheeling, W.Va. JCC	November	10,500	13,690	
Windsor, Can. UJWF	September	14,000#	15,000	
Youngstown, O. JF	November	104,165	91,356	

	1941 Campaign Date	Amount Raised		Remarks
		1941	1940	
<u>Metropolitan Chicago</u>				
Chicago, Ill. JC	NR	\$ 895,397	\$ 861,974	
Chicago, Ill. JWF	January	1,633,731	1,600,000	
<u>Metropolitan New York</u>				
Bayonne, N.J. UJA	November	NR	40,974	
Elizabeth, N.J. UJA	May	28,000	21,125	
New York, N.Y. FSJPS & Brooklyn FJC	October	a	6,445,000	a-Campaign still in process; local only
New York, N.Y. UJA	March	4,970,531#	5,187,649	
Newark, N.J. UJA	May	255,786	238,460	
Passaic, N.J. JCC	April	44,376	36,695	
Paterson, N.J. UJA	June	62,000	52,000	
Perth Amboy, N.J. UJA	September	40,754	26,875	'40 UJA only; '41 UJA and YMHA
Plainfield, N.J. CJO	May	13,900	12,319	
Yonkers, N.Y. FJ	May	14,000	12,150	
<u>New England</u>				
Augusta, Me.	Spring	1,000	NR	UJA only
Biddeford & Saco, Me. JC	December	2,400	1,500	
Boston, Mass. UJC & AJP	October	1,210,404	1,086,386	'41 includes USO
Bridgeport, Conn. JCC	April	39,850	36,737	
Bristol, Conn. UJCF	March	1,324#	1,412	
Brockton, Mass. UJA	May	13,673	14,559	
Derby & Shelton, Conn. UJA	April	1,800	1,250	
Fall River, Mass. JCC	June	20,000	32,500	
Fitchburg, Mass. JCC	May	NR	14,500	
Greenwich, Conn. JWF	June	3,550	NR	
Hartford, Conn. JWF	April	164,555	118,735	
Holyoke, Mass. UJA	April	8,262	8,743	
Lawrence, Mass. UJC	September	14,801#	11,000	
Lowell, Mass. UJA	April	19,800	19,356	
Lynn, Mass. UJA	March	44,538	22,900	'40 non-local only; '41 local and non-local
New Bedford, Mass. FJO	May	21,880	18,696	
New Britain, Conn. UJA	April	14,381	13,726	
New Haven, Conn. JWF	May	96,595	73,879	
Northampton, Mass. UJA	October	3,000	2,000	
Norwalk, Conn. UJA	June	8,000	8,500	
Portland, Me. UJA	May	22,000	19,400	
Springfield, Mass. JWF	May	46,300	44,695	
Stamford, Conn. UJA	June	15,700	17,520	
Waterbury, Conn. JFA	February	26,000	26,000	
Westport, Conn. UJA	Spring	1,400	NR	UJA only
Worcester, Mass. JWF	April	78,651	71,567	
<u>New York and Ontario</u>				
Albany, N.Y. UJA	May	38,600	41,500	
Binghamton, N.Y. UJC	May	20,000	16,000	
Buffalo, N.Y. JFSS	October	164,616	158,300	Local only
Buffalo, N.Y. UJF	May	110,000#	112,002	Non-local
Hamilton, Can. UJWF	May	NR	25,565	
Kingston, N.Y. UJA	Fall	4,700	5,000	
Middletown, N.Y. UJA	May	7,500	8,000	
Montreal, Can. FJP	October	315,100	314,045	Local only

	1941 Campaign Date	Amount Raised		Remarks
		1941	1940	
<u>New York and Ontario (Cont'd.)</u>				
Newburgh, N.Y. UJC	Spring	\$ 13,000	\$ 14,500	
Niagara Falls, N.Y. JF	May	13,527	12,613	
Poughkeepsie, N.Y. JWF	November	NR	10,000	
Rochester, N.Y. UJWF	November	152,355	135,796	
Schenectady, N.Y. UJA	November	NR	20,486	
Syracuse, N.Y. JWF	May	77,750	59,143	
Toronto, Can. UJWF	October	344,000	275,411	
Troy, N.Y. UHC	January	19,200	21,598	
Utica, N.Y. UJA	April	28,229	25,699	
Watertown, N.Y. UJA	December	6,111	6,300	
<u>Southeastern</u>				
Alexandria, La. JWF	September	10,000	8,280	
Asheville, N.C. FJC	September	8,200	7,721	
Atlanta, Ga. JWF	May	113,092	108,366	
Birmingham, Ala. UJF	a	a	55,000	a-Campaign Jan. '42
Charlotte, N.C. FJC	February	7,200	6,500	
Chattanooga, Tenn. JWF	May	21,775	23,941	
Columbus, Ga. JWF	February	8,000	-	First campaign
Daytona Beach, Fla. UJA	Spring	600#	1,500	
Fort Lauderdale, Fla. BCUJA	May	1,000	-	First campaign
Greensboro, N.C. JUC				
Helena, Ark. FJC	NR	2,664	2,829	
Jacksonville, Fla. JCC	February	55,807	23,500	
Knoxville, Tenn. JWF	June	7,000	8,400	
Little Rock, Ark. JWF	October	24,053	24,086	
Memphis, Tenn. JWF	May	91,486	90,077	
Miami, Fla. GMJF	January	121,372	95,379	
Mobile, Ala. JWF	Spring	15,200	12,000	
Monroe, La. UJC	March	10,307	8,739	
Montgomery, Ala. JF	January	24,000	20,400	
Nashville, Tenn. JCC	May	58,192	56,714	
New Orleans, La. JWF	March	136,815	141,034	
Orlando, Fla. JF	March	7,400	5,400	
Pine Bluff, Ark. JFC	March	4,500	NR	
Raleigh, N.C. FJC	March	2,904	4,012	
Savannah, Ga. UJA	May	25,505	27,000	
Selma, Ala. JWF	April	7,872	6,975	
Sheffield, Ala. JFC	September	3,400	3,250	
Shreveport, La. UJC	September	52,380	27,000	
Tampa, Fla. UJA	February	8,500	a	a-Campaign Nov. '39; non-local
Tampa, Fla. UJC	June	1,500#	NR	Local only
Tuscaloosa, Ala. FJC	October	4,000#	5,000	
Vicksburg, Miss. JWF	October	6,100	5,105	
West Palm Beach, Fla. FJC	February	4,000#	5,600	
Winston-Salem, N.C. JCC	NR	NR	5,600	
<u>Southwestern</u>				
Beaumont, Tex. UJA	April	10,500	10,000	
Corpus Christi, Tex. JWF	a	a	15,500	a-Campaign Spring 1942
Corsicana, Tex. JF	March	7,840	7,000	
Dallas, Tex. JFSS	April	145,369a	153,590	a-In '41 local services financed thru Com.Ch.

	1941 Campaign Date	Amount Raised		Remarks
		1941	1940	
<u>Southwestern (Cont'd.)</u>				
El Paso, Tex. JF	May	\$ 18,000	\$ 18,477	
Fort Worth, Tex. JF	May	32,000	29,360	
Galveston, Tex. UJWA	Spring	21,000	20,000	
Goose Creek, Tex.	April	2,000	NR	
Houston, Tex. UJC	March	127,279	115,922	
Oklahoma City, Okla. JCC	May	37,523	-	First campaign
Port Arthur, Tex. FJC	May	4,500	4,000	
San Antonio, Tex. JSSF	February	57,669 ^a	64,236	a-In '41 local services financed thru Com.Ch.
Texarkana, Tex. JF	May	2,300	1,960	
Tulsa, Okla. JCC	November	48,228	48,158	
Tyler, Tex. FJC	June	8,000	7,500	
Waco, Tex. JFC	January	4,200	4,425	Exclusive of UJA
Waco, Tex. UJA	June	12,200	13,000	
<u>West Central</u>				
Appleton, Wis. UJC	November	NR	6,000	
Cedar Rapids, Ia. AJC	April	8,200	NR	
Champaign, Ill. C-UFJC	May	6,577	6,800	
Council Bluffs, Ia. AJC	Spring	4,300	-	First campaign
Davenport, Ia. JC	June	16,263	NR	
Denver, Colo. AC	December	55,000	53,746	
Denver, Colo. UHA	NR	NR	61,000	Local hospitals
Des Moines, Ia. JWF	April	71,257	71,169	
Duluth, Minn. JWF	May	50,819	51,377	
Elgin, Ill. JWC	May	4,461	5,682	
Eveleth, Minn. FJS	September	2,600	2,200	
Fargo, N.D. WF	NR	6,782	5,184	
Green Bay, Wis. UJA	October	6,000	NR	
Joliet, Ill. JWC				
Joplin, Mo. JWF	January	5,500	6,900	
Kansas City, Mo. JWF	May	210,000	205,349	
Kenosha, Wis. JWF	October	6,228	5,153	
La Crosse, Wis. JWF	July	2,950 [#]	-	First campaign
Lincoln, Neb. JWF	March	16,473	14,396	
Madison, Wis. JWF	May	12,855	10,800	
Milwaukee, Wis. JWF	June	249,000	250,000	
Minneapolis, Minn. FJS	April	143,750	123,230	
Omaha, Neb. JP	April	106,000	91,232	
Peoria, Ill. JWF	June	29,000	27,500	
Rock Island, Ill. UJC				
Rockford, Ill. FJC	April	NR	NR	
St. Joseph, Mo. AJC	a	a	-	a-1st campaign Feb. '42
St. Louis, Mo. JWF	May	476,827	524,649	
St. Paul, Minn. UJF	April	117,000	102,809	
Sedalia, Mo. JWF	January	1,675	NR	
Sheboygan, Wis. FJC	January	3,600	3,400	
Sioux City, Ia. UJA	May	26,559	25,145	
Sioux Falls, S.D. JWF	NR	NR	3,000	
Southern Illinois, ERC	June	42,182	24,000	
Springfield, Ill. JF	May	25,612	-	First campaign
Topeka, Kan. UJA	Fall	2,300	1,750	
Virginia, Minn. FJS	October	5,312	5,940	
Wichita, Kan. M-KJWF	Spring	22,000	NR	
Winnipeg, Can. JWF	March	76,516	76,977	

	1941	Amount Raised		Remarks
	Campaign Date	1941	1940	
<u>Western</u>				
Albuquerque, N.M. FJC	May	\$ 7,300	\$ 6,000	
Bakersfield, Cal. UJWF	June	4,500	7,334	
Butte, Mont. JWC	April	6,250	7,294	
Centralia, Wash. C-CJWF	April	1,350	1,318	
Edmonton, Can. JF	NR	NR	12,000	
Fresno, Cal. JNWF	May	11,400	9,878	
Helena, Mont. JCC	NR	1,500 ^a	1,624	a- Approximate
Long Beach, Cal. JWF	June	8,142 [#]	10,228	
Los Angeles, Cal. UJWF	May	707,600	701,000	
Oakland, Cal. UJWF	April	52,005	51,566	
Ogden, Utah, JWF	April	3,900	3,100	
Ontario, Cal. UJA	May	1,550	2,000	
Phoenix, Ariz, JCC	March	12,550	10,250	
Portland, Ore. OJWF	April	102,701	103,257	
Reno, Nev. UJA	April	3,300	1,988	
Riverside, Cal. UJWF	Spring	3,670	5,624	
Sacramento, Cal. UJWF	May	13,737	9,881	
Salt Lake City, Utah UJC	May	33,340	30,728	
San Bernardino, Cal. UJA	May	5,586	4,900	
San Diego, Cal. UJF	May	30,000	26,162	
San Francisco, Cal. JNWF	April	541,997	562,822	
San Jose, Cal. JWF	May	11,000	13,500	
Santa Ana, Cal. UWF	April	2,086	1,338	
Seattle, Wash. FJF	April	89,608	87,364	
Spokane, Wash. UJF	May	11,000	11,550	
Stockton, Cal. NJWF	April	10,200	10,200	
Tacoma, FJF	April	8,500	5,300	
Tucson, Ariz, UJA	March	5,300	7,806	
Vancouver, Can. JEWf	March	8,670	10,351	
Ventura, Cal. VCJC	June	1,341 [#]	4,294	

FINANCING OF JEWISH PROGRAMS IN 1942

A Report to the 1942 Assembly of the Council of Jewish Federations and Welfare Funds
February 1, 1942

Prepared by Committee on Fund-raising Problems
(Sub-Committee of Assembly Program Committee) Abraham Srere, Detroit, Chairman

Stanley C. Myers, Miami; Harris Perlstein, Chicago; Bernard G.
Rudolph, Syracuse; Elkan C. Voorsanger, Milwaukee and
Isidore Sobeloff, Detroit, Secretary.

1. INTRODUCTION - Pages 1 to 3.
2. SOME HIGHLIGHTS - Pages 3 and 4.
3. THE GENERAL PICTURE - Page 4 to end.

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WHAT WE SHOULD BE SAYING AND DOING IN 1942 CAMPAIGNS, HOW WE SHOULD ORGANIZE -- THESE QUESTIONS INVOLVE MECHANICS NOT NEARLY AS MUCH AS MOODS. The democracy that we are engaged in saving is not a word, but a way of life that we have built for ourselves in this country, that is developing in Palestine and that millions of other Jews throughout the world want to share, at least with life and hope as a minimum, until some brighter day ahead.

IT IS MOOD AND TEMPER AND FRAME OF MIND THAT ARE REQUIRED FOR SUCCESSFUL CAMPAIGNING. In our local communities we often have said that "you can't be a good solicitor unless you're first a good giver." If, as a result of the presentations by the principal agencies having the task to perform in behalf of the American Jewish communities, we come away convinced that we, the representatives of the Jewish communities of America, are prepared to set a new standard of interest and assistance, success throughout the land in 1942 will be achieved.

THE MAINTENANCE OF VITAL SERVICES BY VOLUNTARY GROUPS IN A DEMOCRACY IS PART OF THE WAR EFFORT. The promotion and the maintenance of morale are as essential on the civilian home fronts as they are in the zones of combat. Any action which destroys the people's faith in the essential meaning of life is a comfort to the enemy. A rising level of insecurity at home or abroad, a spreading suffering and starvation among those whom we might help but don't, can demoralize not only those who suffer hunger, but those whose smugness and selfishness are morally responsible for permitting the hunger to continue unrelieved.

A SUCCESSFUL FUND-RAISING CAMPAIGN WITHIN OUR OWN GROUP THIS YEAR MUST TAKE INTO ACCOUNT THE PSYCHOLOGICAL ASPECTS OF MORALE IN THE JEWISH COMMUNITY, even as the democracies everywhere must take into account these same factors in waging the total war. We must prepare our contributing public for sacrifice, but for rational sacrifice that translates giving realistically so that the very conservatism and limitations of our claims add dignity and stature to our program of relief and reconstruction.

OUR MORALE AS AMERICANS AT THIS TIME WILL BE SERVED BEST IF OUR ESPRIT DE CORPS AS JEWS SHAPES ITSELF IN THE HEROIC MOLD. We must be so devoted to our task that we stand ready for whatever suffering and effort may be required. We must react today with the spiritual qualities of a people fighting for our lives, with all the bravery and generosity that we would muster in an hour of extremity, for only by behaving now as we would in the presence of a catastrophe can any future catastrophe be lessened or averted. Our conferences, our speakers, our publicity, every means of communication at our command, must concentrate on building up this grand sense of immediacy and importance. We must accept once and for all a responsibility proportioned to the greatness of our strength. The task before us calls for emotional maturity. Democracy is endangered and because over the centuries our liberties have been precarious at best, we must not relinquish our special sector, even while we do our share toward achieving victory in the general struggle.

This report has devoted itself primarily to the mood and spirit of 1942 campaigns, on the theory that the social climate in which the Jewish community will function requires more attention than the mechanics of organization, the structure of which, generally speaking, has been built on solid ground.

OUR NEW OBLIGATIONS AS CONTRIBUTORS ARE NOT SUBSTITUTES FOR THE OLD; THEY ARE ADDITIONAL OBLIGATIONS. The contributor who may feel that the "patriotic" step would be to transfer funds from one campaign to another, to divert his giving rather than to increase it, will need to be reminded that desertion of our special areas of responsibility is a disservice to democracy. True patriotism in time of crisis cannot mean forgetting duties to the family, to the local community or to the Jewish group, within the community and beyond.

WAR CALLS FOR GIVING UP ADDITIONAL TIME, NOT MERELY DIVERTING IT. In volunteering service, there may be a disposition here and there, as in the case of contributions, to transfer time from established causes to the newer and more dramatic appeals. The general call for civilian defense, for Red Cross services and for other governmental and quasi-governmental assignments, should have--as they, indeed, already are having--our immediate and wholehearted response and participation. The Jewish campaign worker who has been giving fifty, a hundred or two hundred hours a year for philanthropic work cannot ethically cancel out these hours in the future.

THERE WILL HAVE TO BE A RE-BUDGETING OF SERVICE AND FUNDS TO MAKE ROOM FOR THE NEW ESSENTIALS AND TO KEEP ROOM FOR THE OLD AND CONTINUING essentials. As plant production will be stepped up, as reserves of energy in greater and greater measure will be called on in factories and on the field of battle, so, too, will all of us, as people with special and continuing responsibilities, carry forward our work as board members, as campaign workers and as contributors. War calls for many sacrifices; this is one of the essential costs that we shall pay gladly. While our Jewish colleagues the world over have the spirit to fight back, to go on living and hoping, we shall prove worthy of the opportunity to see them through, with us, to the brighter day ahead. It would be a hollow victory for us to desert them en route.

AS CITIZENS OF A COUNTRY AT WAR, WE MUST WEIGH ALL COMMUNAL EFFORTS IN THE SCALES OF NATIONAL INTEREST. Fund-raising plans by Jewish communities in 1942 need to consider the primary place which the conduct of war must take in our individual and communal planning, in the use of our time and manpower and in the expenditure of our wealth. Every social project, whether it be an established activity or a new service will have to measure its right to support in terms of whether it promotes the well-being of the country. There will be ample funds for essentials; the task of placing our activities high up on the list of social priorities rests with us.

SOME HIGHLIGHTS

1. Certain classes in our population will earn less than in 1941, but many of these will be in position to draw on 1941 reserves.
2. Those engaged directly or indirectly in defense work, must be selected for intensive pre-campaign approach, as individuals and as privately-held corporations, for the increased sums that must be raised.
3. Agency programs on any level -- local, national or overseas -- should not be taken for granted. Budget committees should review requests for allocations, with a view to overhauling the entire Welfare Fund structure, as the emergency situation may require.
4. Agencies which cannot make a detailed accounting, with adjustment of program geared to the change-over in social priorities, should not be included in appeals -- and communities should not be afraid that any resultant independent drive will ruin the Welfare Fund structure. The causes with a good case will win the day.
5. More ingenuity will be required in local promotional work, and more ingenuity and help will be called for from the publicity and promotional services of the national and overseas agencies. National and overseas agencies should meet in conference with representatives of local funds to evolve a promotional program of literature and speakers that will present a harmonious and rounded-out thesis on which a united fund goes to a united community for an inter-related combination of causes adding up to a Jewish community program. The local communities are not just fund-raising mechanisms for a conglomeration of agencies, each making its own plea for its own sake. The Welfare Funds must be regarded as the expression of the total Jewish communities. The participating agencies are their own instruments, acting for the Jews of America and speaking through their communities.
6. The dominant theme of the campaigns must be to strengthen the local community to operate with enlightened self-interest as Jews and as Americans, wherever life and living are to be encouraged -- at home, in Palestine, the world over.
7. If it be said that this is not enough to raise more money when the calls in other directions are greater, our secondary theme must be that we are at war on every front and on every level, and that the total war requires added exertion and increased work and enlarged giving. If we believe in victory, our campaigns must help inspire it.

8. Doubts regarding our giving capacity in war-time can be resolved effectively by citing the way in which our fellow-Jews in other countries have responded under fire, in time of war, -- on the European continent, in England, in Palestine and in Canada. The record shows that at the very moment that physical attack and economic hardship and taxation were heaviest and most difficult, the Jews in the countries then already at war gave relatively greater sums than we contributed, considering our comparative resources and the other demands upon us.
9. American isolationism is officially dead. We must guard against the development of a Jewish isolationism which would indulge the fantastic notion that now, at the very time when all-out war calls for all-out assistance, we can neglect our Jewish allies abroad. The American future cannot divorce itself from the fate of the rest of the world; our Jewish future in America and elsewhere, likewise, depends on the recognition that we are engaged in a struggle that is world-wide.

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THE GENERAL PICTURE

With the acute distress resulting from war and aggression and the continuing world-wide conflict there will be no let-up in the demands made upon local Jewish communities for fraternal help. There also will be an increasing number of campaigns conducted on a non-sectarian basis for help to Britain, China, Russia and other countries, indicating a growing American alliance with the democratic forces that are struggling against aggression. Jewish contributors are responding generously to these appeals as well as to specific Jewish causes. New social needs are also arising from our American defense program, and the Red Cross, or the USO and other appeals are meeting these needs. Likewise, local Jewish communities, apart from their participation in community chests, have continuing and increasing responsibilities for national Jewish programs and for specific local Jewish needs.

Increased Income and Higher Taxes

At this time, economic conditions in this country are reflecting the intensive development of production for war purposes which involves a diversion of consumers' income and of productive efforts from normal activities to defense production and financing. In part, the increased production income of this country which is received by the individual worker and enterpriser is being absorbed by government in the form of new taxation. The amount of income available to individuals for personal and social use during 1941 probably increased sufficiently so that larger amounts of income were available in spite of increased taxation. Continued diversion of raw materials from the production of consumers' goods to defense needs may offset some of the gains in national income.

Policies to guide the fund-raising of local communities should be developed with an awareness of all the new factors involved and the continuing responsibilities of the local Jewish communities.

The 1941 Experience

In welfare fund campaigns in the Spring of 1941 some communities failed to reach 1940 levels, despite the fact that the sums raised the year before fell far short of minimum needs. However, in the 1941 Fall campaigns, just before the outbreak of war, as well as in several campaigns since, the 1940 Fall totals generally

were exceeded. Here was evidence, that despite the knowledge that taxes in 1941 income were being increased considerably, larger salaries, earnings and profits could provide increased funds for philanthropy. For 1941, at least, this improved earning power was widespread and the effects of business dislocations due to change-over from non-defense to war-time activity were not yet reflected. There was an unprecedented expansion of economic activity and a marked rise in national income, much more than enough to offset the effects of higher costs of living and increased taxes. Many contributors entered 1942 with a greater capital reserve on which to draw for 1942 giving than was available a year earlier. This improved status should help counteract the anticipated reversal of trend in some directions in the year ahead. It must not be forgotten that many groups of industries reported larger profits for 1941, and that practically all of them so reported for the first six months. The New York Times combined index of business activity for the week ending December 21, 1941, was at 133.5, the highest peak since 1929, with all component categories except automobile production in favorable positions.

The Effects of Taxation

With higher tax rates, the savings of taxes on philanthropic contributions is increasingly large and such savings will continue to have a bearing on the size of contributions that can be made available. As the rate of taxation increases, the readiness of the government to share with the contributor in helping maintain essential social services also rises. Due to the increased rates, the net cost to the contributor will continue to decline. On the very lowest level of net taxable income, the absorption for 1941 in tax deductions will be 9.6 percent. On the \$5,000 level, the government's share is now 12.6 percent; on the \$10,000 level it is 20.6 percent; on the \$30,000 level 51 percent; on the \$50,000 level, 59 percent. For all of the added burdens due to increased taxes, the government is saying, in effect, that it wishes to encourage philanthropic giving. At a cost to himself of \$796, a person with a net taxable income of \$10,000 can contribute \$1,000, while an individual with a \$50,000 net taxable income can contribute each \$1,000 at a cost of only \$410 to himself. For a campaign to raise \$10,000 from any number of persons with net incomes of \$3,000 each would call for such contributors to give a total of \$9,040 of their money to the campaign, while the giver with the \$50,000 net taxable income could serve the campaign in the same way at a cost of \$4,100.

Giving Reserves and Potentials

Consideration will have to be given to the contributing potential of men in industries engaged in the manufacture of non-essential products from the standpoint of successful prosecution of the war, or in the manufacture or distribution of consumers' goods, the volume of which will be limited. The highly profitable experience of 1941 must not be forgotten in judging their financial strength, but, to be sure, after taking such factors into account, the fact must be faced that certain industries will not be in as favorable a position in the years ahead. On the other hand, owners of manufacturing plants, large and small, who have fitted their program into the war economy, will continue, in spite of increased taxes and other obligations to earn substantial profits to an extent that campaigns will have a right to look in such directions for sustained and even increased support.

The shrinkage in income available to other economic sections of the population can be offset from those classes in our Jewish population which will be rising with the tide of higher general income for the country at large.

Curtailement of Consumer Purchasing - Liability and Asset

The very difficulty that merchants and certain types of manufacturers will have because of limited supplies for the consuming public has been cited as not entirely a liability, from the standpoint of the consumer as a potential contributor. It is argued that our entrance into the war will mean that the normal luxuries which people have bought with excess income will be unavailable, and even when available, it will be considered unpatriotic to acquire them. This will be true for personal articles of clothing as well as for household equipment and other luxury articles. However, sharply increased taxes will affect the situation, they will not be able to take up the slack of enforced curtailment of purchases of consumer goods. If this reasoning is sound and the gross income in the middle class and upper income brackets continues high, greater sums will remain available for contributions.

Attitudes Toward War Chests

Voluntary campaigns on the general scene will have the support of Jews as members of the general community, even as Community Chest, Red Cross and War Relief Campaigns for Britain, France, Spain, China, etc., have had our help as individual workers and contributors in the past. Inclusion of specifically Jewish campaigns in over-all "patriotic" or "War Chest" campaigns do not seem to be indicated, in view of the fact that other groups in the general population are not prepared to bring to a centralized campaign the kind of organization that we have developed for our own purposes. Nevertheless, if the sweep of joint campaigning carries us along, we may not be in position to resist. Assuming, then, that all other groups may be ready to merge their fund-raising efforts, it may become advisable for us to do likewise. Representing only a small section of the entire population, we would do well not to take the lead in such a direction, nor on the other hand, to stand apart, if standing apart should mean standing alone. The Council of Federations has been conferring with Community Chests and Councils, Inc. on this subject and decisions in 1942 will be based on later developments which, even if we cannot determine, we must watch carefully.

Special Joint Jewish Appeals

Within the Jewish community itself, there have developed combined fund-raising organizations requiring special consideration. Two such illustrations are the United Jewish Appeal and the Joint Defense Appeal of the American Jewish Committee and the B'nai B'rith.

In the event that patriotic funds or war chests are proposed for over-all fund-raising, local communities, in cooperation with the agencies now in the United Jewish Appeal, will have to consider whether, from the standpoint of Jewish interest, all of these Jewish agencies should be carried over into such combined drives. If, it be determined that some agencies or services should enter a war chest and that all things considered, others should not, thought will have to be given to the effect on fund-raising of divided Jewish appeals, with some inside the war chest and others on the outside.

The Joint Defense Appeal in the civic-protective field also presents special problems. That financing of such work would not readily fit into a war chest under general auspices can be assumed almost without discussion. The civic-protective area, even before the war, created special problems. Because of the nature of their programs, such agencies have felt that they could not give a detailed budgetary analysis of their work to Federations. Whatever arrangements they may have between themselves, in the case of the Joint Defense Appeal, for determining allotments, is not a matter presented to local budget committees for consideration.

Would it be wiser for local communities to take the position that, if Welfare Funds cannot share in the responsibility of studying budgets, it would be to mutual advantage to have such agencies campaign independently?

Anti-war forces, whether their former isolationism was a cloak for anti-Semitism or their anti-Semitism a screen for their friendship for Nazism, now, at least momentarily, have come rushing to the American colors. It would be foolhardy for us to imagine that these people are now our friends or that we can now ignore their activities, whether overt or underground. Certainly, the defense of our civil liberties and rights, must continue to have our attention. But many areas of activity formerly in our hands have become the direct concern of Federal departments and investigators. Much as we may know that the problem is far from solved and that, in all probability there will be reversions to the old attacks against us, the defense of the Jew against our defamers is not the big campaign battlecry for 1942 Spring campaigns, even though the work in this field is still basic and significant.

The Overseas Agencies

In the case of the other merged appeal within a joint campaign -- the United Jewish Appeal -- it is important that formal certification and, if possible, government endorsement of overseas and Palestinian programs be secured and publicized. One of the strongest campaign arguments will be made for us when pronouncements, giving continuing evidence that our cause is part of the American and United Nations' cause, are issued in behalf of our services abroad.

Last year contributors asked whether there was a need in these directions for more money. This year many of them are asking whether there is need for as much money, whether the money can really reach the intended beneficiaries, whether other non-denominational organizations and campaigns might not be more acceptable channels for giving. Those who have followed the developments in the areas of JDC and UPA operation know that the work must go on -- and, despite difficulties, can go on.

These comments in no sense are intended as a discussion of relative budgetary needs, which have had the attention of other committees here and elsewhere; here we are concerned with the popularity of the various appeals. In that connection, we applaud the scheduled analysis of programs and activities by the UPA at its recent Cleveland meeting and the similar presentations by the JDC and the NRS here at Chicago. The stories of last year, even of two months ago, do not furnish the answers to the public's new questions since the outbreak of the war and it is imperative that the shifts of emphasis in overseas and Palestinian work, be explained. On these clarifications will depend our ability to go before the contributing public with a case that will win support.

The UJA agencies and related services have been the rallying ground and the battlecry of our welfare funds. In American life we are learning that the war cannot be fought on one simple front and that victory for democracy as it affects us depends on a victory won everywhere that the war is being waged. Today, of all times, we cannot forget the victims of oppression or help our hard-pressed fellow-champions of a better day by philanthropic isolationism. Our campaign speeches and slogans must intensify this respect for the task as an all-inclusive, united effort, to help our friends the world over.

Whatever we can do for Palestine and for the Jews in other countries all goes to keep alive ideals and people and program. In the past, we had to answer only to ourselves for the assistance we sent outside America; today we must answer as well to our neighbors, who are our partners in a war that calls for better

understanding and common action.

Refugees in America

The refugees in America are in a special position. Earlier misapprehensions that their level of living was high and that, in a time of prosperity, they nevertheless required great sums for maintenance, have been cleared by the outbreak of the war. With the issuance of the Government's proclamation regarding enemy aliens, we came to realize, over-night, how tenuous was the status of the refugee, how insecure his life, even under a friendly government. Here we have a group that is on our doorstep, a group that is our special concern.

Because of the new problems that have come to our American refugees, as "friendly enemies", and because of the new situations in which the beneficiaries of the JDC and the UPA find themselves, the UJA has a responsibility to dress the 1942 campaign message in 1942 garb. The difference between today's story and last year's is infinitely greater than the change last year from the year before.

Maintenance of Local Services

To the extent that our local and national services, by design or by accident, are outside of local Community Chest Campaigns and are, therefore, the responsibility of Federations or Welfare Funds, depending on fund-raising within our own group, the Chest theme is also our theme. A nation at war must continue to concern itself with health, family welfare, education and morale at home. The American pattern of social service encourages such work under denominational auspices and in some fields the services are non-sectarian in scope. This theme of a strong home front cannot be stressed too strongly.

A Time for Re-Examination

This is a year when the form of our community organization, the agencies included, or the type of campaign, should not be taken for granted. Even the idea of one joint campaign a year, so zealously worshipped by many of our communities, needs to be re-examined. Perhaps in the larger cities, some of the newer appeals, and some of the appeals that do not presume to speak for the entire community, would do better to campaign independently. We must not assume, without further proof, that the adding of more and more causes and agencies, results in the greatest good, for the agencies or for the services to be rendered, either in financing or in program.

Some of the regional and national agencies, operating in fields where there is duplication in fund-raising or in program, need to be challenged. The national health agencies that perhaps, in some cases are regional and the regional agencies that, perhaps in some cases are local, should be studied anew. War-time is an excellent occasion to question inclusions that depend only on tradition and inertia for their presence in a welfare fund.

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OUR CAMPAIGNS WILL, IN EFFECT, BE ASKING US WHETHER WE AS AMERICAN JEWS, ARE WORTHY OF A GREAT PRIVILEGE AND RESPONSIBILITY. The fate of our country and our Allies the world over, -- the fate of our people, as a people and as human beings -- rests with us. Properly stated, not just in statistics or income tax tables, but in human terms, in emotional terms that are real because they are sentimental in the finer sense of that word, the campaigns will defend our sector of the battle-lines for democracy.

SPECIAL BULLETIN

from the CHICAGO GENERAL ASSEMBLY

February 2, 1942

(Since many of the delegates attending the Chicago Assembly asked for an immediate review of the highlights, this Bulletin is being distributed to member agencies directly from Assembly headquarters at the Drake Hotel. A more complete report will be included in the forthcoming issue of Notes and News, which will be distributed to all registered delegates.)

The Chicago Assembly drew the largest and most representative attendance in the Council's history. Over 400 official delegates and many visitors attended the three days' sessions, coming from every corner of the country and a number of Canadian communities as well. The figures tell only part of the story. While more difficult to gauge, the significance of the Assembly as a forum and deliberative gathering for the organized communities has been clearly established.

In a sober atmosphere charged with war-time tension, the delegates sat thru a crowded schedule of meetings which covered the wide range of Jewish local and national communal interests. These were working sessions. The program offered no celebrities and no oratory. Presidents and executives of federations, campaign and budget chairmen of welfare funds, and officers of the local social services and of the national and overseas agencies deliberated together. Every aspect of their respective programs was scrutinized. They sought clarification on how their activities could be more closely geared to the nation's all-out drive for victory.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS
National Office: 165 West 46th Street . New York City

The Assembly considered the shifts and increases in responsibilities resulting from the war, in terms of local welfare and cultural services, overseas and refugee needs and the urge for unification of programs in the civic-protective field. It was especially concerned with financing Jewish communal programs against the background of fears engendered by rising taxes, the draft on manpower by war and industry, and the economic dislocations incidental to the streamlining of war production. (Facing squarely these drastic readjustments, the consensus was clearly one of confidence.) Increased rather than substitute giving will be the order of the day. Spring goals will be increased where necessary to meet increased needs, in the opinion of the Assembly, and these goals will be achieved. The war will be won by the armed forces, supported by a concentration of industrial effort and both will be built on the firm foundation of high morale on the home front. To this end, the organized Jewish communities will make a maximum contribution both in the general community wide effort and in their own special fields of interest and responsibility.

War-Time Programs on Federations

Reports prepared by special committees formed the basis for discussion. One such committee had considered the problems which war-time conditions have brought to federations and will bring in even greater degree during the coming year. In the Committee's opinion these problems would include need for reevaluating all programs. They anticipate that any reductions in the need for assistance which would come from lessened unemployment would be overbalanced by increased demands resulting from the closing down of non-essential industries; family dislocations will tend to increase because of war emotionalism, the separation of families, migration to new and neglected industrial areas and numerous similar hazards incidental to the mobilization of men and industry. Hospital and health services face a shortage of medical and technical assistance, difficulties in securing equipment and extension of resources to cover the possible need of caring for war casualties. The cultural and recreational programs are threatened by the withdrawal of personnel to serve the armed forces and by misguided zeal for economies. Scarcities and increased costs of institutional supplies is one contributing factor to the increased cost of operation; another is the increase in payroll to meet higher living costs. Budgeting for local federations will present increasing difficulties in meeting on the one hand these added items of expense, and on the other, coping with the risk of diminished giving due to the essential but more common-place character of their services.

This discussion brought the question of priorities into the welfare field. Should the major focus of the welfare dollar be directed to the home front, sacrificing if necessary some of the more far-flung activities in which Jewish community effort has been engaged? Will the demands at home compel the

restriction or liquidation of the generosity with which American Jews have regarded since the last war to the mounting disaster of overseas Jewry? The Assembly's sentiment called unequivocally for increased rather than substitute giving to meet this new double load.

Fund-Raising in 1942 Implementing this discussion were the sessions at which problems and techniques on fund-raising were presented and analyzed. The Committee report on the subject pointed to the possibility of lower incomes for some groups of the population during the coming year, the effect of higher taxation, and limitation of the capacity to contribute which may result from the disorganization of business and manufacturing as the Nation's economy is devoted in ever increasing measure to war purposes. In addition, it raised the question of the possibility of War Chests, which would centralize financing for all philanthropic purposes including Community Chests, Jewish Welfare Funds, war relief needs and other demands on the general community.

Ready acceptance was found for the view based on local community experience and that of Community Chest and Councils, Inc., that the force of circumstances rather than mere thinking or attempts at planning will determine whether Jewish welfare funds must go into or stay out of War Chests. Equally accepted was the point that it is necessary not to destroy our essential agencies in fighting to preserve the social organization of communities. Jewish welfare funds therefore must be absolutely frank in their negotiations with prospective War Chests, "insist upon the preservation of the essence of their community organization and their autonomy in their fields of communal action."

Canadian experience was cited to show that all the threats to generous giving in war time need prove no barrier. Jewish Welfare Funds across the border have steadily increased their income, despite doubling, trebling and quadrupling of corporation and individual income and other taxes to meet war costs.

Information Please A departure from previous Assembly practice was introduced on the closing day of the sessions, with a series of meetings in which the delegates were given an opportunity to ask questions concerning the programs and operations of national and overseas agencies. Panels of experts representing the overseas, Palestinian and refugee agencies, with the help of moderators from local welfare funds, cleared the minds of delegates on questions on the constantly shifting conditions under which the agencies are now working.

The delegates welcomed this new method of providing much needed explanation and information which will help keep the localities abreast of national agency planning. They urged its more extensive use at future meetings.

Civic-Protective Programs An analysis of the functioning of the General Jewish Council and of the four national agencies in the civic-protective field was presented by the program committee report, in relation to the interest and activities of local groups working in this field. Recommendations were presented based on the premise that "the problems of unifying and organizing a national and local defense program in the civic-protective field should not be considered identical with the program of effective unity of the Jews in America." The report recognized "inherent differences in the consideration of Jews as a racial, religious or political entity," but argued that nevertheless, coordination of civic protective work can proceed "without

hindering the efforts of those who are seeking to establish a completely integrated and all embracing Jewish program."

On these premises, specific suggestions were presented for developing a cooperative and harmonious program. Discussion from the local communities developed persistent demand for an integrated program; spokesmen for the national agencies expressed general approval of the basic principles of the report, but the representative of one of the agencies explained that he was without authority to speak for his organization. The Assembly meeting adopted a resolution calling upon the Board of Directors of the Council "to take the necessary steps to implement the report as promptly as possible." The Board of Directors at its meeting that evening appointed a committee to "offer its services to work with the protective agencies in endeavoring to find a basis for effective collaboration."

Continuing Committees The committee authorized for the civic-protective project is one of three continuing committees recommended in the report of the executive director and approved by the Assembly business meeting.

A second committee will concern itself with war-time programs of Federations, and the third with fund-raising problems.

All three committees were charged with the responsibility of keeping in touch with day by day developments in their respective fields and advising from time to time with the Council Board and member agencies on prospects and policies.

Budget Research Service The discussion of national budgeting initiated during 1939 and first reported to the Assembly at Atlanta a year ago, was finally resolved in a report presented on behalf of the Council committee which had worked on the subject in collaboration with the group which had expressed itself in opposition on the referendum last spring. With slight modifications of the plan adopted by the Board at its May 1941 meeting, the new procedures provide for a committee on National Budget Research, to be made up of 15 persons named by the Council president with the approval of the Board, and to be responsible for a series of studies on agencies participating in welfare funds.

The procedure adopted by the Board in May 1941 and now unanimously confirmed by the Board of Directors and the General Assembly, provides that until such time as the Council may decide otherwise:

1. Reports issued on organizations will be limited to analysis and descriptions of functional services, administration and fund-raising procedures, the problems with which the organizations deal, and the results of services rendered;

2. Reports will not attempt to translate findings in terms of total budget requirements and no specific recommendations will be offered to immediate agencies on approved minimum or maximum financial needs of any organization.

At a subsequent meeting of the Board, the Committee was named and the staff instructed to proceed to organize its work. Two preliminary studies are being completed and are being submitted to the Committee for consideration.

Council Financing A budget of \$132,000 was presented by the Board and approved by the Assembly, covering the continuing program of the Council, plus an extension of field services to two unorganized regions and the initiation of the budget research service.

The Assembly also adopted unanimously a new plan providing for equitable apportionment of the cost of operating the Council. Facing the complete elimination of outside support, which had provided the impetus for initiating the Council and had been tapering off during the past five years, the plan allots the Council budget proportionately among the 220 member agencies, in accordance with the funds available to the organized communities through federations and welfare funds. Starting with a proportion of 1% of gross income for communities raising up to \$25,000, the percentage decreases inversely with increasing income. Under the new plan, communities which have been most generous in their support of the Council will continue on their present level, while the increased support will be derived from the other communities.

A meeting of regional finance officers preceding the Assembly agreed heartily that the new plan provided for a fair and businesslike distribution of the costs of Council support and assured the Board that their communities would meet their quotas under the plan.

When the new plan was presented at the Assembly business meeting, a number of delegates pointed out that payments to the Council must not be included among contributions to beneficiary agencies, but rather as a service charge essential to the operation of the member organizations.

Council By-Laws A complete revision of the Council By-Laws, worked on by a Committee during the year, was approved unanimously by the Assembly. Copies of these proposed changes had been sent in advance to the member agencies and delegates. The changes clarified procedures in the selection and certification of member agency delegates and eliminated ambiguities as to voting and other procedures.

Awards for Campaign and Educational Materials Another feature of the Assembly was the exhibit of campaign and educational materials used by federations and welfare funds during 1941 and submitted to board of judges for scrutiny. Awards were made for the best campaign and year round materials as well as the best individual piece submitted in separate classes for larger, intermediate and smaller communities. A Special Bulletin will describe the exhibits and make them available for loan among member agencies.

Other Meetings The General Assembly has become increasingly an occasion for meetings of groups and organizations concerned with special phases of community activities. This year such group meetings began on the Thursday preceding the Assembly and continued at odd moments, before and after the regular sessions of the Assembly.

The American Association for Jewish Education conducted an "Oneg Shabbat" during which interested delegates discussed the subject "The Community and Jewish Education in War and Peace."

The JDC held a meeting of its Board of Directors and the NRS discussed its war problems with many delegates who represented the NRS local advisory committees.

Functional agency representatives, advisory to NRS also carried on discussion as opportunity permitted.

Representatives of federations, welfare funds, national organizations and youth groups met to consider problems of youth groups associated with federations and welfare funds and ways and means of servicing these groups through their local community organization and national services.

The Canadian delegates lunched together to discuss their particular common problems.

Five of the Council regions took advantage of Sunday breakfast to assemble their delegates to discuss their operations during 1942. It was a unanimous decision concurred in by the Council Board that war-time conditions made it imperative that regional conferences and other opportunities for inter-city collaboration be continued. The Board also provided for a special committee to confer with other national agencies conducting regional programs and to seek methods of cooperation in regional work.

Election

Ira M. Younker of New York was elected to fill the treasureship left vacant by the death of Solomon Lowenstein. For his significant contribution in the organization of the Council, David M. Heyman was elected an honorary member of the Board of Directors. The other officers of the Council were reelected. New directors were Charles Brown, of Los Angeles, Isaac Heller of New Orleans, Leslie Jacobs of Dallas, and James Marshall of New York.

At its opening session, the Assembly observed an interval of silence as a tribute to the memory of Dr. Lowenstein and Herbert Mallinson of Dallas.

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 11, 1942

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

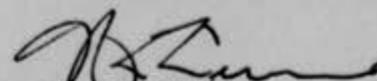
Dear Rabbi Silver:

I have your letter of February 5th. I am sorry that the adjective "slight" rather than the more exact statement "with some modifications" was used in our spot bulletin from the Assembly, and that we did not include in the release the other items mentioned in your letter. These details will be included in the reports which are sent out to our member agencies.

Except for the change of name and the provisions concerning future action, the Board in May did, in effect, authorize only those parts of the budget study proposal that were not of a controversial character. I presume in my own thinking I took for granted from the beginning that the Council would not attempt to project any service which was opposed by a substantial number of our agencies. If I understand your views, you do not agree that the wording of the resolution, passed in May, guaranteed this policy.

With kindest regards, I am

Sincerely yours,


H. L. LURIE

HLL/eds

February 15, 1942 [1942?]

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

LIST OF MEMBER AGENCIES AND NUMBER OF ASSIGNED VOTES

<u>City and Member Agency</u>	<u>No. of Delegates</u>	<u>City and Member Agency</u>	<u>No. of Delegates</u>
X AKRON, OHIO - JSSF...JWF	4	CINCINNATI, OHIO - JCC...UJSA	5
ALBANY, N. Y. - JCC	2	CLEVELAND, OHIO - JWF	6 <i>Tabbl.</i>
X ALBUQUERQUE, N. M. - JFC	2	X COLUMBUS, OHIO - UJF...JWF	2
ALEXANDRIA, LA. - JWF	2	CORPUS CHRISTI, TEXAS - JWF	2
ALLENTOWN, PA. - UJC	2	CUMBERLAND, MD. - JCF-WM	2
ALTOONA, PA. - FJP	2	DALLAS, TEXAS - JFSS	2
X ASHEVILLE, N. C. - FJC	2	DAVENPORT, IOWA - JC	2
ATLANTA, GA. - FJSS...JWF	4	X DAYTON, OHIO - JFSS...UJC	4
✓ ATLANTIC CITY, N. J. - FJC	2	✓ DES MOINES, IOWA - JWF	2
BAKERSFIELD, CALIF. - UJWF	2	X DETROIT, MICH. - JWF	6
✓ BALTIMORE, MD. - AJC...UJA	6	X DULUTH, MINN. - JWF	2
X BAYONNE, N. J. - JCC	2	EASTON, PA. - JCC	2
BINGHAMTON, N. Y. - JCC	2	EDMONTON, ALBERTA, CANADA - JF	2
BIRMINGHAM, ALA. - UJF	2	ELGIN, ILL. - JWC	2
BOSTON, MASS. - AJP...UJC	6	EL PASO, TEXAS - JF	2
? X BRIDGEPORT, CONN. - JWB&CS. JCC	4	ERIE, PA. - JCC	2
BROOKLYN, N. Y. - FJC	6	EVANSVILLE, IND. - JCC	2
BROCKTON, MASS. - UJA	2	✓ FARGO, N. D. - JC	2
✓ BUFFALO, N. Y. - JFSS...UJWF	5	FITCHBURG-LEOMINSTER, MASS. - JCC	2
BAY CITY, MICH. - NEM-JWF	2	X FLINT, MICH. - FJC	2
BUTLER, PA. - JCC	2	X FORT WAYNE, IND. - JF	2
BUTTE, MONT. - JWC	2	X FORT WORTH, TEXAS - JF	2
CAMDEN, N. J. - FJC	2	FRESNO, CALIF. - JNWF	2
X CANTON, OHIO - JWF...JWL	4	GARY, IND. - JWF	2
CENTRALIA, WASH. - CC-JWF	2	HAMILTON, ONT., CANADA - JSSF...UJWF	4
✓ CHATTANOOGA, TENN. - JWF	2	HAMMOND, IND. - UJA	2
CHICAGO, ILL. - JC...JWF	8		

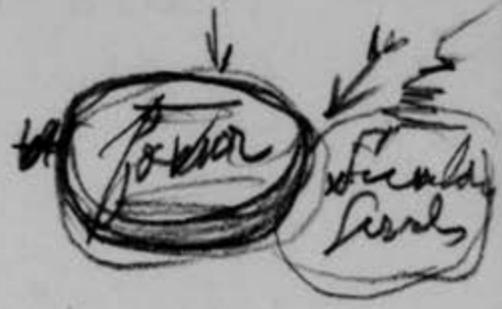
<u>City and Member Agency</u>	<u>No. of Delegates</u>	<u>City and Member Agency</u>	<u>No. of Delegates</u>
HARTFORD, CONN.--JWF	3	MONROE, LA. - UJC NE. La.	2
✓ HELENA, ARK.--FJC	2	✓ MONTGOMERY, ALA. - JF	2
X HOLYOKE, MASS.--UJA	2	✓ NASHVILLE, TENN. - JCC	2
Table HOUSTON, TEXAS - JCC	2	NEWARK, N. J. - CJC	4
HUNTINGTON, W. VA. - UJF	2	X NEW BEDFORD, MASS. - UJA	2
HARRISBURG, PA. - UJC	2	NEW HAVEN, CONN. - JCC	3
INDIANAPOLIS, IND.--JF...JWF	4	NEW ORLEANS, LA.--JC&EF...JWF	4
JACKSONVILLE, FLA.--JCC	2	NEW YORK, N. Y. - FSJPS	6
X JOHNSTOWN, PA. - UJA	2	NIAGARA FALLS, N. Y. - JF	2
JOLIET, ILL.--JWC	2	NEWBURGH, N. Y. - UJC	2
JOPLIN, MO. - JWF	2	X NORFOLK, VA. - UJF	2
✓ KANSAS CITY, MO.--JWF...UJC	5	OAKLAND, CALIF.--JF...UJWF	4
X KNOXVILLE, TENN. - FJC	2	X OMAHA, NEB. - FJS	2
LAFAYETTE, IND. - FJC	2	PASSAIC, N. J. - JCC	2
LANCASTER, PA. - OJC	2	✓ PEORIA, ILL. - JWF	2
X LIMA, OHIO - AJC	2	PETERSBURG, VA. - UJCF	2
✓ LINCOLN, NEB. - JWF	2	PHILADELPHIA, PA.--FJC...AJF	7
LITTLE ROCK, ARK. - FJC	2	X PITTSBURGH, PA.--EJP...UJF	6
LONG BEACH, CALIF. - UJWF	2	PONTIAC, MICH. - FJC	2
1/2 - 1/2 X LOS ANGELES, CALIF.--FJWO...JCC ✓	6	X PORTLAND, ORE. - FJC...OJWF	4 ?
X LOUISVILLE, KY. - CJO...JWF	4	PROVIDENCE, R. I. - JFSS	3
LOWELL, MASS. - UJA	2	RALEIGH, N. C. - FJC	2
MADISON, WIS. - JWF	2	READING, PA. - JCC	2
✓ MEMPHIS, TENN. - FJWA...JWF	2	RICHMOND, VA. - JCC	2
LANSING, MICH. - FJC	2	RIVERSIDE, CALIF. - JJDC	2
MIAMI, FLA. - GMJF	2	ROANOKE, VA. - UJA	2
MIDDLETOWN, N. Y. - UJA	2	ROCHESTER, N.Y.--JWC...UJWF	5
X MILWAUKEE, WIS. - FJC...JWF	3	X ROCKFORD, ILL. - FJC	2
✓ MINNEAPOLIS, MINN. - FJS	3	ROCK ISLAND, ILL. - UJC	2

<u>City and Member Agency</u>	<u>No. of Delegates</u>	<u>City and Member Agency</u>	<u>No. of Delegates</u>
SACRAMENTO, CALIF. - UJWF	2	X TACOMA, WASH. - FJF	2
SAGINAW, MICH. - JWF	2	TOLEDO, OHIO - JF...UJW	4 <i>table</i>
SALEM, OHIO - JF	2	TORONTO, ONT., CANADA-FJP...UJWF	5
✓ SALT LAKE CITY, UTAH - UJC	2	X TRENTON, N. J. - JF	2
SAN ANTONIO, TEXAS - JSSF	2	TROY, N. Y. - UHC	2
✓ SAN DIEGO, CALIF. - UJF	2	TULSA, OKLA. - JCC	2
✓ SAN FRANCISCO, CALIF.-FJC...JNWF	5	TYLER, TEXAS - FJC	2
SAN JOSE, CALIF. - JF	2	X UTICA, N. Y. - JCC	2
SAVANNAH, GA. - UJA	2	✓ VANCOUVER, B.C., CANADA-JAC...JWF	2
SANTA ANA, CALIF. - UWF-OC	2	✓ VICKSBURG, MISS. - JWF	2
SCHENECTADY, N. Y. - UJA	2	VIRGINIA, MINN. - FJS	2
X SCRANTON, PA. - JF...UJA	4	WACO, TEXAS - JFC...UJA	4
SEATTLE, WASH. - FJF...JWS	4	X WARREN, OHIO - JF	2
SELMA, ALA. - JWF	2	X WASHINGTON, D.C.-JSSA..JCC..UJA	4
X SHARON, PA. - UJA-SV	2	WATERBURY, CONN. - JFA	2
SHEBOYGAN, WIS. - FJC	2	WATERTOWN, N. Y. - JFC	2
✓ SHEFFIELD, ALA. - FC	2	WEST PALM BEACH, FLA.-FJC-PBC	2
SIoux CITY, IOWA - FJSS	2	WHEELING, W.VA. - JCC	2 <i>no vote</i>
X SIOUX FALLS, S. D. - JWF	2	WICHITA, KAN. - M-K JWF	2
SOUTH BEND, IND. - JWF	2	X WILKES-BARRE, PA. - WV-JC	2
SPOKANE, WASH. - JWA	2	WILLIAMSPORT, PA. - FJC	2
SPRINGFIELD, MASS.-JSSB...JWF	4	WILMINGTON, DEL. - JFD	2
✓ ST. LOUIS, MO. - JF...JWF	5	WINDSOR, ONT., CANADA-UJWF	2
X ST. PAUL, MINN. - UJF...JWA	4	WINNIPEG, MANITOBA, CANADA-JWF	2
STEUBENVILLE, OHIO - JCC	2	WINSTON-SALEM, N. C. - JCC	2
STOCKTON, CALIF. - NJWF	2	WORCESTER, MASS.-JSSA...JWF	4
SYRACUSE, N. Y. - JWF	2	YORK, PA. - JOC	2
		YOUNGSTOWN, OHIO - JF	2

Letter to Rabbis:

Kaplan	-	Allentown, Pa.
Hirschman	-	Altoona, Pa.
Silverman	-	Birmingham
Sevey	-	Brockton, Mass.
Feinstein	-	Chattanooga
✓ Lux	-	Haverport
Witt	-	Dayton
Curick	-	Erie
Feldman	-	Hartford
Blumenthal	-	Huntington
Mayerberg	-	Kansas City
Davis	-	Launcaster
✓ Dorfman	-	Linna
✓ Bazell	-	Louisville
Muida	-	Minneapolis —
Mark	-	Nashville
Siskind	-	New Haven
Fibelman	-	New Orleans
Fishman	-	"
Lipsiger	-	"
Berkowitz	-	Portland, Oregon
✓ Margolis	-	St. Paul

X Halzberg — Trenton
out. us vote
Suberman — W. haling
D lin — Worcester
Philo — Youngstown



Hunting Town
Charleston
Hewittville

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

February 16, 1942

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

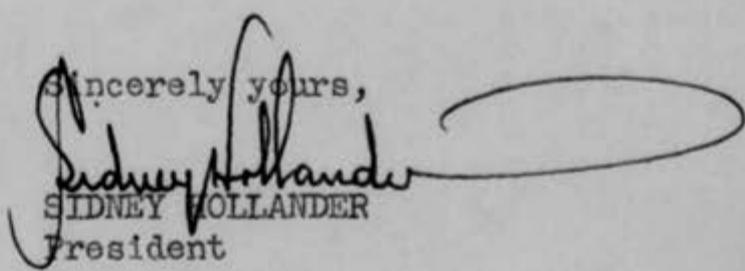
Dear Rabbi Silver:

By action of the Board of Directors of the Council and the Assembly at its meeting on February 1st, final plans were formulated for the development of the work of the Budget Research Committee. The personnel of the Committee is to be increased to 15. I do not need to give you a detailed background of this project which the Council is setting up for the benefit of its member agencies since you have been in touch with the general developments. The enclosed memorandum outlines the scope and functions of the Committee as adopted by the General Assembly.

I would very much like to have you serve as a member of this Committee. We hope, as soon as possible, to arrange for a meeting so that the work can be formally initiated. In the interim, some experimental studies have been undertaken and one on the Hebrew University of Jerusalem has been completed. As soon as I receive your acceptance of membership on this Committee, I shall ask the office to send you a copy of the report on the Hebrew University and some questions relating to reports which the Committee will want to study. Further organization of the research services are to be determined by Committee action.

I hope that you will let me know at once that you are willing to accept service on this Committee.

Sincerely yours,


SIDNEY HOLLANDER
President

Enclosure

February 18, 1942

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

My dear Mr. Hollander:

Thank you for your letter
of February 16. I shall be pleased to serve
on the Budget Research Committee.

With all good wishes, I remain

Very sincerely yours,

AHS:BK

Council of Jewish Federations and Welfare Funds,

Inc.

including the Bureau of Jewish Social Research

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February 19, 1942

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

Dear Rabbi Silver:

I am sending you under separate cover, a copy of a report prepared on the Hebrew University of Jerusalem. This is an experimental report which we are developing as material for the Budget Research Committee.

I should like to call the attention of the members of the Committee to the following points:

- (1) This report on the Hebrew University represents a comprehensive study of factual data available in this country. No study was undertaken directly in Palestine of the activities of the University. It may, therefore, serve as an example of the scope of information that may be secured in this country and indicate the limitations of studies of overseas agencies that are not supplemented by direct contacts with the overseas work itself.
- (2) The report in its present form is detailed and has not been condensed or digested. I should like the Committee to consider and establish some general policies relating to the type of report and materials which might be made available to our member agencies from these studies.
- (3) The Budget Research Committee should consider the entire problem of Committee recommendations on these individual agency studies. The limitation which the Board has imposed on the work of the Committee specifically states that "these reports 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." Beyond these specific limitations there may be areas of analysis and recommendations growing out of the factual studies that the Committee may wish to transmit to member agencies. It is suggested that the individual members of the Committee study the report and attempt to derive policies which should later be discussed by the Committee at its first meeting as a method of procedure in dealing with similar studies and reports.

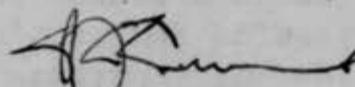
Rabbi Abba Hillel Silver
Cleveland

2. February 19, 1942

We are in process of making a study of ORT which presents much greater difficulties than the Hebrew University because of the more wide-spread character of ORT activities and the lack of basic data available to the American office of the ORT.

As soon as the Budget Research Committee is completed and functioning, we shall plan a meeting for the development of the Committee's responsibilities and procedures. We would be interested in receiving comments and suggestions from you.

Sincerely,



H. L. LURIE

HLL/jm

February 28, 1941

Rabbi Isador E. Philo
Congregation Rodef Sholom
Elm and Woodbine Sts.
Youngstown, Ohio

My dear Philo:

You know, of course, that the Council of Jewish Federations and Welfare Funds is holding a referendum at this time on the proposal to establish a National Advisory Budgeting service which will tell the communities in America how much they should contribute to each one of the national and international causes. Under the guise of this seemingly innocent proposal, an effort is being made to control and dominate the American Jewish scene by a small group of people who through a system of interlocking directorates already control most of the national Jewish organizations in this country. I am sure that you have seen the Minority Report on these proposals, which fully enumerates the danger of national budgeting. If you have not received it, your Federation or Welfare Fund undoubtedly has received it. As the responsible leader of your community, I hope that you will do your utmost to defeat this effort. The Council of Jewish Federations and Welfare Funds should remain what it has been during the last eight years, a fact-finding and servicing agency to provide American Jewish communities with all information, data and facts about the agencies which apply for the support of Welfare Funds. It should not presume to "evaluate" their work and to suggest allocations and ratios. You can readily see how the ideologic bias of any committee attempting to do the latter would influence their recommendations. I hope that you will speak to the officers of your Welfare Fund or your Federation and persuade them to vote down the proposals.

With all good wishes, I remain

Most cordially yours,

AHS:EK

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

March 19, 1942

NEWS LETTER

FROM: H.L. LURIE

TO: THE BOARD OF DIRECTORS

The Spring meeting of the Board of Directors will be scheduled later, probably toward the end of May. Meanwhile, you will be interested in some of the developments in Council work, following the Chicago Assembly.

1. Appointment of Committees

(a) Committee on Budget Research Service (To consist of a maximum of 15 members) - The following accepted service on the Committee during 1941:

Jacob Blaustein, Baltimore	Edwin J. Schanfarber, Columbus
Fred M. Butzel, Detroit	William J. Shroder, Cincinnati
Dr. Solomon Lowenstein, New York	David M. Watchmaker, Boston
William Rosenwald, Greenwich	Ira M. Younker, New York

The following persons originally refused service but are again being asked to serve: Joseph Goldstein, Rochester; Charles J. Rosenbloom, Pittsburgh; and Judge Morris Rothenberg, New York. Messrs. Goldstein and Rosenbloom have accepted formally.

The following persons were invited to complete the Committee: Harry Greenstein, Baltimore; Rabbi Abba Hillel Silver, Cleveland; Leon C. Sunstein, Philadelphia; and Edward M.M. Warburg, New York. Rabbi Silver and Mr. Greenstein have accepted. Mr. Warburg has enlisted in the United States Army and is unable to serve. Mr. Sunstein has not yet accepted the invitation.

Mr. Hollander was given the authority to fill the vacancy caused by the death of Dr. Lowenstein from a list of names approved by the Board. Dr. Maurice B. Hexter, executive vice-president of the New York Federation, has been invited to serve and has accepted.

At this date, therefore, 12 persons have accepted Committee membership, with two pending and one vacancy,

Other vacancies on the Committee are to be filled by action of the Board.

Plans for an early meeting of the Committee did not materialize. We are scheduling the first meeting of the Committee for April 13th in New York.

The preliminary reports for the Committee have been completed on the Hebrew University. The ORT report will be finished this month and a study on the Jewish Labor Committee for Palestine is being initiated.

(b) Committee on Civic-Protective Agencies - The following persons have accepted appointment to the Committee:

George Z. Medalie, New York	James L. White, Salt Lake City
Charles A. Riegelman, New York	David M. Watchmaker, Boston
William Rosenwald, Greenwich	Morris Wolf, Philadelphia
William J. Shroder, Cincinnati	Ira M. Younker, New York
Max Simon, Cleveland	
Edgar J. Kaufmann, Pittsburgh (As consultant)	

Invitations pending - Edwin J. Schanfarber, Columbus and Jacob Blaustein, Baltimore.

Members of the Committee held an initial series of meetings with representatives of the four major agencies - the American Jewish Committee, American Jewish Congress, Anti-Defamation League of the B'nai B'rith and Jewish Labor Committee, on March 8, March 11 and March 15. The conferences brought out underlying difficulties, but indicated a desire on the part of the four agencies for some form of cooperation. A summary and analysis of the conferences is being prepared by the staff and will be submitted to the Civic-Protective Committee, for consideration at a further meeting.

(c) A Committee on Fund-Raising Policies to follow up the work initiated at the Assembly by the sub-committee on Committee on Fund-Raising Policies has been appointed as follows:

Isidore Sobeloff, Detroit, Chairman	
Herbert R. Bloch, Cincinnati	Charles W. Morris, Louisville
Isidor Coons, New York	Kurt Peiser, Philadelphia
Joel Gross, Newark	Harris Perlstein, Chicago
Leslie L. Jacobs, Dallas	Leon C. Sunstein, Philadelphia
Stanley C. Myers, Miami	Elkan C. Voorsanger, Milwaukee

This Committee has been asked to give prompt attention to the problem of war chests, which are developing rapidly in a number of cities. The Council staff, in response to requests from a number of our member agencies, is preparing a memorandum on the subject.

(d) Committee on Local Community Organization - to follow up the Medalie-Hexter report, with Samuel A. Goldsmith of Chicago as chairman. The members invited to this Committee include:

Judge Maurice Bernon, Cleveland	Julian H. Krolik, Detroit
Joseph M. Bransten, San Francisco	Kurt Peiser, Philadelphia
Major B. Einstein, St. Louis	Harris Perlstein, Chicago
Samuel Gerson, St. Louis	Hon. U.S. Schwartz, Chicago
Samuel Goldhamer, Cleveland	Dr. Ben M. Selekman, Boston
L. Edwin Goldman, Baltimore	Isidore Sobeloff, Detroit
Harry Greenstein, Baltimore	Leon C. Sunstein, Philadelphia
Dr. Maurice B. Hexter, New York	Abe Srere, Detroit
Walter S. Hilborn, Los Angeles	Sidney N. Weitz, Cleveland
Judge Jacob J. Kaplan, Boston	Morris Wolf, Philadelphia
Hyman Kaplan, San Francisco	David Tannenbaum, Los Angeles
Dr. M.J. Karpf, Los Angeles	Dr. Alvin Thalheimer, Baltimore
Robert J. Koshland, San Francisco	
Representatives from Pittsburgh to be selected.	

(e) The Committee to Confer with National Agencies on Regional Conferences has not yet been chosen.

2. Council Finances

The new schedule of membership dues and requests for 1942 allocations was sent to the member agencies in February, with reductions in the scale of dues applying to larger cities. A finance committee is still to be appointed, to recommend policies and to deal with questions raised in applying the new schedule, but the chairmen of the Regional Finance Committees and other regional groups are active in getting member agencies' acceptances of the proposed schedule.

3. Council Reports

Fourteen reports of agencies in our regular series of national and overseas agency studies have been prepared and distributed to member agencies. Special reports and bulletins have been prepared.

Survey of Leisure Time Needs of Cincinnati presented to local group in February.

Survey of New Orleans Children's Home completed and will be formally presented to agency in May.

Analysis of the 1941 Budgets of 123 Federations and Welfare Funds was completed and released in February.

4. Regional Conferences are scheduled for the Spring:

In San Francisco, for the Western States Region, March 21-23.

In Dallas, for the Southwest Region, March 21-22, with Mr. Hollander as a key speaker.

In Chattanooga, for the Southeast Region, March 28-29, Mr. Shroder speaking.

Campaign seminars were held during February in Cleveland and in Chicago, for the East Central and West Central Regions, respectively.

March 20, 1942.

To the Members of the Office Committee:

The next meeting of the Office Committee will
take place at Wednesday, March 26, at 4:30 p.m.

Attached are minutes of Office Committee
numbers 57 and 58.

Arthur Lourie.

1942

WAR CHEST
DEVELOPMENTS

GENERAL BULLETIN

For Member Agencies

No. **G - 6**

April 7, 1942

The establishment of local War Chests, before Pearl Harbor a speculative question, has since December 7, become the No.1 problem facing Jewish federations and welfare funds throughout the country. This Bulletin is a round-up of information now available on the war chest situation. It is intended to serve as a basis for discussion, and other bulletins will be issued by the COUNCIL as additional information becomes available.

The Bulletin, which has been referred to the COUNCIL'S Committee on FUND-RAISING POLICIES for further study and recommendations, is divided into three parts: 1) The Present Situation; 2) War Chest Experience in World War I; and 3) Implications to Jewish Services in the Current Situation.

From this material, it is evident that:

1. Each community will determine for itself whether it needs a War Chest, and if so, how it will organize, what causes it will include, etc.;
2. Similarly, local conditions will determine for each Jewish Federation or Welfare Fund whether it will join the War Chest in its community, judging according to its own needs, general community factors, and the strength and validity of the War Chest;
3. The impetus for the War Chest probably will not come from the Jewish group, but it will be receptive to negotiations;
4. In any event, it is probable that War Chest discussions will not affect the 1942 Spring Jewish Welfare Fund campaigns.

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

PART 1. THE PRESENT SITUATION

War Chest discussions are proceeding in an increasing number of cities. Representatives of larger non-sectarian community chests, meeting in Cleveland May 1941, formulated what they called a "Rational Plan" for meeting the problems created by the growing number of war relief and related appeals. This plan stressed local autonomy, but suggested the advisability of local all-inclusive defense chests as a means of mobilizing available resources and providing equitably both for continuing local needs and for new appeals arising out of the War. At that time a number of communities took steps looking toward the creation of such all-inclusive local campaign organizations. President Roosevelt's letter in June, recommending separate campaigns for Red Cross, USO and local Chests, put a temporary damper on the movement, but in some cities the organizational machinery was established in anticipation of further developments.

Attitude of Community Chests

The Mid-West meeting of Community Chests and Councils, Inc. in Chicago on February 26-28, 1942, approved a "Statement regarding War-Time Appeals", adopted by the CCC Inc. Board on 2/25/42, the salient paragraphs being:

"... especially in war time, citizens wish to obviate multiple appeals, to economize in campaign costs, to conserve leadership, and to create the maximum unity of effort and spirit. The organization in a community of an Annual War Fund Campaign is a way of achieving these ends. In arriving at its decision, each community adopting a War Fund campaign will negotiate, based on its local situation, the inclusion and exclusion of such Campaign's beneficiary agencies.

"The policy of CCC Inc. will be to cooperate with the citizens of the 600 Chest and Council communities in carrying into effect their local decisions, whatever these decisions may be."

At the Chicago meeting, the central office of CCC Inc. reported the results of an inquiry, just concluded, to gauge the extent and direction of local sentiment on war chests. The findings showed that altho organization was still incomplete in most places, at least 50 cities had taken some steps toward organizing a war chest. War Appeal Review Committees had been set up in 40 cities, eight Chests had set up or were considering War Appeal Campaigns separated from their regular Chest campaigns, 19 additional Chests were in various stages of determining whether they would sponsor a combined appeal for local and war relief purposes, while 12 definitely were setting up all-inclusive chests. It was evident that a large number of communities were thinking seriously of some form of combined appeal in 1942.

The discussions brought out some of the factors compelling consideration of war chests:

1. A general patriotic motive for the conservation of money and man power;
2. A desire of local governments and defense councils to mobilize activities related to defense and welfare purposes;
3. Pressures from Chambers of Commerce and big givers, particularly corporations, for more efficient organization of activities and appeals in the local communities;
4. The need for Community Chests, Councils of Social Agencies and other communal welfare groups to protect continuing social services from decline in support due to the pressures of the more urgent and dramatic war appeals.

Generally speaking, local social agencies affiliated with Community Chests may be expected to go along with the developing war chest movement.

National Attitudes

There is a definite sentiment for war chests on the part of local leaders. National groups' interests vary:

The PRESIDENT'S COMMITTEE ON WAR RELIEF AGENCIES, in a statement issued by Chairman Joseph E. Davies on December 11, 1941, recommended that for the time being, "foreign war relief functions and activities should be kept distinct from domestic relief work which is being carried on by the Red Cross, USO and other existing agencies." He added, however, that the War "does not alter the desirability of endeavoring to meet the urgent relief requirements of foreign countries associated with the United States in the War effort."

The RED CROSS prefers to retain complete independence in its campaign activities, altho in Boston and Rochester it did accept inclusion in war chests.

The UNITED SERVICE ORGANIZATIONS, a combination of six agencies (including the Jewish Welfare Board) serving the American armed forces, has completed an agreement with CCC Inc., by which local Chests may include provision for USO and related local services in their annual appeal, under specified conditions. In 1941 USO was included in 71 out of 391 Community Chest Fall campaigns, and from present indications a larger number of community chests will provide for USO in the 1942 campaigns.

No formal statement has been made by the BRITISH RELIEF, CHINA RELIEF and similar foreign relief appeals. The RUSSIAN RELIEF has indicated a willingness to join war chests, and conversations are proceeding among these groups toward a common attitude.

The NATIONAL SOCIAL WORK COUNCIL and CCC Inc. have a joint Committee on National-Local Relationships, whose consideration of the necessity of consolidation of social services has been accelerated by the War. To date, there has been no expression from the major national organizations whose local branches or constituents would be involved in war chests.

At the Chicago meetings there was considerable sentiment for strengthening the NATIONAL INFORMATION BUREAU, as the national review agency to pass on the eligibility of national appeals for inclusion in War Chests and to determine the extent of their respective needs.

Types of Local Organization for War Fund-Raising for Welfare Purposes

Community Chests have reported three distinct forms of local activity for the unification or control of War appeals:

a. The War Appeal Review Committee, which studies proposed local and national war and foreign relief appeals, for the purpose of "aiding proper ones, preventing undesirable ones, checking local goals, bringing about local combinations of appeals, maintaining basic standards and furnishing reliable information to citizens as to merit of appeals for war and foreign relief." In some cities, these committees work closely with licensing officials, who have authority to license appeals and solicitations, under local ordinance. These committees generally include representatives of Community Chest, the city administration, Chamber of Commerce, and local charitable organizations not members of the Chest.

b. Separate War Chests - Several Defense Chests were established in 1941, to raise funds for defense and war relief appeals, supplementary to the regular Community Chest campaigns. There is no uniform practice regarding inclusiveness in these separate Defense Chests; in many places they are considered interim steps

toward more complete War Chest Appeals. Widely representative in Board and management, they constitute effective Appeal Review Committees, since they not only decide which appeals are worthy, but undertake to raise funds for approved causes.

c. United War Funds - This type aims to finance war services, foreign relief appeals and local Community Chest agencies through a single campaign. As presently constituted, War Funds are of two types: 1) a Community Chest which enlarges its goal and scope and conducts a joint campaign for its own needs and the added appeals; 2) an entirely new corporation, more representative than the Community Chest, to raise money unitedly for many appeals, and to be more and more inclusive.

In all forms, however, the existing Community Chest organization and staff is generally put at the disposal of the new activity.

Current Local Developments

a. Seattle - A Greater Seattle Defense Chest was organized in 1941 by the local Defense Council, on a plan devised by the Community Fund in collaboration with city officials, Chamber of Commerce and labor union groups, and ratified by a Citizens meeting. The 1941 Campaign raised \$959,000 against \$645,546 raised by the Community Fund in 1940, including \$164,161 for defense, war services, etc. For non-local appeals, Seattle adopted a formula of local responsibility applied to national goals. The Seattle Jewish Welfare Fund was not included in the Defense Chest, altho the campaign did provide for the extended support of the Jewish agencies already members of the Community Fund.

b. Boston - The Boston Community Fund organized the Greater Boston United War Fund immediately after Pearl Harbor, completing negotiations initiated the preceding Spring. The campaign was conducted in January, and included the regular agencies of the Community Fund, the USO, the local Soldiers and Sailors Committee and the Red Cross. Approximately \$100,000 was raised above the \$7,600,000 goal, a gain of 59.1 percent above 1941. No foreign relief appeals were included.

In Boston the Associated Jewish Philanthropies is an arm of the Community Fund, but raises its money in an independent campaign immediately preceding the Fund drive. In November 1941, the Combined Appeal on behalf of the AJP and the Jewish Welfare Fund raised approximately \$1,100,000 including a 10 percent share for the Jewish group in the Boston USO. The Jewish group made a special solicitation of all Jewish contributors of \$100 and over to the Combined Jewish Appeal, as its share in the enlarged scope of the United War Fund, particularly on behalf of the Red Cross.

c. Cincinnati - Cincinnati organized a Defense Fund in May 1941 to become a War Chest "if and when". A special campaign was conducted in October for miscellaneous war appeals. In January 1942, the Cincinnati War Chest initiated the 1942 campaign, with a \$3,200,000 goal, to cover the regular Chest agencies, USO, war needs, etc. Announcement of the Red Cross War Fund goal was made simultaneously, and by special agreement, the War Chest special Gifts campaign solicited contributors on behalf of both efforts, according to an established proportion, using two pledge cards. The Red Cross completed its general solicitation immediately after the Special Gifts phase was concluded, and the War Chest will wind up its campaign in May, synchronized with the national USO dates. Two million dollars were raised in the combined Special Gifts War Chest-Red Cross solicitation, a 90 percent increase in this category over the 1941 Chest returns.

The Cincinnati Jewish Welfare Fund was not included in the 1942 War Chest campaign, altho there has been continuing cooperation between the officers of both groups.

d. Rochester - Rochester Community Chest is operating under a charter secured during the last War, sufficiently inclusive in scope to include any appeals without structural change. Both USO and Red Cross were included in the 1941 Chest campaign and present plans are to extend the 1942 campaign still further. Preliminary conversations have been initiated with the Rochester Jewish Welfare Fund for 1942 inclusion, altho the Welfare Fund customarily campaigns in the Fall. The suggestion is for a complete blanketing-in of the Welfare Fund into the Chest.

e. Pittsburgh - The Pittsburgh United Fund was organized as a separate corporation, to replace the Community Fund "for the duration", with representation from various interested groups. The United Fund aims to raise the funds needed "for our share of emergency appeals as well as the sums required for our all-time services". The campaign for 1942 raised \$2,776,377, for local needs, USO and Red Cross Roll Call, against \$2,452, 214 in 1941 for local needs only.

The United Jewish Fund was invited to join, but it was agreed that the needs of the general and the Jewish community would be best served by having the UJF continue its independent appeal.

f. Kansas City - A War Chest Fund has just been organized, with all-inclusive leadership. The plan calls for an all-out campaign next Fall, to finance the Community Chest agencies and the group of war appeals, possibly including the Red Cross. Negotiations are proceeding to determine the inclusiveness of the campaign. The Jewish Welfare Federation has been invited to join on a lump-sum allocation covering all of its agencies, at the rate of its 1941 campaign attainment, and for an 18 month term, so that it will not campaign this Spring.

Inquiries regarding War Chest relationships to Jewish Welfare Funds have been received in recent weeks from Buffalo, Syracuse, Houston, Indianapolis, Milwaukee, Minneapolis, Omaha, Louisville, St. Louis.

Part II. WAR CHEST EXPERIENCE IN WORLD WAR I

The present movement for War chests reflects various experiences of the 1917-1918 War Chests. Under similar patriotic compulsions, war chests were established in many communities during 1917, and in a still larger number in 1918. There were few central community-financing bodies at that time, so that the pressure of appeals, both new and old, created tremendous disturbance, and led to a "revolt of givers" against indiscriminate solicitations. There was little professional leadership in these earlier war chests, and practically no budgeting experience, and all kinds of appeals were absorbed, with little selection or consideration of relative merits.

The givers' response to the war chests was phenomenal, out of all proportion to any previous experience in fund-raising. According to the best available information, approximately one billion dollars was raised by War Chests during 1917-1918. A report prepared by Dr. Henry M. Wriston, now president of Brown University, for the Connecticut State Council of Defense on "War Chest Practice", published in October 1918, says:

"The War Chest attempts to reduce the matter of giving to something like its proper proportion of extended effort; and the matter of giving to war auxiliary agencies threatens under the perpetuation of the drive system to absorb more than its proper share of time and money.

"In general, the War Chests command larger investigative power and almost uniformly make more serious attempts to discover the proper line of action. The consequence is that the war chest movement has

a very distinct tendency to diminish the support of unworthy and duplicative agencies.

"One is compelled to this (following) conclusion by the unanimous expression of satisfaction on the part of all classes of war chest communities when one approaches them as to their opinion of the new as against the old method. Testimony is unanimous as to the unifying effect upon the citizenship and increased community solidarity."

To this may be added a generally accepted view that the early War Chests had a beneficial effect in stabilizing the financing of local social services, in raising standards of giving and in creating a wide base of support from all elements, including the middle-class and labor groups.

On the negative side were several abuses in these war chests, probably the result of inexperience with central financing and the haste with which they had to be organized. The pressure for immunity to the giver led to indiscriminate inclusion of appeals, especially disastrous in the absence of national budgeting bodies to pass upon the merits of appealing agencies. Arbitrary judgments, personal grievances and disregard of past traditions and individual sentimental attachments were inherent in the situation.

By and large, however, the experience with war chests set a pattern for dealing with community needs on a community-wide basis, for financing thru Community Chests and for coordination and planning thru Councils of Social Agencies. Budgeting lacks were recognized and led to an emphasis of this process in the community chests which followed. The broad base of giving and the tendency to expanding management were also carried over from war chests to continuing community chests.

Another factor of current interest is the lack of influence of the war chests on national agencies. Altho in 1917, and more particularly in 1918, there were several groupings of national war appeals, blanketed locally into war chests, these left practically no impression on the continuing scene of national appeals, except for the emergence of the National Information Bureau.

Jewish experiences in 1917-1918 war chests fell into several categories:

a. Jewish War Relief - The JDC was practically the only Jewish foreign relief organization in existence at the time, and was generally included in war chests. According to Henry Rosenfelt, then in charge of the JDC fund-raising program: "We were treated quite fairly by the majority of Community Chest cities and for the most part were reluctant to decline their appropriations, which meant the staging of a separate campaign and the uncomplimentary criticisms which were sure to follow. . . . A majority of the early War Chests included the Jewish War Relief in their budgets."

b. Jewish Welfare Board - generally included in the war chests in 1917 as an independent appeal, and in 1918 as part of the United War Welfare Services.

c. Local Jewish Services - Local Jewish agencies were included in most War Chests, in federated cities thru the medium of the federation, and in organized communities by individual application. This process corresponds to that applied generally to other sectarian and non-sectarian local social services, and as in other phases of the war chest development, without serious budgetary scrutiny.

In retrospect, there were distinct assets to the Jewish group in this war chest development. The recognition of the place of organized Jewish social services in the total community welfare provision constituted an invaluable factor in establishing the identity of interest between the two groups. The broad sweep of the movement carried with it an outburst of civic enthusiasm and a general community acceptance of responsibility for support. For many elements which had not been involved in general community affairs, it laid a foundation for continuing Jewish individual and group participation in civic affairs.

Jews were subject to the same pressures and influences which compelled their neighbors to express themselves thru war chests. They brought their Jewish agencies into the war chests partly because of patriotic motives, partly because they, like others, were interested in the general community and war appeals, partly because they couldn't afford to go counter to the general community sentiment, partly because of a desire to protect or safeguard support for established welfare services. These reasons were also important factors in influencing Jewish community leaders to join the community chest movement which followed.

On the debit side of the ledger, the war chests resulted in a loss of intensity of interest of Jewish leaders in Jewish agencies, by the expansion of that interest to general community causes. It temporarily arrested the process of consolidating Jewish services and community planning within the Jewish group, altho it brought these services into closer functional relationship with general community services.

On the national scene, it meant that after the all-inclusive war chest had been terminated and local community chests limited their scope to local agencies, national agencies had to establish their local leadership anew. They profited from the fact that War Drives had been instrumental in extending giving habits to a much larger constituency of contributors.

Part III. IMPLICATIONS TO JEWISH SERVICES IN THE CURRENT SITUATION

Most of the inner and outer compulsions that brought Jewish agencies into the war chest movement during World War I are again prevalent. Some of the influences are even more potent now. Local Jewish services in many cities are an integral part of the general community chest and social work structure and cannot hold aloof from the general determination with regard to the financing of local welfare efforts. The intervening quarter of a century has accentuated the necessity of Jewish identification with general community enterprise, while the general community has come to expect active participation from the Jewish group. Furthermore, the extended process of Americanization during these 25 years has brought Jewish individuals and groups into a greater acceptance and participation in such activities as Red Cross, USO and other broad programs of civic concern.

Problems to be considered

There are practical difficulties which must be studied in reaching conclusions with regard to the inclusion of Jewish organizations within the new war chests. These reservations apply not to the ordinary local services encompassed in federations, but rather to the activities usually included in Jewish welfare funds, which were non-existent at the time of the last war chests. The Jewish welfare fund interests are more specifically Jewish in scope and go beyond the local philanthropic or even war relief purposes which, it is anticipated, will be the core of the new war chests. Welfare Funds include Jewish cultural, religious, civic-protective and other national activities which may be questioned as proper obligations of the general community.

Some war chests, as in Rochester, will consider it desirable to include the Jewish Welfare Fund as an entity, defending that course on the desirability of

eliminating independent appeals, and the status and broad gauge of Jewish interests. Where war chests will be of this magnitude, it is probable that they will prefer to incorporate into their campaigns fully going concerns such as the welfare funds, and will therefore not consider it necessary to differentiate between the various causes financed by the welfare fund.

Other war chests will examine the agencies financed by the welfare fund and will include only those programs that are essentially philanthropic in character such as the national health agencies, JDC, UPA, NRS, ORT, HIAS, etc.

In either event, consideration will have to be given to the probable consequences of war chest joinder on Jewish community organization, both during the war emergency period and in the years following.

Now, as during the World War I years, Jewish communities are in process of consolidating local interests and developing more adequate forms of community organization. Thru welfare funds and community councils, they have been experimenting with joint fund-raising for national and overseas needs, joint budgeting for a wide range of interests, and developing more satisfactory fiscal and activity relationships between local and non-local agencies. Given full or partial war chest joinder, can the welfare fund reserve to itself the right to determine inclusions and budgeting of Jewish agencies, including those that were not previously in the Welfare Fund? Is that device a sufficient safeguard against possible retardation of the Jewish community organization process?

Community Chest financing of local services has resulted in the relaxation of Jewish community interest in and control of Federation activities. Are the added interests with which the organized Jewish community is concerning itself today (e.g. overseas relief and reconstruction, refugees, civic-protection, or Jewish cultural activities) sufficiently potent to retain a hold upon the individuals constituting the Jewish community? Can this unity be achieved in the face of a possible split-up of interests and activities?

Certain public relations aspects require careful consideration. The earlier war chests carried with them all kinds of appeals, sectarian and non-sectarian and on the whole, facilitated the breaking down of sectarian prejudices. However, in a number of communities, the inclusion of sectarian appeals aroused some antagonisms which precluded wholesome group relationships. Can such possible resentments be avoided now, particularly if the war chests choose to include specifically Jewish programs and activities?

Consideration must be given also to the implied contractual relationship among the groups benefiting from the war chest, each group being expected to marshal its full resources for the common good. Such tacit understandings exist in Community Chest cities, even if not always articulated, since community chests appeal to the entire community, to Jew and Gentile alike, on the basis of total community interest. What obligations will the Jewish community have to assume as a consequence of war chest joinder, and how can these obligations be met?

Questions arise also in regard to such arrangements as have been made in Pittsburgh, where the United Jewish Fund is continuing its independent fund-raising; or in Boston, where the Allied Jewish Campaign functions as a counterpart of the United War Fund, by including the special war service appeals in its campaign to the Jewish group. There is in the first instance the possibility that competition for funds might become so great that the independent Jewish campaign will find it difficult to raise as much money as it might secure through the War Fund; in the other instance, there is the question of the wisdom of segregating Jewish giving for causes that are of general community interest.

Aside from questions of relationships, there are the problems of 1) retaining leadership interest and financial support for those parts of the Jewish community program which may not be included in the war chest, and 2) the reestablishment of specific Jewish community interest after the war emergency period is over in the causes that have been included in the war chest.

General Assembly discussions

Some guidelines for dealing with the problem of war chest joinder were suggested in the Chicago General Assembly discussions on the subject. The report of the Committee on "Fund Raising Problems in 1942" felt that "if the sweep of joint campaigning carries us along, we may not be able to resist ... Representing only a small section of the entire population we would do well not to take a lead in such a direction, or on the other hand, to stand apart, if standing apart means standing alone."

A similar position was expressed by Mr. William J. Shroder in discussing the Committee report. "Force of circumstances," Mr. Shroder declared, "rather than any thinking, is going to determine whether Jewish Welfare Funds must go into or can stay out of War Chests," adding however, that "we should think about and determine the conditions under which we go into War Chests."

"Our welfare funds are more than mere money collecting and distributing agencies in our Jewish communities; the welfare fund is a social organization, educating us in meeting our social obligations; it harmonizes our divergent interests into an integrated plan, substituting cooperative effort for destructive competition. It is the result of 12 years of effort in developing a technique, a machinery, a platform upon which a kind of community unity, for which we all hunger, has been and is being developed. To submerge those welfare funds into war chests is to destroy what it has taken us many years to build up.

"This applies with equal force to Community Chests. I doubt if any Community Chest will consent to inclusion in a war chest on any basis other than one that will preserve intact the integrity of the Community Chest organization. The war chest will not attempt to assume the social planning involved in the web and woof of Community Chests. Community Chests going into war chests are going to say: 'We are going in as Community Chests; we are not going in on the basis of your acceptance of our constituent membership. Our Community Chest machinery shall determine our social planning and our allotments to the respective agencies.'

"When we face pressure to join our forces with those of war chests, we should insist for parallel reasons upon that same agreement and that what we have built up during these many years shall not be torn down; that if we go in at all, we go in as a welfare fund with our own machinery for the allotment to the respective participants maintained and operating; that we go into war chests for a welfare fund lump sum and that the division of this lump sum shall be a matter for our allotment machinery and not for the allotment machinery of the war chests.

"I think this is a reasonable position to take. I think it is a position, if it is frankly explained to war chests, which will be accepted . . .
/and fairly

"I have heard it suggested that welfare funds should be split up and that those activities not proper charges on the general community should not be included in the war chest, but should be financed through a separate Jewish campaign. I think this suggestion is absolutely untenable, first, as I have already stated, because our welfare funds are more than collection and distributing agencies, and are an instrumentality for a better community life, and second, because so dividing the strength of our welfare fund would destroy those values without avoiding the separate campaign -- the main reason for including Jewish welfare funds in war chests."

The alternatives faced by Jewish welfare funds may be summarized as follows:

1. Acceptance of invitation to join a local war chest as a complete entity covering all beneficiary agencies,
2. Acceptance of invitation for limited participation for selected agencies with separate Jewish fund raising for excluded agencies,
3. No invitation to Jewish welfare fund agencies, except as part of integral agencies (as Jewish Welfare Board in USO) but expectation of active Jewish participation and contributions to war chest,
4. Agreement with war chest for separate campaign for Jewish welfare fund in 1942 spring campaigns and/or subsequent campaigns.

Apart from the questions that may be raised or the effects experienced by Jewish welfare funds in case (1) or (2) is adopted, Jewish funds and contributions under (3) or (4) face the problem of divided Jewish giving to separate Jewish welfare funds and to war chests excluding Jewish agencies. The effects of divided appeals on Jewish contributions to Jewish causes and to war chests that do not include specific Jewish agencies are problematical. It is obvious that war chests, whether they do or do not include Jewish agencies, will make a strong appeal to individual Jewish givers.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS

AGENDA FOR BUDGET RESEARCH COMMITTEE MEETING
Hotel Commodore (Parlor E) April 13, 1942
at 3:00 P.M.

I. Scope of Committee Responsibility
Fields and Agencies to be studied

Follow-up work with agencies after studies have been completed
In connection with recommendations
Interest in announced campaign goals

Examination of local welfare fund budget practices

II. Organization of the Committee

Plan for staff organization and staff projects to be operated
for the Committee

Method of Committee operation

Assign sub-committees to work with staff on individual studies,
in consultation on outline, findings, possible recommendations, etc.
Hearings with agencies to discuss findings and in developing con-
clusions and possible recommendations
Preparation of reports for member agencies - complete text of staff
report, abridged staff report, Committee commentary
Procedure for editing staff reports - or are staff reports to be
intact, with Committee comment?

III. General background questions

Review of minimum standards for agencies applying to welfare funds,
as adopted by Council Board
Relation of Committee Studies to the Budgeting Series Reports now
prepared annually for member agencies, on scope, volume and costs
of organizations receiving support from welfare funds.

IV. Functional questions on the Reports and Procedures

(Since authorization was given for preliminary work, studies have been
completed on two organizations - the Hebrew University and the ORT.
The former report has been edited and distributed to the members of
the Committee. Material on ORT has been compiled and the report is
now at the editing stage. These two reports embody the new process
and suggest the questions of procedure and policy which the Committee
will be required to determine.)

REPORT ON THE HEBREW UNIVERSITY

The report on the Hebrew University was mimeographed and sent out to all members of the Committee. Specific questions to be discussed on this report include the following:

- (1) Shall copies of the report be made available to member agencies in its present form?
- (2) Shall a condensed report be prepared for more practical use by budget committees in the smaller welfare funds?
- (3) What conclusions and recommendations shall accompany the report from the Budget Research Committee relating to the validity of the appeal, the organization of fund-raising in the United States for this agency, the extent and character of American responsibility, etc.?

STATUS OF ORT REPORT

The report on ORT is in manuscript form but requires editing and reorganization before it is mimeographed and sent to the members of the Committee. Attached is a table of contents and some excerpts from the report which raise questions for discussion that may help to determine general policy. Some of the questions may be stated as follows:

- (1) Where a report indicates weakness in administration or structure, shall the Committee attempt to work on the problem with the agency before or after inclusion of such statements in the report to be sent to member agencies?
- (2) Questions of function. The ORT is operating in countries such as Canada, England and Argentine, not usually considered areas for American Jewish philanthropic interest. How shall this aspect of the problem be dealt with in the report and does the Committee's function include efforts to straighten out this kind of problem with the agency?
- (3) Fund-raising costs and promotional efforts. Are these costs high in terms of the needs of the agency and the merit of the program? What is the responsibility of the Budget Research Committee in presenting this information?

THE WORLD ORT UNION
and
THE AMERICAN ORT FEDERATION

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Introduction

- I. Aims and Objects of the World ORT Union
- II. Organization and Structure of the ORT Union, Financial Policy and Relations to Other Organizations
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- IV. Background, History and Development of the ORT Society in Russia (1880-1919)
- V. Activities of the ORT Union in 1929-1940: Poland, Rumania, Lithuania, Latvia, Soviet Union, Bulgaria, Hungary, Germany, France, England
- VI. Finances of the ORT Union (1929-1941)
- VII. ORT Reconstruction Fund
- VIII. American ORT Federation. Its Origin, Aims and Objects, History and Present Organization. Affiliated Bodies.
- IX. Financial Activities of the American ORT Federation (1929-1941)
- X. Funds Received by the ORT Union and ORT Reconstruction Fund from American Sources (1920-1941)

Summary

EXCERPTS FROM ORT REPORT

1. Organization and Administration

"The last general convention of the ORT was held in 1937 and elected a Central Board of 52 members residing in Russia, Germany, Poland, Lithuania, Latvia, Rumania, Bulgaria, the United States and South Africa and an Executive consisting of 14 members, all residing in Paris. This was the last Executive elected before the war. The chairman, Dr. Leon Bramson, died in 1941 and Professor Oualid is serving as chairman of the Executive. The Executive is now located in Marseilles and Dr. Lvovitch, a member of the Executive, is in the United States and serves as a liaison officer between the American agency and the Central Board. At the present time, no specific ORT committee can function in Poland, Lithuania, Latvia and Germany. When ORT funds are sent to these countries, they are placed in the hands of Jewish groups, such as the Warsaw Jewish Community. (The work of the ORT, therefore, is being administered by a small committee whose authority has not been renewed since 1937.)

"No public report of activities of the Central Board has been made since 1937. Except for France, no possibility of control by the Central Board exists at the present time."

2. Accounting

"The costs of ORT projects in 11 countries where it operates cannot be given in view of the absence of financial data in the World ORT Union and from most of the countries in which these activities are carried on. No reports are available about local fund-raising except those relating to the office in the United States. Of the sums collected in the United States in 1941, \$268,887 was spent on behalf of the World ORT Union for the various ORT projects but no information is available on allotments made directly by the World ORT Union and on the local resources at the disposal of the local committees charged with the responsibility for the projects."

3. Reports on Services

"We cannot guarantee the accuracy of many of the figures. Under the present circumstances, there are no means of checking them. The reports available in the United States are too general to allow for an evaluation of the efficiency of the vocational training performed by the local committees of the ORT Union. Data is incomplete on the curricula, on teaching staffs and student body and on placements of students."

4. Transmission of Funds

Following are remarks quoted from a statement made to our surveyor by the American ORT Federation:

"Up to the outbreak of the war, in keeping with the policy of the World ORT Union, all monies transmitted by the American ORT Federation to the World ORT Union were sent directly to the Central Board, which then distributed it, and monies raised in other countries, to the ORT administrations in the various countries where ORT had its institutions in accordance with the budgets approved by the Central Board.

"In general, this policy was continued after the outbreak of the war wherever it was possible. Since that time, however, the American ORT Federation often received instructions from the Central Board of the World ORT Union to send or expend certain specified amounts of money to or for a designated country. No money was ever sent anywhere or paid out anywhere for another country without the approval of the Central Board.

"In 1940, the monies sent to France and Switzerland were not only for ORT institutions in those countries but also, in the case of France, for the Central Board itself, and in the case of Switzerland for expenditures on behalf of other countries, according to instructions from the Central Board. In general, the same holds true for 1941.

"Now, as to 1941 - while \$65,000 was actually sent to Switzerland, we believe \$30,000 of it was destined for France and \$15,000 of it paid out in Switzerland for Hungary.

"We do not know, however, exactly how much of the \$20,000 balance was expended for the administration of ORT institutions in Switzerland although we have reason to believe that part of it was paid out in Switzerland to refugees who have relatives in Rumania and Poland."

"The American ORT reports total contributions of \$284,255 in 1939 and \$280,431 in 1940. Receipts total \$343,125 in 1941 but this includes \$56,766, applicable to the 1940 grant of the New York UJA."

5. Fund-Raising Costs

Fund-raising costs, including sums spent for administration and fund-raising in the United States amounted to 21 percent in 1939, 16 percent in 1940 and 17 percent in 1941.

STANDARDS

Certain criteria have been evolved for determining the eligibility of national and overseas agencies for welfare fund support, on the basis of scope and practice.

National and overseas agencies should:

- (1) Deal with problems or needs that are national and/or international in scope and as such, have an appeal to the entire Jewish community, rather than to special groups or individuals; or
- (2) Provide services which because of the natural resources in the area in which the institution is located, are of particular benefit in treatment;
- (3) Have a legitimate purpose with an active and necessary program, not duplicating the work of another efficiently managed organization;
- (4) Be administered by a national, active and responsible governing board, holding regular meetings, with power to determine both functional and administrative policies;
- (5) Have reasonable efficiency in the conduct of its work expressed through standard equipment and personnel, as well as the adequacy of its budget;
- (6) Give evidence of cooperation with other organizations in promoting coordination and preventing duplication;
- (7) Have ethical methods of interpretation, promotion and solicitation of funds;
- (8) Have complete annual audited accounts prepared by an accredited certified public accountant, trust company or university department and made available to the public.

The following practices are generally considered as not acceptable:

- (a) Payment to solicitors or overseas organization on a commission basis;
- (b) Use of the "remit" or "return" method of raising money by the sale of merchandise or tickets through the mail;
- (c) Telephone solicitation to the general public for money, donations or for the sale of tickets for benefits;
- (d) Entertainments for money raising purposes, the expense of which, including compensation under the terms of the agreement, exceeds forty percent of the gross proceeds;
- (e) Solicitation outside of the welfare fund by individuals, groups or by appeal letter, without the written agreement of the welfare fund.

April 10, 1942

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

My dear Mr. Lurie:

I had occasion to write to you shortly after the Chicago Assembly about the manner in which your office reported the action of the Assembly with reference to National Budget Research. You took it upon yourself to interpret in an unwarranted manner the significance of the action taken. I must again call your attention to the report which appeared in the March 5 issue of Notes and News under the heading, "The Assembly takes Action", in which you quote "The Budget Research Committee will probably adopt the procedure of action by a two-thirds majority in dealing with the specific question of extending service to include Advisory Budgeting." Just where do you get the authority for introducing the word "probably". It was one of the bases of agreement that the Budget Committee will without fail require a two-thirds majority before any such action is taken.

With best wishes, I remain

Very sincerely yours,

AHS:EK

April 15, 1942

INTERIM REPORT OF THE COMMITTEE ON CIVIC-PROTECTIVE AGENCIES

The Committee met on Monday, April 13th, to review the previous conferences held separately with representatives of the four civic-protective agencies.

The following attended the meeting:

Edgar J. Kaufmann	Ira M. Younker
Isaiah Minkoff	Sidney Hollander
Charles A. Riegelman	H.L. Lurie
David M. Watchmaker	G.W. Rabinoff

The Committee agreed that the next step in carrying out its assignment is to call for a joint meeting with representatives of the four civic-protective agencies. This meeting is scheduled for Monday, April 27th at 3 P.M. in New York City.

The Committee has decided to make the following recommendations:

The program to deal with the problems of anti-Semitism in this country should be integrated and carried on under the control and direction of a single operating body.

We suggest that the operating organization be organized by the four agencies -- the American Jewish Committee, American Jewish Congress, B'nai B'rith and Jewish Labor Committee.

This body is to be created by the appointment of equal representation by the four agencies and is to be responsible for the administration of the civic-protective program dealing with Jewish defense in the United States.

The operating organization may be extended to include representatives of the Jewish religious and lay public.

The operating organization shall raise funds for the civic-protective program, and allocate functions insofar as possible to established agencies thereby utilizing their experience, personnel and skills, but the operating organization shall have the authority to develop central functions and to determine what functions shall continue to be operated by the individual agencies.

The operating organization will probably require its own professional staff and direction and may find it feasible to develop integrated central services under its own auspices where such services can produce more effective results than under the present plan of operation of the separate agencies.

The organization of local programs for American civic defense activities should also be under the general supervision of this new central operating body by arrangement on a city by city basis with existing local services, using those created by the local community as well as those established under national auspices.

In planning for the meeting of the civic-protective agencies, it was decided that each of them be asked, in advance of the meeting, to define and describe those functions which they carry on under the term American defense work and to supply the Committee with an estimate of the budget needed to carry on these functions on an annual basis at the present time.

C O P Y of Letter to the Presidents of the 4 Civic-Protective Agencies

April 14, 1942

The Council's Committee on the Problems of the Civic-Protective Agencies held, as you know, a series of meetings with representatives of the American Jewish Committee, the American Jewish Congress, the B'nai B'rith and the Jewish Labor Committee. Recently the Committee has reviewed the points of view expressed by the agencies. It is now ready to call for a joint meeting with representatives of the four agencies. At this meeting, the Committee will present its recommendations.

We have scheduled this meeting for Monday, April 27th at 3 P.M. at the Commodore Hotel. We are very eager to have your official representatives present and we are suggesting to each of the agencies that they be represented by three of their active leaders.

Since this meeting is of the utmost importance and we can make progress only if all of the agencies are represented by their leaders, we would like to hear from you immediately whether we can count on your attendance.

In advance of the meeting, our Committee would like to have for its own information a brief statement defining your civic-protective functions applicable to American defense work. We should also like to have an approximate estimate of the annual costs at the present time that these specific functions require. Could you give us these specific data at least one week before the April 27th meeting?

With kindest regards, I am

Very sincerely,

SIDNEY HOLLANDER
President

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

April 28, 1942

FROM: H. L. Lurie, Executive Director
TO: Committee on Civic Protective Agencies

The Council's Committee on Civic-Protective Agencies held a meeting on Monday, April 27th in New York with representatives of the four civic-protective agencies.

Mr. Sidney Hollander, president of the Council presided. Members of the Council Committee present included:

Charles A. Riegelman
William Rosenwald
Max Simon
Ira M. Younker

Representatives of the agencies:

Morris Waldman)	
Maurice Wertheim)	American Jewish Committee
Joseph Willen)	
Lillie Shultz)	
Louis Lipsky)	American Jewish Congress
Carl Sherman)	
Maurice Bisgyer)	B'nai B'rith
A. C. Horn)	
Adolph Held)	
B. C. Sherman)	Jewish Labor Committee
L. Goldman)	
Isaiah Minkoff		General Jewish Council

Council staff members:

H. L. Lurie
G. W. Rabinoff
Rae Karp

Mr. Max Simon of the Council Committee presented the following recommendations which grew out of the exploration of the problems which had been made by the Committee:

1. The program to deal with the problems of anti-Semitism in this country should be integrated and carried on under the control and direction of a single operating body.

2. The operating organization should be organized by the four agencies -- the American Jewish Committee, American Jewish Congress, B'nai B'rith and Jewish Labor Committee together with representatives of such other organizations as have a special concern in this field and are representative of Jewish communal interest.

3. This body is to be created by the appointment of equal representation of the four agencies plus an agreed upon number from such other agencies as may be included and is to be responsible for the administration of the civic-protective program dealing with Jewish defense in the United States.

4. The operating organization shall raise funds for the civic-protective program, and allocate functions insofar as possible to established agencies, thereby utilizing their experience, personnel and skills, but the operating organization shall have the authority to develop central functions and to determine what functions shall continue to be operated by the individual agencies.

5. The operating organization will probably require its own staff and professional direction and may find it feasible to develop integrated central services under its own auspices where such services can produce more effective results than under the present plan of operation of the separate agencies.

6. The organization of local programs for American civic defense activities shall be under the supervision of this new central operating body by arrangement on a city by city basis with existing local services, using those created by the local community as well as those established under national auspices.

After a considerable discussion in which all participated, it was agreed that each of the four agencies appoint one representative to meet with one or more representatives of the Council to draw up a specific plan which would provide the details for carrying out the basic principles inherent in the recommendations of the Committee of the Council. It was suggested that each of the agencies might wish to prepare detailed suggestions in advance of the meeting which was to be held as soon as arrangements for the meeting could be effected. One or two full days will be set aside for the meeting in order that effective progress may result.

Although not all representatives at this meeting stated categorically that they accepted the basic principles set forth by the Council's Committee, it was generally assumed that the agencies accepted the goals set forth. It was agreed that acceptance of the recommendations in principle, while indicating progress, was no guarantee that a practical plan of procedure was immediately apparent. Actual specific arrangements to put these principles into effect must be defined and they are bound to raise important questions.

The following were considered to be the basic issues which could be defined by the inter-agency committee:

- (a) The structure of the proposed organization, including the constituency to whom the administrative body will be responsible;
- (b) The scope and definition of the functional services to be encompassed by the new organization;
- (c) The methods to be developed for financing civic-protective work under the auspices of the operating organization and the methods for budgeting central activities and activities delegated to other organizations.

An earnest desire to work out satisfactory plans was manifest in the discussions. The proposed meeting of a committee representing all of the agencies is considered a hopeful next step.

The meeting of the committee representing all the agencies is tentatively scheduled for May 2, subject to change or modification tomorrow.

COUNCIL OF JEWISH FEDERATIONS AND WELFARE FUNDS, INC.

May 15, 1942

MINUTES OF THE

COMMITTEE ON CIVIC-PROTECTIVE AGENCIES
HOTEL COMMODORE NEW YORK CITY

MONDAY, April 27, 1942

Present: Sidney Hollander, presiding

AMERICAN JEWISH COMMITTEE:

Morris Waldman
Maurice Wertheim
Joseph Willen

AMERICAN JEWISH CONGRESS:

Lillie Shultz
Louis Lipsky
Carl Sherman

JEWISH LABOR COMMITTEE:

Adolph Held
B.C. Sherman
L. Goldman

GENERAL JEWISH COUNCIL:

Isaiah Minkoff

B'NAI B'RITH:

Maurice Bisgyer
A. C. Horn

CJFWF COMMITTEE:

Max Simon
Charles A. Riegelman
Ira M. Younker
William Rosenwald

CJFWF STAFF:

H. L. Lurie
G. W. Rabinoff
Rae Karp

MR. HOLLANDER reviewed briefly the developments and negotiations preceding the meeting. He pointed out that the Council's Board of Directors had appointed a Committee on Civic-Protective Agencies to offer its services to the Jewish defense agencies in an effort to find a basis for effective collaboration, following the expressed desire of the General Assembly in Chicago for coordination in the defense field. The Council's Committee, he said, had met separately with each of the four major defense agencies to learn their viewpoints and had later met by itself to study the different points involved. MR. HOLLANDER added that it was evident that the four major agencies felt that Jewish defense work in the United States would be advanced by closer integration and a greater degree of centralized authority. The Council's Committee, MR. HOLLANDER reported, had considered a number of basic procedures which might serve to achieve collaboration. He called upon MR. SIMON of the Council's Committee to present these suggestions*.

Before listing the points developed by the Council Committee, MR. SIMON stressed that "we can afford to be reckless in other fields but we cannot afford it in the field of self defense." He expressed the belief that unity in defense work could be attained only through compromises and sacrifices. "We cannot merge the four organizations without disturbing the status quo of each organization," MR. SIMON said. "If you are unwilling to pay the price for this unity, then it cannot be very genuine." He then presented the following recommendations:

* Note - The recommendations presented by Mr. Simon represent a rewording by Messrs Hollander, Younker and Simon of the statement drafted after the April 13th meeting of the Committee. Recommendation #2 for inclusion of additional agencies was on an optional basis in the previous draft.

1. The program to deal with the problems of anti-Semitism in this country should be integrated and carried on under the control and direction of a single operating body.
2. The operating organization should be organized by the four agencies -- the American Jewish Committee, American Jewish Congress, B'nai B'rith and Jewish Labor Committee together with representatives of such other organizations as have a special concern in this field and are representative of Jewish communal interest.
3. This body is to be created by the appointment of equal representation of the four agencies plus an agreed upon number from such other agencies as may be included and is to be responsible for the administration of the civic-protective program dealing with Jewish defense in the United States.
4. The operating organization shall raise funds for the civic-protective program, and allocate functions insofar as possible to established agencies, thereby utilizing their experience, personnel and skills, but the operating organization shall have the authority to develop central functions and to determine what functions shall continue to be operated by the individual agencies.
5. The operating organization will probably require its own staff and professional direction and may find it feasible to develop integrated central services under its own auspices where such services can produce more effective results than under the present plan of operation of the separate agencies.
6. The organization of local programs for American civic defense activities shall be under the supervision of this new central operating body by arrangement on a city by city basis with existing local services, using those created by the local community as well as those established under national auspices.

MR. WERTHEIM said that he would have to have an opportunity to study the plan before expressing any definite commitment. He added that it appeared to be along the same lines of the program which he had advocated two and a half years ago. He asserted that he should like to vote for the plan with the exception of the clause which provides for an operating company which allocates funds to existing organizations.

MR. LURIE explained that the purpose of the clause was to permit the central organization, if it decided to use any of the services conducted by a functioning agency, to delegate funds to that agency. MR. HOLLANDER emphasized that the essential factor of the program was not in its details of operation but in its bringing together a group that would be composed of a membership selected by the four agencies so that there would be a continuing interest of these agencies not only in establishing the work but also in developing it effectively. MESSRS. LIPSKY and BISGYER expressed regret that copies of the Committee's report had not been circulated in advance.

MR. SIMON felt that the whole situation could be reduced to one point: The adoption or rejection of the principle of establishing one agency to conduct civic-protective work in the United States. MR. SHERMAN (AJC) raised the question of the ultimate responsibility of the proposed central organization. He said that the proposed plan did not clarify this point since it called for the continuance of the four agencies, each retaining its autonomy. MR. BISGYER envisioned a possibility

of the board of the proposed central organization proceeding with a plan in which the four agencies did not concur. He said that this was possible since the proposed plan did not make the board of the central organization responsible on all decisions to the four agencies. MR. RIEGELMAN commented that this situation was true of any board of directors until the expiration of their terms. MR. HOLLANDER noted that the directors of the central body would be nominated by the four agencies and that the nominees would undoubtedly be persons competent in the field of defense work. In the event, however, that these directors failed to work out satisfactorily, he added, a new group could be appointed the following year.

MR. WILLEN observed that the weakness of the plan lay in the fact that it called for the continuance of the four existing defense agencies in addition to the proposed central body. He urged the group to decide whether it wished to have one defense agency or five different groups. He expressed himself as favoring one central organization. He disagreed with the principle of delegating functions to the various agencies, arguing that if these agencies were given functions, they would remain in existence. This, he continued, would make the situation more confusing.

MR. WALDMAN agreed with MR. WILLEN saying that the job should be done wholeheartedly or not at all.

MR. SIMON expressed gratification at the tenor of the meeting. He explained that in its anxiety to reduce the obstacles facing collaboration to a minimum, the Committee had perhaps been too cautious in its approach. He stressed, however, that it was the intention of the Committee report to divest the four major agencies of their defense work and to transfer it ultimately to one central organization that will have sole authority for the management and direction of this work. MESSRS. WERTHEIM and WILLEN voiced complete agreement with that principle.

Following a discussion of the principles inherent in the original Wertheim Plan and in the Council Committee's program, MR. SIMON recommended that a committee representing the four agencies and the Council be appointed to work out the details of the program.

MR. LIPSKY noted that the principle of establishing one central agency was generally acceptable to all present but he stressed the need to have the proposed central body subordinate all other groups interested in Jewish defense work. Otherwise, he said, the accepted aim of unity in defense would not be realized.

The inclusiveness of the proposed central organization was discussed by MESSRS. BISGYER, SHERMAN, HOLLANDER, HELD AND LIPSKY. MR. LIPSKY contended that Jewish communities throughout the United States should constitute the base of the proposed body. He maintained that it was a fallacy to include only those organizations or communities which have specific defense programs. MR. HOLLANDER suggested that the meeting consider the Synagogue Council of America and the Council of Jewish Federations and Welfare Funds for possible inclusion. MR. LURIE interposed at this point that the meeting first act on the principle of the four defense agencies getting together before discussing other phases of the program. MR. ROSENWALD agreed. MR. HORN expressed the opinion that no action should be taken until an opportunity has been had to study the results of the joint fund-raising program conducted by the American Jewish Committee and the Anti-Defamation League. MR. BISGYER explained that MR. HORN was now in the midst of the fund-raising campaign for the Committee and the ADL was reluctant to take any step which might jeopardize the success of the current campaign. MR. YOUNKER assured MR. HORN that the group had no intention of interfering with the current campaign and that no agency would be asked to discontinue its defense work until the proposed central body had been established and organized.

Taking issue with MR. LIPSKY'S proposal that all Jewish communities be included in the central organization, MR. WERTHEIM maintained that there was a basic difference between national organizations and local organizations. He pointed out that the local groups were interested primarily in local defense problems while the national agencies were concerned with the problem on a national scale. MR. LIPSKY commented that he did not think that the local groups should be merged into the national organization but that the local programs should be coordinated under one single body. MISS SHULTZ felt that the local defense programs should be organized and a national policy extended locally. MR. WERTHEIM reiterated that the question involved was one of principle. The important point, he said, was whether the four agencies were willing to pool their defense machinery into one body, and, if necessary, to liquidate themselves as far as defense work was concerned. The American Jewish Committee realized several years ago, he added, that though defense work constituted 90 percent of the Committee's work, a central organization for all defense work was the only solution to the problem. MR. WERTHEIM recalled that the Committee had transferred its relief work to the JDC and was now willing to transfer its defense work to an organization similar to the JDC in the civic-protective field. He stressed that there was no room for vested interests or politics -- the issue at stake was too vital. The Committee is for any defense program that will be "a real thing" for the Jews of America.

MR. ROSENWALD characterized the discussion as a "real milestone in the progress of Jewish communal and Jewish protective work". He urged the agencies to commit themselves to the principle of a single central body with authority and policy to operate and to confine themselves for the present to a discussion of this principle. Problems of operation, constituency and responsibility could be discussed at a later date, he said.

MR. BISGYER recommended that a Committee composed of one representative from each of the four agencies and representatives of the Council's Committee be appointed to discuss the proposed program in greater detail. This smaller Committee, he said, could study the problem of enlargement of the central operating organization. MR. HELD agreed with MR. BISGYER'S plan for a meeting of a smaller committee. He suggested that the inter-agency committee acquaint itself with the negotiations carried on in the Wise--Stroock Committee with particular reference to the discussions dealing with the extension of membership.

MR. LIPSKY maintained that the question of membership in the proposed central organization would have to be solved if negotiations are not to break down. He said that the four agencies would have to take cognizance of the fact that there are certain fundamental differences and certain deep-rooted attitudes in Jewish life. These, he said, cannot be criticized as political differences. MR. HOLLANDER proposed that the inter-agency committee concentrate on these points: 1) Enlargement; 2) Utilization of existing functions; and 3) Pooling of funds.

MR. HOLLANDER asked for comments on the idea that the four major defense agencies elect representatives to the central organization and that these elected representatives later appoint new members. MR. WERTHEIM saw no reason why the central body should be responsible to the four agencies, arguing against what he called "vested interests". MR. RIEGELMAN pointed out that every organization must have a responsible board of stockholders. MR. SHERMAN commented that if the central organization was established along the lines of the JDC, the American Jewish Congress would not subscribe.

Calling for specific suggestions as to additional memberships in the central organization, MR. HOLLANDER proposed as a possible membership the Council of Jewish Federations and Welfare Funds. MR. LIPSKY noted that if the National Council of Jewish Women was included as a member, the question arises of other women's groups. MR. WALDMAN expressed the belief that there was no reason for the Jewish communities becoming the basic constituents of the central organization until such time as a well organized central body is set up. Inviting certain religious groups or national agencies, he stated, would not necessarily mean having a basic constituency. MR. LIPSKY disagreed, saying that any group of people organized in the communities throughout the United States would be willing to organize for purposes of defense. He expressed confidence that not much effort will be involved in organizing communities for defense programs. MR. LIPSKY added that the membership of the central committee should be enlarged to include Jews whose presence serve to create confidence throughout the country. MR. MINKOFF asserted that local communities will organize but will never be organized by a national body. They will organize only, he said, if they decide to organize themselves. While he favored the principle of local representation in the central national group, he voiced opposition to the conception of organizing Jewish life for purposes that are all inclusive and not confined to defense work.

MR. SIMON deplored that fact that the discussion had become "unnecessarily complicated" by the introduction of details. He added that the American Jewish communities want a central organization to be responsible for civic-protective work. That need should be fulfilled. He advanced the idea of including representatives of 10 or 12 large Jewish communities in the United States, a central religious body, and representatives from the CJFWF on the Central Committee. This would give the Committee representation from a cross-section of American Jewish life.

Following further discussion, regarding the base and constituency of the proposed central organization, in which MESSRS. WERTHEIM, HOLLANDER, LIPSKY, YOUNKER and MISS SHULTZ participated, MR. BISGYER MOVED

THAT one member from each of the four organizations be selected by that organization to meet with one or two persons from the CJFWF in an all-day meeting, to attempt to draw up a specific plan elaborating the basic principles that were indicated this afternoon, that would result in the actual development of a plan for carrying out this purpose; and that each of the organizations prior to that meeting submit its own plan as to how a consolidation might be effectively worked out.

The MOTION was seconded by MR. WILLEN and CARRIED.

MR. HOLLANDER urged each of the four agencies to notify MR. LURIE immediately of the appointment of their representatives in order to expedite the meeting of the inter-agency committee. The time and place of the proposed meeting was left to the discretion of MR. LURIE. The meeting was adjourned at 6:45 p.m.

A G E N D A

MEETING OF THE BOARD OF DIRECTORS
May 23, 1942

Minutes of previous meeting, January 31 - February 1

Report of Executive Staff

Council Finances - Ira M. Younker, Donald Kaffenburgh

Committee Reports:

Civic-Protective Agencies

Budget Research - Jacob Blaustein, Chairman

National Hospitals for Tuberculosis

To Confer with National Organizations on
Regional Activities - Herbert L. Cohen, Chairman

Local Community Organization - Samuel A. Goldsmith, Chairman

Fund-Raising Policies - Isidore Sobeloff, Chairman

Vacancies in Board and Officers

1943 General Assembly:

Appointment of Nominating Committee

Appointment of General Assembly Committee