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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.

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 prescribed by the resolutions of the Board of Directors appointing him.

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

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

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

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

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

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

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

ARTICLE VII

Dues of Members

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

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

ARTICLE VIIIFiscal Year

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

ARTICLE IX.Amendments

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



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. Schanferber, 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. SCHAUFARBER 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 ~~hedge~~ ^{avoid} 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. SHPODER 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 fine job" for Palestine and can still do it, MR. YOUNGER 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 8 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. WAFBURG, 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. Sirkis, 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. YCUNKER 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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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. Younger, 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 Feiser, 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. Yunker, 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.

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

~~4. 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 collaterally 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 yeshivah 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 3.

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
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58 53 10

54 46

58 53

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(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(e)
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 ¹ / ₂	28,100
United Jewish Charities	3-13	2 ¹ / ₂	
Lima, Allied Jewish Appeal	3-7	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.)

City and Agency	Date Voted	No. of Votes	Jewish Population*
<u>1. 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 ¹ / ₂	40,900
Federation of Jewish Charities	3-14	2 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
Sub-Total for 59 Agencies in 51 Cities		135	1,844,776(b)
<u>2. Agency Votes After April 1</u>			
Indianapolis, Jewish Federation	4-3	2	10,850
Jacksonville, Jewish Community Council	4-2	2	4,820
Sub-Total for 2 Agencies		4	15,670
<u>3. Information from Agency but No Ballot</u>			
Stockton, National Jewish Welfare Fund	After 4-1	2	1,235
GRAND TOTAL FOR 62 AGENCIES IN 54 CITIES		141	1,861,681(b)

* 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

City and Agency	Date Voted	No. of Votes	Jewish Population*
<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.)

City and Agency	Date Voted	No. of Votes	Jewish Population*
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
Sub-Total for 32 Agencies in 49 Cities		115	720,885(b)
2. <u>Agency Votes After April 1</u>			
Little Rock, Federation of Jewish Charities	4-9	2	2,500
3. <u>Information from Agency but No Ballot</u>			
Dayton, Jewish Federation for Social Service	4-1	2	5,000
United Jewish Council	3-7	2	
Newark, Essex County Council of Jewish Agencies	3-26	4	89,470
Spokane, Jewish Welfare Association	3-26	2	1,208
Sub-Total for 4 agencies in 3 cities		10	95,678
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

City and Agency	No. of Votes Allowed	Jewish Population*
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
8 Agencies in 8 Cities		(430,420)

(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

City and Agency	Date of Consideration	No. of Votes Allowed	Jewish Population*
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)	2 $\frac{1}{2}$	21,800
United Jewish Social Agencies	4-9 (a)	2 $\frac{1}{2}$	
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	4-7	2	270
11 Agencies in 8 Cities			(1,257,868)

(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*

City and Agency	No. of Votes Allowed	Jewish Population**
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 ¹ / ₂	46,751
Federation of Jewish Philanthropies	2 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.

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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.

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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.

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 it 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

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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"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

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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 collaterally 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

MEMORANDUM

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 an 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

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Inc.

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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,

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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

City and Agency	1941				1940 Amount Raised
	Date	Goal	Raised	As of	
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
Altosna, 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-WFJC	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				1940
	Date	Goal	Raised	As of	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. IBE					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			3,5-3,800		

City and Agency	1941				1940
	Date	Goal	Raised	As of	Amount 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.	116,927
*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. CMJF	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. UJNR & 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		6,976
*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				1940
	Date	Goal	Raised	As of	Amount 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-HJWF					
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
185 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,

ANS: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. SHROEDER, 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

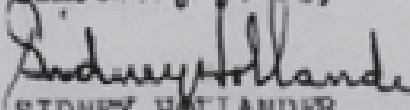
Dear Rabbi Silver:

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 contributors 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	\$ 570.96
Composition, printing and binding	1,347.15
Printed envelopes	90.43
Cuts and Art Work	149.48
Mailing	36.36
Postage	576.96

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. SHROBER, 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.

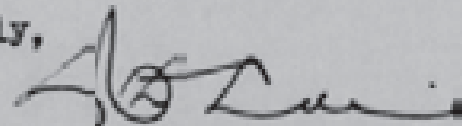
There is another and even more pressing reason for bringing the General Assembly to your attention at this time. Due to the nature of the problems confronting our welfare funds and federations, the Program Committee has decided that much more active participation in discussion is urgently necessary this 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 26th 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 Per City (Shroder)	Total Votes	Proposed Representation Per City (Mayer)	Total Votes
1. Under 500	23	23	2	7,293	46	1	23	1	23
2. 500 to 1,000	30	30	2	20,640	60	1	30	1	30
3. 1,000 to 2,500	38	39	2	62,703	78	1	38	1	38
4. 2,500 to 5,000	25	26	2	88,362	52	1	25	1	25
5. 5,000 to 7,500	8	10	2	49,665	20	2	16	1	8
6. 7,500 to 10,000	12	16	2	107,150	32	2	24	2	24
7. 10,000 to 20,000	20	32	2	261,595	64	3	60	2	40
8. 20,000 to 50,000	11	16	2 \neq 1	302,061	43	5	55	4	44
9. 50,000 to 100,000	6	10	2 \neq 2	421,000	32	8	48	4	24
10. 100,000 to 150,000	2	4	2 \neq 2	218,150	12	11	22	8	16
11. 150,000 to 250,000	0	0	2 \neq 3	-	-	11	-	8	-
12. 250,000 to 400,000	2	4	2 \neq 3) 2 \neq 4)	656,000	15	15	30	12	24
13. Over 400,000	2	2	2 \neq 4	1,765,000	12	30	60	24	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.

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
Jacob Blaustein, Baltimore
Fred M. Butzel, Detroit
A. Richard Frank, Chicago
Joseph Goldstein, Rochester
Samuel Goldhamer, Cleveland
Mrs. Sieg. Herzog, Cleveland
Isaac Heller, New Orleans
Sidney Hollander, Baltimore

Solomon Lowenstein, New York
Elias Mayer, Chicago
Charles J. Rosenbloom, Pittsburgh
William Rosenwald, Greenwich
Rabbi Abba Hillel Silver, Cleveland
James L. White, Salt Lake City
Joseph Willen, New York
Henry Wineman, Detroit
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 GOLDEHAMER 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 JEC 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, LOWINSTEIN, 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. Schroder)

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. No change

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. 4. 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. 5. 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. 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.

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.

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.

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

(Becomes) ARTICLE VICommittees

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)

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

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

Sec. 5. The Vice-Presidents. Either one of the Vice-Presidents may in the absence or 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. 2. No change.

Sec. 3. No change.

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

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. SHROEDER, 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. 106th 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

HLJ./rk

Council of Jewish Federations and Welfare Funds,

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including the Bureau of Jewish Social Research

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

November 12, 1941

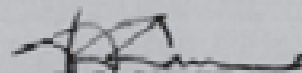
Rabbi Abba Hillel Silver
The Temple
East 105 St. at Ansel Road
Cleveland, Ohio

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/eds

WESTERN UNION OFFICE COPY

to DY.
Phone Confirmation Cy. to be mailed.

MC

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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