



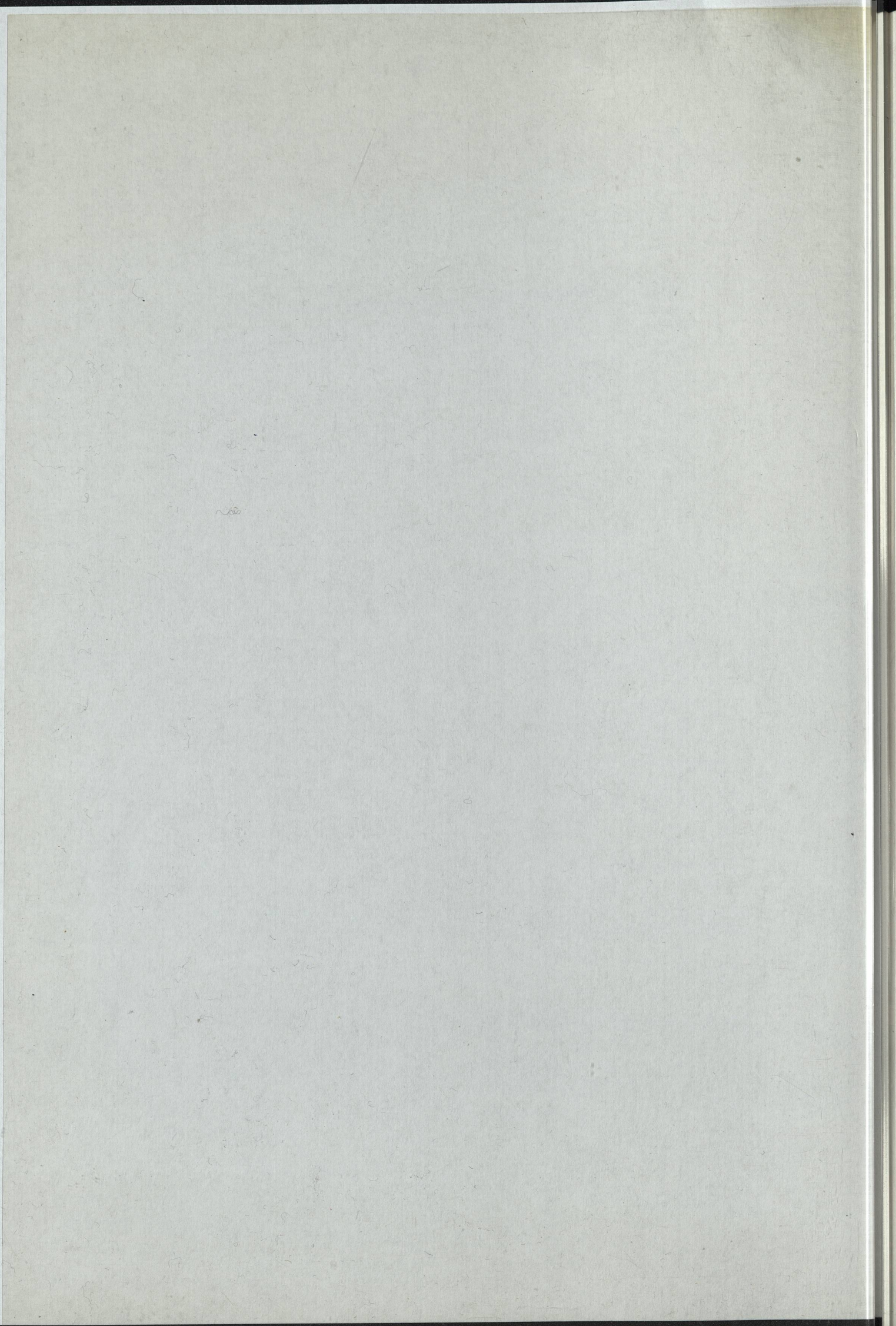
1980/86

REPORT OF THE WORLD ORT UNION

ADDENDUM: Women's American ORT Six-Year Overview
Nathan Gould

AN ANCIENT PEOPLE
A MODERN VISION

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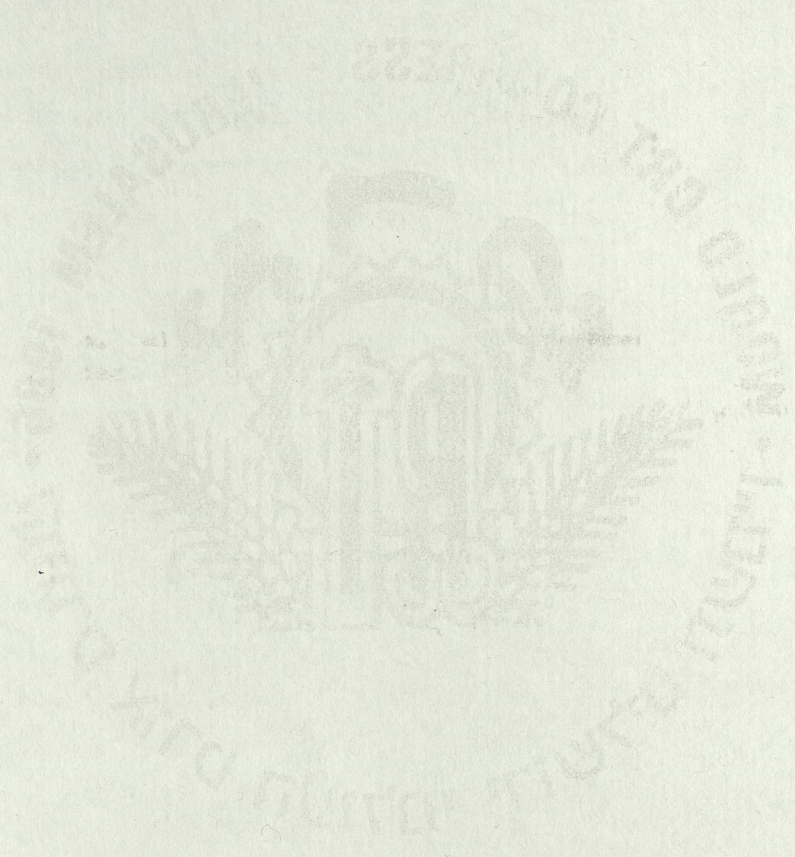
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REPORT OF THE WORLD GENT UNION

Geneva, 1920

THE LEAGUE OF NATIONS

OFFICE OF THE SECRETARY-GENERAL

WOMEN'S AMERICAN ORT

PREFACE

This report covers the development of Women's American ORT since the 100th Anniversary Congress of World ORT Union. The six year interval between that historic occasion and the forthcoming Congress has witnessed the crystallisation of manifest, even dramatic, changes in the social fabric and the political climate of the United States, a process that had been in gestation at least since the mid-60's. "Culminating" the process was a radical shift in both the social environment and in social perceptions and life-styles affecting the calendar, the tempo and, no less, the scales of values within society. The ensuing impact was certainly most apparent, and undoubtedly most profound and far-reaching, with respect to women in our society. Indeed, the "Feminist Movement" both articulated and accelerated the "natural process of development".

Separately and cumulatively, these qualitative changes impressed themselves pervasively and with great force upon organisational life. They generated, and sometimes precipitated, dislocations within organisational structure and functional patterns; and for women's organisations most directly and immediately, challenged our capacities for adjustment and innovation as the indispensable prerequisites for organisational continuity and performance.

Inasmuch as this report is being prepared for our ORT sisters and brothers abroad, we are particularly mindful that appreciation of the experience of Women's American ORT and its activities in this period presuppose some background treatment of the objective conditions which posited the challenges and formed the crucible for required changes. Accordingly, in a departure from previous patterns, we have in this report given greater attention and broader focus to the factors and conditions which shaped our policies, our preoccupations and our perspectives. We trust that the background information provided in the early sections of this report will provide insights and deeper understanding of both the forces at work and the means for contending with tasks and challenges.

Nathan Gould

SCOPE OF THE REPORT

As is customary, this report summarises the activities of Women's American ORT for the six year period since the 100th Anniversary Congress -- i.e., effectively, between Women's American ORT's 1979/80 through the 1984/85 fiscal years (inclusive). Where possible and indicated, it will provide information on the current fiscal year, 1985/86, which is still in progress.

The tenure of the period covered in these (Congress year) reports is determined by the length of the interval between the World ORT Union Congresses. Until recently, that interval had been fixed at five years. In conformity with the new interval, this report now covers a six year span, which thereby may pose a problem with respect to comparative statistical citations, schedules and charts in this report. But where this is necessary, we shall call attention to adjustments, if any such adjustment is required.

We add here a traditional qualification common to each of our annual or, as in this case, long-term "Activities Reports". Women's American ORT is a mass membership organisation, activist in nature and multi-faceted in the compass of its activities. In terms of membership strength and the deployment of our chapters and other echelons, we are the second largest secular Jewish women's organisation in the United States; but second to none in the scope, intensity or variation of these activities. It is, therefore, possible, at best, to merely touch upon a limited number of these activities -- and then only to scan their main features.

Finally, we shall again, in this report, follow the procedure which has been standard in each of the foregoing "Congress/Year Reports"; namely, we shall provide statistical data in "Membership", "Organisational Disposition and Development" and "Financial Productivity", dating back to 1950, when the systematic recording of such statistics began. These Tables will provide a panoramic view of progression and development of Women's American ORT over the long range.

OF OPPORTUNITIES AND OBSTACLES IN A CHANGING SCENE

The period under review may be characterised as the crystallisation of a decade-long process of profound socio-economic developments, accompanied by profound changes in human perceptions, priorities and lifestyles; that is, with perceptible shifts of social values and pre-occupations. Its political dimension is evidenced not merely in the ascendancy of a conservative tide, but the emergence in its wake of a strong, an articulate and aggressive "Radical Right" within which harbours and propels a resurgent anti-Semitic movement. No segment of society, no institution has been untouched or unaffected by the rapidity and the sweep of this development. For socially-oriented organisations and institutions the overall impact, on balance, has been predominantly adverse. And the direction and the momentum of the conservative tide has posited new and grave concerns, and growing challenges for Jewish security.

It is not within the purview of these "Activities Reports" to evaluate comprehensively, the social and political factors which frame the objective conditions that influence, not to say shape, our perspectives and even destiny. Suffice it here to enumerate, to identify and to briefly touch upon the illustrative aspects of these factors as they have influenced the content and the activities of Jewish life and -- specifically, -- Women's American ORT's experience in the six years since our last "Congress/Activities Report".

The following six major features have constituted impulsions and/or constraints upon performance, have determined the climate of organisational life, and thus fashioned the parameters of developments of Women's American ORT in the period under review.

IMPULSIONS FOR GROWTH AND DEVELOPMENT

I. The ORT Programme and Operations

Profound and passionate commitment to the programme of ORT has always actuated the organisation and our membership. The continuing, the sustained growth of the World ORT Union programme and operations, acting upon the deep commitment of the organisation to ORT as a Movement, and the consciousness of our mass membership, nourished the

desire and the impulsions for greater performance by Women's American ORT, for the programme. Pride and the programme's needs power the pistons for performance. The growth of the World ORT network enrolment from 99,000 in 1979 to 158,000 in 1985 -- (an average growth rate of 9,800 or 10% per year) is, at once, both remarkable for a Jewish socio-educational institution in the 1980's and challenging, given the formidable costs of education -- especially technical education -- in these times. The achievements of the ORT programme inspires pride in our membership; the needs fire our determination for commensurate performance.

II. Impulsions: Support for Israel; Aid for Diaspora Jewry

As the largest Jewish constituency in the world, as the strongest and best-organised in the Diaspora, the American Jewish community shoulders large and manifold responsibilities. These responsibilities are not confined to the hosts of domestic concerns, but are global in their compass reach. Israel, her defence, her security, her vital needs, the mobilisation of public sentiment and effort for Israel, are among the central preoccupations of American Jewry -- and hence, of Women's American ORT. The fight for the rights of emigration of Soviet Jews; aid to the remnant Jewish communities of Eastern Europe; rescue efforts and support for Ethiopian Jews, for Syrian Jews, for Jewish people wherever they are beleaguered and repressed, material aid, educational support, social service assistance -- emergency or sustained and ongoing -- for Jews and Jewish communities, wherever they exist, whatever needs arise, throughout the world, -- these are among the assumed responsibilities and the considerable efforts engaged by the American Jewish community. They are, too -- every one of them -- the agenda, the focus of extensive and prodigious efforts of Women's American ORT, its chapters and its membership.

But the Jewish community is not an abstraction. It is a living organism of several components, the largest and the most general of which is the Jewish population, per se, which numbers an estimated 6,000,000. Its character, structure, cohesion and articulation finds expression through an extensive complex of organisations, institutions -- some national, some local; some affiliated, some federated, some

wholly independent. All together, in broad and loose terms, these comprise the organised American Jewish community. In equally broad and loose terms, these are the cognitive mechanisms, the voice and the voices, the vehicles of consciousness, the mobilisers of expression, the organisers of action -- collective or individual.

These institutions and organisations gain their viability by the cogency of their respective programmes and the effectiveness of their performance. Given these prerequisites, they acquire their respective strength from their organised membership and, in turn, from the calibre of their leadership.

As a mass membership organisation, a national, echeloned organisation with chapters in virtually every Jewish community (with a Jewish population of 1,500 or more) throughout the country, an educated and committed membership and a highly skilled leadership on every echelon, Women's American ORT is a major force and vital factor within the American Jewish community.

Independently, as well as with and through the collective agencies of the Jewish community, Women's American ORT is in the forefront of support for Israel -- moral and material. First, through our participation in ORT Israel's significant role in Israel's life, but also via Women's American ORT's active involvement with the Conference of Presidents of Major American Jewish Organisations, among others, promoting understanding and support for Israel.

Women's American ORT is active in and provides leadership and woman-power for the campaigns of the United Jewish Appeal and the local Jewish Federations;

Is in the forefront of activities on behalf of Soviet Jewry; in a word,

Plays a vital role in shaping broad community policy, and in augmenting and implementing the multi-faceted activities of the American Jewish community for its tasks both at home and abroad.

The support of Israel, the mobilisation at the grass roots level for public and national support; the challenges posed by Jewish persecution in the Soviet Union and elsewhere; the "aid" or the "rescues" required as they arise in streams or in undulating waves, all these comprise and instill motivation, incentive and determination for growth, to give our organisation the numbers and the strength to help respond to the urgent demands of our times.

III. Impulsions: "The Domestic Agenda"

No small part of these urgent demands upon our concerns and our organisational energies have their focus in the United States and are popularly referred to by the American Jewish community as "Our Domestic Agenda". Their items are numerous, -- one might even say, innumerable. Some are of direct and exclusive Jewish concern. Some are of general concern, which impinge directly or by implication upon Jewish present and future. Some are of broad American, general concern on which the Jewish community, as an important segment of American society, must act in the interest of the general good. And we shall just merely itemise a few at random:

- # The Jewish poor (not all elderly);
- # Jewish economic dislocations and Unemployment;
- # Religion in the Public Schools;
- # Separation of Church/State issues and the Incursions on Freedom of Religion;
- # The crisis in American Education;
- # Quality Education in the Public Schools;
- # Religious and other Cults and their campaigns of Proselytising among Jewish Youth;
- # Arab activities and influence on the College (and now High School) Campuses;
- # Escalating anti-Semitism;
- # Anti-Semitic individual terrorism;
- # Censorship and Book Burnings;
- # The growing assault upon Civil Rights;
- # Black/Jewish Relations;
- # Immigration;
- # Equality for Women;
- # Securing Pluralism in the United States;
- # Arab Terrorism.

These are truly a random -- and a partial -- list of "Jewish Agenda" items with which Women's American ORT is involved, as a major organization in the United States either independently and/or in "partnership" as an active affiliate of the principal Jewish community's umbrella organization (most notably N.J.C.R.A.C., the Conference of Presidents of Major American Jewish Organizations, and The National Conference on Soviet Jewry). Responsiveness to the compendium of these issues and concerns, is today a crucial test of relevance. And the engagement of Women's American ORT in active, and often, key roles around these issues, constitute a clear incentive, an insistent impulsion for the growth of the organization.

Because Women's American ORT has played an active, a distinctive, and a truly unique role in alerting the American Jewish community to emergent dangers to Jewish security and to the fabric of pluralism in our society, Women's American ORT has been instrumental in shaping Jewish community policy and action on these issues. We touch here -- and briefly -- on only two of the above-enumerated points.

Anti-Semitism - Debate on Assessment

A. The American Jewish community today forthrightly acknowledges that anti-Semitism -- virulent and growing -- is today a clear, a present and an escalating danger to Jewish security in the United States. Such a categorical, a universal acknowledgement of this reality would not have been enunciated three, or two years -- or even as recently as six months ago. The source of the inordinate delay in acknowledging the dramatic escalation of anti-Semitism was not in the ambiguity of the realities, but in delusory and dilatory conduct on the part of significant segments of the American Jewish community.

The recently held Plenum of the "National Jewish Community Relations Advisory Council" (N.J.C.R.A.C.) made a fundamental reassessment of the nature, the scope and the escalating virulence of anti-Semitism in the United States. The revision discards the long prevailing, self-delusory denials and equivocations, and acknowledges that anti-Semitism is deep-rooted, is manifest, has acquired a serious dimension

in the United States -- and continues to escalate. N.J.C.R.A.C. is the umbrella agency of 11 major national organisations (including Women's American ORT), and over 100 local Jewish Community Councils, pre-eminently concerned with Jewish Defence. It is noteworthy, that the newly-revised assessment was, with but one dissenting vote, the unanimous vote of the conference. The revision of N.J.C.R.A.C.'s position, is a vindication of Women's American ORT's long efforts to achieve awareness and to render a true, an accurate assessment of the realities and the implications of the qualitative and quantitative escalation of anti-Semitism in the United States. The significance of N.J.C.R.A.C.'s decision is that it opens, for the first time, (and as has been advocated by Women's American ORT) the avenues for unified national policy and strategy in contending with the problem and for creating and shaping the vehicles for concerted and unified efforts in confronting the mounting anti-Semitic threat.

N.J.C.R.A.C., and indeed, the entire American Jewish community, acknowledges Women's American ORT's vanguard role in identifying the issue, alerting the community, evaluating its course and development, and in formulating policy and strategy for contending with the burgeoning menace. Since the American Nazis provocatively threw down the gauntlet with its threatened march through the streets of Skokie, Illinois about eight years ago, Women's American ORT sounded an alarm, articulated policy and formulated tactics for counter-response. We advocated the mobilisation of the Jewish community to conjoin with the general American community in an organised effort to contend with the inherent and increasingly manifest dangers. Until about three years ago, Women's American ORT stood virtually alone, among the major national organisations -- but with growing support from the local C.R.C.'s (Jewish Community Relations Councils) who, at the grass roots levels, could not mistake, and were increasingly alarmed at, the accentuation and the emboldenment of the anti-Semitic advances.

Needless to say, while engaged in polemical efforts to develop awareness and to correct timidity and the faulty policy of the community, Women's American ORT was active, on the national and the local scenes,

in practical activities to respond to anti-Semitic manifestations, to alert and educate our respective communities and to engage in a variety of ad hoc activities to counteract anti-Semitic thrusts. Included among our more recent activities was the sponsorship of local Convocations and Public Forums to build awareness, to develop cooperative efforts, to maintain vigilance and to galvanise collective counteraction.

A major national project is focused upon combatting the greatly accentuated anti-Semitic activities in the economically affected farm belt. Here, Women's American ORT has joined forces with the Jewish Community Relations Board of Kansas City, and others, in systematic, on-the-spot initiatives to reverse the strides which have been made by anti-Semitic adventurers, para-military groups and the standard anti-Semitic organisations.

The "Radical Right"

B. The phenomenon of rising anti-Semitism has its own independent incentives, but receives added thrust from the pronounced and vigorous ascendancy of the Radical Right in a political climate congenial to its assertion. To fail to see the entwinement and the interaction of the two, is to befuddle the issues, is to disarm ourselves, is to blunt our needed counter-attack and to succumb in advance.

The offensive of the Radical Right is now in stride. What is immediately under attack are the specially selected targets of the Radical Right, the first of which is its all-out assault on pluralism, which is at the very foundation of the democratic society. Campaigns for Prayer in the Public Schools, Tuition Tax Credits for Parochial Schools, the sanctification of religious symbols and events in public institutions, are obfuscating and eroding the strict constitutional lines separating Church and State, one of the central pillars of democratic precept and of the democratic society.

In the wake of these campaigns, we witness increasing trends to thought censorship, the so-called sanitation of public libraries (with

occasional sojourns into book-burning episodes); the persecution and "disciplining" of "non-conformist" teachers, among classical features of thought repression and control.

The advances of anti-Semitism, the systematic onslaughts of the Radical Right, constitute a formidable challenge to the future. They threaten the very essence of the security of the Jewish community; they threaten pluralism and thus the foundations of the democratic society.

The magnitude of these threats constitute a challenge to all institutions whose existence is guaranteed by the democratic society; is a challenge to the Jewish community and to all minorities whose safeguards and promise rest in the principles of pluralism; is a challenge to all individuals who cherish the liberty and freedoms which are their birthright and the guarantee of the democratic society. For the Jewish community and for all who cherish liberty, these developments are a clarion call to commitment, to join the fight against the evils of anti-Semitism, and for the preservation of the principles of the democratic society.

Women's American ORT's distinguished role in alerting our communities to these twin dangers, and in generating policy and action to contend with and counter the threats, has rallied support to our organization, has reinforced the commitment of our membership and constitutes a powerful impulsion for our growth.

IV. Impulsions: ORT's Operational Presence in the United States

Almost two decades have elapsed since the proposal for "an ORT Operational Presence in the United States" was presented by Women's American ORT as "an urgent need and a valid responsibility for the ORT Movement". One whole decade was lost in polemics, not over its practicability, but its efficacy. For the American ORT Federation, then anchored to the J.D.C. and the latter's exclusively overseas-oriented operations, the American Operational perspective seemed foreign. In Geneva-based World ORT Union, there was understandable

but unwarranted concern that such an operation would deflect from financial support to the overseas programme. For Women's American ORT, such an Operational Presence was not only an imperative of our concept of "ORT as a Movement in Jewish life", but a practical necessity born of the unfolding conditions (educational, technical and social) in our country and of the times. In these terms, we saw the issue not only as a factor of American ORT's credibility but of ultimate viability of American ORT as a distinct current in Jewish life.

In 1985, some six years after the belated opening of our first school in New York, a second school was opened in Los Angeles. The event generated tremendous enthusiasm in the Jewish community of Los Angeles, was warmly welcomed by the larger community, and galvanised Women's American ORT and ORT in the West and throughout the country. For many of us present, joy and gratification was tempered by the regrets over all the lost time -- and the irretrievability of that loss.

In the interim period, ORT in the United States initiated its first experimental operation with a Jewish Day School (a Jewish High School in Florida). We expect that with the experience gained, this programme will be a precursor to other ORT engagements within the extensive Jewish Day School movement in the United States.

All the foreseeable factors have by now converged to affirm and to reaffirm the logic and the inescapable validity of an ORT Operational Presence in the United States. It is inconceivable that American ORT could continue to be a viable -- no, a credible force in the American Jewish community today, without a significant and a pronouncedly visible ORT Operational Network in the United States.

Impetus is rendered imperative by the changing conditions of our times, among which we merely cite:

The "normalisation" of Jewish conditions abroad and the "normalisation" of our schools and curricula abroad.

The fact that we are the largest Jewish community in the world.

That the United States is the most technologically advanced country in the world.

That consciousness of Jewishness, Jewish identification among our youth, of our native American Jewish population, is dramatically pronounced and a growing "phenomenon" of recent decades. And in a time where Jewish youth are gravitating to technological fields of endeavour.

That we are the country of the largest Jewish Day School Movement in the Diaspora.

How can ORT, with its mass membership women's organisation, in this country of the largest Jewish population, in a time of ever-ascending Jewish consciousness and in an age of technology -- how can ORT at this time and in this country be without a meaningful network? Such a presence here is not only justified by objective need, but becomes essential to sustaining support for our programmes and operations overseas.

The bare beginnings of an ORT Operation in the United States -- in New York, in Los Angeles, in Florida -- the challenge of these and future operations in the United States, constitute a moral impulsion, inspiration and large practical incentives for the growth and development of Women's American ORT and for ORT in America.

DETERRENTS AND OBSTACLES TO GROWTH

I. Deterrents - The Climate of the Times

If the threats posited by the Radical Right in their strident advance, trigger the impulse to rally to counter-acting efforts, there is certainly another side to this coin. And this "other side" features several facets. The conservative ambience by itself contracts the very base of potential support for all socially-oriented institutions,

"causes" and organisations. In its more benign manifestation, the trend among individuals is to turn inward -- i.e., to self-interest. This trend, which is clearly on the wing, is succinctly identified in a recently-published observation of Benno C. Schmidt, Jr., the former Dean of the Columbia University Law School and now the new President of Yale University, who, commenting upon student enrolment and the Law schools, says:

"The 'aura of idealism' that once surrounded lawyers, has disappeared. The legal profession is increasingly identified in the minds of the public and of potential students, with self-interest rather than the public interest".

What Yale President Schmidt observes about lawyers and Law Schools is but a microcosm of the general complexion of attitudinal changes in society at large. Translated into organisational terms, this new and now prevalent "aura", this inward turn, constitutes a dramatic contraction of the base, of the source of affiliation and recruitment of members, as well as the commitment of cadres, to programmes and organisations of social content.

But to the above "natural" delimitations of opportunity, must be added the customary factors of intimidation evoked by the spectre of the Radical Right and which pulsates in sync with the stridency of these movements. If the threats of the Radical Right and of anti-Semitism induce a spirit of defiance and galvanise forces for counter-action, they also, alas, in their extreme manifestations, give vent to the symptomatology of inhibition; the withdrawal of fear, the paralysis of intimidation.

II. Obstacles: Economic Factors; Inflation

By 1982/83 (roughly, the half-way mark of the period under review in this report), the almost decade-long seige of economic dislocation had loosened its grip and the largest and most sustained United States experience of rampant inflation had all but subsided. To glimpse two

of the more telling indices, official inflation figures which stood at 12.7% in 1974 and 15.1% in 1980, lowered to 6.0% in 1982 and down to 2.0% the next year.

Unemployment (again, official figures) which fluctuated between 9 and 14% virtually throughout the decade of the 70's and early 80's, levelled off to 8% in 1983. (The official figure is now down to 7% -- which is, nevertheless, still serious -- but the figures, the standards and the criteria of the Bureau of Labour Statistics have been and are especially now under a broadside attack by reputable objective sources who cite current 1985 unemployment figures at between 14 and 15% of the national labour force).

In any case, acute unemployment throughout the greater period was accompanied by record bankruptcies in both urban and rural communities (i.e., predominantly middle class commercial enterprises and small family farms) creating extensive hardship and severe economic, social and personal dislocations. And recurrent inflationary escalations beat like a trip-hammer upon this anvil.

Although we are now experiencing an abatement of inflation and a period of economic recovery, the tenure of relief and recovery is perhaps still too young to have overcome the cumulative ravages of the previous period. To the best of our knowledge few, if any, organizations have to this day overcome the cumulative impact of the prolonged bout with the double-digit inflation alone.

On January 1, 1973, the U.S. Consumer Price Index stood at 127.7% and on January 1, 1983 read 292.1%, an increase of 128.7% in the decade. The impact was devastating, precipitously escalating operational costs to what by standards of the field of "not-for-profit organisations" was staggering. We are all still reeling from these blows.

Unemployment, though now reasonably "contained", is also still acting as a destabilizing element. But above all, the residual effects of both the inflationary rampage and the economic dislocations are very much still in evidence.

Although very tentative now, indices seem increasingly to point to an oncoming recession -- of short or long duration -- and more surely of inflationary incentives. Whatever the tenure -- "ephemeral" or long, the experience of recovery and monetary stabilisation was much too short to be able to absorb any serious resumption of these two evils.

III. Obstacles: Women in the Vortex of Changing Life-Styles

No facet of economic or social development has impacted more profoundly, more directly, even more instantly, upon organisational life in the United States, in general, and more definitively for women's organisations, than has the veritable surge of women into the arena of what is euphemistically called, "gainful employment". The factors propelling this phenomenon have been good and bad, as have been their effects. We make this judgment neither in moral nor in organisational, but in societal terms. These value assessments belong properly in the ken of sociologists, but they cannot be altogether by-passed in our own, admittedly, more narrow pursuits.

First, it should be noted that in the United States, employment of women -- i.e., statistically counted by the U.S. Department of Labour as "gainfully employed", -- has always been relatively high. At least since the 1920's and into the 1960's, the figure of women workers has fluctuated between 25 and 35% of the nation's total workforce -- the latter percentile being fairly standard throughout the decades of the 50's and 60's. (The figures were, episodically, higher during the early 40's, i.e. the war years). The dominant propellents then, were, of course, economic -- as they are, indeed, today -- but with one, very large, qualitative difference. The accentuation and the acceleration of that latter-day thrust has been provided by the truly monumental achievements of the "Feminist Movement" -- or, more accurately, the "Movement for Women's Rights" -- for equality. We shall return to this point shortly. Probing further the phenomenon -- and the phenomenal rise of women in the labour force of the country, we quote from the last annual "Activities Report of Women's American ORT".

"The entire decade of the 70's and, continuing into the 80's at an accelerated rate, was marked by a veritable surge of women into the labour force of our country. The initial thrust of this movement, particularly among middle-class women, was propelled by the movement of 'feminism'. But it acquired the momentum of a surge among all social classes of women after 1973, when real wages, and thus, living standards plummeted as families sought to maintain household purchasing power."

"Fully two-thirds (2/3) of the growth of the U.S. labour force during the 1970's was accounted for by women workers. That sustained thrust, which is still in motion, has effected a major shift in the demographics of our nation. By 1982, over 50% of our nation's work force were women. It is estimated that the figure today is over 52%."

"Closer examination of the composition of this socially significant shift reveals that 'as recently as 1960, only 30% of married women with children worked. By 1980, it was 57%'. And among mothers with children under 6 years old, nearly 50% hold jobs today."

Growing Influx of Women in the Workforce

Strangely, and perhaps not so strangely, the momentum described above has not abated, even with the current slow-down of the nation's economic growth. On the contrary, and significantly, the relative rate of women entering the work force has accelerated. Witness: According to a recent report of the Federal Bureau of Labour Statistics, "about 9 million (new) jobs have been created since the beginning of the decade". The report continues: "The number of women working for wages continues to expand. Women took 84.3% of the jobs added to the workforce from January 1980 to March 1986 or 7,332,000.."

But the "disproportionate" influx of women into the workforce does not, for the overwhelming majority -- does not -- equate to an improvement of the quality of life. Overwhelmingly, the reverse is the case. The fact is that "80% of all jobs held by women are concentrated in 20 of the 420 occupations listed by the Department of

Labour. These occupations are concentrated mainly in retail sales, clerical work, light assembly and the catch-all category of 'service work'. Characteristically, these are low-paid and dead-end jobs. These observations made in a 1982 study of "The Feminisation of Poverty", and, if anything, accentuated, not to say, exacerbated today, as witness this passage drawn from the recent Federal Bureau of Labour Report. Evaluating the 84.3% (or 7,332,000) new jobs taken by women, the report notes: "A large number of the women are clustered in the low-paying, service positions. As of March, (1986) 22,991,000 women or 50.8% of the women employed were working in retail trade and miscellaneous services. In January, 1980, 17,689,000 women worked in these two sectors, or 46.7% of employed women".

1st. Far from being extraneous, these economic developments and sociological features have direct and far-reaching implications upon organisational life and dictate changes and adjustments in functional patterns and activities, which adjustments are imperative to continuity and performance.

2nd. At the risk of over-simplification, it should be noted that the disquieting aspects of the foregoing statistics and developments are not, per se, derivative of the so-called "Women's Lib" phenomenon. Instead, they are, part and parcel, of the general trend toward polarisation in the work scene, prompted by pervasive economic forces, and which appear (statistically) more pronounced among women primarily because of the current "disproportion" of their influx into the job market.

Nor should these (nor the even more bleak sociological patterns described in the progression of "The Feminisation of Poverty") obscure, nor detract from the truly luminous achievements and profound societal gains, wrought especially in the United States -- but elsewhere also -- by and through the Women's Liberation Movement. These gains -- for women and for society as a whole -- are registered and pronounced in the economic, the social, the political, and the cultural spheres. Cumulatively, for women, they comprise a revolution in life-styles. And if for women -- then for all society.

Of Substantive Breakthroughs

In economic and social terms, the advances for women are most clearly manifested in the veritable bursting asunder of the walls and ceilings of male-dominated professions. One or two examples will suffice here.

In 1971, only 4% of our nation's lawyers and judges were women. One decade later, in 1981, they accounted for 14%. The most recent projections declare that they will exceed 30% before the end of this decade. For the medical profession, the expectations are even more dramatic.

For the same period -- (1971-1981) -- the percentage of female physicians rose from 9% to 22%. Even in engineering, where the rise was from 1 to 4% in the comparable period, we are finding an acceleration. And if it is true, as we have seen above, that more women are filling unskilled and dead-end jobs, there had taken place a simultaneous increase of women holding skilled blue collar jobs. And it is notable that 25% of all small businesses are today owned by women; i.e., up from 12% a decade ago.

While, as already noted, the focus of this report's attention is on the implications of this development upon women's organisations, as a women's organisation we cannot neglect a sociological feature inherent in the above-cited trends. If the barriers to previously male-dominated precincts of professional careers have been pried open, it is far from the lifting of sluice gates before the flood waters. Clearly, the road upward for all women is still long and hard. It can be seen even through the prism of the marked and acknowledged progress cited above. If, in the face of these significant gains among women in law, in medicine, etc., the overall average of women's earnings compared to men, fell, I reiterate, fell from the already discriminatory 61% in 1950 to 59% today, that tells us that the syndrome of inequity is still and emphatically in full stride.

Beginning at the close of the decade of the 60's, and advancing with accelerating momentum through the 70's and on to the present, women

have surged into industry, commerce and the professions, occupying now about 52% of the labour force of the nation. In its most rudimentary essence, this movement was actuated or facilitated by the convergence of three principal elements:

A. Economic Necessity: Propelled by fundamental needs, by upward standards, but also by the accentuation of the "single-mother's" phenomenon (there were 9.4 million female heads of families in 1981 -- 45% of black families and 14% of white families are headed by women).

B. Opportunity: Technological developments opened new and wide arenas for employment, in fields both "suitable" and attractive for women. The vast scope of innovative development was (naturally) accompanied by severe manpower shortages which further facilitated the "break-through" for women. The entire process was, however, tremendously accelerated by the thrusts of the Women's Liberation Movement, via its efforts in public education, political campaigning and no less by critical legal battles.

C. Social Acceptability: Economic, social and political factors combined to remove the "cultural" onus of women as workers, which prevailed in society -- and with particular emphasis for middle and upper class women.

This two-decade-long gestation crystallised and congealed into what is popularly acknowledged as a fundamental, a radical, a revolutionary change in life-styles. Its impact upon the social fabric of society, upon the whole mosaic and its tessellated parts has been far-reaching. In the realms of public activities and institutional life, it evoked upheavals in "volunteerism", which for centuries formed the bulwark of organisational life in the social, religious, and political spheres -- and most profoundly in the democratic societies.

The "disruptive" impact was extensive affecting universally all organisations and institutions which in greater or lesser degree relied upon the volunteer. Thus, the ensuing dislocations were both

deeper and wider within women's organisations because, in general (and for a host of historical reasons), volunteerism flourished most extensively within women's organisations. During this period, for instance, within Jewish communal life, of the 10 largest national Jewish women's organisations, one ceased to exist and a second faces a merger with its fraternal (male) affiliate.

Structural Modifications

Thus, for all organisations whose objectives and purposes remained valid and vital, the challenge emanating from these new circumstances and their limitations was to: (1) recognise the need for change and adjustments; (2) to re-orient the organisation and (3) to devise and shape the methods, means and implements for continued performance. If the voluntary character of the organisation is to be preserved within the parameters of maximum potential, structural modification would have to be devised to accommodate and to facilitate the fullest possible participation of working and non-working women; of married and single; of "homemakers"; "professional", "business", "career" women. And to effect this accommodation without schematising or fragmenting the organic functional unity and the organic integrity of the organisation. To, in a word, adjust to new realities without compromising organisational principles, or sacrificing essential productivity. Not inconsiderable, this battery of challenges has commanded a major focus of attention of Women's American ORT for the greater part of the six year period since the 100th Anniversary Congress covered by this report. As a mass membership organisation and with many echelons, the process has been deliberate and intricate. Structural modifications have been blue-printed and are in process of implementation. Certain aspects of function and of activities have been rationalised and some priorities re-ordered.

For Women's American ORT, as for all mass membership organisations (e.g., Hadassah, National Council of Jewish Women, The League of Women Voters, etc.) this inherently difficult task is compounded and rendered somewhat delicate, by the desirability, i.e., the imperative,

to retain the mass membership character of the organisation and to preserve its vital activist role. Structure and activity patterns must be fashioned to accommodate the latitudes of both working and non-working women, without -- we emphasise and reiterate -- without bending to eclectic or polytypic drift which negates and compromises unity of organisation.

It is precisely the boldness and the inherent risks of the challenge, that governs the deliberative care with which revisions are engaged and adjustments fashioned. And although Women's American ORT was not immune to the onslaughts of the objective adversities, we have more than others, and in substantial respects, deflected the full impact, - - but not, however, without considerable costs to our energies and to our preoccupations and even to our resources. Despite all the adversities, the organisation, as this report will document, has sustained and in some respects, reinforced its mass membership base, has retained its mass membership character and activist role within the American Jewish community. Its prestige within the community has been enormously enhanced; its authority within the general as well as the Jewish community was never as great.

Before proceeding to the descriptive and statistical documentation, two points made above warrant additional comment; the first, in elaboration; the second, as a matter of emphasis.

The Properties of Time

A. The assesment of the impact of the "surge of women into the labour market" upon organisational life, is prone to some over-simplification especially if viewed in arithmetical rather than qualitative terms. The rather casual, mechanical assumption that "lack of time" equates to a corresponding "lack of availability", bears close scrutiny.

Of course, time is finite and possessed of obdurate limitations. That is its fixed, physical component. But in dynamic terms, we must ponder another of its dimensions. Let us say that in general, the holding-down of a full-time job reduces first and foremost the flex-

ibility of one's time. This distinction is not a quibble; for in the voluntary sphere all time given is subject to choice. Most non-working women also carry responsibilities which place limitations upon their time availability for voluntary activities, as well. But, generally speaking, for the full-time working woman, the physical contraction of available time is tremendously accentuated in its limiting affects, by the reduction of flexibility. Still, in principle, the management of time for the volunteer, has always been a potent factor in volunteerism.

But our dissection of the anatomy of the time factor requires a little further probing. If the changes in societal attitude have made women's place in "gainful employment" socially acceptable, it has not yet, in overwhelming cases -- not yet liberated her as a woman from the fullest obligations as mother and as homemaker. It is the tenacious reality of this lingering residuum which enormously exacerbates the time problem for the working wife and mother.

But no matter the variances in degree, the time factor looms larger and more persistently now than ever before in the "availability equations" of volunteerism. And since time is now, as never before at a premium, the competition among organisations for that time is enormously accentuated. An this is the very crux of the challenge to all membership organisations today -- but infinitely accentuated for women's organisations and most especially for those which are national in scope and activist in character.

The Increased Importance of the Cogency of Programme

Admittedly, conscious acceptance or even a general sense of affinity with purpose, is not always the individual's impellent for joining an organisation. In some, perhaps many cases, the initial motives are subjective, or the circumstance incidental -- sometimes even the accident of propinquity. These are wholly tertiary in nature and transitory in endurance -- and emphatically so for organisations of social purpose. For all such organisations, programme and purpose; relevance and cogency to time and issues; effectiveness of performance -- these are the elements of the magnet which both attract and hold

the individual's allegiance. We refer here, of course, not to this or that individual, but to the mass, as a social phenomenon.

It is more likely than not, that the individual of conscience and concern will adhere not to one, but to many -- even a score or more organisations whose objectives and efforts inspire endorsement. But participation is delimited by the inexorable factor of time. Participation is a product of distinction and of preference; i.e., of conscious and deliberate selectivity. An individual may pay nominal dues to 100 "worthwhile" organisations; and even in response to solicited appeals, make an occasional added financial contribution to a few of these. But the commitment of time for meaningful (not to say, significant) participation is physically limited to one or two -- perhaps three such organisations. And "involvement" (in greater or lesser degree) -- involvement is the potency quotient which conditions, regulates and determines the quality as well as the scope of organisational performance; including the capacity and the level of its financial productivity.

Thus, for any and every organisation and institution, membership involvement is a requirement of function. For the mass membership organisation, it is organically indispensable to its very nature and being. It is the lifeblood and the heartbeat.

Now. Given the severe and increasing limitation of voluntary time and the plurality of competition for that time, it is now even more necessary than ever, that the programme and the platform of the organisation must be, -- beyond the requisite of validity -- must be compelling. We reiterate and underline - COMPELLING. Must, within the broad framework of its philosophy, and consistent with its purpose, address issues of vital concerns to our natural constituency, the Jewish community per se; and be possessed of a capacity to influence and to impact upon those daily events, and long-term developments which bear significantly upon the future -- i.e., the individual and collective future of the Jewish community and of Jewish continuity. To be valid, to be cogent as a programme, to be

articulate, active and effective in addressing the compelling issues of Jewish continuity and future -- these are the imperatives of organisational viability.

Women's American ORT's concept of "ORT as a Movement in Jewish life" perceives our Movement as a force for Jewish continuity. Not a passive, but an active force. Not an isolated and compartmentalised appendage, but an integrated participant in the Jewish mainstream, intimately engaged in the general and the central issues of Jewish concerns. And surely, Women's American ORT as a mass membership organisation can do no less. Indeed, to be indifferent to these large and fateful issues, or dilatory in addressing them would divest us of our "compelling content" and would render us neither mass nor vital.

In the United States today, a strident "New Right", buttressed by militant religious Fundamentalism, has posed a growing threat to pluralism which is at the foundation of democracy and of Jewish security. Accompanying and dovetailing this menacing development, is the rise and the accelerating assertion of anti-Semitism behind a battery of overt anti-Semitic organisations. And it is Women's American ORT that has taken the leadership within the Jewish community in evaluating the nature and scope of the danger, in articulating and formulating community policy for combatting these forces and in galvanising the community for unified counter-active efforts.

This, among other initiatives on timely and cogent issues, as well as our sustained high level performance for our ORT programmes, have enabled us to hold our membership in the face of significant attrition of membership suffered by many other organisations under the impact of changing "life-styles" and the severe contractions of volunteer availability.

B. However primary and indispensable as are the factors of programme and policy, the translation of policy into action as well as the structural facilities which are the vehicles of functioning, are no less imperative.

For a decade and more, Women's American ORT has focused sharp attention on the organisational and structural implications of the "changing life-styles" of women. During most of the six year period under review, probing discussions and examinations were followed by explorations and the testing of experimental innovations. These included:

- # shifts in aspects of fund-raising;
- # the development of new fund-raising forms, enterprises and projects;
- # altered patterns in communications as well as in our educational facilities, internal and public, among many others.

But perhaps the most extensive and complex in these searches to accommodate the mandates of change have been within the whole, wide gamut of organisational endeavours, including:

- # the form, nature and timing of membership activities, particularly the "recruitment" and "re-enrolment" campaigns;
- # "expansion" and the formation of new chapters and other growth activities;
- # forms and methods of public outreach;
- # development of "career chapters" and other variations and adjustment to the "classical chapter", as well as internal structural innovations and modifications.

These latter include the streamlining of our "Tables of Organisation" (i.e., the slates of officers and chairmen), beginning at the chapter level and appropriately applied to higher echelons. Allowances are provided in accordance with the variables of realities. Other latitudes are accorded in the patterns of meetings and other necessary

functional activities. Certain flexibility in structural uniformity has been codified. A process of adjustment now continues with a focus on the rationalisation of function in the higher echelons.

As is natural, the process of implementation of these -- sometimes radical, always delicate -- adjustments, was more challenging and surely more taxing than the recognition of the need. It demanded, and received, the comprehensive attention of the National Executive Committee, the National Board, and of every echelon, from the District level through the chapters.

If the preoccupation with these tasks and the great prodigies of creative and physical energies they entailed, deflected energies in other spheres in the long compendium of our priorities, it was because in the final analysis, the quality, the destiny of all future performance rested upon the resolution of these changes. The process, both formulation and testing, continues as is required to strengthen the fabric of our organisation, to sustain its vitality and to render our organisation fully adequate to our responsibilities to our programme and to Jewish continuity.

SUPPORT FOR WORLD ORT OPERATIONS

Resumption of Operations in the United States

Five ORT schools were opened for the first time, in the United States, in the aftermath of the Second World War and the Holocaust. Their initial objective was limited: namely, to meet the emergencies of Holocaust survivors and other Displaced Jews who were being relocated and resettled in the United States. In keeping with the urgencies of the situation, the courses, by and large, were short-term, as well as rudimentary in nature. Consistent with its proscribed role, three of the schools were closed within the first five years of their formation. The fourth, whose curriculum managed to evolve from "improvisation" courses to solid trades (machine tool and die-making) and which school was located in New York City, continued to operate until the mid-50's.

The fifth school, also in New York City, and focusing on the needle trades, lingered on as a residual programme until a few years ago.

While all of these schools were rather typical of the World ORT Programme in the first years after the Holocaust, they were atypical in both their perspective and in their experience. They were, after all, designed to meet an emergency and only the emergency. Conceived as temporary facilities, their limited destiny was pre-ordained. Unlike the programmes in Europe, Israel and North Africa (we pointedly omit South America here) which quickly matured and evolved as comprehensive and advanced systems consistent with ORT's historic mission and relevant to economic and technological development, the American "Operations" were "phased out" or, depending upon differing view, "aborted".

We have already noted earlier in this report, that the absence of an Operational Programme in the United States distorted somewhat ORT's character, deflected its position in the American Jewish community and, in many ways, inhibited its development.

Effectively, during the six year period under review, an ORT Operational Presence in the United States has been reinstated. Not on an itinerant or limited basis, but along classic lines, paralleling the levels, the forms, the subject content and the methodologies (although not yet the proficiency) of the "typical" ORT networks. The Bramson ORT Technical Institute was opened in the 1977/78 fiscal year and bore the brunt of the birth pangs of development. In the 1981/82 fiscal year, ORT in the United States initiated, experimentally, an ORT "module" within a Jewish Day, High School (in Florida). And, in September of 1985, after three intensive years of preparation, the ORT Technical Institute (LAOTI) was opened in Los Angeles.

We have now in these three operations (and notably with their variations) the nucleus of a full-blown ORT network in the United States. The principal thrust and the major financial support for the American Operations have come, and come from, Women's American ORT, as is the case with respect to a projected operation for Chicago.

Financial Support to the World ORT Programme

Material and moral support to the World ORT Union and the country operations has always been a central purpose and preoccupation of Women's American ORT. It is attested not only by the sustained record of progressive increases in our annual remittances to the World ORT Programme, but in the intense part which the problems and progress of each country operation (and often each school) plays in the educational and institutional life of our organisation and its membership. The immense pride in the programme is equalled only by the measure of our devotion. The programme, the schools, the students and staffs of the World ORT network are an intimate part of the life of Women's American ORT, a source of inspiration, a centrepiece in the mosaic of our manifold activities.

During the six year period under review (1979/80 - 1984/85 inclusive), Women's American ORT's contributions to the World ORT Union operations totalled \$25,681,826. This compared with contributions totalling \$18,438,703 for the preceding six year period (1973/74 - 1978/79 inclusive). The gain in remittances was \$7,243,123 or a hefty 39.3%; an average increase of 6.6% per year. Moreover, each year, with but one exception, witnessed a successive increase of remittances over the immediately preceding fiscal year, progressively and systematically raising the annual plateau of contributions. (Women's American ORT operates on a fiscal year basis from July 1st to June 30th).

Table #I below details the experience.

TABLE #I - Annual Increases in Remittances

| <u>Fiscal Year</u> | <u>Total Remittance</u> | <u>Increase Over Preceding Year</u> | <u>% of Increase</u> |
|--|-------------------------|-------------------------------------|----------------------|
| 1978/79 (Base year) | 3,561,704 | ---- | ---- |
| 1979/80 | 3,992,104 | 430,400 | 12.1% |
| 1980/81 | 4,098,084 | 105,980 | 2.7% |
| 1981/82 | 4,189,385 | 91,301 | 2.2% |
| 1982/83 | 4,505,206 | 315,821 | 7.5% |
| 1983/84 | 4,024,771 | (480,435) | (10.7%) |
| 1984/85 | <u>4,872,276</u> | <u>847,505</u> | <u>21.1%</u> |
| Totals 6 years - (1979/80 - 1984/85 Inclusive) | \$25,681,826 | \$1,310,572 (net) | |

Total net increase over the base year was an impressive \$1,310,572 or 36.8% and represents a corresponding rise in the plateau of annual contributions.

Also, actual remittances in each of the five of the six years were greater than the commitments called for. The exceptional year was 1983/84 when remittances were short of commitments, a truly rare experience in the life of our organisation.

Table #II - Annual Commitments and Remittances

| <u>Fiscal Year</u> | <u>Commitments</u> | <u>Increase Over Preceding Year</u> | <u>% of Increase Over Preceding Year</u> | <u>Remittances</u> | <u>Payment Over Prescribed Commit.</u> | <u>%</u> |
|--------------------|--------------------|-------------------------------------|--|--------------------|--|-------------|
| Base Year: | | | | | | |
| 1978/79 | 3,652,085 | --- | --- | --- | --- | --- |
| 1979/80 | 3,777,085 | 125,000 | 3.4% | 3,922,104 | 145,019 | 3.8% |
| 1980/81 | 4,072,085 | 295,000 | 7.8% | 4,098,084 | 25,999 | 0.6% |
| 1981/82 | 4,132,085 | 60,000 | 1.5% | 4,189,385 | 57,300 | 1.4% |
| 1982/83 | 4,467,085 | 335,000 | 8.1% | 4,505,206 | 38,121 | 0.7% |
| 1983/84 | 4,762,085 | 295,000 | 6.6% | 4,024,771 | (737,314) | (15.5%) |
| 1984/85 | <u>4,837,085</u> | <u>75,000</u> | <u>1.6%</u> | <u>4,872,276</u> | <u>35,191</u> | <u>0.7%</u> |
| | 26,047,510 | 1,185,000 | 32.5% | 25,611,826 | (435,684) | (1.7%) |

The pattern of annual increases in commitments for the six year period shown above is symmetrical with the five year patterns prevailing over a 35 year period, when record-keeping first began, and where the general thrust was for a moderate acceleration in the level, if not always the rate of increase. This is confirmed in the comprehensive tables which follow in this report.

Clearly, the table above reflects the determination of Women's American ORT to attain a \$6,000,000 level of annual contributions to the programme projected in our "10 year goals". It also suggests the strains which accompanied this effort, which projected a formidable leap in the plateau of annual contributions from the \$3,000,000 to the \$6,000,000 per year level. And though we are somewhat behind in our timetable, the goal is attainable and the organisation continues to advance to that goal. Although the 1985/86 year is not within the ken of this report, it is notable that, with payments against our 1985/86 commitments still in process, remittances for that fiscal year already exceed \$5,300,000 and will approximate \$5,500,000 when completed. However, it should be noted that these 1985/86 figures include one-time capital investments of about \$355,000 for the

launching of the Los Angeles School as well as operating costs for the first year of the school. And that all of the capital investment expenditures and a portion of the operating expenditures derive from escrow-held funds which had been raised and accumulated during several preceding years.

Table #II also reflects the shortfall of some \$737,000 in our remittances against 1983/84 commitments, a truly rare exception in a nearly 40 year record of on-target payments and mostly over-subscription of commitments. The shortfall (which is analysed in our 1984/85 "Activities Report") was attributable to two major factors, one episodic and the other, alas, of a more enduring nature.

The first of these factors was represented in the mandatory move of the National Office, i.e., as victim of the veritable assault in the Real Estate market then (and still) gripping New York City. Like thousands of commercial tenants, Women's American ORT was forced to move our National Offices at a tremendous cost of moving, renovations and other relocation expenses; and to move into inferior quarters at substantially increased rent and new and large "ancillary" rates. The organisation had no reserves -- a traditional condition -- and had to absorb the costs out of current income.

Economic and Inflationary Factors

We wrote earlier of the strains which accompanied our drive to reach the \$6,000,000 contribution level as prescribed in our "10 year goals". These strains were largely produced -- not to say, precipitated -- by the 10 year period of unremitting and progressively rising inflation which reached double-digit levels and did not abate until 1982/83. The impact was cumulative and coincided with the highest commitment increase (\$335,000) undertaken by Women's American ORT within the six year period. The sustained and compounding inflation created severe financial and budgetary dislocations and taxed our ingenuity, as well as resources.

To be sure, the organisation had (despite the delays and inhibitions imposed by our contract with the J.D.C.) innovated a programme of Capital Fundraising which was making impressive strides. Growing progressively, this bold, new form of fundraising had produced over \$2,500,000 in 1984/85 -- up by half a million dollars over the previous year, 1983/84 -- and growing. But it was too early in its experience to be able to fully offset the dislocations and other ravages inflicted by rampant inflation and the precipitant enforced move of the National Office.

Needless to say, Women's American ORT has assumed the \$737,000 shortfall as an obligation which it is repaying at a minimal rate of \$75,000 per year.

It is significant that Women's American ORT's commitments and contributions for the final year of this evaluation (1984/85) resumes the briefly interrupted progression of increases and reinforces it. This is confirmed in Table #II, which shows a \$367,000 increase in 1984/85 commitments over 1982/83.

The "bottom line" in this chapter is that during this six year period, the plateau of annual contributions to the programme was raised by \$1,300,000; -- from a level of \$3,561,700 in 1978/79 to the level of \$4,872,200 in 1984/85. This is the largest advance ever for a comparable period.

The development of the forms, methods and arenas for fundraising, antedate by at least a score of years, the changes in organisational, structural and activities patterns treated in the preceding sections of this report. In the realms of fundraising, conceptual innovations and initiatives had to navigate the restraints and prohibitions of the contract with J.D.C. and established community patterns. The efforts to overcome the prohibitions and other inhibitions were bitter and prolonged -- and are now largely behind us. But we still suffer from being late in the field (lost time and lost opportunities) and from residual inexperience and attendant inhibitions.

The Record in Retrospect

It is customary that the "Activities Reports" expressly prepared in association with World ORT Union Congresses, trace our organisational and financial progress beyond the immediate five year (in this case, six year) interval. The longer retrospective view provides the opportunity to measure both progress and trends of the organisation. We continue the custom in this report. The statistical tables appearing immediately below and elsewhere in this report divide the span of years since 1950 (when record-keeping began) into five year periods. They record and measure the results from year to year within each of these five year periods and then of the five year periods themselves. Needless to say that in this case, the final table below — the 7th period — (and in subsequent long-term statistical treatments) will cover a six year instead of a five year period.

Remittances to World ORT Union
36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>Amt. Remitted</u> | <u>Annual Incr. Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|----------------------------|----------------------|--|--|
| <u>First 5 Year Period</u> | | | |
| Base Year: | | | |
| 1949/50 | 126,811.42 | | |
| 1949/50 | 126,811.42 | --- | --- |
| 1950/51 | 210,112.76 | 83,301.34 | 65.7% |
| 1951/52 | 231,558.26 | 21,445.50 | 10.2% |
| 1952/53 | 297,035.60 | 65,477.34 | 28.3% |
| 1953/54 | <u>306,949.38</u> | <u>9,913.78</u> | <u>3.3%</u> |
| 5 Year Total | 1,172,467.40 | 180,137.96 | |

Remittances to World ORT Union
36 Year Period - 1949/50 - 1984/85

| <u>Fiscal</u> <u>Year</u> | <u>Amt.</u> <u>Remitted</u> | <u>Annual Incr.</u> <u>Over Each</u> <u>Preceding</u> <u>Year</u> | <u>% Increase</u> <u>Over Each</u> <u>Preceding</u> <u>Year</u> |
|------------------------------|--------------------------------|--|--|
|------------------------------|--------------------------------|--|--|

Second 5 Year Period

| | | | |
|------------|-------------------|-------------------|--------------|
| Base Year: | | | |
| 1953/54 | 306,949.38 | | |
| 1954/55 | 372,688.31 | 65,738.93 | 21.4% |
| 1955/56 | 472,184.00 | 99,495.69 | 26.7% |
| 1956/57 | 527,384.00 | 55,200.00 | 11.7% |
| 1957/58 | 566,036.53 | 38,652.53 | 7.3% |
| 1958/59 | <u>711,932.21</u> | <u>145,895.68</u> | <u>25.8%</u> |
| | | | |
| 5 Year | | | |
| Total | 2,650,225.05 | 404,982.83 | |

Third 5 Year Period

| | | | |
|------------|---------------------|-------------|-------------|
| Base Year: | | | |
| 1958/59 | 711,932.21 | | |
| 1959/60 | 766,204.32 | 54,272.11 | 7.6% |
| 1960/61 | 855,502.50 | 89,298.18 | 11.7% |
| 1961/62 | 899,646.50 | 44,144.00 | 5.2% |
| 1962/63 | 1,035,586.63 | 135,940.13 | 15.1% |
| 1963/64 | <u>1,035,594.74</u> | <u>8.11</u> | <u>0.0%</u> |
| | | | |
| 5 Year | | | |
| Total | 4,592,534.69 | 323,662.53 | |

Remittances to World ORT Union
36 Year Period - 1949/50 - 1984/85

| <u>Fiscal</u> <u>Year</u> | <u>Amt.</u> <u>Remitted</u> | <u>Annual Incr.</u> <u>Over Each</u> <u>Preceding</u> <u>Year</u> | <u>% Increase</u> <u>Over Each</u> <u>Preceding</u> <u>Year</u> |
|------------------------------|--------------------------------|--|--|
|------------------------------|--------------------------------|--|--|

Fourth 5 Year Period

Base Year:

| | | | |
|-----------------|---------------------|-------------------|--------------|
| 1963/64 | 1,035,594.74 | | |
| 1964/65 | 1,179,251.44 | 143,656.70 | 13.9% |
| 1965/66 | 1,242,910.00 | 63,658.56 | 5.4% |
| 1966/67 | 1,431,385.00 | 188,475.00 | 15.2% |
| 1967/68 | 1,519,600.00 | 88,215.00 | 6.2% |
| 1968/69 | <u>1,695,285.30</u> | <u>175,685.30</u> | <u>11.6%</u> |
| 5 Year Total | 7,068,431.74 | 659,690.56 | |

Fifth 5 Year Period

Base Year:

| | | | |
|-----------------|---------------------|--------------------|-------------|
| 1968/69 | 1,695,285.30 | | |
| 1969/70 | 1,705,269.04 | 9,983.74 | 0.6% |
| 1970/71 | 1,912,223.31 | 206,954.27 | 12.1% |
| 1971/72 | 2,227,480.69 | 315,257.38 | 16.5% |
| 1972/73 | 2,494,407.59 | 226,926.90 | 10.2% |
| 1973/74 | <u>2,482,469.00</u> | <u>(11,983.59)</u> | <u>0.0%</u> |
| 5 Year Total | 10,821,849.63 | 747,183.70 | |

Remittances to World ORT Union
36 Year Period - 1949/50 - 1984/85

| <u>Fiscal</u> <u>Year</u> | <u>Amt.</u> <u>Remitted</u> | <u>Annual Incr.</u> <u>Over Each</u> <u>Preceding</u> <u>Year</u> | <u>% Increase</u> <u>Over Each</u> <u>Preceding</u> <u>Year</u> |
|------------------------------|--------------------------------|--|--|
|------------------------------|--------------------------------|--|--|

Sixth 5 Year Period

| | | | |
|------------|---------------------|------------------|-------------|
| Base Year: | | | |
| 1973/74 | 2,482,469.00 | | |
| 1974/75 | 2,540,904.00 | 58,435.00 | 2.4% |
| 1975/76 | 3,106,802.00 | 565,898.00 | 22.3% |
| 1976/77 | 3,270,694.00 | 163,892.00 | 5.3% |
| 1977/78 | 3,476,130.00 | 205,436.00 | 6.3% |
| 1978/79 | <u>3,561,704.00</u> | <u>85,574.00</u> | <u>2.5%</u> |
| | | | |
| 5 Year | | | |
| Total: | 15,956,234.00 | 1,079,235.00 | |

Seventh 5 Year Period

| | | | |
|------------|---------------------|--------------------|--------------|
| Base Year: | | | |
| 1978/79 | 3,561,704.00 | | |
| 1979/80 | 3,922,104.00 | 430,400.00 | 12.1% |
| 1980/81 | 4,098,084.00 | 105,980.00 | 2.7% |
| 1981/82 | 4,189,385.00 | 91,301.00 | 2.2% |
| 1982/83 | 4,505,206.00 | 315,821.00 | 7.5% |
| 1983/84 | 4,024,771.00 | (480,435.00) | (10.7%) |
| 1984/85 | <u>4,872,276.00</u> | <u>847,505.00</u> | <u>21.1%</u> |
| | | | |
| 6 Year | | | |
| Total | 25,681,826.00 | 1,310,572.00 (net) | |

MEMBERSHIP - RECRUITMENT; RE-ENROLMENT

The foundation upon which the mass membership organisation rests is a tripod of three indispensable components: Programme; Membership; Organisational Structure. The Programme must have sustained, wide, popular appeal for the constituency which it addresses. The Membership ranks must be large in numbers and varied in composition. And the Structure of the organisation must be geared to an activities role, conducive to legislative and activities participation, and versatile so as to be able to accommodate individual proclivities and availability. Women's American ORT has consistently met these prerequisites despite the vicissitudes which have periodically challenged our capacities for adjustment, re-orientation and innovation. As already noted, we are now in the midst of such a trial, testing our resilience to adjust to new perceptions and requirements and subjecting to severe tests our abilities to contend with the objective adversities of our times.

For the mass organisation (at least) the most visible barometer of the impact of the vicissitudes is provided in the experience of membership -- its recruitment and retention. Of course, "most visible" is not necessarily "most substantive", but it is a point of access to examination. A cursory, retrospective glance over the past 35 years will trace an almost uninterrupted upward curve in annual membership growth and strength, from 1950/51 through 1978/79, when the organisation grew from 12,600 members to 122,500 in 1978/79. Thereafter membership strength levelled off and fluctuated at the 120,000 mark. And that level has held only with considerable strain. It should be noted that in the 1979/80 fiscal year, National membership reached 127,267, a gain of over 4,700 members over the previous year. But this was ORT's Centennial Year and our campaign around the Centennial brought an atypical response as all the statistics in the bracketing years before and after 1979/80 will confirm.

In the spheres of membership and general organisation, the six year period under review was marked by a combination of appropriately apportioned resistance and resilience in response to the objective

onslaughts of profoundly altered social perceptions and priorities, the revolution in life-styles, and the sweeping reversals and contractions in "volunteerism". And, if in this context, Women's American ORT, almost uniquely, averted the massive attrition suffered by major membership organisations across the country, it is a tribute to the cogency of our programme, policies and activities to the richness of our traditions; and above all, to the skills, the tenacity, the ingenuity and the dedication of the leadership and membership of Women's American ORT on every level, from the Chapter to the National Executive Committee and the National Board.

And while there was some meaningful -- and painful -- slippage in numbers, the pre-eminent problems and challenges we face at this stage are more in qualitative than in quantitative terms.

Over this six year period, 1978/79 - 1984/85, the organisation suffered a net loss of 2,361 members, or 1.9%. But significantly, the dues-paid membership level, though fluctuating slightly in the interim years, was sustained at about the 120,000 mark. And while this is a departure from the more auspicious pattern of progressive annual increases characteristic of preceding periods, given the nature of the times and its adversities, the essential holding of the line represents no mean achievement. But we emphasise that the problems and challenges posited by the climate, the stresses and the limitations of our times are presently more qualitative than quantitative -- the latter being largely residual of the former.

Table #III below details dues-paid membership strength during the six year period under review.

Table #III - MEMBERSHIP

| <u>Fiscal Year</u> | <u>Total Membership</u> | <u>Annual Gain Over Preceding Year</u> | <u>Annual Loss Over Preceding Year</u> | <u>% Gain Or Loss</u> |
|------------------------|-------------------------|--|--|-----------------------|
| 1978/79 (Base Year) | 122,506 | | | |
| 1979/80 | 127,267 | 4,761 | --- | 3.9% |
| 1980/81 | 120,713 | --- | 6,554 | (5.2%) |
| 1981/82 | 119,316 | --- | 1,397 | (1.2%) |
| 1982/83 | 118,640 | --- | 676 | (0.6%) |
| 1983/84 | 120,272 | 1,632 | --- | 1.4% |
| 1984/85 | 120,145 | --- | 127 | --- |
| | | 6,393 | 8,754 | |

The net loss over the period was 2,361 or 1.9%.

Membership - Re-enrolment and Recruitment

Three major and interacting components govern the growth experience of the membership organisation: "Turnover"; "Re-enrolment"; "Recruitment". Generally, and -- all things being equal -- "Turnover" is a normal cycle of the life process. Of the remaining two, "Re-enrolment", (i.e. the retention of existing members) is a stabilizing element, while "Recruitment" constitutes a dynamic force. For the mass membership organisation, the formula for growth is to keep "Turnover" low; "Re-enrolment" and "Recruitment" high, and aim for "Recruitment" to overtake and substantially exceed the attrition phase of "Turnover".

In the realm of "Re-enrolment", the annual re-enlistment of membership, Women's American ORT has set the highest standards in the country. Our Report to the 100th Anniversary Congress noted:

"For the mass membership organisation, a 60% or 65% Re-enrolment rate is regarded as satisfactory. A 75% rate is excellent. Any percentage above that is rare, exceptional. Yet, for Women's American ORT the standard is notably better. For the past quarter century, the Re-enrolment results of Women's American ORT have fluctuated, invariably, between 84 and 86%.

This exceptional standard has been sustained -- and even heightened during the six years under review, reaching or exceeding the 87% level

in three of the six years. Nothing testifies more dramatically to the knowledgeability, the commitment, the dedication of the membership, or the magnetic attraction of the programme for the initiated member than does this sustained record.

Table #IV traces the Re-enrolment experience for the period under review:

TABLE #IV - RE-ENROLMENT

| <u>Fiscal Year</u> | <u>Total Number Of Members</u> | <u>Total Number Re-enrolled</u> | <u>% of the Immediately Preceding Year's Total re-enrolment</u> |
|------------------------|--------------------------------|---------------------------------|---|
| 1978/79 (Base Year) | 122,506 | | |
| 1979/80 | 127,267 | 105,663 | 86.3% |
| 1980/81 | 120,713 | 105,314 | 82.8% |
| 1981/82 | 119,316 | 103,570 | 85.8% |
| 1982/83 | 118,640 | 103,965 | 87.1% |
| 1983/84 | 120,272 | 104,376 | 88.0% |
| 1984/85 | 120,145 | 105,401 | 87.6% |

Table #V charts the new members recruited in each of the six years under review, traces its relation to total membership in the respective year. It also breaks down the percentages of each of the two components in relation to total membership for each corresponding year.

TABLE #V - NEW MEMBERS

| <u>Fiscal Year</u> | <u>Total Membership</u> | <u>Number of New Members Recruited</u> | <u>% of Total Membership</u> | <u>% of Re-enrolled Members</u> |
|---------------------------|-------------------------|--|------------------------------|---------------------------------|
| 1979/80 | 127,267 | 21,604 | 17.0% | 83.0% |
| 1980/81 | 120,713 | 15,399 | 12.8% | 87.2% |
| 1981/82 | 119,316 | 15,746 | 13.2% | 86.8% |
| 1982/83 | 118,640 | 14,675 | 12.4% | 87.6% |
| 1983/84 | 120,272 | 15,896 | 13.2% | 86.8% |
| 1984/85 | 120,145 | 14,744 | 12.3% | 87.7% |
| Total - Six Years: | | 98,064 | | |

Average Annual Recruitment - 16,344 New Members
 Average Annual Percentage - 13.5%
 Average Annual % of Re-enrolment - 86.5%

It is in the Recruitment area that the impact of the objective adversities which we treated earlier in this report find not only their clearest, but their most substantive manifestation. It is here that we feel most keenly and most directly the pressures of the tides. The fact and the trend is punctuated in the following comparative results. The total number of new members recruited in the previous five year period (1974/75 - 1978/79 inclusive) was some 3,100 more than the total number of new recruits in the current six year period (1979/80 - 1984/85 inclusive); as follows:

| | |
|-----------------------------|-----------|
| Total New Recruited 1974/75 | |
| - 1978/79 | - 101,178 |
| <hr/> | |
| Total New Recruited 1979/80 | |
| - 1984/85 | - 98,064 |

The average annual rate for the first five year period was 20,235 while for the last six year period, the average was 16,344 per year; and with a corresponding pattern for the respective percentages. The average annual share of new members recruited in relation to total membership was 17.5% per year for the first five year period and just 13.5% for the recent six year period.

Nevertheless, realities and perspectives confirm that the so-called slippage is not due to malaise, not in fundamental fact is it even regressive. Recruitment -- mass recruitment -- continues. Sixteen thousand (16,000) new adherents per year -- an annual recruitment rate in excess of 12% is no mean feat in any normal time -- and particularly in this period of volatile dislocations and this climate of social reversals.

Despite the strains, the hardships and the hazards which have traumatically buffeted and even felled other organisations, Women's American ORT has stood firm and remains vital, vibrant and viable.

The visible, the demonstrable fact is that Women's American ORT remains among the largest, most vital and active, and certainly the most innovative and dynamic organisation on the American scene. It is a major factor within the American Jewish community at the National level and within the over 150 organised local Jewish communities across the nation. Its commitment to purpose, its sensitivity to events, its originality of thought, its clinical appreciation of issues, its strength, resilience and readiness to engage these issues as an organised and articulate force, has kept the organisation magnetically attractive, vigorous and viable.

The Tables below trace the progression of Membership Growth and Development since 1949/50:

Membership

36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>Total Dues - Paid Membership</u> | <u>Annual Incr. Over Each Pre- ceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|--------------------|---|--|--|
|--------------------|---|--|--|

First 5 Year Period

Base Year:

| | | | |
|---------|--------|--------|--------|
| 1949/50 | 12,657 | | |
| 1949/50 | 12,657 | --- | --- |
| 1950/51 | 15,325 | +2,668 | +21.0% |
| 1951/52 | 18,540 | 3,215 | 21.0% |
| 1952/53 | 23,878 | 5,338 | 28.8% |
| 1953/54 | 26,211 | 2,333 | 9.8% |

5 Year

Total: 13,554

Second 5 Year Period

Base Year:

| | | | |
|---------|--------|--------|--------|
| 1953/54 | 26,211 | | |
| 1954/55 | 28,845 | +2,634 | +10.0% |
| 1955/56 | 33,696 | 4,851 | 16.8% |
| 1956/57 | 37,063 | 3,367 | 10.0% |
| 1957/58 | 39,998 | 2,935 | 7.9% |
| 1958/59 | 44,485 | 4,487 | 11.2% |

5 Year

Total 18,274

Membership

36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>Total Dues - Paid Membership</u> | <u>Annual Incr. Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|--------------------|-------------------------------------|--|--|
|--------------------|-------------------------------------|--|--|

Third 5 Year Period

| | | | |
|---------------|--------|--------------|--------|
| Base Year: | | | |
| 1958/59 | 44,485 | | |
| 1959/60 | 47,340 | +2,855 | + 6.4% |
| 1960/61 | 49,637 | 2,297 | 4.9% |
| 1961/62 | 49,039 | - 598 | - 1.2% |
| 1962/63 | 50,168 | +1,129 | + 2.3% |
| 1963/64 | 52,085 | <u>1,917</u> | 3.8% |
| 5 Year Total: | | +7,600 | |

Fourth 5 Year Period

| | | | |
|---------------|--------|--------------|--------|
| Base Year: | | | |
| 1963/64 | 52,085 | | |
| 1964/65 | 55,977 | +3,892 | + 7.5% |
| 1965/66 | 60,883 | 4,906 | 8.8% |
| 1966/67 | 68,080 | 7,197 | 11.8% |
| 1967/68 | 71,206 | 3,126 | 4.6% |
| 1968/69 | 76,371 | <u>5,165</u> | 7.3% |
| 5 Year Total: | | 24,286 | |

Fifth 5 Year Period

| | | | |
|---------------|---------|--------------|--------|
| Base Year: | | | |
| 1968/69 | 76,371 | | |
| 1969/70 | 82,917 | +6,546 | + 8.6% |
| 1970/71 | 89,017 | 6,100 | 7.4% |
| 1971/72 | 96,236 | 7,219 | 8.1% |
| 1972/73 | 98,754 | 2,518 | 2.6% |
| 1973/74 | 103,858 | <u>5,104</u> | 5.2% |
| 5 Year Total: | | 27,487 | |

Membership

36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>Total Dues - Paid Membership</u> | <u>Annual Incr. Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|--------------------|-------------------------------------|--|--|
|--------------------|-------------------------------------|--|--|

Sixth 5 Year Period

| | | | |
|---------------------|---------|--------|--------|
| <u>Base Year:</u> | | | |
| 1973/74 | 103,858 | | |
| 1974/75 | 108,362 | +4,504 | + 4.3% |
| 1975/76 | 113,043 | 4,681 | 4.3% |
| 1976/77 | 116,700 | 3,657 | 3.2% |
| 1977/78 | 120,283 | 3,583 | 3.1% |
| 1978/79 | 122,506 | 2,223 | 1.8% |
| <u>5 Year Total</u> | | 18,648 | |

Seventh 5 Year Period

| <u>Fiscal Year</u> | <u>Total Dues - Paid Membership</u> | <u>Annual Gain Over Preceding Year</u> | <u>Annual Loss Over Preceding Year</u> | <u>% Gain or Loss</u> |
|----------------------|-------------------------------------|--|--|-----------------------|
| <u>Base Year:</u> | | | | |
| 1978/79 | 122,506 | | | |
| 1979/80 | 127,267 | 4,761 | --- | 3.9% |
| 1980/81 | 120,713 | --- | 6,554 | (5.2%) |
| 1981/82 | 119,316 | --- | 1,397 | (1.2%) |
| 1982/83 | 118,640 | --- | 676 | (0.6%) |
| 1983/84 | 120,272 | 1,632 | --- | 1.4% |
| 1984/85 | 120,145 | --- | 127 | --- |
| <u>6 Year Total:</u> | | 6,393 | 8,754 | |

Net loss over the period: 2,361 or 1.9%

CHAPTER STRENGTH AND EXPANSION

In the echeloned structure of Women's American ORT, the "Chapter" is the basic unit of organisation. For this democratically conceived, mass membership organisation, the Chapter is at once the organ of

expression, the vehicle of participation, the forum and the foundation of all activity. Individually, each Chapter is the banner and the voice of the organisation in its respective community or neighbourhood or social or affinity segment. Collectively, through National Conventions and other democratic instruments of the organisation, it both renders and judges policy and performance. It, (its Boards of Officers and Chairmen, and the body of its membership) is a fountain-head, is the continuing source of leadership for all echelons of the organisation.

As with Membership -- albeit on an infinitely smaller and less volatile scale -- "Turnover" is a natural phenomenon of chapter existence. Under normal conditions, demographic shifts, movement of population, changing neighbourhoods, generational factors, among others, may lead to the phase-out -- i.e., the disbandment -- of chapters. Some similar development -- population movement, for instance -- may create opportunities for the formation of new chapters, a process called "Expansion". These two elements, "Disbandment" and "Expansion" are components of the "Turnover" process. But the Expansion phase is pursued not merely as a means of replenishment, but as an indispensable measure for growth. "Expansion" is, therefore, not merely a standard function of the organisation, but a central and vigorously pursued preoccupation. As with membership and other aspects of organisational endeavour, its timely opportunities are influenced, its parameters conditioned, by objective circumstances, including the "climate of our times".

During the six year period under review, a total of 322 new Chapters were chartered, a significant accomplishment normally, but especially in the limiting conditions of the period. Of the 322 new Chapters chartered, 284 were within existing "Regions" and 38 were "Chapters-at-Large" (the latter generally are in cities or towns of relatively small Jewish communities, whose Jewish population is too small to sustain the "Region" echelon).

Table #VI traces the Chapter Expansion record for the six years under review.

TABLE #VI - CHAPTER EXPANSION

| <u>Fiscal Year</u> | <u>Total New Chapters Chartered</u> | <u>Number Within Regions</u> | <u>Number of Chapters-at-Large</u> |
|--------------------|-------------------------------------|------------------------------|------------------------------------|
| 1979/80 | 70 | 67 | 3 |
| 1980/81 | 64 | 53 | 11 |
| 1981/82 | 48 | 40 | 8 |
| 1982/83 | 51 | 47 | 4 |
| 1983/84 | 51 | 44 | 7 |
| 1984/85 | <u>38</u> | <u>33</u> | <u>5</u> |
| Totals | 322 | 284 | 38 |

It should be noted that because of the "Turnover" factor, the formation of 322 new Chapters yielded only a net gain of 123 in the organisation's total of Chapter strength during this period. Nevertheless, in both absolute and relative terms, the gain was both substantial and gratifying.

CHAPTER STRENGTH

No facet of organisational form or being was more substantively, more directly and more visibly affected by the changing climate and lifestyles, than the Chapter. The impact was formidable; its sweep was large and broad -- but, we hasten to add, was not universal. Without minimizing the scope and the potency of that impact, it is no less important that in our reel, we do not lose perspective, we do not mistake impact for omnipotence. If the objective developments and changes left nothing entirely untouched, it did not touch everything equally, or with the same force, or in identical ways. And if it vitiated or delimited opportunities, it also opened some new ones -- perhaps not equally, but enough to invoke challenge.

The fact of the matter is that for a large number of existing Chapters in Women's American ORT -- perhaps even a majority, functioning continues without significant change. That may not be for all time -- nothing ever is -- and we shall be vigilant; but at present, these many Chapters continue in the "conventional" manner.

For the organisation, the test and the challenge focuses upon the significant segment of the organisation where changing circumstances

dictate -- imperatively - modifications in structure, adjustments in methodologies, innovations in communication, shifts in the rhythms of functioning. These are requirements appropriate to existing segments of our organisation but pre-requisite in our access and outreach to the present and future generations of Jewish women who rightfully belong in the ranks of Women's American ORT. And as noted earlier in this report, our organisation is intensively engaged in articulating the changes and fashioning the instruments to attract, and the facilities through which participation is broadly and effectively rendered.

The progression of Chapter strength for the six year period under review is traced in the following Table #VII.

TABLE #VII - CHAPTER STRENGTH

| <u>Fiscal Year</u> | <u>Number of Chapters</u> | <u>Net Gain</u> | <u>Net Loss</u> |
|-----------------------|---------------------------|-----------------|-----------------|
| Base Year: 1978/79 | 1,156 | | |
| 1979/80 | 1,214 | 58 | -- |
| 1980/81 | 1,238 | 24 | -- |
| 1981/82 | 1,265 | 27 | -- |
| 1982/83 | 1,273 | 8 | -- |
| 1983/84 | 1,280 | 7 | -- |
| 1984/85 | 1,279 | -- | 1 |
| Totals | | 124 | 1 |

The following Tables trace the experience of Chapter Strength since 1950.

Chapter Strength & Growth

36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>No. of Chapters</u> | <u>Net Increase Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|----------------------------|------------------------|--|--|
| <u>First 5 Year Period</u> | | | |
| Base Year: | | | |
| 1949/50 | 105 | | |
| 1949/50 | 105 | -- | -- |
| 1950/51 | 117 | +12 | +11.4% |
| 1951/52 | 156 | 39 | 33.3% |
| 1952/53 | 188 | 32 | 20.5% |
| 1953/54 | 218 | 30 | 16.0% |
| 5 Year Total: | | 113 | |

| <u>Fiscal Year</u> | <u>No. of Chapters</u> | <u>Net Increase Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|-----------------------------|------------------------|--|--|
| <u>Second 5 Year Period</u> | | | |
| Base Year: | | | |
| 1953/54 | 218 | | |
| 1954/55 | 228 | +10 | + 4.6% |
| 1955/56 | 262 | 34 | 14.9% |
| 1956/57 | 304 | 42 | 16.0% |
| 1957/58 | 342 | 38 | 12.5% |
| 1958/59 | 363 | 21 | 6.1% |
| 5 Year Total: | | 145 | |

| <u>Fiscal Year</u> | <u>No. of Chapters</u> | <u>Net Increase Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|----------------------------|------------------------|--|--|
| <u>Third 5 Year Period</u> | | | |
| Base Year: | | | |
| 1958/59 | 363 | | |
| 1959/60 | 387 | +24 | + 6.6% |
| 1960/61 | 398 | 11 | 2.8% |
| 1961/62 | 414 | 16 | 4.0% |
| 1962/63 | 438 | 24 | 5.8% |
| 1963/64 | 467 | 29 | 6.6% |
| 5 Year Total: | | 104 | |

Chapter Strength & Growth

36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>No. of Chapters</u> | <u>Net Increase Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|--------------------|------------------------|--|--|
|--------------------|------------------------|--|--|

Fourth 5 Year Period

Base Year:

| | | | |
|---------|-----|-----|--------|
| 1963/64 | 467 | | |
| 1964/65 | 490 | +23 | + 4.9% |
| 1965/66 | 534 | 44 | 9.0% |
| 1966/67 | 578 | 44 | 8.2% |
| 1967/68 | 598 | 20 | 3.5% |
| 1968/69 | 647 | 49 | 8.2% |

5 Year

Total: 180

Fifth 5 Year Period

Base Year:

| | | | |
|---------|-----|-----|--------|
| 1968/69 | 647 | | |
| 1969/70 | 677 | +30 | + 4.6% |
| 1970/71 | 724 | 47 | 6.9% |
| 1971/72 | 782 | 58 | 8.0% |
| 1972/73 | 841 | 59 | 7.5% |
| 1973/74 | 912 | 71 | 8.4% |

5 Year

Total: 265

Sixth 5 Year Period

Base Year:

| | | | |
|---------|-------|-----|--------|
| 1973/74 | 912 | | |
| 1974/75 | 952 | +40 | + 4.4% |
| 1975/76 | 1,012 | 60 | 6.3% |
| 1976/77 | 1,051 | 39 | 3.9% |
| 1977/78 | 1,105 | 54 | 5.1% |
| 1978/79 | 1,156 | 51 | 5.6% |

5 Year

Total: 244

Chapter Strength & Growth

36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>No. of Chapters</u> | <u>Net Gain</u> | <u>Net Loss</u> |
|------------------------------|------------------------|-----------------|-----------------|
| <u>Seventh 5 Year Period</u> | | | |
| Base Year: | | | |
| 1978/79 | 1,156 | | |
| 1979/80 | 1,214 | 58 | -- |
| 1980/81 | 1,238 | 24 | -- |
| 1981/82 | 1,265 | 27 | -- |
| 1982/83 | 1,273 | 8 | -- |
| 1983/84 | 1,280 | 7 | -- |
| 1984/85 | 1,279 | -- | <u>1</u> |
| 6 Year Total: | | 124 | 1 |

HIGHER ECHELONS

Between the Chapters (including the Chapters-at-Large), the basic unit of the organisation, and the National Board, there are three other major echelons which function as administrative arms of the National Organisation and are empowered with legislative authority. These are as follows:

REGIONS

A Region is comprised of a minimum of four Chapters within a given city or a homogenous community entity (often a suburban area). Although four Chapters is the constitutional minimum required for the establishment of a Region, in practice six or seven Chapters must be in place before a Region is chartered. Twenty (20) Chapters are average for a Region, although some Regions have 30 or more.

In 1978/79 -- the base year of this report, there were 61 Regions functioning. At the close of the survey period -- 1984/85 -- there are 66 Regions -- a net gain of five Regions over the six year period. The progression is depicted in Table #VIII.

TABLE #VIII - REGION STRENGTH

| <u>Fiscal Year</u> | <u>No. of Regions</u> | <u>Net Increase Over Each Preceding Year</u> | <u>% Net Gain</u> |
|--------------------|-----------------------|--|-------------------|
| Base Year: | | | |
| 1978/79 | 61 | | |
| 1979/80 | 61 | 0 | -- |
| 1980/81 | 63 | 2 | 3.3% |
| 1981/82 | 65 | 2 | 3.2* |
| 1982/83 | 65 | 0 | 0% |
| 1983/84 | 65 | 0 | 0% |
| 1984/85 | 66 | 1 | 1.5% |
| Total Gain | | 5 | 8.2% |

The five new Regions formed during this period were located as follows:

- Central Mass. In Massachusetts (District #I);
- Mohansic in New York State (District #II);
- Broward County in Florida (District #VI);
- Palm Beach County in Florida (District #VI)
- Ventura Oaks in California (District #XI)

The Tables below describe the experience of Regional Strength Development since the 1949/50 fiscal year through the 1984/85 fiscal year:

Region Strength & Growth

36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>No. of Regions</u> | <u>Net Increase Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|----------------------------|-----------------------|--|--|
| <u>First 5 Year Period</u> | | | |
| Base Year: | | | |
| 1949/50 | 10 | | |
| 1949/50 | 10 | -- | -- |
| 1950/51 | 11 | +1 | +10.0% |
| 1951/52 | 18 | 7 | 63.6% |
| 1952/53 | 19 | 1 | 5.6% |
| 1953/54 | 21 | 2 | 10.5% |
| 5 Year Total: | | 11 | |

Region Strength & Growth

36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>No. of Regions</u> | <u>Net Increase Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|-----------------------------|-----------------------|--|--|
| <u>Second 5 Year Period</u> | | | |
| Base Year: | | | |
| 1953/54 | 21 | | |
| 1954/55 | 21 | -- | -- |
| 1955/56 | 29 | + 8 | +38.1% |
| 1956/57 | 30 | 1 | 3.5% |
| 1957/58 | 30 | 0 | 0% |
| 1958/59 | 32 | 2 | 6.7% |
| 5 Year Total: | | 11 | |

Third 5 Year Period

| | | | |
|---------------|----|-----|--------|
| Base Year: | | | |
| 1958/59 | 32 | | |
| 1959/60 | 32 | 0 | 0% |
| 1960/61 | 32 | 0 | 0% |
| 1961/62 | 31 | - 1 | - 3.1% |
| 1962/63 | 31 | 0 | 0% |
| 1963/64 | 31 | 0 | 0% |
| 5 Year Total: | | - 1 | |

Fourth 5 Year Period

| | | | |
|---------------|----|-----|--------|
| Base Year: | | | |
| 1963/64 | 31 | | |
| 1964/65 | 31 | 0 | 0% |
| 1965/66 | 32 | + 1 | + 3.2% |
| 1966/67 | 33 | 1 | 3.1% |
| 1967/68 | 36 | 3 | 9.1% |
| 1968/69 | 37 | 1 | 2.8% |
| 5 Year Total: | | 6 | |

Region Strength & Growth

36 Year Period - 1949/50 - 1984/85

| <u>Fiscal Year</u> | <u>No. of Regions</u> | <u>Net Increase Over Each Preceding Year</u> | <u>% Increase Over Each Preceding Year</u> |
|--------------------|-----------------------|--|--|
|--------------------|-----------------------|--|--|

Fifth 5 Year Period

Base Year:

| | | | |
|---------|----|-----|--------|
| 1968/69 | 37 | | |
| 1969/70 | 40 | + 3 | + 8.1% |
| 1970/71 | 39 | - 1 | - 2.5% |
| 1971/72 | 45 | + 6 | 15.4% |
| 1972/73 | 45 | 0 | 0% |
| 1973/74 | 46 | 1 | 2.2% |

5 Year

Total: + 9

Sixth 5 Year Period

Base Year:

| | | | |
|---------|----|---|-------|
| 1973/74 | 46 | | |
| 1974/75 | 50 | 4 | 8.7% |
| 1975/76 | 55 | 5 | 10.0% |
| 1976/77 | 58 | 3 | 5.5% |
| 1977/78 | 61 | 3 | 5.2% |
| 1978/79 | 61 | 0 | 0% |

5 Year

Total: 15

Seventh 5 Year Period

Base Year:

| | | | |
|---------|----|---|------|
| 1978/79 | 61 | | |
| 1979/80 | 61 | 0 | 0% |
| 1980/81 | 63 | 2 | 3.3% |
| 1981/82 | 65 | 2 | 3.2% |
| 1982/83 | 65 | 0 | 0% |
| 1983/84 | 65 | 0 | 0% |
| 1984/85 | 66 | 1 | 1.5% |

6 Year

Total: 5

AREA COUNCILS

The Area Council echelon is similar, in general character, to the Region, but exists in communities of smaller Jewish populations -- generally under 10,000. The number of Chapters requisite to form an Area Council is three, though, inherently limited by the population factor, the Area Council rarely contains more than four Chapters. Its table of organisation is, of course, similarly pared. But it possesses the same legislative authority as "Regions", similar communal and other activity responsibilities.

In 1978/79, the base year of this report, there were eight Area Councils. At the close of this survey period, 1984/85, there are 15 -- a net gain of seven Area Councils over the six year period. The progression is traced in Table #IX.

TABLE #IX - AREA COUNCIL STRENGTH

| <u>Fiscal Year</u> | <u>No. of area Councils</u> | <u>Net Increase Over Each Preceding Year</u> | <u>% Net Gain</u> |
|-----------------------|-----------------------------|--|-------------------|
| Base Year: 1978/79 | 8 | | |
| 1979/80 | 9 | 1 | 12.5% |
| 1980/81 | 10 | 1 | 11.1% |
| 1981/82 | 11 | 1 | 10.0% |
| 1982/83 | 14 | 3 | 27.3% |
| 1983/84 | 14 | 0 | 0% |
| 1984/85 | 15 | 1 | 7.1% |
| Total Gain | | 7 | 87.5% |

The following are the Area Councils chartered during the period under review:-

- Las Vegas, Nevada (District #XI);
- Marin County, California (District #X);
- Mohawk Hudson, New York (District #II);
- No. Virginia, Virginia (District #IV);
- Ponchartrain, Louisiana (District #IX);
- Sarasota-Manatee, Florida (District #VI);
- So. Jersey Shore, New Jersey (District #IV).

DISTRICTS

The District echelon covers one or more states and embraces all the Regions, Area Council, Chapters-at-Large and Chapter-at-Large Coordinating Committees within its jurisdiction. There are 10 Districts, all of which were chartered prior to the onset of this current review period.

ADMINISTRATION

Two National Administrations presided over the affairs of Women's American ORT in the period under review, both with distinguished records of accomplishment. The first of these was led by Beverly Minkoff, as National President, and Gertrude White as Chairman of the National Executive Committee, serving from 1979 to 1983. The second and incumbent administration is being led by Gertrude White as National President and Reese Feldman as Chairman of the National Executive Committee.

Both administrations, in what is characteristic and a tradition in Women's American ORT, were and are comprised of an outstanding body of knowledgeable, creative and productive leaders who have intimately shared in the dramatic accomplishments of the National Organisation.

The six year period also witnessed the change in National Directorship. In December 1983, Nathan Gould retired as National Executive Director. He retains his elected office of National Executive Vice-President. In September of 1984, Dr. Marsha Firestone became the National Executive Director.

IN MEMORIAM

During the six year period, Women's American ORT suffered grievous losses:

Florence Dolowitz, one of a small handful of women who founded Women's American ORT in 1927. Florence served Women's American ORT throughout her years, including two terms as National President.

Anne Senzer, past National Vice-President, a truly creative mind and gifted leader who served on the highest bodies of the organisation for over a quarter of a century and who was instrumental in launching the Syngalowski Center and the Women's American ORT School Building Project.

Claire Richman, also a past National Vice-President, a dynamic and innovative leader.

And, Charlotte Corman, a gifted young leader, a past President of District #I, and a newly-elected National Officer and member of the National Executive Committee.

We deeply mourn these losses.

GREETINGS

Women's American ORT extends warm fraternal greetings to World ORT Union, its Officers and Staff, and to our sister and brother National Organisations throughout the ORT world. We hail the separate and the collective achievements of our programme attained since the 100th Anniversary Congress in Jerusalem which will shape our tasks for ORT's vital role in Jewish life and in the service of our people and of all humanity.

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