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WORLD ORT UNION

CENTRAL BOARD MEETING

London July 1977

COUNTRY BACKGROUND REPORTS

on

ORGANISATION AND FUND RAISING ACTIVITIES

1974 - 1977

AMERICAN ORT FEDERATION

NOTE: The report that follows overlaps to some degree the time limits prescribed, namely from the last World ORT Union Congress in February, 1974 until the end of March 1977.

Funding Policy

Organization and fund raising is organized in the American ORT Federation on a calendar year. This will require some allowance in the various references at different points in the report that follows.

The fund raising policy of the American ORT Federation has, since 1947, made as one of its pivots the annual agreements with the Joint Distribution Committee which, in turn, receives its funds from the United Jewish Appeal and the campaigns of the community Federations and Welfare Funds throughout the U.S. This basic element of fund raising policy is long established and well known. The annual discussions with JDC are conducted jointly with the Geneva office. The facts of the annual agreements have been reported from time to time.

National Affiliates

The particular focus of this report is, therefore, the organizational developments of the American ORT Federation covering its various affiliates other than Women's American ORT, which will present its own report. It is appropriate, however, to note here that Women's American ORT has long established itself as one of the major women's organizations in American Jewry and by far the most dynamic, largest and most productive in ORT as a whole.

The most significant organizational development in the American ORT Federation in the period under review has been in the area of Men's ORT. This is in no way to diminish the importance of the American Labor ORT, the National ORT League and Business and Professional ORT, among others. Each of these groups underwent considerable changes and made significant gains. Indicative, for example, has been the positive participation of Labor ORT in the funding of the ORT School of Engineering, the establishment of the Workmen's Circle Committee for ORT as a new organizational, broad-based factor. For the National ORT League this was a period of considerable enlargement in its scholarship programs, thereby involving new segments of the community and different caliber of men. Business and Professional ORT during this

period made significant efforts toward creating new chapters. Without going into detail, these instances are indicative of trends among these affiliates during the last two to three years.

The various strategies and plans established for organization growth during recent years has incorporated these national affiliates. Representatives of these affiliates participate in the determination of policy and goals. Therefore, what applies to most chapters should also be understood as applicable to these affiliates as well, making due allowance for their structures.

Directions and Perspectives

Through the accident of calendar the American ORT Federation National Conference of 1974 took place some weeks prior to the World ORT Union Emergency Congress in Jerusalem. The impulses were the same, however. The Yom Kippur War was still a fresh wound. Its effect on the life of Israel and the responsibilities of ORT in its aftermath - these were basic to the motivations for the American ORT Federation meeting as it was for the World ORT Union Congress.

We were also acutely aware that the term "emergency" was a precise definition of a new situation which ORT had not had to face in a quarter century or more and that the locus of this emergency was massive budget deficits, generated by universal inflation at an incalculable level and currency devaluation and confusion.

It is well to recall that this was a period of the Israel Emergency Fund, whose priority on the call of loyalty and contributions was never in doubt. This fact of Jewish life at that time had to be faced in projecting what had to be done in the immediate period ahead.

Against that backdrop it needs to be said that the American ORT Federation felt able to project a strategy of forward-moving organizational activities, as well as enlisting new faces in the community under the ORT banner. What dominated was the realization that ORT was part of the Israel emergency and that the specific budgetary crisis could become a clarion call. These ideas were incorporated in a phrase: "We can't allow ORT to become a casualty of the War", and its concomitant resolve, "To meet the pledge".

In retrospect, this view not only prevailed, but marked a breakthrough away from the relatively low profile and timid approach which had generally characterized previous

organizational efforts. In its place, there emerged a realization that the old bromide of "ORT as a priority in Jewish life" was in fact a reality, and as such one deserving the fidelity of those who identified with it.

This was expressed during 1974 by the adoption of a higher financial goal than ever before, from \$500,000 in 1973 to \$625,000 in 1974. The increase was the largest jump for a single year recorded until then. By midyear, however, it became apparent that what had been an ambitious pledge in January had become woefully inadequate. The third quarter of the year was, therefore, projected for \$100,000 above even the ambitious goal established at the outset of the year. In fact, 1974 witnessed a leap in fund achievement from \$500,000 to \$725,000.

On the basis of that accomplishment the National Conference that convened in January, 1975, was able to create a totally new framework. A fresh leadership was elected. A Four-Year Plan was formulated, indicative of the greater organizational security and elan. Conceptually, the idea of a Four-Year Plan was the first concerted attempt to formulate long-range strategies of growth, both in terms of shoring up and making more solid groups already in existence, as well as an outreach to establish a Men's ORT presence in dozens of new communities.

While a National Membership Committee had been in existence before, it now became necessary to reformulate this body into a National Organization Committee with a mandate to monitor both local and national steps toward the established goals. The National Organization Committee in fact became the "general staff" of the Four-Year Plan, its members assuming national functions, thereby adding a new layer of leadership in the American ORT Federation.

In shorthand, this Four-Year Plan, which may be construed as the basic framework for what has ensued in the last several years, called for a jump from an organization of 18,000 members in 66 groups, with a fund raising capacity in the \$700,000 range, to evolve into an organization broadly spread across the American Jewish landscape with a membership of 26,000, an organizational roster of 100 groups able to produce \$1,000,000. These projections of the Four-Year Plan of growth were to be consummated by the end of 1978. This report, therefore, covers the first half of the four-year period.

Strategies and Approach

A whole series of strategies, plans and concepts have emerged with time and experience to achieve the goals stipulated above, in annual phased increments. Without going into detail, several are recorded for purposes of this report.

1. The Annual National Pledge

While such pledges had been projected in previous years, the new factors added were to stipulate in advance the percentage of increase for chapters. Some chapters were assigned specific amounts of increase. These increases were routed to leaderships well in advance of the January National Conference with specific directions as to how to view the chapter's fund raising potential. It has become customary for chapter representatives to announce their pledge for the coming year. The idea of "Advance Gifts" was introduced, which urges chapters to come in with "down payments" on the pledge they intend to announce at the January Conference. This entire machinery for the realization of the national pledge is intended to involve chapters and their leaders at the very outset, so that they assume responsibility for its achievement. It can be asserted that the concept of "meeting the pledge" is now firmly rooted in most chapters that have responsible leadership and has an almost sacred aura about reaching it.

2. Half-Pledge by Half-Year

This innovation was created with two purposes in view: a) a cash flow - this would help provide for the out-going needs of the program; b) as an organizational device establishing certain activities for the first six months, primarily membership, dues renewal and other membership activities.

3. The Membership Drive and Membership Expansion

The membership increase each year has varied between 1,000 - 2,200. In 1976 what had been a year-round, more or less random approach was "packaged" into a concerted membership drive approximately four weeks in duration during the Spring in the hands of a designated Chairman and his committee, prepared with lists and specific assignments with almost weekly meetings until the climatic conclusion to which all assemble. The various stages of the drive are publicized with names in the community newspapers. 1976 was designated "The Year of Membership" as an experimental period to launch the membership drive concept. The results have been evaluated and new emphasis and ideas incorporated, 1977 has been designated "Year of Membership II" with additional chapters involved. How far one can go with this concept will be known only with time, but it is an innovation which has captured the imagination in several groups.

4. The Activities Calendar

This is an attempt to stipulate certain periods of the year at focal times for different activities with specific goals to be attained in each.

5. Scholarships and Multi-Scholarships

A scholarship program pegged at \$500 per scholarship progressed considerably during the recent period. One new factor has been greater emphasis on the use of Israel Bonds for ORT Israel scholarships. It had been found in the recent period that there were in many groups numbers of men who could, and often did, contribute more than one scholarship. To recognize this level of contribution and to stimulate others to upgrade their gifts to a higher level, a Multi-Scholarship Program was launched. It is too soon to determine its effectiveness. There has, however, been a notable response.

6. Upgrading of Membership Dues

A whole array of publications, bill forms, information pieces and "how-to" manuals were produced during this period, interpreting and articulating the various activities. There was also established a monthly organizational Bulletin directed to leaders around the country as the guiding instrument of the National Organization Committee.

Perspectives

1. Midway Through the Four-Year Plan

Considerable organizational growth can be recorded. Many of these are noted above. The January 1977 National Conference was able to project a goal of \$900,000 for this year, membership grew by 2,000 in 1976 so that the roster is now estimated at 21,000, and the number of groups is 90.

2. The ORT School of Engineering

The ORT School of Engineering, which was inaugurated September 14, 1976, on the Hebrew University campus in Jerusalem, was not a one-day event. It has been an exciting development which has inspired interest throughout the organization. Donors came forth to contribute substantial sums, ranging from \$10,000 to \$350,000 toward the construction of the School. A number of these facilities have already been inaugurated and others will be in the next period.

The ORT School of Engineering has been conceived in organizational terms as both a challenge and opportunity. It is not regarded as another institution added to the ORT network, however innovative it may be. In addition to all the superlatives applied to the ORT School of Engineering, it has been regarded as an institution that offers considerable hitherto untapped potentials for organization, for giving and for identification with a specific school. The January 1977 National Conference adopted as a policy of the American ORT Federation the formulation

of plans to attract funds to equip Phase I and to complete Phase II of the Engineering School and, simultaneously, to devise a scholarship approach in the range of \$1,500 - \$2,500 for the ongoing support of the Engineering School. A Wall of Honor is to be established which will record the different categories of benefactors. Hopefully, a new vista will open with the various activities implicit in identification with the ORT School of Engineering.

3. Chapter Public Programming

For 1977, to strengthen the gravity of Men's ORT groups in the various communities, there has been worked up what has been designated "Chapter Public Programming", under a national Chairman, for chapters which are designated to experiment with different elements of this program, all of which taken together should move mens' chapters into the community mainstream with a very positive, high profile identity.

Legacies and Grants

In addition to the organization developments described above, there exists another aspect of American ORT Federation fund raising. This comes under the heading of "Legacies and Grants". Some legacies and some grants overlap with organizational activities when they are generated by the presence or ORT organizations in the community. Men get to know of the existence of Men's ORT and the American ORT Federation and this redounds to ORT's funding in ways beyond its strictly organizational parameters.

A Legacy Program has been in existence since 1961. It has had a varied impact. Far greater emphasis needs to be placed on it in the future. The ORT School of Engineering stimulated considerable grants as indicated above. Legacies and grants for 1975 were \$763,208, and in 1976 this figure was \$692,566. Legacies, grants and Letters of Intent now carried on our books for future receipt are in excess of \$1,600,000.

Legacies and grants cannot always be projected with definite goals. And, while outside of the organizational framework per se, legacies and grants are part of the totality of the organization and fund raising of the American ORT Federation.

Next Period

The next period has been characterized by considerable growth at different levels of organization. Parallel to maturity based on hard experience, many of the road-blocks of past years

have either been leveled or are no longer as intimidating or hindering as they once were. By and large, Men's ORT is an established fact in most of the communities in which a group has been established, the level of its community status reflecting the caliber of the men it has attracted and the depth of their ORT identification.

The first two years of the Four-Year Plan cleared the road for the next stage. Analysis of what we can anticipate indicates that, if anything, we face even more serious tasks. Too many groups need to be placed on more solid foundations, the layer of leadership in various communities is too thin, not all groups carry within them equal seeds for future advancement.

Staff instability has slowed down a number of areas of work. The organization expansion goal, which took on the ambitious task of creating a Men's ORT presence in the major communities of size in the Eastern part of the country still lies ahead.

These difficulties having been stated, there remains the fundamental achievement of the recent period which is the establishment of a much more dynamic organization, horizons have been lifted, new prospects have been opened. The goals for the next several years have been clearly defined, as have the major strategies for their achievement. There is in these positive realities that one can find the certainty that the whole gamut of organization and fund raising will make an increasingly significant impact in ORT and in the community.

ARGENTINA

The Women's Committee, chaired by Mrs. Sarita Werthein has the major responsibility in fund raising activities.

The recruitment system for new members and for the collection of membership dues was reorganised in 1976. This has meant that whilst previous statistics showed a membership total of 800, only a small proportion of this figure paid dues. In March 1977 the number of dues-paid members stood at 595.

Below is a schedule showing developments in fund raising on the part of the Women's Committee.

<u>Year</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>
Arg. Pesos	222,168	284,088	1,002,390	5,069,799
US \$ equivalent	15,869	9,470	5,635	17,915

Membership Fees

<u>Year</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>
Arg. Pesos	48,576	57,516	43,386	739,940
US \$ equivalent	3,470	1,917	244	2,615

BRAZIL

General

The past three years have seen efforts on the part of ORT Brazil to revive the group of friends and members whose activities dwindled and almost entirely disappeared during the 1960s.

In 1975 a revised list of ORT members was established and completed during 1976 by which time total membership stood at 750.

At the same time an effort was made to organise a group of scholarship donors to enable the school to grant a greater number of scholarships to needy students.

During 1976 the system of collecting membership fees was reorganised and increased per capita.

Public Relations

From February 1976 an information campaign in the local Jewish press and on the radio was implemented which gave a wide public an idea of the work of ORT both internationally and in Brazil.

Conferences were organised to encourage people to join ORT and to bring the local Jewish population closer to ORT.

Both these areas of activity were successful and fund raising results were improved.

ORT Branches outside Rio de Janeiro

During 1976 a group was formed in Petropolis and a smaller unit established in Belo Horizonte. In both cities ORT members pay monthly dues which were increased during 1977.

The following statistical table of membership gives a clearer indication of the development of ORT Brazil since its inception.

Year	Number of members paying in Cr. monthly taxes	Income in Cr.	no.of donat. scholarships	Income in Cr.	Others including I.C.A.
1960	2000				
1974	350	32,000	10	58,000	36,000
1975	680	96,000	15	113,000	48,000
1976	750	154,000	15	149,000	68,000
view for 1977	1000	250,000	25	180,000	182,000

Conclusion

Three main factors influence ORT's efforts in Brazil to increase membership and fund raising.

- a. The Jewish Community of Brazil has never been distinguished for its generosity but has played more the role of recipient than giver.
- b. Jewish community life lacks centralised organisation and each new charitable body solicits funds individually on a competitive basis approaching a small number of rich people ready to contribute to local institutions. New donors to ORT are therefore hard to find since the majority of sources are already exhausted by the numerous demands from other organisations.
- c. The economic crisis, which Brazil is experiencing, is now in its third year, lowering local currency values and the standard of living with a consequent decline in fund raising activity.

However, ORT Brazil is optimistic for the future and hopes that there will be positive development with the setting up of more ORT groups in Porto Alegre, Sao Paulo, Belem, Recife, etc. which is part of the 1977 programme.

CANADA

The Canadian economy generally has not improved as has the U.S. economy: unemployment in Canada is above 7% and in Quebec has reached 12%: the Canadian dollar is at its lowest level since 1970 (\$0.9463 in terms of U.S. funds) - in November, 1976 the Canadian dollar was valued at \$1.0346 in terms of the U.S. dollar.

ORGANISATION AND FUND RAISING

The steady growth in membership in Canadian ORT, especially since the last World ORT Union Congress, expresses itself in the fund raising income to Canadian ORT and its submission to World ORT Union.

Canadian ORT is composed of two branches - Women's Canadian ORT and Men's Canadian ORT. The superb work that both these groups are doing in every part of the country, compliments the phenomenon of ORT work around the world. They have increased their income by exciting and innovative programmes. Their membership continues to increase as does the active participation of more members in their many events.

Equally important is the growth of grants provided by the Canadian Federal Government through CIDA and several Canadian Provinces - Alberta, Manitoba and Saskatchewan - which match funds raised by ORT in those provinces. British Columbia also provides funds for agricultural aid assistance. All these funds are available for projects in developing countries only.

The largest grant of the Government of Canada through CIDA to ORT is \$600,000 for a period of three years for the Community Development Project of World ORT Union in Ethiopia. The first payment of this grant was received in March, 1977.

The matching funding no doubt helped to increase the membership, scholarships and other fund raising events. Canadian ORT's commitment to the ORT School of Engineering Building fund is \$1,000,000. Approximately \$600,000 has already been pledged and a special effort is to be made to complete this obligation this year. In Montreal, ORT is to be the recipient of the Samuel Moscovitch Memorial Campaign. These funds are to provide the Samuel Moscovitch Auditorium and Gymnasium at the School in Ashkelon. The net amount is projected at \$265,000.

During the month of March, four ORT students, one each from Buenos Aires, Casablanca, Tehran and Israel were invited to participate in Canadian ORT Month Celebration. Their message

to ORT members in 18 communities across Canada (it was a gruelling trip for these visitors) provided a realistic picture of ORT skill and training as it affected themselves, their families and their communities. The project was made possible through a special grant from CIDA.

The COYF (Canadian ORT Youth Fellowship) programme, which was initiated in 1974 as a pilot project and funded by grants for three years by CIDA, had to be curtailed in 1977 when the grants were concluded. There is still a small COYF group active in Montreal but they now function with lay leadership only.

Since this programme was geared to teenagers, observation leads Canadian ORT to believe that as these teenagers grow to college age, their time availability for organization work will be limited and, therefore, their participation in COYF will fade.

TECHNICAL ASSISTANCE

There will be no elaboration on Canadian ORT involvement in projects of Technical Assistance, since this will be dealt with by the World ORT Union Technical Assistance Department.

FUTURE OUTLOOK

There is every reason to expect that Canadian ORT membership for both men and women, and fund raising in general, will grow steadily in the next few years. It is anticipated that transfers to World ORT Union will reach \$1 million in 1980 when ORT celebrates its Centenary. The figures are as follows:-

1977	1978	1979	1980
\$845,000	\$890,000	\$965,000	\$1,000,000

This will be accomplished by an increased permanent staff to organise the community from coast to coast. Their job will be to increase the actual working activity of the present members so as to make the organisation more vital and more visual.

Certainly one of the most significant reasons for any success that Canadian ORT has had until now, and the success to which the organisation aspires, is due to the superb cooperation all friends in ORT Israel, American ORT Federation and the World ORT Union have provided. Although everyone, everywhere in the World ORT family has been of great help, in Canada it would be remiss if the Organisation did not recognise the inspiration that Joseph Harmatz personally has been. Through him, Canadian ORT has grown even closer to the students and the staff in Israel. Through him, an ever increasing respect for all that ORT has accomplished exists and will continue to grow in the future to which Canadian ORT dedicates its every effort.

WOMEN'S CANADIAN ORT

Women's Canadian ORT stresses the Fund Raising aspect of our organisation; that's the "business " we're in - raising money.

Membership

Without members, however, we are likely to "go out of business", therefore, tremendous effort has gone into increasing membership across our Nation. As I write this report, a nation wide membership seminar is scheduled for Winnipeg, April 25th and 26th. To-date the most dynamic growth has occurred in Western Canada. One of the major problems we must face and cope with is the current revolution among women. Our images of ourselves, our needs and expectations, our very roles in society are being challenged at every level of consciousness. These changes make it difficult to attract women to a fund raising organisation, because they see these roles as demeaning. More and more of our Jewish women are returning to University and/or business. As yet, with few exceptions, they have not been able to juggle the responsibilities to self and to community.

Our membership techniques, therefore, have become more sophisticated, and we are beginning to attract these younger women.

Membership Figures

1972 - 1974	3,520 members
1974 - 1976	4,254 members

Public Relations

Public Relations is an area in Canada which has also received more dynamic attention since Jerusalem, 1974, both internally and in the Community at large. We are not as effective as we should be because we do not have a full time professional Public Relations consultant on our payroll. On those occasions when we have used a professional P.R. consultant, results have been exceptional. Our major problem here, is the resistance of several, vocal, hard core members of our own Executive Committee, who refuse to acknowledge our need for professional help. With such help, we could make ORT a household word in Canada, thus doubling our fund raising over any two year period. Without this kind of help, no extraordinary growth in funds raised can be foreseen.

Nevertheless, we currently maintain a much stronger ORT presence in the Community. We send delegates to all National meetings,

such as the Canadian Jewish Congress, the Canada-Israel Committee, the Federation of Jewish Women; we cooperate with the Israel Bonds Committees, and we make a real effort in involving ourselves as ORT in all community sponsored meetings, and seminars. We have appointed for the first time, a Vice President whose Portfolio encompasses all these involvements; that is, Social Action and Public Affairs.

There are several "in-house" publications which are published, as well as a quarterly President's Letter.

The visit of four ORT students, from India, Morocco, Iran and Brazil was a very effective instrument for publicity. These students travelled across Canada and their visits generated considerable interest in the Jewish Community. They received wide publicity in the Anglo-Jewish Press, as well as in the Anglo Press, television and cable T.V.

Fund Raising

The opening remarks of this report indicated that this continues to be our main thrust. Our funds come from several sources:

1. Major Staged Events on a City Wide basis:

- Craft Festivals
- Celebrity Auctions
- Antique Shows and Sale
- Bazaars

2. Retail Stores for used clothing and household items.

3. Patrons and Scholarship Donors, including Golden Circle.

Funds are also raised by teas, fashion shows, children's shows, raffles, gambling nights, dinner dances and the like.

It is becoming more difficult to raise gift dollars, and in Canada the trend for fund raising indicates a shift to the staged event and the Retail Store, in order to broaden the base of raising funds.

To date, Canada has met its commitments to World ORT Union; we anticipate no change in this regard.

	<u>Commitment</u>	<u>Transferred</u>
1972 - 1974	\$400,000.00	\$410,000.00
1974 - 1976	\$500,000.00	\$534,800.00
1976 - 1978	\$600,000.00	\$130,000.00 - on 30-4-77

Leadership

Taking an overall view of our organisation, it can be said that our leadership is moving towards a greater level of professionalism and sophistication. Several programs have been designed to help the leaders define their roles and responsibilities. These have been well attended and very well received. Details will be provided on request.

Conclusion

This report puts into capsule form the successes and heartaches of Women's Canadian ORT. There is enough confidence to predict continued dynamic growth. We continue to meet our financial commitments to World ORT Union, which on a per capita basis, compare favourably with any other nation.

FRANCE

The Organisation and Fund Raising activities of ORT France are carried out:

Through local committees attached to the ORT school centres. These committees have at least one fund raising event a year.

Through close relations maintained with the Women's Committees and Alumni groups.

Through efforts to start up local committees in towns where there are no school centres. These efforts have met with partial success in Eastern France and first contacts have been made in the South East. There are projects for an extension of these activities in the Toulouse region and in the North.

Through a very real effort to strengthen contacts with the Jewish and non-Jewish press, the Radio and the French television to spread information on the work of ORT in all regions of France. There have been several write-ups in "L'Arche", J.T.A., T.J. Hebdo, the Communities Journal, Jewish information, etc.

There was a report on ORT's work in the "Figaro". June 8, 1975 the weekly Jewish programme "The Source of Life" which broadcasts on the No. 1 channel of French television was devoted to ORT's work at the schools in Montreuil, Strasburg and Villiers le Bel.

Much use has been made of the Women's American ORT film "L'Chaim". This has been shown to students and trainees in all centres and has served as basic material for Jewish history courses, English courses and extra-curricular activities. But distribution has been focused above all on the general public. The film has been shown twice in Paris and once in Marseille.

Channel 2 of French television showed a film sequence on ORT Montreuil.

Through such fund raising and public relations events and visits as:

A big exhibition of students' work in the three Paris schools inaugurated on 18th June, 1976 by Mr. Lionel Stoleru, Secretary of State for manual labour and attended by many well known personalities.

On 18th March 1976, visit of Mrs. Valery Giscard d'Estaing, wife of the French President to the Villiers-le-Bel Centre, accompanied by regional authorities, members and personnel of ORT France.

On December 15, 1976, visit of Miss Margaret Jackson, Under-Secretary of State for Education in the British Government to the ORT schools of Montreuil and Villiers-le-Bel. Accompanied by Lady Chain, President of British Women's ORT, Miss Jackson came to France to study education methods. She was very interested in the organisation of the ORT schools, study programmes and by the modern audio-visual material used in the centres.

On 9th March, 1977, visit of the Chief Rabbi of Great Britain together with British ORT Chairman, Mr. David Young, to the ORT France schools in Paris.

Visit of M. Jacques Soustelle, Deputy for the Rhone Area, accompanied by Mr. Pradel, then Mayor of Lyon to the ORT Lyon centre.

Through Open Days held at the school centres when students' work was exhibited.

Through fund raising events, such as dinner debates, dances and conferences in which notable participants were, among others, Daniel Mayer, Jacques Derogy, Rabbi Josy Eisenberg, Frederik Pottecher, Professor Armand Abecassis, Beate Klarsfeld, Albert Memmi, Serge Lama, Herbert Pagani, Nathan Milstein and Henryk Szeryng.

Through the regular ORT France publication, "ORT to its Friends", sent to all members and friends, as well as to all Jewish organisations and institutions in the country.

Through the collection of the Apprenticeship Tax which comes last, but not least. This collection has made progress in the years 1974 to 1977. There are now 12,000 subscribers to this collection.

There has been a rational organisation of contacts with the French-Foreign Chambers of Commerce and other similar organisations. Every year, nearly 300 accountants who work on a voluntary basis for the ORT Apprenticeship Tax collection campaign and who send us thousands of subscribers, gather together at a dinner, yet another occasion when the organisation can realise the great support it has within the Community and within professional organisations. It is grateful for the sympathy and help of its many friends, the Administrative Board, the Women's Committees and other Commissions.

	<u>1974</u>	<u>1975</u>	<u>1976</u>
<u>Number of Members</u>			
Women's Committees	4,000	4,200	4,300
Men's Committees	2,500	2,600	2,700
Apprenticeship Tax Subscribers	9,000	10,550	11,000
	<hr/> 15,500	<hr/> 17,350	<hr/> 18,000
 <u>Revenue in French Francs</u>			
Dues	98,608	122,550	123,785
Gifts	77,642	52,450	61,385
Fund Raising Events (net income)	45,000	23,190	58,600
United Jewish Fund	225,600	327,600	405,200
Jewish Community of Strasbourg	16,900	22,130	5,225
	<hr/> 457,750	<hr/> 547,920	<hr/> 654,195
Budget	(457,500)	(563,500)	(676,700)
Women's Committee	551,120	602,913	675,700
Budget	(515,500)	(555,500)	(688,500)
Total Revenue	<hr/> 1,008,870	<hr/> 1,150,833	<hr/> 1,330,001
Total Budget	(973,000)	(1,119,000)	(1,365,200)

GERMANY

The Jewish community in the Federal Republic of Germany counts 27,379 registered men, women and children. They are living all over Germany in 62 towns. Only Berlin, Frankfurt and München have Jewish communities with more than 3,000 members; three other cities have an average of 1,500 Jewish inhabitants. The remainder are very small communities.

A considerable portion of the Jewish population of Germany is above 65 and many of them live in old-age homes on pensions granted by the German government as restitution. The age structure is as follows:

below 20 years of age	4,664
between 20 and 50 years	9,766
between 50 and 60 years	4,905
above 60	8,044

Fund-raising of ORT Germany is adjusted to that particular situation. In the years 1974 to 76, income from Jewish sources has steadily increased. ORT-Germany has launched a policy of recruiting individual members at an annual membership fee of \$400. A particular success was obtained through winning the smaller Jewish communities as members.

The large Community Funds have continued their annual donations. In 1976 the Landesverband der Jüdischen Gemeinden in Hessen (association of the Jewish Communities in the Land Hessen) made an extraordinary contribution of \$100,000 to the ORT School of Engineering in Jerusalem.

The German government has maintained its cooperation with ORT in development countries. The grant to ORT Teheran which has been approved by the German government at the end of 1973 was received in the years 1974/75/76. New grants were approved for ORT Bombay and ORT Morocco, partly in the form of scholarships. The total sum involved amounts to \$1,140,000.

The German catholic organization MISEREOR has also made a new grant to ORT Bombay for the renewal of equipment, as a result of contacts established by Mr. G.L. Gabriel, the President of ORT India.

In December 1974 ORT Germany suffered a heavy loss through the death of its President, Senator Jean Mandel. Mr. Max Willner, a member of the Central Board since 1965, has taken over as President of ORT Germany.

GREAT BRITAIN

The period from the 1974 Congress in Jerusalem to the July 1977 Central Board meeting in London, has been traumatic for Great Britain, and this has reflected itself in the fortunes of British ORT. The collapse of the property market and the astronomical rise in fuel prices that followed the Yom Kippur War, created economic and political instabilities which caused the pound to plummet from \$2.32 at the beginning of 1974 to the present \$1.72 and inflation at its peak of 25% in 1975 is still running at 17.5%.

The character of British ORT has undergone some changes during this period. In 1975 Mr. Gabriel Sacher, Chairman for the previous 17 years, retired to live in Switzerland and was succeeded by Mr. David Young, Chairman of the World ORT Union Organisation and Fund Raising Committee. At the same time, a distinguished member of the Anglo-Jewish community, Lord Goodman, accepted the Presidency of British ORT, a post which had gone unfilled for a number of years. There were considerable staff changes during the period. Mr. Robert Cooper resigned as Director at the end of 1974 and Mr. Morton Creeger took his place. The rest of the staff have completely changed during this period.

A new Constitution adopted by British ORT in 1976 streamlined the Executive, and ensured that its members could only stay in office for a year at a time, so that less diligent members can not remain in office for a three-year term. Under Mr. Young's Chairmanship, the Executive is now composed of almost entirely new people.

One of the prime objectives during these three years has been to bring British ORT into the centre of Anglo-Jewish communal activity, and to make the organisation known to the British establishment. One of British ORT's major weaknesses has always been that it was little known by the Jewish community and completely unknown to the British public. In order to bring the organisation to the attention of the community a great deal of effort has been expended through the press and through the public relations media, which resulted earlier this year in a trip by the Chief Rabbi to visit the ORT schools in the Paris region. The Chief Rabbi has now requested that ORT examine the vocational training needs of Jewish day schools in London and Manchester. There is now an awareness developing in the community that ORT is a force in Jewish day school work, as well as in the sphere of vocational training.

In 1974, a new company called ORT Technical Services was formed as a result of the Government's interest in ORT's technical assistance activities, and the vocational school network. It was requested that British ORT should register with them in order that possible future interests could be pursued. Contacts and discussions since 1974 have resulted in visits to the Paris schools by the Under-Secretary of State for Education and by advisers to the Shadow Cabinet. The enormous problem created by high unemployment and by the vast numbers of young people leaving school at 16, who are unable to find employment, has resulted in the Training Services Agency, the Government body responsible for vocational training development taking an interest in ORT's work. The head of the Training Services Agency will visit the Paris schools in October, together with representatives of the Department of Education. The need to remodel the British educational system along ORT lines have become apparent to both the Labour and the Conservative parties. ORT will have a presence in Britain by the time the Centenary takes place, either by some involvement with Jewish days schools or in an advisory capacity to the British Government.

The economic conditions have made fund raising something of an uphill struggle. British ORT maintained its commitments to the World ORT Union in 1974 and 1975, but failed to reach its targets in 1976. Results in 1977 look far more promising and it is expected that the target will be reached if not exceeded. British ORT is now firmly entrenched in two provincial areas - Leeds and Manchester. Manchester has the second largest Jewish population in the country, and a recent restructuring of the Committee means that ORT will be expanding its work greatly in that area. British ORT has become conscious that it needs to attract young people in the community, and after working with a young social group for a number of years, a new start was made by the creation of a group called AllsORTS, which is forming the basis of a youth organisation. A second group has been created in Sheffield, and there are developments in three other provincial areas. The idea of having a youth group which understands the ideology behind ORT, as well as its members enjoying themselves by raising funds through social functions, is creating a great deal of interest in the community.

An important source of income is that from charitable trusts and legacies, and a programme to obtain donations from trusts and to encourage legacies to be left to British ORT, has been established. The work in the area of legacies is a long-term venture, but some results are already being achieved.

Membership recruitment has been slow but a new Membership Officer has just been appointed who will expand ORT's involvement with young married groups in the 25 to 40 age group, as these have a great potential for ORT's expansion in the next five to ten years.

The traditional functions, such as the Concert, Dinner and Ball, Businessmens' Lunch and Year Book have continued to provide worthwhile funds, and British ORT has managed to expand its revenue from these activities, despite the economic conditions.

British ORT, despite difficulties in the last few years, is now in a better position than ever before to take advantage of the changing attitudes of the community. In the years up to the Centenary, ORT's experience in the fields of Jewish day schools and vocational training will become of even more relevance to the community and its ability to obtain funds to support the ORT network will certainly expand because of this increased awareness. The years since the Jerusalem Congress have been difficult, but British ORT is now more prepared to meet the challenge of expanding its organisation and increasing its fund raising in the years ahead.

IRAN

Year	1 National Fund (Sanduk Melli)	2 Ladies' Committee & Central	3 Donation	4 Ministry of Education Plan Organ- isation	5 A.J.D.C.	6 Parents' participation
1973	2820000	754443	246582	1040338	2904446	3415345
1974	2400000	644154	270114	3286140	3044359	5200070
1975	2770000	2250950	247357	20606125	3882358	1524750
1976	900000	1061588	370418	23700000	4077468	2158450

(70 Rls = \$ 1 US

1. National Fund (Sanduk Melli)

In 1973 the National Fund paid most of its promised allocation to ORT Iran in full.

In 1974 they paid ORT Iran only Rls. 240,000 of the share due to the organisation on the grounds that they had other obligations to meet.

After many meetings in 1975, ORT Iran received an amount of Rls. 2,770,000.

Again in 1976 the National Fund paid only Rls. 900,000 giving as an explanation that ORT Iran already received considerable financial aid from the Government. After prolonged negotiations, they agreed to pay the full amount of their undertaking for 1977.

2. The existence of the National Fund limits the fund raising activities of the Women's Committee as figures for 1973 and 1974 illustrate. Even these amounts were only achieved with the help of the annual grant of Rls. 500,000 made by Mr. Abraham Rad.

During 1975 and 1976 the Committee became more active in other fields such as organising the Annual Gala and the monthly Women's Committee luncheons, and evening cocktail meetings which have almost tripled the Committee's income.

3. Donations denotes contributions made by various donors - these show a small increase.

4. The figures for government aid are self-explanatory and

need no analysis.

5. In spite of A.J.D.C. policy which has meant an annual decrease in the amount of their aid to ORT Iran, the Organisation has, however, succeeded in securing more financial support from them.

6. "Parents' Participation" shows the money which ORT Iran formerly used to try to collect from students' families towards tuition fees, food, etc. After the promulgation of the Royal Decree on free education in technical schools, no tuition fees have been received but students are still encouraged to participate in food and transport expenses etc. The changes are shown in the table.

With regard to membership, many meetings have been held lately with both the men's and the women's committees participating.

It has been decided to try to obtain the approval of the National Fund to collect membership fees. This is the only proposal to which they have not agreed so far. It is hoped that an agreement will be reached before the Central Board meeting.

ITALY

The Fund Raising Activities of ORT Italy in the years since the 1974 Jerusalem Congress can be summed up as follows:

The economic crisis which was apparent in the years leading up to 1974 has unfortunately worsened making ORT's situation a problematic one particularly where opening up possibilities for fund raising expansion are concerned. It should also be noted that the Italian Jewish population is not big and is scattered throughout the peninsula.

In spite of this progress has been registered in fund raising thanks to the implementation of the new Liceo Scientifico in Rome and to the activities of CIDO in Milan. Parents' contributions have also risen considerably and in the last three years the Lombardy Region grant towards the work of CIDO (Centre for Didactic Innovation run by ORT Italy in collaboration with the Lombardy Education Department) has increased greatly.

Membership recruitment has benefited from efforts on the part of ORT Committees and the ORT offices in Rome and Milan and has remained stable.

Membership fees amounted to:

1973	Lire	3,640,000	US \$ 4,136.36
1974		4,200,000	4,772.73
1975		4,470,000	5,079.55
1976		4,700,000	5,340.91

MEXICO

There have been few changes in the organisation and fund raising activities of ORT Femênina de Mexico since 1974. The most important fund raising activity is still the yearly "Ortique", which ORT Femênina is proud to say has grown from a small event to a showplace for all the articles made.

Ortique was the main reason why ORT had to move to a new location, renting a duplex apartment which now houses both the office and the workshop. The ORT members design and prepare all the material for sale and a needlewoman works full time for ORT. Each year there is a wider selection of goods for sale. ORT now rents a larger hall for the three-day sale known as "Ortique". This activity also encourages sponsors to make contributions to ORT. The merchandise is on sale all through the years in the workshop.

In 1965 ORT Femênina de Mexico published a cookbook which was so successful that a second edition was put together and a third one is in the planning stage. The second edition has sold well within the Community. A project is now under way to produce a book on etiquette, table setting for different occasions, etc.

A campaign to start new groups and to increase active membership in existing ones has been started and the first English-speaking chapter of ORT Femenina has recently been founded, whose first objective will be to prepare two stands for the 1977 Ortique.

The Atid group offers courses in cooking, knitting macramé, artificial flower making and other manual arts. This is their main source for new members because, during the lessons, they speak about ORT's work for Jews in the world and many women stay in the group.

ORT Femenina's biggest problem is that they still only work with a few active members and there are only 550 who pay annual dues. It is quite difficult to grow in a Community which has many organisations and people are not willing to donate larger amounts of money because of the general economic situation of the country. The devaluation of Mexican currency has reduced the dollar remittances to the World ORT Union by approximately 60%. Furthermore, political changes recently implemented have somewhat strengthened a tendency to emigrate from Mexico, especially among young couples. All this affects the normal life of the Community to a great extent.

Nevertheless ORT Femenina continues to hope and plan for the future. Its immediate project is the celebration of its Bar Mitzvah. Special diplomas will be given to all members, sponsors and to people whose efforts have made a significant contribution to the development of the Organisations during the past thirteen years.

MOROCCO

For many years fund raising done by ORT Morocco was a somewhat haphazard undertaking, left in the hands of people with a great deal of good will and to casual contacts with generous contributors.

The only regular source of income was dues paid by members and the profit deriving from the annual ball which was organised when circumstances permitted.

In 1974, thanks to a new President heading a new team on the Committee, attempts at organised fund raising have been made from which promising first results can already be seen.

For various reasons 1975's results were below what had been hoped, but 1976 was a total success, with really good fund raising income and it can be called a record year.

This success was due to the dynamism and the devotion of both the Men's and Women's Committees, headed by their President, Mr. David Amar.

The Gala evening attracted a large crowd and was organised at the beginning of the year. Its striking success was thanks to the efforts of a young team of voluntary women workers.

A second gala evening, as successful as the first took place in the spring to celebrate the Bar-Mitzva of ten of our students who number among the most needy.

Both these events were well attended and had very successful financial results.

Fund raising for the year is carried out according to the following basic principles:-

1. A list of people likely to give money is made out at Committee meetings. The Committee itself is broken down into groups of two or three people who then undertake the actual collection of contributions.
2. The list of names are given to Committees according to their relevant interest, personal or business relations. Meetings are arranged by telephone, then Committee members visit the potential donors who usually give a warm welcome to ORT Morocco's representatives.

Some Statistics

	1974	1975	1976
Number of Due-paying members	144	125	177
Dues	Drs. 6,120	5,312	7,522
Fund Raising Income	6,280	7,015	57,120
Donations	68,197	7,621	212,533
	80,597 (\$17,910)	19,948 (\$ 4,433)	277,175 (\$61,594)

The new Committee's fund raising programme for 1977 is based on the same principles as preceding years. However, since there are several new members sitting on the Committees, meetings also concentrate on raising motivation levels among participants so that they give the maximum time available to fund raising operations.

Goals for the new Committee during 1977 are:

- Recruitment of 80 to 100 new members;
- Raise fund raising by 20% over 1976 financial results;
- Organise a gala evening, dinners and tea-parties;
- Establish regional support Committees.

SOUTH AFRICA

The Jewish community of South Africa is one of some 115,000 men, women and children. This number has not increased for many years and the average age of its members increases.

The position of this community must be viewed against the worsening economic and political atmosphere in Southern Africa. The cost of living is substantially on the increase mainly because of higher taxes for defence expenditure. Overseas investment has been drastically curtailed and will not increase whilst the political problems of the region remain unsolved.

The task of the fund-raiser has become noticeably more difficult during the opening months of 1977 and branches will undoubtedly find it difficult to meet their commitments to the national office.

ORGANISATION

The general structure of ORT in South Africa remains unchanged. There are active committees in all provinces co-ordinated by the National Executive with headquarters in Johannesburg.

There has, however, been a substantial growth within this structure. ORT South Africa has won recognition in the South African Jewish Community as a growing organisation attracting young members of the community to its ranks. The appeal of ORT is to young people who appreciate its importance as a vital, flexible and relevant organisation.

During the period under review, two new branches - Southern ORT and SPORT - were formed in the Western Cape and three new branches - SUPPORT, ORT Action and Glenhazel - in the Transvaal. This growth has resulted in substantially increased membership and fund-raising.

FUND-RAISING

The organisation remains committed to the discipline imposed by the Israel United Appeal and the United Communal Fund (the united fund for local Jewish needs) which prevents it from launching large scale fundraising campaigns. In return ORT South Africa continues to receive substantial grants from both of these funds.

The various branches have engaged in such fundraising functions as:

Mothers' Day Functions

Second-Hand Shops, Jumble and Book Sales

Golf, Klabberjas and Backgammon tournaments

Art Sales and lectures

Yomtov Presentations

A particularly successful project introduced during the period under review is the Car Key competition. This was first held in Durban and then in Port Elizabeth and in Cape Town and has become an annual project in these centres. In brief, a large number of car keys are sold together with a gimmick of sorts as a key-ring or Mothers day gift. The lucky key fits the car which is the first prize. All participants are invited on a particular day to try their key in the car and a gala day is made of the occasion sponsored by a large motor vehicle manufacturer.

The fundraising statistics of ORT South Africa for the period under review are as follows:-

- The Israel United Appeal allocation of R150 000-00 per annum was remitted to the World ORT Union in respect of each of the years of 1974, 1975 and 1976.
- The net income of ORT South Africa and remittance from ORT South Africa to the World ORT Union (excluding the above - mentioned Israel United Appeal allocations) were as follows:-

	<u>1974</u> (Rands)	<u>1975</u> (Rands)	<u>1976</u> (Rands)
Net income of ORT South Africa	97559	69945	117649
Remittances to World ORT Union	47000	107994	152003

(Note: The remittances in 1975 and 1976 were greater than the net income for those years because accumulated funds were utilised.)

MEMBERSHIP

Two methods of increasing membership have proved most successful in South Africa. Both of these methods have links with Women's American ORT.

At the Congress held in Jerusalem in February 1974, South African delegates were told by delegates from Women's American ORT of the "phonothon" method of recruiting members. This was launched in South Africa later that year and has been used

regularly with great success.

The film "L'Chaim" made for Women's American ORT has been an indispensable tool for membership recruitment. It has been utilised to great effect especially in the Transvaal and Western Cape. Showings of the film held in private homes have proved particularly successful. Members of ORT committees were requested to invite small groups of friends, acquaintances and business associates to such showings which are followed by appeals to those present to enroll as members. Particular emphasis has been placed on the recruiting of life membership.

MEMBERSHIP (husband and wife who became "double members" counted as two.

	<u>1st January 1975</u>	<u>28th February 1977</u>
Transvaal	3019	6343
Western Cape	1218	1806
Eastern Cape	359	397
Bloemfontein	279	292
Natal	603	581
	<hr/>	<hr/>
	5478	9419
	====	====

SWEDEN

The Jewish Community of Sweden is very small, made up of 3,300 families in Stockholm, 1,000 in Malmö and 800 in Gothenburg. The competition between the different Jewish organisations in their fund raising is, therefore, very fierce.

Swedish ORT continues its campaign of information on ORT's work and aims, with the focus turned on current projects and problems including, of course, those of ORT Israel. Since the autumn of 1974, ORT Sweden has emphasized the importance of leaving legacies to ORT, especially to ORT Israel.

At the end of 1976, there were 847 members. ORT has concentrated mainly on the Stockholm area where intensive efforts have been made not only to fill the gaps caused through the death of former members but also to recruit new friends ready to participate in ORT activities.

ORT Sweden also aims at strengthening cooperation and negotiation with the Keren Hayesod, with the Government Development Agency (SIDA) and it continues in its efforts to obtain legacies.

Magbit

Cooperation with Magbit has continued satisfactorily as shown in the enclosed schedule. The five year agreement expired at the end of 1976 and negotiations for a new one will be started as soon as possible. It should be noted that this agreement prohibits ORT Sweden from fund raising independantly.

Radio Help Fund

Swedish Radio Help Fund has given financial support for the ORT Morocco network.

ORT Sweden has excellent relations with the Jewish Women's Club which has made financial contributions towards ORT's work.

SIDA

Between 1968 and 1973 ORT Sweden received support for work in developing countries from this organisation to the amount of S.Kr.2,450,000. This support terminated in 1973 when SIDA tightened its regulations for aid giving and ORT has not been able to come through with a suitable project which meets SIDA's limitations.

Efforts continue, however, to help SIDA understand ORT's work which benefits people in developing countries.

SWITZERLAND

Since the Jerusalem Congress in 1974 some changes have taken place within the structure of Swiss ORT.

In Geneva a new system of recruiting members and collecting dues has been developed, with the Swiss ORT and the Swiss Women's ORT files being amalgamated. This encourages couples to join together as members and pay their dues jointly, with the added advantage that only one approach has to be made, that administrative costs are reduced, and the accounting system is simplified.

In spite of the fact that many of Swiss ORT's faithful supporters leave Switzerland because of the economic situation and in spite of the many deaths that have occurred, total membership is still growing.

Mrs. André Maus, President of Swiss and of Swiss Women's ORT continues to make every effort to assure the success of fund raising and membership events both from the social and the financial aspects. To give only one example of this, a cinema première organised in May 1976 brought in a record figure of S.Fr.48,000 net.

ORT Zurich, established in 1973 under the chairmanship of Mrs. André Bollag, has developed very rapidly and, since 1975, has already considerably increased the total of its contribution to Swiss ORT.

In Basel, the General Assembly, which takes place every two years was held on 27th November, 1976. Mrs. Henri Schramek and Mrs. Marcel Segal, co-chairmen, together with their committee, were unanimously re-elected for a further period of four years.

There have been no changes in the Berne Women's Committee, where under the chairmanship of Mrs. Maurice Löb, activities continue with a main focus on fund raising on behalf of the School for the Deaf in Tel-Aviv

The ORT Foundation, set up in Fribourg in 1973, has benefited from several contributions and from a sizable legacy that a member of ORT Berne left to Swiss ORT. Thanks to the Foundation, no succession rights had to be payed on this and the shares portfolio has already produced interest.

Total Membership of Swiss ORT

	<u>1974</u>	<u>1975</u>	<u>1976</u>
Geneva, French speaking Switzerland, etc.	2154	2336	2433
Basel Women's Committee	260	280	301
Berne Women's Committee	152	154	150
ORT-Zurich	1000	1029	950
	-----	-----	-----
	3566	3799	3834
	=====	=====	=====

URUGUAY

The following are some statistical details concerning membership and fund raising in ORT Uruguay over the past three years.

1974	202 members	\$3,120.41
1975	260 members	\$9,958.20
1976	241 members	\$21,771.10

VENEZUELA

Fund Raising

The main activity which should be mentioned in this domain is the campaign undertaken by Dr. Baratz during his annual visit to Venezuela for this purpose. The money collected by Dr. Baratz in the some 150 calls he pays on private individuals and on business concerns, is sent to the ORT Union in Geneva. He is helped in his fund raising by a small team of ORT friends.

On many occasions during the past few years, the reorganisation of fund raising methods and structures has been discussed, including the idea of the World ORT Union sending a specialist to help in the task. This project has been postponed from year to year.

Women's Committee

The Women's Committee began activities in collaboration with the MEVAL Project (Programme for pre-school Barrios children with ORT as operational agent and financed by the Venezuela Ministry of Education and the Van Leer Foundation of Holland), activities which benefited not only the deprived families in the areas where this programme was operating, but also brought in some income for the Committee's work.

At present the Women's Committee cannot count on the cooperation of the MEVAL Programme in this direction since the latter indicated that they preferred to turn back all the income raised into the Programme development. Therefore, the Committee can only count on the annual membership fees of Bs. 120 collected from members of the Community.

Note: Bs. 120 = \$28

WOMEN'S AMERICAN ORT

We submit here, as requested, essential statistical data on the organisational, membership and fund raising progress of Women's American ORT in the period from the World ORT Union Congress in February of 1974 to the present. As Women's American ORT functions on a fiscal year basis (July 1 to June 30), 1972/73 is used as the base year for purposes of comparative reference. Also, inasmuch as the current fiscal year, 1976/77 is not yet over, figures given for this 1976/77 must be estimates; but we believe that they will be quite accurate. (The final figures for the 1976/77 fiscal year will not be available until early August of this year, and will be presented in our annual activities report to the January 1978 World ORT Union Executive Committee meeting.)

1. Membership Growth

Substantial gains in dues-paid membership is recorded for each of the years from 1972/73 through the present fiscal year, as per the following table:

Fiscal Year	Total Membership	Increases Over Previous Year	% Increases Over Previous Year
1972/73	98,754	2,518	2.6%
1973/74	103,858	5,104	5.2%
1974/75	108,275	4,417	4.3%
1975/76	113,043	4,768	4.2%
1976/77	116,100(Estim.)	3,057	2.6%

Thus, the net gain in dues-paid membership strength over the four year period (1973/74 - 1976/77 inclusive) is 17,346 or 17.6%; or an average gain of 4,337 members per year.

Three additional observations cast light on the past performance and future expectations.

1. Throughout the period the organisation has sustained an annual reenrollment rate of between 85 and 86% -- an exceptionally high level for a mass membership organisation.
2. The organisation passed the 100,000 member level in 1973/74.
3. The recently adopted new 10 year goals of the organisation project a 200,000 total membership by the 1986/87 fiscal year with a schedule of accelerated annual growth rate.

II. Chapter Strength

The Chapter is the basic unit of the organisation and the vessel of membership. These are named "Chapters" where they function within the "Region" or "Area Council" echelons; and "Chapters-at-Large" when they exist outside the above echelons. (There are currently 79 Chapters-at-Large - all others function within existing Regions or Area Councils). Chapters meet once per month, at least nine and often ten or more times per year. Each Chapter has a board of officers and chairmen which also meet monthly, generally 11 or 12 times per year. As with membership the organisation has experienced substantial gains in its Chapter strength as reflected in the following table:

Fiscal Year	Total Number Chapters	Gain Over The Previous Year	% Gain Over The Previous Year
1972/73	841	59	7.5%
1973/74	912	71	8.4%
1974/75	952	40	4.4%
1975/76	1,012	60	6.3%
1976/77	1,060 (Estim.)	48	4.7%

In the four year period the organisation achieved a net gain of 219 chapters; i.e., a gain of 26% over the base year 1972/73. The average gain over the four year period is 55 Chapters per year.

General observations:

1. The covered goal of 1,000 Chapters was reached in the 1975/76 fiscal year.
2. Our ten year perspectives target a total Chapter strength of 1,500 by 1986/87.
3. The widespread deployment of the organisation is denoted by the following figures on Chapter distribution in relation to Jewish population centres. (Jewish population centres listed as per the citations of the 1976 volume of the American Jewish Yearbook.)
 - A. Of 22 cities with Jewish populations of over 30,000, Chapters (and Regions) of Women's American ORT function in all 22 - i.e., 100%.
 - B. Of 22 cities with Jewish populations of between 15,000 and 30,000 Chapters (and Regions) function in all 22 - i.e., 100%.
 - C. Of 34 cities or counties with Jewish populations of between 7,000 and 15,000, Chapters (and several Area Councils) function in all 34 -- i.e., 100%.
 - D. Of 39 cities or communities with Jewish populations of between 3,000 to 7,000, Chapters function in 34 - i.e., 87%.
 - E. Of 106 towns or communities with Jewish populations of between 1,000 and 3,000, Chapters function in 29 - i.e., 27%.

It is evident that having organized virtually every community with Jewish populations of 3,000 and over, we have undertaken with measurable success the task of organizing the small Jewish communities. Such a methodical campaign was contingent upon the "districting" of the national organization (about which more later); for the Districts are designed to provide the "in-close" communication and servicing which can assure viability to the Chapters-at-Large formed in these small communities.

Insight into the challenge of this undertaking is illuminated by citing just two of the characteristic features of the small Jewish community in the United States.

First; most are "isolated", i.e., are separated by distances - often great distances - from each other and certainly from large Jewish population (and organization) centres.

And second; the average size of the Jewish family is four of which two are adults. Therefore, in a community of 1,000 Jews, for instance, the average number of adult women eligible for membership would be 250 on which anywhere from a dozen to a score of Jewish women's organizations place demands. It is, therefore, precisely in such small communities where the programmatic character and functional nature of an organization are subjected to its severest tests; also its skills and resourcefulness in communication and servicing.

About half of the 106 small Jewish communities have populations of between 1,750 and 3,000. At this stage, it is in this population category that most of our 29 small community Chapters-at-Large now exist.

III. Region Strength

In the structure of Women's American ORT, the REGION is a legislative and administrative arm of the National organization. It is comprised of a cluster of Chapters generally within a city or county, with a minimum of four Chapters as the constitutional prerequisite. Needless to say, Chapter composition of Regions vary widely. Our smallest Region now has functioning six Chapters; our largest Region has 41 Chapters. The median Chapter composition of a Region is 17.

Given the scope and character of the Region echelon, the increase of their numbers is relatively slow and infrequent. Their emergence is influenced by membership growth in general, but more directly and decisively by what is called "expansion" -- i.e., the formation of new Chapters particularly in "uninitiated" communities. The following table describes the increase in our Region strength over the four year period under review:

Year	No. of Regions	Increase Over Previous Year
1972/73	45	2
1973/74	46	1
1974/75	50	4
1975/76	55	5
1976/77	58	3

Total new Regions formed since 1972/73 is 13, or a 29% increase in Region strength over the base year. We foresee the realistic possibility of at least two and possibly three new Regions being formed in the forthcoming fiscal year.

IV. Area Councils

Jewish population strength of a given community determines the number of viable Chapters within that community. Generally a 10,000 Jewish population strength is minimal to sustain a Region formation of four or more Chapters and with a normal growth perspective. But communities of between 5,000 and 9,000 are capable of sustaining two or three and sometimes four Chapters, in a cohesive relation. To provide coherence and coordination in these smaller areas, an echelon called "Area Councils" has been established. This is a relatively new echelon of the organisation - and a growing one. Like the Regions, they are administrative and legislative arms of the National organisation. Until 1973/74 only two such Area Councils existed. Today there are six Area Councils, three of which were formed in 1976/77. Several more are likely to be added in the forthcoming fiscal year.

V. Chapter-at-Large Coordinating Committees

In communities where the maximum potential of Chapter strength is limited to two, a "Chapter-at-Large Coordinating Committee" may be formed. Unlike the Area Council, the "Coordinating Committee" is not a legislative arm but an organisational facility with, as the name suggests, rudimentary coordinating responsibilities - the Chapters-at-Large Coordinating Committees may also take the form of temporary facilities as stepping stones in gestation to the structure of Area Councils or Regions. For instance, at least one of our present Coordinating Committees will be chartered as a Region within a year or two; and another as an Area Council.

There are currently seven Chapters-at-Large Coordinating Committees, most of which have been formed within the past two years.

VI. Districts

The DISTRICT echelon, comes as the culmination of a long and sustained process of organisational growth and maturation and completes the organisational structure of Womens American ORT. A District is comprised of a minimum of two Regions within a broad geographical perimetre embracing one or more states in a given sector of the country. Its administrative and legislative authority extends to all echelons of the organisation (other than National) within its geographic boundaries, including Regions, Area Councils, Coordinating Committees and Chapters-At-Large. (Currently, our small District is comprised of four Regions:, our largest District is comprised of ten Regions, one Area Council, ten Chapters-at-Large and one Chapter-at-Large Coordinating Committee.)

In its structural design, the country was divided into ten Districts. The formation of the Districts was begun in 1971/72 and the first two Districts were launched in the 1972/73 fiscal year. Of the ten Districts projected, nine have been consummated, the most recent in 1976/77. The tenth and final District (in the Southwest) will probably be formed several years hence. The Southwest is a vast and relatively sparsely populated area of the country; but it is also the most rapidly growing (and prosperous) area including in Jewish population. Thus, the organisational prerequisite for a District in the Southwest must await further development of the material conditions of the area adequate to the viable District perspective. We believe this will all eventuate within the next five years.

VII. Financial Support to the World ORT Programme

Women's American ORT, its leadership and membership, are acutely attuned to the needs of the World ORT programme and for two decades has been one of the two principal supports of the World ORT Union Central Subvention Budget.

Inreases in commitments and remittances to World ORT Union have been consistent and progressively graduated annually. Between 1950 and 1963, the organisation's contributions rose progressively from \$126,000 to \$1,035,600 per year. Between 1963 and 1971 remittances rose from the \$1,000,000 annual level to nearly \$2,000,000 (\$1,912,000). In 1973, the organisation embarked upon a campaign to increase the annual level of contribution to \$3,000,000 and targeted this goal to be achieved in a four year period.

As the table of statistics below will show, this ambitious thrust of the organisation slowed and paused briefly at the midway point, then resumed momentum achieving the \$3,000,000 annual contributor level albeit in five years instead of the prescribed four years.