component in representative private government. The Essex County Council extends its scope of activity and responsibility beyond the confines of community councils in other large communities in that it is a combination of Federation, welfare fund and community relations program, and serves as the central communal instrument in numerous other areas of Jewish life. It combines the best features of Federation and the older form of the community council. It departs from Federation by recognizing the importance of organizational representation and more community-wide responsiveness in the affairs of the social agencies. It departs from the older community council pattern in that it recognizes the importance of a direct link with the individual citizens of the community who have inherent interests in the conduct and operation of the social service and other civic enterprises of the community.

The Council consciously makes every effort to recognize the "public". There is a great deal of concern about reaching this "public". But it cannot be reached unless the proper communal structure is developed with the aim of reaching it and obtaining its reactions and its attitudes on various matters of communal concern. This "public" consists of numberless compact groups who reflect on community activities in their own fashion and who approach community problems from their own viewpoints. The community organization structure and its corollary community education program must be so conceived as to reach these groups which make up the public, at their special interest levels. Community plans and programs must be tailored to meet the requirements and interests of the various segments of this collective public. This is the aim of the Jewish Community Council of Essex County.

THE DETROIT EXPERIMENT

By A. L. SUDRAN

Associate Director, Jew-ish Welfare Federation, Detroit, Michigan

HE Jewish Welfare Federation of Detroit was organized in 1926 to plan, coordinate and finance the activities which the Jews of Detroit wished to recognize as the responsibility of a total community. These responsibilities included the social welfare, educational, recreational, and health Old responsibilities have expanded needs of Jews locally, nationally and enormously, with overseas relief and the overseas; overall guidance to the specific agencies serving these needs; and the examples. Correspondingly, the fundraising, budgeting, and disbursement of raising and planning activities of the the funds required by Federation and its beneficiary agencies to carry out these purposes.

The twenty years which have elapsed since 1926 have witnessed a natural evolution in the scope of Federation activities. Responsibility for new organizations and activities-civic protective work, vocational service, a home for aged, and others-has been assumed. upbuilding of Palestine as outstanding Federation have grown, both extensively and intensively.

It is evident that fulfillment of the

requires a structure enlisting broad and representative community leadership and support. Up to this year, the Board of Governors of the Jewish Welfare Federation consisted of twentyseven individuals elected by the membership of the Federation, which in turn consists of all contributors to funds from which Federation derives its support, and one representative of each of the local beneficiary agencies of Federation. This form of organization, although short of perfection in the light of present-day conditions, had secured for the Jewish community the services of devoted and representative leaders, as well as appropriate representation of the local affiliated agencies, and had resulted in a steady growth of the effectiveness of Detroit Jewry in meeting its manifold obligations.

In the belief, however, that the present stage of community maturity, and the growing Jewish needs at home and abroad, required and made it possible that Federation take a step forward in achieving a broader and more representative form of organization, a committee on by-laws was appointed early this year to recommended a more adequate Federation structure. In addition, there was appointed a committee which is now meeting with the Jewish Community Council to study the relationship between the Council, with its structure based upon representation from individual organizations and Federation.

The committee on by-laws recommended to the annual meeting of Federation in March of this year that there should be formal provision for the following categories of representation on the governing board of the Federation:

1. Individuals with demonstrated capacity for leadership and with devotion to the interests of the total Jewish com-

present-day functions of the Federation munity. Such provision already existed through election by the contributors to Federation of twenty-seven board members at large.

- 2. Representatives of the local member agencies of Federation. Provision for such representation also existed.
- 3. Representatives of the trade and professional, junior, and women's groups of the campaign workers and contributors, to be chosen by their respective groups to give formal voice to the interests of those who both work and give in the campaigns which make it possible for the community to function.
- 4. Representatives of the major organizational groupings in the community, such as Zionists, war veterans, B'nai B'rith, and Landsmanschaften, to be chosen by their respective groups to contribute the group points of view, and to merge the group thinking with the other interests in the community.

It is obvious that any plan of representation in a governing body must depend for its success upon the informed judgment and the active year-round participation of as many as possible of the members of the Jewish community. The new plan, therefore, necessarily implied continuation and intensification of the methods through which Federation related itself to the members of the community. In particular, stimulation of year-round communal activity by the trade and professional divisions of the Detroit Service Group (the fund-raising arm of the Federation) and by the junior and women's groups, and continuous relationships with the organizations and organizational groupings of the community, were indicated.

Implementation of the proposed plan through revision of the by-laws of Federation will require careful and painstaking study. The breadth and ramifi-

translated into specific provisions with sixteen delegates. reference to election procedure, total and proportionate representation of various groupings and other factors. Consultation with the community groupings involved and much time and thought will be required to make certain that the detailed provisions ultimately to be written into the by-laws are both constructive and practical.

Federation have been altered by a single amendment to add up to twenty-five additional members to the Board for an interim period of one year to provide the additional types of representation careful study of the experience of a trial period. As a result, the Greater Detroit B'nai B'rith Council, the Jewish Council, the Jewish War Veterans, the United Jewish Folks Organizations, and the Zionist Council of Detroit are now represented on the Board of Governors professional divisions of the Detroit Service Group, the juniors, and the and effective Jewish community.

cations of the suggestions need to be women, are represented by a total of

While it is too early to attempt definitive conclusion, benefits from the new plan are already becoming apparent. The relationships between Federation and the five organizational groupings newly represented on its Board are now placed upon a basis which is beginning to produce increased mutual understanding and which should lead to In the meantime, the by-laws of the closer cooperation. The representation given to the various trade and professional divisions and to the women's and junior divisions, and the reorganization of these divisions to provide election of their own officers and a program of yearrecommended and to make possible round participation in Federation business, is already bringing into the area of Jewish communal affairs many individuals whose role was formerly con-Labor Committee - Workmen's Circle fined to once-a-year activity in the campaign. To the extent that the new plan continues to build communal interest, participation and cooperation, the broadened representation on the Federaby one delegate each, and the trade and tion Board will have real meaning as a step in the development of an informed

JEWISH FEDERATION AND COUNCIL OF GREATER KANSAS CITY

By LOUIS S. MYERS President, Jewish Federation and Council of Greater Kansas City, Kansas City,

cil of Greater Kansas City grew out of a merger of the Jewish the evolutionary growth of both these

THE Jewish Federation and Countous organizations tended to overlap, either could have developed into an over-all central community organization. Welfare Federation and the Jewish The merger developed out of a tend-Community Council. It is the fruit of ency on the part of each to become the spokesman and representative of the organizations. Since the interests of the total Jewish community in the field of philanthropy and community welfare.

The Jewish Welfare Federation was organized in 1933. It was formed at that time for the purpose of raising and distributing funds to agencies, "for the advancement of the social and cultural welfare of the Jewish community for the promotion of any other philanthropy, and to bring about coordination and cooperation among Jewish welfare and relief organizations in Greater Kansas City." In its early years the Federation limited itself largely to acting as the agent of the Jewish community in philanthropic matters. Later, in 1943, a Planning Commission was created which had as its immediate project the study and improvement of the community's program for the aged and chronically ill. This culminated in the Joint Medical Project for a Home for the Aged to be rebuilt on the grounds of Menorah Hospital as part of a total medical program. The Federation also took action on such matters as expressing the views of its membership on the British White Paper and the withdrawal of the American Jewish Committee from the American Jewish Conference. It represented the Jewish community in making funds available to national and overseas, as well as, local agencies. It provided the funds required by the Jewish Community Council, and allocated a sum sufficient to meet its request to circulate the local Jewish newspaper to all Jewish families in Kansas City. It also provided the funds for the office expenses of the Community Relations Bureau of the Council.

The Jewish Community Council was organized in 1939. In the preamble to its constitution, its objectives were stated as follows: "To coordinate the various factors in Jewish life, to preserve the dignity and integrity of the Jewish people, to defend and protect the

civil, constitutional and religious rights of all people, wherever such rights are placed in jeopardy; to promote the cultural, philanthropic and spiritual aspirations of the Jewish community and to cooperate with other agencies having similar or related purposes." Council, in the course of more than seven years of existence, was concerned with a variety of problems such as, the administration of Kashruth, a census of the Jewish population, a study of Jewish transiency, civic-protective problems, Iewish education, circulation of information regarding agencies conducting campaigns, the question as to whether there should be a communally run newspaper, the Army and Navy Committee program guided by the National Jewish Welfare Board, and a variety of problems on which the Jewish community expressed itself through action of the Council.

Membership in the Jewish Welfare Federation was open to any contributor of \$5.00 to its purposes. The Board was composed of representatives of beneficiary organizations and elected individuals.

Membership in the Jewish Community Council was limited to representatives of Jewish organizations with a dues-paying or voting membership of not less than 25 adults. The Executive Director of the Federation was appointed by the Executive Committee of the Jewish Community Council to serve as its Executive Director also.

In the course of time confusion developed between the two organizations as to which was the spokesman for the Iewish community. This confusion became accentuated when the Federation extended its interests beyond fund raising and disbursing to community planning, and when the Council found itself representing the Jewish community in