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Jewish Community Federation Leadership Oral History Project

Annette R. Dobbs

PRESIDENT, JEWISH COMMUNITY FEDERATION OF SAN FRANCISCO,
THE PENINSULA, MARIN AND SONOMA COUNTIES, 1988-1990

With Introductions by
Brian Lurie
Laurence Myers
and
Donald Seiler

Interviews Conducted by
Eleanor K. Glaser
in 1992, 1993, 1994, and 1995

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Annette Dobbs, 1990.

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Jewish community leader

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Family background, St. Louis, MO and San Diego, CA, Depression years; marriage to Harold Dobbs, 1941, five children, assisting his political campaigns, Mel's Drive-Ins; federation's women's division president, 1972-1974; San Francisco-based Jewish Community Federation: campaign chairman, 1978, involvement with Israel, Project Renewal, Jewish education, challenges to Jewish Agency, "Who is a Jew" issue; president, 1988-1990: strategic planning, rescue of Ethiopian and Soviet Jews; national and local Jewish organizations: national vice president, United Jewish Appeal, board of trustees, United Israel Appeal, first woman board member, Concordia-Argonaut Club.

Introductions by Brian L. Lurie; Laurence E. Myers; and Donald H. Seiler.

Interviewed 1994 by Eleanor K. Glaser for the Jewish Community Federation Leadership Oral History Project. Regional Oral History Office, The Bancroft Library, University of California, Berkeley.

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PREFACE

The Jewish Community Federation Leadership Oral History Project was initiated in 1990, under the sponsorship of the Jewish Community Endowment Fund, to record the recent history of the Jewish Welfare Federation. Through oral histories with the sixteen living past presidents and two past executives of the Federation, the project seeks to document Jewish philanthropy in the West Bay as spearheaded by the Federation during the past half-century.

The Jewish community can take pride in the manner in which it has, through the years, assumed the traditional Jewish role of providing for the less fortunate. Organized Jewish philanthropy in San Francisco began in 1850 with the Eureka Benevolent Association, today's Jewish Family and Children's Service Agency. With the organization in 1910 of the Federation of Jewish Charities, the community took the major step of coordinating thirteen separate social service agencies. The funding of local services was absorbed by the Community Chest when the Federation affiliated with it in 1922. Soon thereafter, the need was seen for an organization to support the financial needs of national and overseas agencies. This led to the formation of the Jewish National Welfare Fund in 1925, which pioneered in conducting a single annual campaign for Jewish needs outside of San Francisco. The Federation of Jewish Charities and the Jewish National Welfare Fund merged in 1955, becoming the Jewish Welfare Federation, the forerunner of the present Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

This oral history project was conceived by Phyllis Cook, executive director of the Jewish Community Endowment Fund, and Eleanor Glaser, the oral historian who had just completed the oral history of Sanford M. Treguboff, the late executive director of the Federation. They realized that 1990 would be the thirty-fifth year of the Jewish Welfare Federation and that it was none too soon to try to capture the insights and experiences of the Federation's first presidents. Not only would these leaders be able to document the dynamic history of the Federation, but they could link that to the activities of several other agencies since all had prepared themselves for their services as Federation president by working in one or another capacity in the earlier Jewish charitable institutions.

Thus, it was anticipated that through the recollections of these Federation presidents it might be also possible to understand the driving motivations and principles of those pioneer leaders and the forces they dealt with during the building of the Bay Area Jewish community.

Phyllis Cook, in consultation with the board of directors of the Jewish Community Endowment Fund, worked with the Regional Oral History Office of The Bancroft Library, University of California, Berkeley, to carry out the project. Direction of the project was assumed by Eleanor Glaser, the office research editor for Jewish history subjects.

In the oral history process the interviewer works closely with the memoirist in the preliminary research and in setting up topics for discussion. For the Federation project, Eleanor Glaser conducted extensive research in the Federation Board minutes in order to determine critical events, committee assignments, and the pressing needs during each president's term of office. The interviews are informal conversations that are tape recorded, transcribed, edited by the interviewer for continuity and clarity, checked and approved by the interviewee, and then final typed. The oral history manuscripts are open to research in libraries nationwide. Copies of the Federation project oral histories will be available in the Federation Library; The Bancroft Library; the Department of Special Collections, Library, UCLA; and in other libraries interested in collecting source material on this subject.

Sam Ladar, president of the Jewish Welfare Federation in 1965 and 1966, was the first interviewee. As the initial oral history for the project, general Federation information such as early board minutes, lists of officers, etc., have been included in the Ladar volume. Researchers are advised to start there.

The Regional Oral History Office was established in 1954 to record the lives of persons who have contributed significantly to the history of California and the West. The Office is administered by The Bancroft Library. Over the years the Office has documented a number of leaders in the California Jewish community. The Office is honored to have this opportunity to document Jewish philanthropy in the San Francisco Bay Area.

Eleanor Glaser, Project Director
Jewish Community Federation Leadership
Oral History Project

Willa Baum, Division Head
Regional Oral History Office

December 1996
Regional Oral History Office
The Bancroft Library
University of California, Berkeley

Jewish Community Federation Leadership Oral History Project
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INTRODUCTION by Brian L. Lurie

The Mighty Red Head--Mother, friend, leader of the Jewish people.

I first met Annette when I was assistant rabbi at Temple Emanu-El. Her son, Stephen, and I became friends at the time and in the thirty years since then our lives have crossed many times. Annette was a mother to five at that time, but in fact, she was a mother to the world. First and foremost, to Harold and her five children, but in her big-hearted way, she was a mother to so many more, from San Francisco to New York--from Jerusalem to Kiryat Shmona.

As a friend, she was and is lively and fun--a ready, big smile on her warm and open face. Because of Jewish business, she and I traveled often together. For some reason our spouses never got jealous whether we were in Rome, Israel, New York, or wherever. On three consecutive trips that we took together, Annette's luggage was lost. Just before the third loss of luggage, she suggested that I check my carry-on luggage since I would have to wait for her anyway. I said that with her luck, we would both lose our luggage, so I declined and, sure enough, her bags were once again lost. Another woman would have been furious, but not Annette. She took it in stride and simply asked me if she could borrow a tee shirt for the night. We had a wonderful time eating, drinking, and meeting some of the most interesting people the world has ever known. That brings me to her Jewish leadership.

It was Norman Rosenblatt who suggested that I ask Annette to chair the Advanced Division, which he professionally staffed. That was the beginning of her move through all the leadership chairs of the Federation.

I do not believe I have ever told Annette how lucky our Federation was to have her as our campaign chair when we started Project Renewal. This campaign was more important than most people at the time realized. On one level, all saw it as a way to help the needy, of course, but on a whole new level it ushered in our new people-to-people relationship with Israel. Annette instinctively understood that need for people to relate to people because it was integral to her way of life. Our campaign was a success, but more than that, the relationships that we built with Tel-Hanan Neshet and Kiryat Shmona have endured until this day. This was largely Annette's doing.

One of our funnier moments when Annette was president of the Federation was when she asked me who was making the decisions for the Federation in that small, smoke-filled back room. I looked her in the eye and said, "Annette, you and I are the only people in that back room."

The latest chapter of Annette and Jewish leadership just happened this last May. She was determined that Bibi would not be Prime Minister again. Others would have done little, but not Annette. She gave and raised monies to help the opposition to Bibi and then went to Israel for almost a month to directly help Ehud Barak become the new Prime Minister of Israel. That's our Red Head.

So Annette--mother, dear friend, and Jewish leader--I was happy and am proud to write this introduction to your oral history. May God give you the 120 years that a truly righteous person deserves.

In friendship,

Brian L. Lurie
President, Jewish Museum, San Francisco

San Francisco
July 7, 1999

INTRODUCTION by Laurence E. Myers

It is my privilege to have been a close personal friend and co-worker in numerous charitable causes with Annette Dobbs. We have had a wonderful association for many years. I was the first president-elect of the Jewish Community Federation, and Ron Kaufman, my predecessor, gave me the benefit of his experience and wisdom. Annette, as president-elect, worked with me for six months before assuming the presidency. Her energy, insight, knowledge, and intelligence created a great pleasure in working with her.

There is no one I know that is as articulate and passionate about the causes in which we are involved. Her organizational abilities, coupled with her love of people, her incisive and clear thought process and speaking ability, make her a stand-out among the numerous leaders I have worked with.

My wife, Eleanor, and I were appointed by Annette as co-chairs of the General Assembly of the Council of Jewish Federations during Annette's presidency. This is the largest gathering of Jewish leadership in North America on an annual basis. Without Annette's guidance and help, this substantial undertaking would not have been successful.

Anyone who has ever been on a mission to Israel with Annette can recall her invaluable contribution and retains the memory of Annette's presence, effort, charm, and sincerity.

Annette still is involved in numerous philanthropic activities, and our community is blessed to have her unstinting and exceptional service.

Laurence E. Myers
Past President, Jewish Community
Federation of San Francisco, the
Peninsula, Marin and Sonoma
Counties

San Francisco
July 1994

INTRODUCTION by Donald E. Seiler

I am greatly honored and pleased to be asked to write this introduction to the oral history of Annette Dobbs. I have known Annette for many years and observed, with great admiration, her many contributions to our Jewish community. I have always been very impressed by the depth of her feelings and her extreme commitment to all causes, both in the Jewish community and the general community at large.

My first recollection of Annette was about twenty-five or more years ago on an occasion where I heard her speak in connection with the needs of Israel and the importance of raising funds for the humanitarian purposes of the people of Israel. The emotion shown by Annette at that time, and over the years since, stands out in my mind as reflective of a person who so deeply cares about her fellow human beings that she is naturally motivated to give it a top priority in her life. After our initial meeting we found ourselves over the years to be working in some of the same arenas for many of the same causes. My main involvement with Annette was in Federation work, but I had the opportunity to observe her in other endeavors as well.

Annette is a great leader in our community. She takes every challenge and treats it as one of the most important things in her life. She always strives to do it "better," and the results always reflect the tender, loving care which she gives to her mission. She has built a strong base of respect and friendship from members of all ages in our community. She has had many offices and committee assignments in the Federation, and every one has been carried out with the utmost skill, determination, and competence.

I do not know exactly how many trips Annette has made to Israel, but I know that it is more than fifty. Her circle of admirers includes many Israelis. I remember most particularly a trip which we made together immediately after I succeeded Annette as president of the Federation. We left the morning after her term was over and my term had begun, together with a group from our Overseas Committee. There was no one whom I met on this trip that did not know Annette and recollect her many, many contributions to the Israeli society. The local Israeli leaders, the members of our Amuta, the guides, and a multitude of others warmly embraced her everywhere she went and indicated they reciprocated her love for them, and their actions showed their appreciation for all of her efforts.

During Annette's presidency you could almost always find her at the Federation office doing the many things she loves to do. Her efforts in her Federation work have been a significant factor in the development of the Federation and the progress it has made until today.

Our community is most fortunate to have Annette as one of our leaders. She is always there when needed and can be counted on to give sage advice and inspire others to greater heights. I know that Annette will continue to lead the way as we go forward in our mission.

Donald H. Seiler
Past President, Jewish Community
Federation of San Francisco, the
Peninsula, Marin and Sonoma
Counties

Redwood City, California
August 1994

INTERVIEW HISTORY

Annette Dobbs has been an activist in the Jewish world for almost forty years, beginning with the local Federation's Women's Division. She served that organization as chair of its campaign and then as president in 1972-1974. Subsequently, from 1989 to 1990, she was president of the San Francisco-based Jewish Community Federation. Mrs. Dobbs has served on the boards of many national Jewish organizations, and her devotion to Israel has taken her to that country more than sixty times since her first trip there in 1960.

The efforts of Annette Dobbs on behalf of Jews everywhere were recorded as part of the Jewish Community Leadership Oral History Project, sponsored by the Jewish Community Endowment Fund. The series documents the history of the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

The first of our five interview sessions was held on December 31, 1992, in a Fairmont Hotel suite that Harold and Annette Dobbs occupied while their Nob Hill apartment was being refurbished. The last interview, on February 2, 1994, took place in their spacious apartment, which is decorated with an extensive collection of native art from their worldwide travels. The interviews were widely spaced in time because Annette's many organizational commitments took her to Washington, D.C., New York, and Israel. There was as well personal travel. Unfortunately, there were also health problems. Annette had a major operation, and she traveled many times to San Diego to see her aging and ailing mother, who died at the age of 101 years. Harold Dobbs's death in 1994 from leukemia was a blow that left Annette bereft; it took a long time for her to adjust to this loss.

My interviews with Annette were on a first-name basis for we are friends. My husband, Ernie, and I were among the four hundred guests invited to celebrate Harold Dobbs's seventy-fifth birthday. Four years earlier, in 1990, I first met the Dobbses in the San Francisco Airport as Harold Dobbs and I waited for our spouses to return from a fact-finding trip to Warsaw, Moscow, and Israel. In this volume's appendix there is a photograph taken by my husband of Annette holding a baby in an Israeli nursery. Ernie said that Annette made a beeline for the red-haired baby who reminded her of her son Rusty, who was twenty-two when he was killed in 1974 in an automobile accident in Spain.

During one interview, Annette said, "I'm basically a campaigner. I guess if you could call me anything, I'm a fundraiser--God gave me the gift of being able to stand up and articulate and make people give more money." In 1981, this ability led to Karen Hayesod asking Annette to spend three weeks in Australia raising money for Israel. Karen Hayesod

is the counterpart to the United Jewish Appeal in countries other than the United States.

In 1978, Project Renewal was accepted by the San Francisco-based Federation when it was suggested by Prime Minister Menachem Begin as a means of encouraging a closer relationship between Diaspora Jews and Israel. Annette served on that committee for three years, becoming chairman in 1983, and she said of this people-to-people program: "Of all the things I have ever done, I feel more satisfaction over what we accomplished through Project Renewal than anything else because it was hands on."

When Annette became president in 1989, any agenda she might have planned was replaced by other pressing needs. It was said of her term of office that it lurched from one crisis to another. Annette traveled to Israel to tell the Israeli government that the "Who Is a Jew" issue was strongly opposed by Conservative and Reform Jews in America and would weaken their support for Israel. Another crisis was Operation Exodus, the necessity to raise large sums of money to rescue and resettle Soviet Jews in either Israel or the United States.

During one interview, Annette reflected, "I think it's important to show how an individual like me can eventually become very involved on the national and international scene, and too few of our people have done that." Asked to expand on that statement, Annette said, "When I speak of a person like me, I mean I have no formal education beyond high school. Yet, being of average intelligence and having a lot of common sense, I was able to learn an enormous amount and serve the Jewish community, primarily, and was in much demand in the seventies and early eighties as a speaker. I raised multi-millions of dollars. It's a very, very gratifying feeling."

In accordance with our usual procedure, Annette Dobbs was sent the edited transcribed interviews for her to review. For the same reasons (surgery, organizational commitments, and travel) that postponed our interview sessions, it was several years before Annette began that task. Because she had spoken to me in the manner of one friend to another, Annette felt the manuscript was too informal and in some places verbose. She asked that we sit together to go over the manuscript page by page. Annette removed portions she felt were unnecessary or too frank and at the same time added exclamation marks for emphasis. The result is a more formalized oral history that denies the reader the charm and chattiness of Annette's speech, but gives the accuracy of a careful review.

When asked to suggest those whom she would like to write introductions to her volume, Annette Dobbs named Laurence Myers and Donald Seiler, both past presidents of the San Francisco-based Federation, and Brian Lurie, the former executive director of the Federation. We thank them for their cooperation.

The Regional Oral History Office was established in 1954 to augment through tape-recorded memoirs the Library's materials on the history of California and the West. Copies of all interviews are available for research use in The Bancroft Library and in the UCLA Department of Special Collections. The office is under the direction of Willa K. Baum, Division Head, and the administrative direction of Charles B. Faulhaber, James D. Hart Director of The Bancroft Library, University of California, Berkeley.

Eleanor K. Glaser
Interviewer/Editor

Regional Oral History Office
The Bancroft Library
University of California, Berkeley
July 1999

BIOGRAPHICAL INFORMATION

(Please write clearly. Use black ink.)

Your full name Annette Rae Dobbs
 Date of birth 7/26/22 Birthplace St. Louis, Mo.
 Father's full name Morris Lehrer
 Occupation Salesman Birthplace Vishnitz, Poland
 Mother's full name Vera Dembo Lehrer
 Occupation Homemaker/School Birthplace Odessa, Russia
 Your spouse Harold S.
 Your children Stephen M.; Marilyn; Gregory F.
Cathy
 Where did you grow up? Chicago, Ill (to 10); San Diego, Ca
 Present community San Francisco, Ca.
 Education High School
 Occupation(s) Professional Volunteer
 Areas of expertise Fundraising; Public
Speaking; Organization.
 Other interests or activities Husband; Children; Grand-
children; Reading; Travel; serving on
a number of Boards, Peace Process in Middle East
 Organizations in which you are active Jewish Com Fed; Joint
Distribution Com; Institute on Aging;

I EARLY YEARS

[Interview 1: December 31, 1992] ##¹

Born July 26, 1922 in St. Louis, Missouri

Glaser: I know you were born in St. Louis. What was the date?

Dobbs: July 26, 1922.

Family

Glaser: Tell me about your parents, please.

Dobbs: My mother's father was a tea merchant in Odessa, Russia, and in 1897, when my mother was born, the Russo-Japanese War started. My grandfather was conscripted, and like so many other Russian Jews he escaped via the underground, came to the United States, ended up in St. Louis, worked very hard for two or three years, and then brought the family over.

Glaser: What was his name?

Dobbs: His name was Joseph Dembo. He sent for the family; my mother was then five years old. They came in 1902. Incidentally, my mother is still living and in good health and lives alone and, God willing, she will celebrate her ninety-sixth birthday April 28. She's a remarkable woman.

Glaser: What was your grandmother's name?

¹## This symbol indicates that a tape or tape segment has begun or ended. A guide to the tapes follows the transcript.

Dobbs: My grandmother's name was Annie, and my grandmother was the first one to teach me that no matter how little you have, you have to help others less fortunate than you. There was never a time that I don't remember the blue box in her house, and whenever we'd come there they would put a penny or two in. She was the first volunteer that I knew. She gave all of her time to helping others.

Glaser: What sort of a home did she run? Was she kosher?

Dobbs: Yes. My grandparents were kosher. My mother was the only one of her siblings to keep a kosher home; I was raised in a kosher home, in a traditionally Orthodox home. However, we were very poor and we did not go to Sunday school or Shabbat school. I don't know what you do in Orthodox families because we didn't go. We were raised to know what it means to be kosher--what you could mix, what you couldn't mix, going to shul Rosh Hashonah, Yom Kippur, and other times. But it was never explained to us why we did what we did.

My father was born in Poland. I know his mother died in childbirth. He was the youngest of four children. He had three older sisters. He came to the United States when he was around twelve or fourteen years old, a little later than my mother. He was raised, like so many of the Jewish boys were, to be the scholar in the family. So his three sisters babied him tremendously and taught him that he didn't have to work, that he could be the scholar. This was great when he was younger, but when he got married and had a family, he never could earn a living.

Glaser: What was your father's business?

Dobbs: My father was not trained in anything; he just went to the yeshiva when he was younger. What his business was, that's very interesting; I'm not really sure. He worked as an insurance salesman. He had the gift of gab. My last recollections of him was that he was a sign painter through the Depression. He was very artistic.

Glaser: Tell me your parents' names.

Dobbs: My father's name was Morris Lehrer. My mother's maiden name was Vera Dembo, and the farthest back we go is her mother's maiden name, which was Motchan. Prior to the two generations, I know nothing about my family.

My mother was an extraordinarily beautiful woman, and as she tells the story, she had lots of boyfriends. Trouble was, she "married the wrong one," to quote her. [tape interruption]

Glaser: How many siblings did your mother have?

Dobbs: My mother had five siblings who grew up. They came in 1902 (it was a very, very typical Jewish family during that big migration). One of the sisters became ill on board the ship and died. They all settled in St. Louis. My grandfather always had a market, some kind of fruit and vegetable grocery store. I grew up in a grocery store, and my mother worked for my grandfather.

Early in the twenties, one of my uncles came to San Diego because the eldest sister had married a man in San Diego, and that started the migration of the family from St. Louis to San Diego. My immediate family moved from St. Louis to Chicago in 1924 when I was two years old. We lived there from '24 to '32.

Depression Years

Dobbs: We lived in Chicago during the height of the Depression, and I remember the Depression very well. I can remember our gas and lights being turned off for lack of payment. I can remember my mother taking in boarders to sleep in the bedrooms while we slept on pads in the dining room so that she would have some income. And I can remember the relief truck leaving boxes of food outside our front door, which was a terrible trauma for me.

I can remember going to school in Chicago on snowy days with holes in my shoes and pieces of cardboard in my shoes. I can remember never ever having a new dress. Everything came from one of my aunts to my sister and then to me. I was a skinny little kid, which certainly isn't what I ended up being, but everything I wore was always just hanging. If my mother did buy anything, which was so rare, she didn't take it in because she thought she needed to leave room for me to grow into the dress. So I never had anything that really was mine or that looked nice on me.

I was a very rebellious kid. I have a sister, Pearl, two and a half years older and a brother, Harold, four and a half years younger than I. The Depression was a hard time for us. My mother always worked. Sometimes she had a woman come in. In those days, I guess, everybody needed work, so for a dollar or two a week we had a wonderful black woman, a very round-faced, jolly woman named Pearl. Since my sister's name is Pearl, we called them Big Pearl and Little Pearl.

From the time we were little children, my sister and I knew how to clean house, how to cook food, how to do the washing, how

to take care of our brother--because we had to. Our mother worked all the time.

Glaser: What kind of work?

Dobbs: She worked in a department store. She worked in her father's grocery store in St. Louis and then later in San Diego. But in Chicago we were alone; the rest of the family was in St. Louis. She worked in a department store, and my father would occasionally get jobs painting signs for grocery stores: "Apples, 2 cents a pound," was hand-painted on a piece of cardboard and nailed to a wooden post and stuck in the apples.

The Move to San Diego; Parents Divorce

Dobbs: In 1932 things were so bad, and an aunt of mine, my mother's youngest sister, was going to be married in San Diego. My mother and father made the decision to move to San Diego. Because it's a warmer climate, we wouldn't need as much heat, we could get by without heavy coats--all the things needed in Chicago. We just had miserable, miserable cold winters.

In 1932 my father sold whatever we had and bought what was probably a third- or fourth-hand car. He advertised for two young men to get a trip to the West Coast in return for them buying the gasoline and helping him drive. I was ten years old and I remember this very well. My father and the two young men sat in the front; my sister, my brother, my mother, and I in the back. Every night we would stop at a motel, pay a dollar a night for a motel room. My mother, father, sister, brother, and I slept on one bed sideways, and the two young men each had their sleeping bags. The car kept breaking down; it took us something like ten or twelve days to get from Chicago to San Diego.

We moved into a very small house in San Diego, a two-bedroom little bungalow about a block or two from my grandfather's store. My grandmother and grandfather were really the stable ones in our life, because my mother and father never should have married. It was not a happy home. And within a couple of years after getting to San Diego she divorced him. It was a rather remarkable occurrence in those years. A Russian-born immigrant woman with a fourth-grade education to seek a divorce--it just wasn't done in those days.

Her first job was as a seamstress, and she was an outstanding seamstress. When she had the time, when we were

younger she used to make us pongee dresses with smocking. We had beautiful handmade things. She was always very, very skillful and handy.

We got to San Diego in '32, and in 1934 they went through a terrible divorce. We children were all part of it. Because my father didn't work very much, he was the one who would read us stories. He would hold us in his lap and would hug us and kiss us. I can never remember my mother kissing me or hugging me. She was always too tired. She worked fourteen to sixteen hours a day. But my father was always there to tell us stories. Of course, we didn't realize at the time he wasn't supporting us, our mother was.

I don't know what went on between them, but when he moved out my sister and I went with him. My mother had the police looking for us. We just went with him because he was always nicer to us than our mother was. She was harassed and tired so she'd be sharp. Children; what do children know?

Glaser: Was her family supportive of her after the divorce?

Dobbs: Yes, they were always very supportive of her. They never thought much of my father and had wanted her to leave him years before. In those days there was quite a stigma attached to a divorce in an Orthodox Jewish family.

Glaser: What happened to your father?

Dobbs: My father wandered; he went to Florida and he married. He was a very charming man. As I said before, he was very intelligent, and he had a marvelous gift of gab. He married a woman in Florida, then they were divorced. Then he went back to St. Louis because he had a couple of sisters there. He always managed to live off of somebody. Then he married a very lovely woman, and from that marriage I have a half-brother and a half-sister who are my children's ages. I had no contact with them until our son Rusty was killed, which is eighteen and a half years ago. I received a note from both my half-brother and my half-sister, and since that time we have become friends.

My mother really supported us, and because her father had a store we always had food to eat. In addition, my sister and I worked; I worked from the time I was twelve years old. The aunt who had been the first one to get married was not well, and after school I would go to her house. I would clean house and cook dinner and do the dishes, and then I would walk home and do my homework. Life was difficult.

My sister seemed to handle it; my brother was young. He had a paper route and he sold magazines. We did everything to earn some money. When I was in high school, my sister and I both worked for our youngest uncle, Jack, who had a fruit and vegetable market. I sold fruits and vegetables. In those days it wasn't self-service; there were people to help you. To this day I get a kick out of hefting a bag and estimating its weight.

Glaser: Then you had no social life as far as after-school activities?

Dobbs: No, never. I never could afford to. I was a very popular kid at school with my friends and my classmates, but I always felt like an outsider. There were just a lot of things I didn't understand. For instance, in our house my mother would cook a chicken or she'd cook a pot roast, and it lasted three nights. We never sat down at a table that was well-set or anything like that. Life was just a struggle getting from day to day to day. We never had extra money, never!

As I grew up, the only reason I learned how to do things is because I was smart enough to figure them out. I could visit my friends in their lovely homes, and if I'd go there for lunch, there would be a place mat and a cloth napkin. We didn't have such things. We sat down with a paper napkin, if a napkin at all.

Glaser: What did you do after graduating from high school?

Dobbs: When I graduated high school at sixteen, I had to go to work. I wanted to be an actress; I was very active in the drama department, and I was in many plays. I think that was my way of escaping my life into a make-believe world. I loved acting.

We couldn't afford for me to do anything but go to work. I had taken shorthand and typing in high school, and I went to work for a lawyer and earned twelve dollars a week. In 1939 I graduated high school, and I met Harold in 1937 when he came to our house to take my sister out.

In San Diego, Jewish social life revolved around the temple. There was one temple and one synagogue. In the thirties, when we moved there, there were 100 Jewish families in San Diego. We belonged to the Orthodox synagogue, but the temple was where the junior B'nai B'rith and the AZA would meet. My sister and I became involved in the junior B'nai B'rith, and Harold was Aleph Godol [president] of AZA.

II HAROLD DOBBS

His Move to San Francisco and Law School

Dobbs: There were so few Jewish kids that in the middle to the late thirties one knew everyone because we were all part of the same group. Harold took my sister out first, but he always said that she sat on his lap and creased his pants, [laughter] so he took me out when I was not quite fifteen. He was eighteen. He was going to state college and I was still in high school.

Glaser: That's quite a gap at that age.

Dobbs: Well, three and a half years--yes, you're right. Don't forget, I'd been working since I was eleven years old. I was hardly worldly, but I was used to being independent. I could cook, I could clean, I could take care of my little brother. I had worked in the store, so I knew how to deal with people. It didn't seem like such a gap at that time. I thought I was quite grown-up, I had to be. We all grew up fast then because we didn't have the luxury to be children.

When I graduated high school at sixteen in June of '39, his family left to move to San Francisco. Harold was going to start law school in September. Six months later I wrote him a "Dear John" letter because I had fallen madly in love with a gorgeous, six-foot-three, handsome fellow who went off to be a pilot. This is '39 into '40, and I guess we all figured there would be a war eventually. There certainly was the draft, and none of us knew when Harold would be drafted. He was in law school in San Francisco.

Glaser: Which law school was that?

Dobbs: Hastings College of the Law, a part of the University of California, which has two law schools: Boalt Hall and Hastings. But in those days Hastings was really a workingman's law school.

Harold worked as a chauffeur for a wealthy Jewish woman. It was a great job for him because when he took her places and had to wait two or three hours, he could study.

In about April or May of 1941, he finished his second year of law school and came back to San Diego for a trip.

Glaser: Was this because of your "Dear John" letter?

Dobbs: Well, no, because he left in June of '39, and in December of '39 I'd written him the "Dear John" letter. We had no contact in '40 or part of '41, until he came to San Diego with an old friend, Stan Smith, who later would be our best man.

Marriage, June 28, 1941

Dobbs: I had been a secretary for a lawyer, earning twelve dollars a week. Then I got a job in the credit department of a jewelry store earning sixteen dollars a week, which was a 25 percent increase. One day I was behind the counter in the jewelry store and in walked Harold Dobbs.

He was in San Diego for four or five days, and we saw each other every minute that we could. We decided to marry and to get married right away. I've always said to him I never quite knew back then whether I married him to get out of San Diego in order to do something else with my life, or whether it was my overwhelming passion and love for him. [laughter] But I guess after fifty-one years of marriage, I know now it was the latter not the former.

We thought he'd be drafted right away so we decided, like so many young people in those days, to get married and have a few months of happiness before he went off to war. We were married June 28, 1941. My mother had remarried and we were married in her new home. We were married on a Saturday night at ten o'clock because all of my uncles and many of our friends were working people who had liquor stores or grocery stores and worked late.

We had a one-day honeymoon at the Del Mar Hotel, and then we drove to Los Angeles and took the Daylight, which was the train that used to go from San Diego to Los Angeles to San Francisco. I had never been in San Francisco, and I hardly knew Harold's mother and father at all. I married him and went to live with his parents in San Francisco, and I was eighteen and a half years old.

When I reflect, I think, my God, how did I do it? But I did just fine, in part because I had a wonderful mother-in-law. She was a very special woman, who unfortunately died at age fifty of breast cancer within eight or ten years after Harold and I were married.

Moving to San Francisco was exciting. Harold was going into his third year of law school. He was still a chauffeur and studied every night at the library. I had no friends, I had no family here, and we lived with my mother-in-law and father-in-law. In order for me to see Harold, I'd go to the law library with him, and I'd sit and read while he studied. I would do that night after night after night.

On other nights I'd be with my in-laws. They were very active socially and had a big group of friends. They played a lot of cards and they would take me with them. I learned to play poker, canasta, gin rummy, mah-jong, and bridge. Little by little we met a few couples. Harold had some friends because he had joined Temple Sherith Israel, which had a youth group. We met a number of people who to this day are friends.

Glaser: Did you start working when you moved to San Francisco?

Dobbs: Yes, I worked. My husband had very old-fashioned ideas. He didn't believe in his wife working. Despite that I worked for a lawyer for a period of eight or nine months. It was a very sad experience because he was not a nice man. I never worked for a salary again.

Glaser: What did you do when you stopped working?

Dobbs: I took piano lessons and I took a couple of drama classes. I always wanted to learn, and to this day I feel there's so much that I have missed because I didn't go to college. I just always have had a desire to learn.

War Years

Dobbs: When war was declared, I started giving my time to some of the many women's groups who were helping the armed forces. San Francisco was a major port of embarkation for the war in the Pacific, and I used to work two or three days a week at the welcome places for the military.

Glaser: Was your husband here or--?

Dobbs: Harold was called for the draft in September of '41, and he was excused because at the beginning of the war they did not draft college or graduate students. When he got out of law school he had to keep going back to the draft board every so many months because as we became more and more embroiled in the war more and more young men were being drafted.

The draft board had certain criteria, which Harold never quite met. He wanted to go because it was a popular war. But he was given the status of 4-F because of his severe asthma. The draft board was not taking men with any kind of congenital diseases. Then we had a baby, and at that point in the war they weren't taking men with children.

When Harold graduated law school in the summer of '42, we moved to Los Angeles for three months so he could take a Bar-review course.

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Dobbs: Then we moved back to San Francisco, and he was sworn in as an attorney at law in December of 1942.

Children

Glaser: Tell me about the children, when they were born?

Dobbs: Stephen was born June 5 of 1943. By this time we lived out in the Richmond in a house that Harold's father had built. He was a small contractor; he'd build a couple of houses on spec and sell them, and then he'd go on to build several more. Harold's parents helped us buy a house, a little two-bedroom, one-bath house on Anza and 34th Avenue. Stephen was born into that house in June of '43. Marilyn was born (almost three months prematurely, weighing in at less than two pounds) in April of 1944, so there's ten and a half months between them. And then Gregory was born October 9 of 1946.

During the war the government built Marin City for the workers in the shipyards. Harold did not go out and practice law; he worked helping to build ships. He felt if he wasn't going to go in the service, that was the least he could do.

III HUSBAND'S LAW PRACTICE, POLITICS, AND BUSINESS

Political Activities

Dobbs: Harold had also worked as a clerk for a draft board, and one of the men on the draft board was Joseph Geary. He was a partner in a law firm of all Stanford, Harvard, and Yale lawyers. But Mr. Geary liked Harold, and after the war he was hired to work for Lillick, Geary, Olson, Adams & Charles. Until Harold was hired, that firm had never, to my knowledge, hired anyone from Hastings College of Law or anyone who was Jewish.

In 1950, we moved to 55 Rossmoor Drive. Harold had become very active in the Junior Chamber of Commerce. His law firm believed in their younger lawyers being active, and so he became very involved in the YMCA, et cetera. He was really my original mentor, my role model--he and my sister.

In 1950, Harold served as president of the Junior Chamber of Commerce. Then in 1951, Harold was asked to run for the board of supervisors. At that point I was pregnant with our fourth child and was involved in the usual mother activities, starting from the time my kids entered school. I guess I had so many memories of the fact that my mother was never able to be active in PTA or any kind of involvement that I threw myself into doing all of that. My kids were very well represented by their mother.

I was president of the Mother's Club at Commodore Sloat. Later I was also president of the Parents' Club of the Pi Lambda Phi fraternity at Berkeley for both Stephen and Gregory. So I did what I felt I should be doing for my children, and I think it was important to them. I know I felt it would have been important to me if my mother had been able to.

In '51, Harold was part of a group called Citizens for Good Government. Their job was to raise money and choose people to run for the board of supervisors. In those days, one ran for city-

wide and nonpartisan office and ran for a term of four years. San Francisco is different than most cities; San Francisco is a city and a county within itself.

Glaser: And the board of supervisors is for both city and county?

Dobbs: Yes, because it's all one, which is unlike most cities.

At any rate, Harold was asked to run for the board of supervisors. By this time he had had a number of honors paid him, among them being chosen by Time Magazine as one of the 100 young men of tomorrow for this area. Everything he ever became a part of, he ended up being president of. He was just very, very good at managing and at being involved in many different things at the same time.

Then I learned I was pregnant with Rusty. We already had three children, but we really wanted more. Rusty was born February 1, 1952, and two and a half years later Cathy was born on October 2, 1954.

We had wonderful times! We were young and enjoyed meeting people all over the City and County of San Francisco. Harold and Jack Ferdon were elected to the board of supervisors in November of 1951. They were two brand-new young faces. Harold was about thirty-two years old when he was elected, one of the youngest persons ever elected to the board of supervisors.

Our life changed substantially because then he was a "servant" of the city, and we had many events to attend. Our personal social life was diminished, but both of us, being gregarious people, enjoyed what we did. We met many wonderful people in some of the most unusual places.

There are hundreds of organizations in San Francisco that represent the diverse cultures in this community. We spent much of our time visiting and speaking with the various ethnic and religious groups in our city. We had so many marvelous, marvelous opportunities of meeting people and getting to learn about all these different groups.

Innovative Drive-Ins

Dobbs: By this time, a very important event had happened that made doing all this a lot easier. On December 23, 1946, Harold and Mel Weiss

opened the first Mel's Drive-In in San Francisco at 140 South Van Ness.

Glaser: How did that come about?

Dobbs: When we lived in San Diego, there were drive-in restaurants. We'd go to a movie, then go to a drive-in for a coke. The whole evening cost a dollar. When Harold moved to San Francisco, there were no drive-ins, and he always thought that San Francisco needed one. At that time he had this dream but he had no money.

After the war, we met a couple named Mel and Marian Weiss. There was a number of couples who got together once a week to play cards. The men played poker, the women played canasta or bridge. Mel Weiss had made some money after the war selling surplus material, and he and Harold decided to go into business.

Mel Weiss had \$20,000--we had nothing. Harold started calling on all the banks. The Security Bank, which was a single-branch bank on Montgomery near California, somehow lent him \$20,000 with no collateral. Things were different then. He was an earnest, honest, young, sincere lawyer who wanted to become an entrepreneur. Earle Le Masters, president of the bank, had faith in Harold.

We lived at 4233 Anza Street and homesteaded our house, which is a process by which even if the drive-in was a failure, the bank couldn't foreclose our home. There was a lot of risk in this new venture, but we both had great faith, and I was behind Harold 100 percent.

Glaser: Did he maintain his legal practice?

Dobbs: He always practiced law. The drive-in ended up costing about \$120,000, which was a fortune in those days, and we had plenty of sleepless nights! But it was a huge success. We were the first ones in San Francisco to open a drive-in which had car hops in perky little uniforms.

Mel was supposed to run the drive-ins while Harold practiced law. His firm at that time didn't know anything about the drive-in. Harold would hop on a streetcar in his three-piece suit every day at lunch time and go from the financial district up to Van Ness, take off his coat, put on a white jacket, and go out and park cars, because traffic was a problem.

One day while he's doing this, all of a sudden the window of a car opens. A man leans out and it's Joseph Geary. He said to Harold, "What the hell are you doing here?" [laughter]

Harold said, "Oh, Mr. Geary, I'm one of the owners of this place." He said, "You ARE?" When Harold went back to the office, there was a note for him that Mr. Geary wanted to see him in his office as soon as he got back. When he went into the office, all the senior partners were there; Mr. Geary had been telling them what happened. They wanted to know from Harold how all this happened. He thought he was going to be fired, but instead they said to Harold, "Why didn't you tell us? We think it's a great idea; we would have invested in it."

At any rate, Mel's Drive-Ins, Hal's Drive-Ins, and eventually the Mel's Bowls were very successful.

Glaser: Did you say Hal's Drive-Ins? Were some named for your husband?

Dobbs: Originally, when the firm didn't know he was involved, we took the name Mel's. Once the firm knew of Harold's involvement, we opened the first Hal's on Geary and Beaumont, which was a McDonald's copycat with hamburgers selling for twelve cents.

We had opportunities to become involved with McDonald's, but Harold was so busy practicing law, running for the board of supervisors, involved with all of his philanthropic work, and trying to be a father to our five kids and a husband to me.

My husband used to tell me, "You're never a success until you owe a million dollars." Well, we were successful, but we also had many, many sleepless nights. We were very, very lucky, and those hamburgers and milkshakes gave our children a wonderful education, and enabled us to live well.

Move to St. Francis Woods, 1954

Dobbs: Life was really very good. At this point we had moved into this gorgeous big home, 1601 Monterey Boulevard. As I said earlier, Harold was a chauffeur when he was in law school, and during the Christmas season of 1941, he took me for a drive in his boss's Cadillac (it was either that or his father's truck). He drove out to a neighborhood called St. Francis Woods, where traditionally all the homes were beautifully decorated. I had never been there and I was awestruck by the lovely homes and their spectacular Christmas decorations.

As we drove, we came to an intersection--Monterey Boulevard at Santa Clara--and there before us was this large white colonial-style home, like Tara in "Gone With the Wind." It sat up on a

knoll, and I remember it as if it were yesterday. I said to Harold, "Stop the car. Look at that house. What kind of people do you think can live in a house like that?"

And in 1954, less than thirteen years later, we bought that house, which is what America is all about!

Glaser: It was like a dream come true.

Dobbs: Yes, it was. Eight thousand square feet, five bedrooms, five bathrooms, et cetera. We paid \$55,000 for the house, which in 1954 was a considerable amount of money.

Glaser: How much help did you need for a big house like that?

Dobbs: Cathy was born into that house, so I had five children ages eleven and a half and under. My first live-in help I paid fifty dollars a month. Then when we moved into that house, I had several Russian women, as a matter of fact both named Catherine, who helped me. Then in 1961 Emma Drake came to live with us, and Emma Drake is still with us and has been like a second mother to my children.

Life was better than we ever thought it could be. My mother had retired, and fortunately we were in a position to be able to help her. Harold was always a wonderful son-in-law to my mother.

Mayoral Campaign, 1963

Dobbs: In 1962, groups of citizens started asking Harold to run for mayor. After three terms on the board, he definitely had the political bug. In 1963 we spent the entire year campaigning for mayor.

Harold was a Republican, management-oriented, and Jewish. In 1963 in San Francisco, if one were not labor, Democratic, or Catholic, it was not possible to be elected mayor of San Francisco.

Harold's opponent was Congressman Jack Shelley, who was all of the above. He beat Harold by 24,000 to 26,000 votes. It was a great disappointment but an incredible experience.

We literally met thousands of people! We went to eight or ten or twelve coffee hours and events every day and every night. That's when I really started having extra help. I needed to have

good help to take care of the house and to take care of the children.

I did a lot of speaking on behalf of Harold. There my dramatic and debate experience came in handy. And that's where I really found that I was not bad on my feet, which is about the only talent I have.

Glaser: So you weren't nervous at all about speaking?

Dobbs: No, I've never been nervous. There are many things that make me nervous, but I've never ever been nervous about getting up before a group of people. It doesn't matter if there are twenty people or 2,000 people.

We met many wonderful people in this community, people who are part of the history of this city, including all of the living past mayors. George Christopher was a great influence in our life and Harold's mentor. As mayor, he frequently appointed Harold acting mayor. In this capacity we were privileged to entertain kings and queens, astronauts, generals, movie stars, et cetera-- not the average experience for ordinary people like us.

The sixties were very intensive for me because my husband ran for mayor in '63, in '67, and in '71. He was off the board of supervisors when he ran the first time in '63 because you can't run for two offices at once. And so in a way he did come home to us, and that was nice.

But he hadn't really gotten it out of his system. In 1967, when Jack Shelley had proven to be such a bad mayor, they did a poll (I don't know who did it), but it came out on July 3 or 4 or 5, I don't quite remember. It showed that Harold Dobbs would beat Jack Shelley by a fairly sizeable percentage, and Harold had already thrown his hat in the ring.

Within weeks the Democratic party pulled Jack Shelley out of the race claiming ill health, and they substituted a man named Joseph Alioto. He had been on the board of education but had never run for public office. Ergo, he didn't have any enemies. He had lots of friends, he didn't have any enemies. He hadn't made any enemies politically, which anyone in politics does. If you vote your conscience much of the time, as my husband always did, you make your share of enemies who think that he should be voting for different reasons.

I'm not going to go into it now, but we went all through the whole Civil Rights thing and "equal rights, not special privileges." When he ran in '63, that was one of the foundations

of his campaign, to give everybody equal rights but not special privileges. And I think time has proven that he was right.

Anyway, we did have some very interesting times. Our drive-ins were picketed, our house was picketed. I may have had the only home in San Francisco where we had pickets back and forth the weekend before election. Big headlines: "Harold Dobbs refuses to hire black managers." Well, Harold Dobbs didn't refuse to hire black employees, the unions of San Francisco did.

And the unions of San Francisco had a very definite quota and color quota system. In the drive-in restaurant business we were union houses, therefore we took what the union sent us. And I know for a fact--because I heard my husband's end of it--a union official in this city called my husband to ask him to please not give an interview to the newspapers stating this because it would get them in trouble or something. We were perfectly willing to hire people of any race, color, or creed, but the unions didn't send them to us. And when you're a union house you take what the unions send you.

At any rate, Joe Alioto was substituted, we went through the second campaign, Harold lost the race for mayor the second time. I said, "That's enough, now let's get back to living." We did a lot of traveling in those days. As a matter of fact, in '64 we went on our first trip to the Orient, including India and Thailand, Taiwan and Hong Kong and Japan, the Philippines. All kinds of places. When I hear people talk about going to India now, I mean, my God, we were there going on thirty years ago. We always had an adventuresome spirit.

Glaser: There must have been so many times when you thought to yourself, "How far I have come from St. Louis, Chicago, and San Diego."

Dobbs: Yes, you are correct. When my mother came to help me move into 1601 Monterey Boulevard, and she saw that house with the curved driveway and the four big pillars like Tara, she cried. She said, "To think that a daughter of mine could ever live in a house like this."

Another Mayoral Campaign, 1971

Dobbs: My last child was in high school and four of them were away at college or living away from home. We were planning a trip to Europe in the fall of '71. Joe Alioto was running for mayor a second time. He really had not been a good mayor. There are

people who would disagree with that; that is their right. Actually I felt that Joe Alioto was less honest to the city than Jack Shelley. Jack Shelley was what he was, and he made no excuses for it, and he did gracefully get out after four years. Joe Alioto used his position to further himself and his family and his friends.

All of a sudden many different committees of citizens from around the city called, sent telegrams, and visited with and pleaded with us: "Please, run for the office of mayor again. There is no viable candidate to oppose Joe Alioto."

Eventually we canceled our trip to Europe, and once again became involved as a family in his third and last race. Harold truly believed that he had something to offer the city of San Francisco, which had been so good to us.

Prior to his filing, rumors were rampant that Dianne Feinstein was also going to run for mayor. Harold and she met to discuss the race. They agreed that if the two of them ran, Joe Alioto would win because they would split the vote. At this point in time, Harold had more cash in the coffers and more endorsements. Dianne agreed she wouldn't run for mayor.

We filed at 9:00 a.m., and she filed at 3:00 or 4:00 that afternoon, the last day one could file.

Joe Alioto won with 34 percent of the vote, Harold came in second, Dianne came in third.

IV COMMUNITY ACTIVITIES

Auxiliaries and Religious Affiliation

Glaser: Tell me about your start in community activities.

Dobbs: Originally, because of Harold's many activities, I was also very involved with him in the general community. I was one of the founders of the auxiliaries of the Lighthouse for the Blind, of the Legal Wives Auxiliary. When I married Harold, his family were Reform Jews, and that suited me just fine. We belonged to Temple Sherith Israel for a few years, but then as all of our friends and their children (who were friends of our children) belonged to Congregation Emanu-El, we also joined. All of our children went to Sunday school, and our boys were bar mitzvah. I must tell you that Temple Emanu-El, when we first started going there, blew a horn instead of a shofar on the High Holy Days.

Glaser: Who was the rabbi then?

Dobbs: Alvin Fine.

When 1948 came and Israel became a state, I thought, "Isn't that great," but I wasn't heavily involved in it.

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Dobbs: In 1960, Harold and I went on our first trip to Europe. We went to nine different countries in six weeks and to thirteen cities, Tel Aviv and Jerusalem among them. When we were in Jerusalem, that was really what awakened in me my latent feeling as a Jew. I've never forgotten getting off the plane at Lod Airport and seeing all those in uniform and seeing the blue and white flag flying in the breeze. I looked around and realized that for the first time in my life I was in the majority rather than in the minority.

Israel made quite an impact on both of us on that trip. I came back and started becoming involved. That's when I made my first gift to Federation; I think it was ten dollars. I started helping at different luncheons and other events. At different times I have been on the boards of many of the Jewish organizations in San Francisco, but Federation seemed to me to be the answer for me, because it meant that I was able to help raise money locally as well as for Jews other than in the United States. I very much liked the idea of helping Israel.

We found ourselves becoming more and more involved in the Jewish community. Harold and I made a pact a number of years before: the world is a very big place. As I became more and more involved in Federation, we decided that I would take over the Jewish world and he would take over the rest of it. [laughter]

V WOMEN'S DIVISION OF SAN FRANCISCO FEDERATION

Role and Function of the Women's Division

Glaser: What were your first activities with the Federation's Women's Division?

Dobbs: I was an event-giver. Every time there was a luncheon I would plan it. I can remember one of our luncheons at the Fairmont Hotel was twelve dollars. We had a jewelry fashion show and a Jewish comedian. [laughs] The criticism we heard was that the event was "too Jewish" because we had a Jackie Mason type comedian. The San Francisco Jewish community was very assimilated.

Glaser: Tell me how the Women's Division functions.

Dobbs: Women's Division was a single entity housed in San Francisco. Then they started decentralizing. Women's Division was always part of Federation; it's just that the women in those days wanted to be autonomous and wanted to do their own thing. Federation agreed to let us function as we wished. The money that we raised was part of the Federation's annual campaign. We felt in those days that a woman must give her own gift and not say, as I did, "My husband gives at the office."

When I went to Israel in 1960, I realized that I had money in my purse and that I could make my own gift. Back in those days, we would get shoe boxes, glue the lid on, cover the entire box with paper, make a hole in it at the top, and drop our money in no matter what the amount.

We felt that every individual should stand on her own. In addition to the importance of that, a father who gives at the office does not teach the children that they too must learn to give. That sharing what you have is critically important in all

phases. It's important to teach children from the time they're very young to save and to give.

When our children were growing up, it was very important for them to see me putting that dollar a day in the shoe box and for them to understand what that money was for. I don't call it charity and I don't call it philanthropy, I call it Jewish taxes. I believe I am helping ensure that what happened in the forties will never again happen to my people.

Fundraising and Distribution of Funds

- Glaser: Does the Women's Division have a function other than raising funds for the Federation to disperse?
- Dobbs: Originally we were just a fundraising organization. If one didn't like to solicit money, you were out of luck. There was little volunteer work for one to do. At that time, little emphasis was placed on endowments or building reserve funds. When I first started in the San Francisco Federation, about 70 to 80 percent of all dollars raised went overseas. I'm sure no one dreamed that we would become as large as we are. Hindsight is always easy.
- Glaser: What about the conflict between the funds raised for overseas and the funds for the local community? I think going back to post-World War II days that existed.
- Dobbs: I think you're right. However, in the thirty-four years since I first became involved, we have become a very different community. If I'm not mistaken, in '73 we raised around \$6 million, I'm not sure. And in the early years it was critical we send as much as possible of our dollars overseas to what was then a very young state. But I've come to the realization, and I think I'm correct, that if we don't maintain a strong Jewish community here, we will not be able to help Israel and Jews in distress in other places in the world. So I am all for us building our own Jewish community, as long as it doesn't become too one-sided.
- Glaser: Let's go back to Women's Division. I want to find out not only how it functions, but how the Federation viewed Women's Division before it became part of the board. It didn't become part of the board until quite a bit later.
- Dobbs: As I said before, after 1960, after my trip to Israel, I started becoming involved. But I was just new, I was not involved in the political hierarchy whatsoever. I just knew I had a job to do,

which was to raise money. I disliked fundraising. Nobody I know liked it, but we recognized the fact that we had to do it. And so we took all kinds of classes in how to fundraise and do everything that needed to be done. So we were taught how to fundraise. We were truly a volunteer organization.

Women's Division decided to decentralize, and Barbara Mendel and I were the first co-presidents of the San Francisco Section. We ended up having sections in San Francisco, North Peninsula, South Peninsula, and in Marin.

The Women's Division was really an organization unto itself, and we were independent of the men. However, the money that we raised did go into the coffers of the Federation. We wanted to be very independent. We had our events; they had their events. And there were, to my knowledge, few women involved in the overall campaign. We wanted to make our own decisions about how we did things. I'm not sure as I look back that that was a wise thing to do. Because what has happened to the Women's Division is that, first of all, the role of women has changed. We have many more women in the work force and therefore many fewer volunteers.

Changing Role of Women and Its Effect on the Women's Division

Dobbs: I think women are different today. I mean in my time we were barefoot, pregnant, or in the kitchen, literally. I have to say I never felt like I was put upon. I'm very pleased that I was able to raise my children without working and to be a better (I hope, I'm not sure about that) mother, homemaker, wife, companion, all those other things.

But I see that the women today are very career-oriented, and they are more independent than we ever were. But they also expect a lot more from an organization than we did. And that's why Federation Women's Division went into educational programs, different seminars, and different kinds of conferences--because women have the desire to improve and expand their minds in many different directions.

In a way this got us into trouble with other Jewish organizations. At the time I can remember them saying, "Hey, what's this? Federation is our fundraising organization, and now you're going into all these other things and having all these educational things. You're taking away what we do!"

I'm not sure Women's Division has dealt with this. I think, I regret to say, I have seen a diminishment of the effectiveness of Women's Division in more recent years, because there are a lot of women now who being career women are part of Federation's different divisions. Whether she is a lawyer or an educator or in real estate, she chooses to be part of those groups rather than Women's Division.

Women's Division has trouble getting a good turnout at many events because there are so many women who work. So do you have an event in the daytime or do you have it in the evening? In my time we didn't have any of those problems. Hardly anybody worked, we had everything in the daytime and everyone was available. We did our own thing.

I can't speak too much about Women's Division today because I haven't really been a part of it for going on fourteen, fifteen years.

President, 1972-1974

Glaser: When you worked through the chairs and you became the president, did you initiate anything that was new, anything that was different than what had been done before?

Dobbs: Well, the '73 Yom Kippur War happened during my term as president. I don't know that we initiated anything new, but many of us spent our days and nights at the Federation office calling every one of our cards to see if people could send some money in.

Rusty, our son who died, left for Spain during the Yom Kippur War in October of 1973, and Harold and I took him to the airport. I waved goodbye, never to see him again, and I cried a little bit. Then Harold took me back to the Federation office, and I went right back on the telephones. We worked the phones day and night to raise money.

Back in those early days, (I'm not sure when we got our first computer) before we ever got our first computer we had file boxes. Every name had a card and we would sit for hours and write in longhand every new prospect whose name we received and everything we could find out about them. We'd check every Jewish organization list to see what organizations they belonged to. We knew more about people then, I think, than we certainly do now. But it was all done by hand, and it took hundreds and hundreds of hours.

So being involved in Women's Division was a full-time job, and it was fun because we were all in this together and trying to do something good for our people. We didn't become the Jewish Community Federation until 1982. There were people who felt by then that the word "welfare" was not a nice word, and they didn't want it associated with the Jewish community.

Glaser: You also became a regional vice chairman.

Dobbs: Yes, but prior to becoming regional vice chair of National Women's Division of the United Jewish Appeal, I served on the National Women's Board from 1972 until 1984 and became Western Region chair at some point for the thirteen western states (including Alaska and Hawaii).

Mission to Israel, 1971

Dobbs: Between '67 and '71, our children were leaving home and going to college, and I was getting very involved in Federation. I was doing a lot of speaking for Federation locally.

In September, 1970, there was a Women's Division regional conference in San Francisco. The national chairwoman of the UJA, a wonderful woman named Fannie Schaenen, was among those attending. Fannie said to me, "Won't you come on our Women's Division mission in January?" And so January 17, 1971, I left on my first Women's mission, a mission that would change my life!

Mauthausen Concentration Camp

Dobbs: I flew to New York and met the group, there were 138 of us. We went to Vienna for three or four days, and we visited Mauthausen Concentration Camp, which was outside of Vienna. I had become somewhat obsessed with the Holocaust. I had read every book that ever came out about the Holocaust--I will never live long enough to understand how it happened in our "civilized" world.

That day I had a scarf with my name embroidered on it, I remember removing my scarf and tying it around a pole in the gas chambers. That day I made my own personal commitment that I would spend the rest of my life to see that nothing like that would ever happen to my people again!

We went on to Israel and I was deeply moved by what I saw and upped my pledge to Federation from \$600 to \$1,000, a big increase at that time. We had a caucus; it was the first caucus I was ever a part of, because in San Francisco they did not and do not to this day have caucuses.

Glaser: Please explain what a caucus is.

Dobbs: A caucus is where a group of people sit in a circle and announce their gifts. On this Women's Division mission, each woman would speak. She would take several minutes to speak about why she feels as she does about the Jewish world and about Israel, why she wants to make a particular gift.

The Women's Division caucus in Israel in 1971 was probably one of the great emotional moments of my life. We all sat crying because we had just come from the Mauthausen Concentration Camp, which was really our first face-to-face encounter with the reality of what had happened. That is when I came back and threw myself into this work.

Women's Division Vis-a-Vis the Federation

[Interview 2: October 14, 1993] ##

Glaser: In 1962, for the first time, a representative of the Women's Division sat on the Federation board. What was the relationship between the Women's Division and the Federation?

Dobbs: We have struggled throughout all the years to define the Women's Division. The Women's Division wanted to be independent and make its own decisions. We became very proprietary about women's gifts--any women's gifts. We wanted credit for all women's gifts, which was foolish of us, because many times we were not the ones who were able to speak to the larger contributors about their dollar amounts.

Glaser: Was the Women's Division taken seriously by the board? Did it look upon the Women's Division as a training ground for potential leadership and a source for leadership?

Dobbs: Oh, I seriously doubt that the men who were in the power structure at that time really ever considered the Women's Division--that was a different time. I'm not sure women were thought of as being potential top leadership. First of all, Women's Division was kind of founded on the concept of plus giving. What is plus giving?

Plus, because my answer to everyone prior to 1960 when they called to solicit me was, "My husband gives at the office," and that was it! It was only after my first trip to Israel in 1960 that I learned what women's giving really meant.

We discovered that very few women could answer our question, "How much money is in your wallet right now?" Therefore, we concluded that asking a woman to remove one dollar from her wallet every day would not be a hardship--and then she could be a \$365 a year contributor.

We made shoe boxes into pushkes [charity boxes], and we tried to explain to the women at our different events, "You must take these home--you must let your children see you putting money in them. If your husband gives at the office, it doesn't teach your children what philanthropy, what the Jewish concept of tzedaka means. Only you, in your home, can teach your children the worth of doing this.

Glaser: But the Women's Division should have been a source of potential leadership for the Federation.

Dobbs: Well, it became that much later.

Glaser: It had to wait not only for the feminist movement but for the men to become aware?

Dobbs: Actually, I think it was a little before the feminist movement that some of us started moving up in the local Federation. Now you know, we've done almost a reverse. Back then Franny Green was the only woman that I'm aware of who was moving up.

I would say that Women's Division, with our plus giving, was not really taken very seriously in the early sixties.

Glaser: In our first interview, you said you hated fundraising. But this seems to me to be your strength. You do it so well and have done it for so many years.

Dobbs: I don't hate it. It makes me a little uncomfortable, that's all.

Glaser: But you were in charge of the Women's Division campaign in 1971.

Dobbs: In 1970 to '72, I was campaign chairman; 1972-74, I moved on to the presidency of the Women's Division.

Glaser: How was that campaign organized?

Dobbs: I can remember the war of '67. Seymour Kleid was our professional. We worked very closely with him, and he really was the strength of the Women's Division. He was terrific! Our entire organization was our three-by-five card filing system.

We put on all these cheapee events, but they weren't so cheap then. \$12.50, and then they moved up to \$25, and then beyond that. I can tell you we debated long and hard whether we could afford to go from \$12.50 to \$25.

We must understand that at that point in time San Francisco was not a very close and well-organized Jewish community. It was a different time and a different place.

Glaser: What changed it?

Dobbs: I believe probably it started with the war of '67 and then the war of '73. I believe what really helped change it was Brian Lurie. He came here in '74, and he took over as executive director in '75. Brian recognized the fact that while we were a federated community, we were not really a strong community. He believed strongly in staying within our own area and building from within. That's when we started opening our other offices and decentralizing. We recognized that for those living in the South Peninsula or Marin, it was difficult to get back and forth to the city not only for luncheon meetings but for all events.

Yet, if we were going to raise money in all the outlying areas, we had a responsibility for these areas to have representation. We attempted to have somewhat equal representation on our board. However, it was never equal. There were always more San Franciscans on it because the population was here.

In addition, we wanted to reach out to the synagogues. There had always been a lack of cooperation between the rabbis and the Federation and its agencies. Unhappy as this made some of us, it was a fact of life because of the constant competition for the donors' dollars and loyalties.

VI FEDERATION CAMPAIGNS

Telethons

Glaser: You were on the Federation's fundraising committee in '72 and '73. Does that mean that you took part in the Federation's overall campaign?

Dobbs: Yes. My first entre into the overall campaign was as chairman of their telethon. I worked closely with our professional staff; especially Nat Starr. The telethon in the Federation took place three or four nights a week for a period of weeks.

Then I don't remember exactly what year Roean and Marvin Iscoff took over the telethon, and we started having it at Mount Zion Hospital. The Iscoffs became chairs and I went back to the general campaign.

Chairman, 1978 Campaign

Glaser: In 1978, you were appointed campaign chair when Ken Colvin became ill. How did you organize that campaign?

Dobbs: First of all, I was totally unprepared. I hoped eventually I would be asked to be campaign chair because I had become very, very active. I went to Israel in July for the Jewish Agency meetings, and upon coming home Peter Haas, then president, called me, indicated to me that Ken was ill, and I needed to move in and take over the campaign chairmanship.

It wasn't the matter of my planning the campaign because we had professionals who did just that. Indeed Wayne Feinstein and David Sachs were part of our Federation staff at the time. Actually, in my one year as campaign chairman I had three campaign

directors because they kept moving on. Brian had a wonderful ability to train people, and most of the younger ones who worked in our Federation eventually became the executives or campaign directors of other Federation communities. Brian is good at that sort of thing.

Glaser: Are you saying that your campaign cabinet was already set up, because Ken Colvin had done that before getting ill?

Dobbs: As a matter of fact, yes. That's an interesting point you make, I had forgotten but you're right. Ken had started setting up his campaign cabinet. As a consequence, I had campaign chairs from North Peninsula, South Peninsula, San Francisco, Marin, who were not my choices. However, we worked very well together. And we're all in it for the same reason. It had nothing to do with me personally. We had a good campaign. I don't think any of us were ever satisfied; to this day I'm not satisfied. But we did the best we could.

How to Raise Funds

Glaser: What do you think is the best way to raise funds?

Dobbs: It's one-on-one, no question. During those years, not the year I was campaign chairman but prior to and then after, in the eighties, I did an enormous amount of speaking and fundraising. But big dollars are not raised in big crowds. The best way to solicit someone is to sit eyeball to eyeball. Not in the man or woman's office or home, where he or she controls the situation, but to take the individual out to lunch or to invite them for coffee or some place where you can sit and talk.

Everybody has his or her own way of doing it. My way is to start by asking people, "How important is it for you to be Jewish? How important is it to you to have the Jewish people survive? How important is it for your children and your grandchildren to be Jewish? If it's not important, then our sitting here is academic because I'm not going to be able to get through to you."

Glaser: Sounds like you get them in the heart.

Dobbs: Well, I do what I do because of my strong feelings. Once they say, "Yes, it's important to be Jewish," we move ahead. I've had many in the past say, "It's not important to me." Then I'm defeated before I begin. However, I still try to change their minds.

However, an interesting anecdote about someone from a prominent family in this community. As campaign chairman, I solicited him for a considerable six-figure gift. He made a generous commitment and he said to me, "Annette, I don't really care! But I'm still giving this amount of money. Don't you think that's okay?" I said, "Certainly I do. It's an admirable gift and one you and I can be very proud of." To this day, he's still giving generously, and yet he has moved farther and farther away from the Jewish community. As we know, more and more Jews have been accepted by the general community.

You've got to get to people. I always asked people, "What is it you're interested in? Is it Israel that you care about? If it isn't Israel, is it the Jews in all the other countries in the world? Or is it what goes on here in San Francisco in our own Jewish agencies and in our community?" Interestingly, I believe that almost every penny I have raised, through all the years since I got started, has been on the back of Israel.

What changed that somewhat, but not completely, was the Lebanon incursion in 1982. A lot of people reacted negatively to that. We did find occasionally that somebody would say, "I don't want my money going there. I want it to be kept locally." The truth is that I think with Operation Moses and Operation Exodus, there is still the need for many of our dollars to be spent overseas.

Designated Giving

- Glaser: Your mentioning somebody not wanting to give because of the Lebanon incursion reminds me to ask how you feel about designated giving.
- Dobbs: I'm strongly in favor of designated giving. My husband and I have given more money than I ever thought we would be able to afford to build a pre-kindergarten in Tiberias in memory of Rusty, the son we lost, and a Jewish community center in Neshar in honor of our living children. That's designated giving. Designated giving is giving money for a specific program or facility.
- Glaser: But that can weaken local institutions. If somebody has a specific amount they can afford to give to Federation, if they designate that specifically for the Mount Zion Hospital or the Home, doesn't that weaken the rest of the institutions in the community?

Dobbs: Well, let me ask you a question. We now have in our Bay Area strong auxiliaries for every Israeli-based university, many of the Israeli-based hospitals, and many of the yeshivas. There is the Jerusalem Foundation, the Tel Aviv Foundation, and the Haifa Foundation. Hadassah continually sends money to the Hadassah Hospital, and there is the Jewish National Fund. There's no end of Jewish organizations in this area. Do you think that has weakened our campaigns? I don't believe so. The proof is that our campaign keeps going up every year.

Campaigning in Australia, 1981

Glaser: Tell me about your trip to Australia in 1981.

Dobbs: That was quite an experience. I was asked officially by Keren Hayesod.

Glaser: What is that?

Dobbs: In the United States and Canada we call our organization the United Jewish Appeal. For the rest of the world the fundraising entity is Keren Hayesod. I was asked to go and solicit. There is a very strong Jewish community in Australia. Incidentally, I learned when I was there that any of the people who came from "old Australian families" meant their forefathers were either prisoners or prison guards, because Australia was a penal colony for the British Empire.

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Dobbs: I went there for twenty-six days. It's a very long flight. I spent about eighteen days in Melbourne and the balance in Sydney. I didn't see a lot that there was to see because I spoke at anywhere from two or three meetings a day to eight or ten appearances or solicitations a day. The first night after I arrived, they had the opening of their campaign at the Melbourne Museum, and there were 750 people there.

A general, General Shlomo Gazit, from Israel was there at the same time and we were the guest speakers. I did everything from speaking in someone's living room for eight or ten women. What was probably the most thrilling experience I've had in my work in Jewish philanthropy was being invited to speak to the 1,300 Jewish high school young people who gave me a standing ovation.

Glaser: Was this in Melbourne or Sydney?

Dobbs: In Melbourne. It was wonderful. They have the most beautiful and largest Jewish high school I've ever seen; it's like a college campus. I spoke from the bimah [altar] of synagogues, I spoke at any kind of event they had, and many events were planned around my being there. They're a wonderful group of people who are strongly Jewish. They do not have the tax advantages to being philanthropic that our government gives us.

I was gone twenty-six days all together, and I think my husband deserves a medal, and I would never do that again. It was just too long to be away from him.

VII FEDERATION BOARD

Membership on the Board

- Glaser: I want to ask you about the Federation board. You were on the board ex officio in '73.
- Dobbs: As president of the Women's Division.
- Glaser: And then in '76, you replaced your husband upon his resignation.
- Dobbs: That's right. I had become so involved in Federation. After I was through with the Women's Division, I went off the board in June of '74 because I had sat ex officio '73-74, as Women's Division president. It wasn't a written policy, but they never had a husband and wife on the board at the same time. Harold Dobbs resigned from the board of the Federation so that I could be appointed to the board.
- Glaser: Oh, I thought he resigned because he thought things weren't handled right.
- Dobbs: Oh, he was very vocal, yes, you're right. That isn't why he resigned though; that's kind of a spoilsport attitude. The way you change things is not from without, it's from within. The reason he resigned was so that they would appoint me to the board in his place.
- Glaser: That was generous.
- Dobbs: Of course it was, and I didn't want him to do it. He did it without my knowing it, but it did give me the opportunity to become part of the board. That was '76, and then, as I previously stated, I was asked to be campaign chairman in '78 for the '79 to '80 campaign.

- Glaser: Did it make any difference to your status on the board when you changed from ex officio representing the Women's Division to when you were actually a full member?
- Dobbs: Not really, because if I have something to say I say it. When I was ex officio I said it as well. But I guess I gained a little strength in stature. I'm not sure how I thought about it, or that I ever even did think about it. It just seemed a very natural progression to me then.
- Glaser: I know it's a few years back, but can you recall what were the urgent matters handled by the board in those years when you first came on? You started the year of the '73 war.

Missions to Israel

- Dobbs: The war was '73, the big war. But then we had the war of attrition, and there was all the terrorism in Israel. By '78 I was going to Israel every year because I had become active nationally in the Women's Division and was a national vice chairman. Every year I would take a mission to Israel.

Friendship with Prime Minister and Mrs. Aliza Begin

- Dobbs: In '78, Project Renewal was floated by then-Prime Minister Begin. I don't know if I ever mentioned to you that I had become very friendly with Aliza Begin. When I was in Jerusalem I would spend Saturday evenings at the prime minister's residence. They always had a Saturday night open house similar to an oneg shabbat.

I met Aliza Begin in 1978 in April or May when I was in Los Angeles. I was invited to a small luncheon for her, and we drew numbers to see what table we would sit at. They put Aliza Begin one chair away from me, and two of the hostesses flanked her. Well, they were up and down and up and down, so she and I started talking. When the luncheon was over, she gave me a phone number and said, "This is my private phone number, please call me the next time you're in Israel. I'd very much like to see you again."

The next time I went I had been named campaign chairman, and Brian and I flew over in August of '78 with Richard and Rhoda Goldman and Lou Galen. That was when we flew around Israel to choose our Project Renewal community (which was Tel Hanan Neshet).

The Prime Minister's Mission is a three- or four-day mission, and there is the prime minister's dinner in the Knesset. We were sitting at a table in the back of the room, and I saw Mrs. Begin. I said to Brian, "Do you think I should go up and say hello to her?" He said, "Of course."

I walked up to the front of the head table. As she looked up she quickly said, pointing a finger at me, "You didn't call me and I told you to call me!" I was taken aback that she even remembered me. I said, "I promise I'll call you the next time."

In December, 1978, we took all of our children to Israel. Rusty had died in '74, and we had made the commitment to build a pre-kindergarten, and it took until 1978 to be completed. On December 16 we dedicated the pre-kindergarten. I had written to Mrs. Begin and sent the Begins an invitation to the opening. She had written back that they couldn't be there because they were just arriving back from Norway, where he accepted the Nobel Peace Prize with Sadat.

However, she wrote, "Make sure you call me when you're in Jerusalem." I called and the whole family was invited to their Saturday night open house, which was probably one of the highlights of my childrens' lives. Here we were in the Prime Minister of Israel's residence, and the Nobel Peace Prize is sitting there on a table. It was very exciting.

She and I were very good friends, and every time they would come to the United States, to either a G.A. [General Assembly] or something, I would go and we would always have a visit.

One time when I was in Israel and had been invited as usual on a Saturday evening, it was when she became ill. I arrived there on a Saturday evening by taxi. I gave my name to the guard, and he ushered me into the dark living room. As he started turning lamps on, I thought something was odd because they weren't having their usual Saturday night open house, and no one was there but me.

I heard footsteps and Prime Minister Begin walked in dressed in a suit, shirt, and tie. "Mrs. Dobbs," he said, "I'm sorry, but my wife is ill." I said, "Oh, I'm so sorry, I'll leave." He said, "Wait a minute, wait a minute. How did you get here?" I said, "By taxi." He said, "It's a rainy night. Wait, I'll call a taxi." He called a cab, which didn't come for about forty-five minutes.

So there I was, sitting in the living room with the Prime Minister of Israel; and he was a mystical kind of person.

One part of our conversation I've never forgotten. He was being badly "roasted" in all the newspapers at that point in time, and I made a comment to him how difficult it was to please the press. He said, "Mrs. Dobbs, one thing you learn in my position you have to be in the valley sometimes so you can appreciate the mountaintops." For me, it was very good advice for the future.

Confederation

Glaser: Let's talk about Confederation, that was quite a big step in the late seventies, early eighties.

Dobbs: Confederation was a step in the right direction. I found to my great amazement that the East Bay, for instance, could have had a very important person speaking in their community and San Francisco never even knew about it. I must tell you to this day it bothers me that UJA or the communities would pay for those people to come west for just one speaking engagement.

Glaser: Wasn't there Koret Foundation funding for confederation?

Dobbs: There was Koret funding for it back in those years. I don't know why it didn't succeed. Probably the East Bay Federation and the San Jose Federation felt that we, San Francisco, "Big Brother," was attempting to encroach upon their territory.

Personnel Committee

[Interview 3: May 12, 1994] ##

Glaser: You were chairman of the personnel committee in 1987, and you reported to the board that there was a crisis in personnel in the Federation field.

Dobbs: Right, there is and there has been.

Glaser: Just last year there were articles in the Bulletin that expressed discontent on the part of communal workers. Has anything been done about this?

Dobbs: There are several studies and several training programs through the Council of Jewish Federations. When I first became involved I learned what our Jewish communal workers were earning, I thought

it was a shandah [shame]. It was just barely a livable wage. Every time we came up with an increase for our employees, some of our committee balked.

Good young, bright, intelligent Jewish people, who decided to make Jewish communal work their profession, should be entitled to wages commensurate with what they could earn in the private sector. This has never been the case.

My view of Federation and UJA and CJF is it's a partnership between the professional and the lay people. The professionals are the ones who keep the engine running.

This may be off the subject but I think it's important. In my time, if I was named chairman of an event, I got a committee of lay people and with the help of my professional we did the planning and execution for it. I can remember Nat Starr and I at the Federation office cutting paper strips for our tables for a dinner dance we were having. Today we hire people to put on events, to which I have always been opposed. I think it's a terrible waste of money.

Glaser: But it seemed to be status as well as the remuneration. Part of the discontent voiced in the articles was that the staff people felt they were looked down upon.

Dobbs: Speaking for myself, I have always had a good relationship with all the staff people at all levels, and some of them have become very close personal friends. So I guess I'm maybe more privy to what goes on in the office than a lot of people because I treat the staff like human beings. A lot of our lay leadership get carried away by his or her own importance and do not. I hear that over and over and over again. It was the way it used to be, and it hasn't changed much.

I think the only person in the organizations that gets any standing or prestige is our executive director. I can say our professionals are the ones who are looked to for answers, not our lay leadership. I believe our lay leadership has largely abrogated its responsibility by letting this happen.

Presidents come and go, but your top professional executive often stays on and naturally is the one who has the greater sense of continuity and of keeping things going smoothly.

VIII FEDERATION EXECUTIVES

Sanford M. Treguboff and Louis Weintraub

Glaser: Your response leads me into my next question, which is to have you discuss the executive directors. You go back as far as Mr. Treguboff, don't you?

Dobbs: Just barely, yes. Actually, I'm not sure what years, but I was just a peripheral person. I knew Treg; everybody knew Treg. But I didn't really work with him.

Glaser: He retired in 1970, and then Lou Weintraub--

Dobbs: Yes. Lou became the executive.

Glaser: Tell me about working with him.

Dobbs: Well, again, I didn't work with him because I was working in the Women's Division. I became Women's Division campaign chair and then Women's Division president. I was campaign chair '71-'72 [a one-year term], president '72-'74, of the Women's Division. I worked with Seymour Kleid, he was my professional.

Glaser: But you were on the board.

Dobbs: I was on the overall big board as president of the Women's Division, ex officio.

Glaser: Franny Green mentioned that when your husband, Harold Dobbs, resigned, she brought you on the board in his place.

Dobbs: That's right, that's exactly what happened. He resigned to make room for me because he was then involved in so many other things. Federation had become my entire focus since the trip to Vienna and Mauthausen in '71 changed my life.

Brian Lurie

Glaser: Tell me about working with Brian, if you hadn't worked very much with Mr. Weintraub. What sort of an executive director was he?

Dobbs: In 1973, November, after the Yom Kippur War, I had been at the G.A. [General Assembly] in New Orleans and flew to New York to join the National Women's Board for a three-day trip to Israel to show our solidarity. On the plane from New Orleans was our then Federation president, Jesse Feldman. He asked what I was doing on the plane and I told him. I said, "What are you doing on the plane?" He said, "I'm going to New York to ask Brian Lurie to come work for our Federation." I remember questioning him about what was going to happen with Lou Weintraub, and he explained to me that Lou was number one, Brian was coming in as number two. Brian did come to our Federation in '74. I was completing my term as president of the Women's Division in '74 and becoming active in the overall Federation campaign.

I have worked very closely with Brian through the years, and we have always been very good friends. I respect him enormously. He indicated to me several times during my presidency that he felt it was time to move on--he had done as much to build our Federation as he could.

Between 1990 and 1992, under Don Seiler's presidency, was the time that UJA was looking for a new top executive. I phoned everyone I knew on that search committee and said the same thing to each: "You have known me for a number of years. If you don't respect my opinion, that's fine. But if you do at all, it seems to me that if you're going to hire a new professional you ought to talk to people who live in the community where that professional has worked. If you're looking for a good administrator, don't hire Brian Lurie. That's not his shtick. But you can hire people for that.

"If you're looking for an intelligent, charismatic, visionary leader who loves the Jewish people and who loves Israel with a really strong passion, who could raise money from a stone, then hire a Brian Lurie." He has his faults and I know them.

Glaser: Do you want to enumerate them?

Dobbs: Well, he's very clever, and he knows how to manipulate people and get them to do his bidding. He has a beautiful baby face, and he gets handsomer as he gets older--he's now, what, fifty-one? The last time I saw him in New York he came over and gave me a kiss on the cheek. I looked at him and said, "My God, you're getting

handsomer every day." You can always tell by the look on his face, this absolutely angelic face, what he's thinking.

But what I liked about Brian is that the atmosphere at the Federation was always high. It was always good. He had an open-door policy. He was close to his staff and they felt very free to bring up any subject with him. I can't speak for them, but just the feeling around there was always good.

Glaser: You were also on the search committee for his replacement.

Dobbs: That's correct.

Glaser: Could you tell me about how that process worked?

Dobbs: Most Federations go through the Council of Jewish Federations for their new professionals. It's the agency that gathers information on Jewish communal workers with an eye towards almost any position in the Federation.

We interviewed Marty Kraar, the executive of the Council of Jewish Federations. We talked about what we wanted, then the CJF scouts around for any professionals who they feel would match (it's a matching process), who was interested in leaving his or her current job. We interviewed four or five people.

Wayne Feinstein

Dobbs: While we interviewed different people, by a majority vote, our next top professional was hired.

Glaser: Wayne Feinstein.

Dobbs: Right. Wayne had worked in our Federation back when he was very young. He left when he was twenty-eight, I believe. I worked with him as campaign chairman in 1979 when he left and David Sacks became campaign director. Wayne was very, very bright.

I also had the opportunity as president of our Federation and working with the Council of Jewish Federations to see Wayne in action with his Los Angeles presidents. I felt that he handled himself quite well.

IX JEWISH EDUCATION

Day Schools

Glaser: I'd like to have you talk about Jewish education. What is your view of the Jewish day schools?

Dobbs: In 1976, my oldest grandson went into the Brandeis Hillel pre-kindergarten. It was housed at Sherith Israel. Stephen had become involved in the Bureau of Jewish Education, and it was his desire that his son get a Jewish day school education. So Aaron went on from kindergarten through the sixth grade.

When my children were young, if there had been a Jewish day school in San Francisco, I would not have sent them, because that wasn't my mindset at the time. Then I saw the kind of education and the kind of Jewishness that my grandchildren were getting at Brandeis Hillel and I was very impressed. For a twelve-year period we had three grandchildren go there, and we were able to see the kind of education they were getting.

We started having Shabbat dinners in the winter of '78, and to see and hear my grandchildren know the prayers in Hebrew and be able to sing not just the short version but the long one was gratifying.

In our Federation there was a prevailing opinion that we didn't need Jewish day schools. When the Hebrew Academy was founded, I was heavily involved with our Federation. As much trouble as Rabbi Lipner gave us--and he gave us a lot of trouble--and while I had my own personal problems with Rabbi Lipner, he was running a good school! I never felt the children should be punished because our leadership didn't particularly care for the rabbi or his religious beliefs.

At a point in time, we decided to give a standard amount per child to all of the day schools.

Glaser: And in 1981, you received the Lion of Judah award from Brandeis Hillel.

Dobbs: I forgot about that, that's right. Yes, we did espouse and do espouse Jewish education. We found that it worked wonderfully for our three eldest grandchildren. Does that mean that they are securely Jewish and will marry Jewishly? I don't know. I can't make any guarantees, but certainly the six or seven years of education at Brandeis Hillel didn't hurt them at all.

Bureau of Jewish Education

Glaser: How good a job does the Bureau of Jewish Education do? You're going to have to divorce yourself from the family connection to answer that.

Dobbs: I spent a period of time as a member of the board of the Bureau of Jewish Education. I'm not sure how good a job they do or did. There are times in the past thirty years when I felt they did a better job than other times. However, I long ago kind of gave up criticizing our Jewish agencies because they don't do things exactly the way I would like them to. I think they're doing the best they can. We have a very complex community, and we provide a lot of services to our community. It's like running in place but never getting too far ahead. You take three steps forward and one step back, and there are always going to be problems.

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Dobbs: You're never going to find a time when everyone agrees on everything. And it is said there is only one thing that two Jews can agree upon, and that's what the third Jew should give. [laughter] Otherwise, it's very difficult to get a consensus in the Jewish community. I feel that way about all of the agencies. I really think they do the best they can.

We do have certain problems within the community where there are executives who have delusions of grandeur and build their own little hierarchies. But if you can separate the fact that you're not fond of that idea and look at the work that they do, in the overall they really do an excellent job. There is no ethnic group of people in the world that does as much for its own community, as well as for others, than what the Jewish community does.

X ISRAEL

Project Renewal

Glaser: That leads into something that's very close to your heart, and that's Israel.

Dobbs: Yes.

Glaser: First let's talk about Project Renewal.

Dobbs: In 1978, I went to the Jewish Agency Assembly in Jerusalem where Project Renewal was accepted. It really was a gimmick by Prime Minister Begin to get reelected. That's what everyone thought at the time. Little did he or anyone dream that it probably would be among his great achievements.

In that one year, 1978, in June I was there for the Jewish Agency, the end of August I was there for the Prime Minister's Mission, and then in October for the President's Mission. The last two being two three-day trips. The end of August, 1978, Brian, Richard and Rhoda Goldman, Lou Galen, and I flew around Israel with the person who was one of the top honchos of Project Renewal to choose our community. We chose Tel Hanan Neshet because it had the highest rate of juvenile delinquency in the country. We felt if we were going to raise money separately to try and help a neighborhood, that we wanted to help a neighborhood that really needed help in all ways, including capital facilities.

Project Renewal had a lot of problems the first couple of years, and the man in charge (I can't even think of his name now) was succeeded by Yehiel Admoni, who was a brilliant man. We really did well in this community; once again we had a two-line campaign.

After Rusty was killed in June 1974, I met Harold in Israel in October; he came because I wanted him to see pre-kindergartens.

Then I spent about a year and a half looking for a location, and it took two and a half years to build the pre-kindergarten. On December 16, 1978, we with all our children dedicated the Rusty Dobbs Memorial Pre-Kindergarten in Tiberias. There are about sixty little children who otherwise would not have a pre-kindergarten opportunity in that neighborhood. We buy them different things to maintain the facility, and I never go to Israel that I don't go to visit. When that was accomplished, we had a tremendous sense of satisfaction.

When Federation accepted Project Renewal in Tel Hanan on the slopes of Mount Carmel, Peggy Nathan built a pre-kindergarten, Jerry Sicular built a day care center for little children.

There was an old abandoned school on top of a hill, with many apartment buildings surrounding it, and lots of children. There was no public transportation to speak of at the time. When we walked those streets, there were teenagers here and there playing cards and smoking, who seemed to dare us to disapprove of their actions. We paid no attention. That's when it was decided that we needed some kind of community center for planned activities.

At that point in time, and perhaps even today, if you gave 50 percent of the money you had naming privileges. Our community decided to take this school and build it into a community center as we know it, with activities: a gym, an outdoor playground, with all kinds of arts and crafts.

Harold and I decided that too many Jews, including us, do things on the heels of death. Every place one goes there are always buildings named after someone who has died. We wanted to do something that would be a hook for our children. So then when we decided to help finance this community center with our Federation, we called it the Dobbs Center. Inside is a very lovely plaque with our children's names--not ours. We never wanted our names on anything. But I wanted my children's names because I want them to have some sense that this is partly theirs, and they have a responsibility to it long after we're gone.

Project Renewal became the greatest success of the Diaspora-Israel relationship. Prior to Project Renewal, Israelis really had no say in their own destiny. As a result of Project Renewal, it changed. The whole concept of volunteerism is now an accepted fact in Israel. People live there and it's a hard life. For the first time Israelis were able to be part of citizens groups in their community, discussing what they feel are their needs. It's really been a wonderful experience to see this happen.

Glaser: Then, in 1982, a second community was adopted.

Dobbs: We were the second community, I believe, in this country to accept a second Project Renewal community. We had done an excellent job with Tel Hanan. Therefore in 1982, Brian and Yehiel Admoni negotiated for us to accept Kiryat Shmona as our second community. It was then in the news media a lot because the people who lived in the community had not slept in their beds for years. That is where the Katusha rockets came every single night.

Dick Goldman was the first chairman of Project Renewal in '79, '80--maybe even into '81, I don't believe there was anyone else. From '82 to '85, I was the chairman of the Project Renewal committee who went to Israel every year. For many years, the Project Renewal committee went to Israel specifically to visit our communities and see for ourselves the needs and to discuss those needs with the citizens groups.

In 1985 I was given an honorary citizenship in Kiryat Shmona. But it wasn't me, Annette Dobbs, it was because I chaired the committee and therefore I was the most visible. I cherish that honor.

Project Renewal was a fascinating experience. The purpose of it, when it was originally conceived, was to make a dependent people independent. It was anticipated that this could be accomplished in five to seven years, which is absurd on the face of it. You can't make a people who have depended on the government for most of their decisions to become totally independent in five to seven years.

When we twinned with Kiryat Shmona, we dropped Tel Hanan, which I have always regretted. We had built a number of facilities there; we had helped clean up the community. We felt we had accomplished quite a bit, but we did not devote five or more years. I felt we had walked away and hadn't really finished our job. Kiryat Shmona was our community for more than ten years, and we raised and spent a lot of money there.

Brian and I (as president) folded the Project Renewal committee into the overseas committee because we could see the writing on the wall. I think the allocations committees were getting tired of allocating large sums of money to Project Renewal every year when we were supposed to be in and out of the communities in five years.

Glaser: I have the notation that in 1987 there was a bylaws revision, that Project Renewal was not under the overseas committee. So during your presidency you reversed that, is that what you're saying?

Dobbs: Well, Project Renewal was the committee and the process. Our community felt we were basically through. In the meanwhile, it

was Brian's idea to establish an Amuta, and so our whole focus was not city by city over there but working with the Amuta regionally on different projects. Therefore, in order to avoid the Project Renewal committee eventually going out of business, with the approval of my board we folded Project Renewal into the overseas committee.

Israel-Lebanese War

Glaser: What was the impact in San Francisco of the Israel-Lebanese War?

Dobbs: In '82, we were just twinning with Kiryat Shmona and we didn't know the people there. I didn't have the personal sense of history that I later gained when I heard different stories, how families were impacted by the Katushas, how they slept in bomb shelters every night. How kids needed psychiatric care from growing up in that kind of atmosphere.

But I believe, if I recall correctly, that there were many of us who were for the incursion into Lebanon. We felt that if the Lebanese were permitting the terrorists to shoot those Katusha rockets into the north of Israel, Israel had the right to respond. How long do you think the United States would wait to send in an army into Canada if Canada, all across the border, was shooting Katusha rockets into the United States of America?

Israel's public relations aren't very good. I think a lot of American Jews, especially in an assimilated community like San Francisco, don't want anybody to make any waves. It doesn't look good if Israel goes to war. It's okay for five Arab nations to attack Israel, and it's okay for a Yom Kippur War to happen, and it's okay for all these terrible things to happen to Israel. But it doesn't look good for Israel to be "the aggressor." Well, perhaps if you or I had lived in any of those communities, Matulla or Kiryat Shmona or any of them up north, and our children had grown up with sleeping in bomb shelters for years at a time, we might have retaliated much more quickly.

Actually, it marked the turning point in a lot of our solicitations because many of our major donors didn't want any boats rocked. They didn't want Israel to look like the aggressor. They were not happy about it and we had some difficult years.

XI JEWISH AGENCY

Federation's Challenge

Glaser: Would you discuss the controversy the San Francisco Federation entered into vis-a-vis the Jewish Agency?

Dobbs: Okay. Those of us who were going to the Jewish Agency Assembly every year were quite disgusted. I'll give you an example: the first year I went, which was in '72, I went to an orientation. A then-young man named Allen Pollack, an ex-American who lived in Israel, spoke to those of us who were new. What he said was, "It is not your job to come here and ask questions. You are here to represent the American Diaspora, to show strength and force and commitment to the State of Israel." I raised my hand and asked a question, because I have never been that kind of person. I said, "Do you mean to say that I'm spending my husband's money and my time to come here and just sit and listen and never have a right to speak up?"

In those days, you couldn't even ask a question. There were no mikes on the floor where one could stand and ask anything. Eventually, of course, that did change.

We felt that there was too much bureaucracy, too many automobiles provided, too many people working there, very little accountability. You see, the Jewish Agency was the government of Israel before it became a state. It continued acting as a shadow government. The Jewish Agency still thought it was a partner government. It dealt with immigration, absorption, education, service to the aging, et cetera.

Decision to Send \$100,000 Directly to Israel

Dobbs: Larry Myers was president, and to show our displeasure, because UJA kept promising that things would change within the Jewish Agency, but nothing ever happened, we decided to pull \$100,000 from our annual overseas allocation. At that point in time, we were sending \$6 to \$8 million annually. It was decided that we would spend it in areas that we considered important. We felt it was important to have Israelis in Israel overseeing the projects where we would spend that \$100,000. That's the way the Amuta started.

When we pulled this \$100,000, it was like the shot that went around the world! It was a minimal amount of money, but we were the first community to do it. A lot of other communities had expressed their displeasure with the Jewish Agency but somehow didn't have the guts to do anything about it. The leadership of UJA, UIA, and the Jewish Agency wanted to make sure that no other communities would do what we did.

Then we learned that there was going to be a meeting with the top leadership from UJA, et cetera. There were twelve or fourteen of the top Jewish leadership in the world who came to San Francisco for a one-and-a-half or two-hour meeting to discuss why we were taking this \$100,000 out, what we hoped to do with it, and what changes we expected of them. We were really in the doghouse with the whole Jewish world. In his position as executive, Brian and those of us who were familiar with the Jewish Agency were all for San Francisco's actions. We felt the Jewish Agency did a good job but was not responsive to the communities who raised the money and saw the need for change.

Going back to '71 when the Jewish Agency was reconstituted, it decided to have 50 percent of the people on the Jewish Agency board as fundraisers and 50 percent Zionists. There were many of us who felt that the fundraisers should have a greater percentage of representation and the Zionists a lesser representation.

Theodor Herzl spoke of Zionism being the dream of the creation of a Jewish state. Well, we have that Jewish state, and I don't really see any purpose for Zionism to continue.

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Dobbs: There will be changes. There have been considerable changes. What has been interesting to me, and ironic, is the fact that many changes that have been made in our national organizations were first recommended by San Francisco, but we have never been given

any credit. And Brian Lurie's name was mud. That's why his becoming the head of UJA is really an interesting phenomenon.

I give Max Fisher every bit of credit in the world, but there came a time when he and his people should have willingly and happily moved on and given the scepter to the younger generation, who had different ideas of how things should be done. I believe that Brian really got his position in the UJA not only because of his great talents, but because there were enough young people in top leadership who knew what he stood for and who wanted to back him up.

Issue of "Who Is a Jew"

Glaser: I wanted to ask you about something else that took you to Israel, which was the issue of "Who is a Jew."

Dobbs: In the State of Israel today you have to be married by an Orthodox rabbi. If you are Conservative or Reform, they do not recognize the fact that we exist. And yet in a city like San Francisco, probably 98 percent or more of the monies raised come from Conservative or Reform Jews. I believe it ought to be that if you're Jewish you're Jewish, and you must have the right to worship your Judaism as you please. I respect the Orthodox's right to worship the way they please, but they do not respect my right to worship as I please. I feel very strongly about that, and I believe most of our major donors feel that way.

In 1988, there was a discussion at a General Assembly on the subject of the "Who is a Jew" issue. Once again we were told, "Well, your leadership will take care of it." Some of us stood up and said we didn't think that was right--we felt that we should be involved in it as well.

Out of that came two separate trips to Israel, again three-day-type trips, to meet with all the top leadership of the State of Israel and express to them our disapproval of their concept of "Who Is a Jew." Brian and I and Dianne Feinstein and Dick Blum went to Israel on one of those short missions. Only the presidents of the major federations met with Prime Minister Shamir for about an hour and a half where each one of us expressed to him our displeasure at what Israel was doing.

I can remember sitting in his office and speaking up and saying, "I'm as good a Jew as anyone, and I choose to worship in a Reform manner. If you want us to continue to raise hundreds of

millions of dollars, you've got to recognize the fact that the majority of Jews in my country are not Orthodox."

We prevailed, and they did not pass this particular ruling at that time. So we felt pretty good about that!

XII SOVIET JEWS

Visiting Italy

Glaser: Tell me about visiting Soviet immigrants in Italy.

Dobbs: Prime Minister Shamir called for a solidarity conference a few months after our "Who Is a Jew" trip. Brian and I flew to Rome. By now the Jews were pouring out of the Soviet Union. Those who wished to go anyplace but Israel waited in either Rome or Ladispoli. There were at that point 26,000 Soviet Jews living in several resort towns in Italy. Italy was very, very good to our people.

When a community of 26,000 people is established, there are births, there are deaths, there are marriages, there are divorces. Schools have to be created and a whole infrastructure. For two and a half days, we had this fascinating experience.

We went back to Rome and visited with the JDC office there. I am now privileged to serve on the JDC board. I think that's important to show how an individual like myself can eventually become very involved on the national and international scene, and unfortunately too few of our people have done that because distances are great and costs are substantial. You pay your own way when you do all these things, and it becomes very expensive to be involved.

Project Freedom and Operation Exodus

[Interview 4: May 25, 1994] ##

Glaser: In the second and last annual report of your presidency, you highlighted the rescue and resettlement of Soviet Jewry here and

in Israel, Project Freedom in 1989 and Operation Exodus in 1990. Would you tell me about that, please?

Dobbs: Back in the eighties, we were getting a trickling of Soviet Jews into San Francisco. We had gone through a second line campaign for Operation Moses to bring the Ethiopian Jews out, and then we decided to have the Operation Solomon campaign, also for Ethiopian Jews, as part of our regular campaign. Then we did Project Freedom. That was the point I wanted to make, that during my presidency we seemed to go from crisis to crisis. There was always something happening.

The plight of the Soviet Jews was not good, and we were starting to get them out of the USSR. Project Freedom was instituted so that we could raise more money for the local absorption. At that point in time, we were in the top five communities in the United States in the number of Soviet Jews that we were absorbing in San Francisco. Today we're either number two or three.

We had taken them in all through the eighties, so we were building up a cadre of Soviet Jews who were settling here, and therefore any and all of their families. And I must say that a lot of these people have the biggest families I have ever seen. They came to San Francisco, and it was our community's responsibility to settle them. This made for a great deal of expense for our Jewish Family and Children's Service Agency, our Jewish Vocational Services, our Jewish day schools, and teaching English as a second language through the Centers and through the Bureau of Jewish Education. Our Federation helped subsidize all of that. It became imperative that we raise more money to be able to do it in a proper fashion.

In 1990, towards the end of my term, Operation Exodus began. That probably was one of the highlights of my term as president. I was asked to go on a chartered flight from San Francisco, to New York, to Warsaw, to Moscow, to Israel, and return. I did this with Ernie Glaser, who was then the Operation Exodus chairman of the East Bay Federation, and about 120 other people.

Just prior to that, to open the drive for Operation Exodus, our Federation planned a late afternoon cocktail meeting at the Concordia-Argonaut Club. Mel Swig and Dick Goldman chaired it. Most communities in the United States either call cards or people stand and declare their pledge year after year. That was almost never done in San Francisco. That night we had it set up that Dick Goldman and Mel Swig announced their gifts. Then I as president would announce mine.

Mel and Richard each announced a million-dollar gift over a period of years for Operation Exodus, and then it was my turn. Of course, my gift was nowhere near as grand, but for me it was stretching.

At any rate, within about forty minutes we had pledges of about \$11 million. Almost without exception, donors who had stated never to publicly announce how much they were going to give stood up and announced what they would give. On this trip to Russia and Israel, there was a press conference in Israel where different communities were asked what they had raised. San Francisco was number one at that point in time.

We did all kinds of things. That year we actually committed to \$25 million for Operation Exodus. Originally the UJA had given us an amount. Brian [Lurie], in his typical visionary way, and I talked about it and agreed that the amount they had given us to raise was definitely not going to be enough--that we needed to raise more. We made the commitment to raise about three times more than what UJA originally asked us to raise. That first year we raised about \$19 million in pledges and since then have gone way beyond that.

We had a rally out at Justin Herman Plaza when Gorbachev was here. An interesting little sidelight: because the Soviet Union was letting Jews out, and indeed when the group of us went there we were one of the first groups to be taken to a theater where representatives of the government spoke to us and answered some questions. I mean, who ever dealt with the communist government in the Soviet Union before, and especially about Jews? It was a very, very exciting experience, and something I'll never forget.

The then-Soviet consul general in San Francisco had this large, foreboding-looking mansion on Green Street, and one of our young people named Valerie Brock approached him for a YAD [Young Adults Division] event at the Soviet Consulate, which of course again had never been done. I don't think any Jewish person had ever been in that building. It was during my presidency when they had the YAD fundraising event at the Soviet Consulate.

Glaser: Incredible.

Dobbs: Yes. It really was. Rabbi Malcolm Sparer is a man who built many, many bridges. He's a very dear friend, I have the greatest of respect for him. He had become friendly with the Soviet consul. I met him that night at the YAD party, and subsequent to that we went to dinner with the Soviet consul general, his wife, Harold and I, and Malcolm. The Soviet consul general was a very

nice man. I think he was not very happy when everything started to fall apart and he had to go back home.

XIII FEDERATION PRESIDENT, 1989-1990

Goals

Glaser: One of your goals was greater involvement of the community, both in decision-making and broadening the financial base of the Federation. How did the Young Adults Division and the Leadership Development Committee [LDC] fit into that aim of greater community involvement?

Dobbs: I had felt for a very long time that our synagogues and other organizations had more or less abrogated their responsibility to develop community. Federation, which originally started as a fundraising organization, took on that responsibility.

I had a number of meetings with the synagogue presidents, rabbis, agency executives. It was very difficult in San Francisco in past years to get real cooperation between all of the different segments of the Jewish community. In past years, in the sixties and seventies, it was very difficult to get them all to work together. I believe today, and even starting in my time as president, that there are more young rabbis who recognize the fact that we need to work together.

The YAD has been a marvelous vehicle for Federation and for the young Jewish people of this community. If you're twenty-one to thirty-nine you can be a part of it. They raise considerable dollars, but it also introduces young Jewish people to other young Jewish people. To this day I know we don't do a good job at keeping our young Jewish people Jewish. Once they're either bar mitzvah, bat mitzvah, or confirmed, we lose touch with them. There aren't many community activities for them to become involved in. By the time they're twenty-one, we've lost a fair number of them.

We have been involved with the Northern California Hillel Council. My daughter Cathy was president of it. Evan Mendelson

was with Federation and now is the executive of the Northern California Hillel Council. Hillel attempts to involve young Jews on the college campuses. At this point in time, at the San Francisco State campus there's been a great deal of tension between the black community, the Palestinian community, and the Jewish students. The students were very, very grateful that the Jewish community has stood behind them in this latest fracas on the campus because of the Malcolm X mural.

The Young Leadership Group has been more difficult to deal with than YAD. There are many young couples in leadership, and they do not necessarily want to be absorbed into the overall campaign. There was a period of time when we formed a young leadership group, but they were not asked to give any money. It was purely social, but then we felt that they should be contributing something.

For the community's sake, and if we want to remain a Jewish community, we must spend more money to help keep our young people Jewish. I have very mixed feelings about this because we do spend a considerable amount of money on services for the elderly. I see the results at the Home for the Aged, at the Jewish Community Center, at Menorah Park. However, if you consider the future, we should then be spending as much on our young people as we do on our services to the elderly.

Glaser: I want to pick up on what you started to talk about, the synagogue and Federation relationship. I think in your administration you had a community development program for that purpose.

Dobbs: We tried. Did it work? I don't know. Don Seiler or Cissy Swig, who succeeded me, should be able to tell you whether or not it worked.

I believe I had an excellent relationship with all the rabbis, be they Reform, Conservative, or Orthodox. I tried to bring them together. Sometimes it worked, sometimes it didn't.

Glaser: Also, one of your aims was to serve the community better, especially single parents and the elderly. What was done in those areas?

Dobbs: I'm not sure I can even tell you now. I will admit that much of the work during my presidency was done in the overseas arena because we seemed to lurch from crisis to crisis. First the Intifada, then "Who Is a Jew." We were asking that the Congress of the United States open up the doors and let more and more people in, and for the State Department to pick up more and more

of the cost. Yet what we really wanted was for the Soviet Jews to go to Israel, indeed that was our position.

Many Soviet Jews became discouraged, because of chaotic conditions in Israel, and it didn't take long for the word to get back to the Soviet Union. Therefore, many chose to go elsewhere. A great many were waiting to come to the United States.

Strategic Planning Committee

Glaser: Why was the strategic planning committee formed and how was it organized?

Dobbs: We did a demographic study in 1986 to tell us what a lot of us already knew: that this general area had grown enormously over the past years. I don't even recall when we had last done a demographic study.¹ But Gary Tobin of Brandeis University was hired to do the study.

The demographic study included our federated area, the East Bay Federation, and the San Jose Federation. The only other Federation in northern California is Sacramento, and it was felt that it was too far away.

The study indicated at least double to three times more Jews than anything had ever told us before.

The strategic planning process came out of the demographic study in order to find out how to involve people. There was a list of questions asked of people, "Are you involved? Who do you give contributions to? What organizations do you belong to? Do you belong to a synagogue? If you're not involved at all, what would it take for you to become involved?" All kinds of questions like that--it gave us something to work with.

The strategic planning process started during Larry Myers' presidency, so he is the one who should be able to tell you how that was formed and organized. I was very heavily involved in Project Renewal and the overseas committee. My focus generally has been in that area.

¹In 1984, during Ron Kaufman's presidency, the Federation board agreed to undertake a demographic study of the confederated area of northern California. The last previous study was the Massarik Study, 1970-73.

Glaser: Did you agree with the committee's report that the community's development was as important a priority for the Federation as raising money?

Dobbs: Yes, I believe so, because if you do not have a strong community you can't continue to raise money. Unfortunately, in the Jewish world we always seem to need more money for emergency situations. Therefore, we have to keep building community. When I became involved in 1960, San Francisco was just beginning to recognize itself as a Jewish community. Brian was never interested in our people being involved outside of the local area. He felt that we had to turn inward to strengthen our Jewish community. He wasn't wrong at all at that point in time.

By the middle to the late eighties I believed we had strengthened our community considerably. We certainly were in the forefront of many new and innovative ideas, thanks to Brian and other far-seeing people in our community.

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Dobbs: But we aren't going to be able to continue to have a campaign sufficient to cover all Jewish needs unless we build community and keep it Jewish, and that's where we're focusing on at this point. Our campaign basically hasn't grown in the past few years. We're doing better than most of the Jewish communities, but I think things are changing. We can't raise money as we used to based on the Holocaust or the creation of the State of Israel and all its wars.

Today, there are enough good things in Israel and in our own country that we don't need scare tactics in order to raise money.

Major Gifts and Community Development

Glaser: Is there any inconsistency in the strategic planning committee's recommendation that we allocate more resources to generate more major gifts?

Dobbs: Probably. [laughter] Don't forget that less than 20 percent of the people give 80 percent of the money. That's the way it's always been, that's the way it always will be. Gifts of \$10,000 and above years ago were considered major gifts. Today that is not the case.

One of the reasons we perhaps haven't gotten quite as many people involved as we'd like is that in some of the organizations you can give \$100 or \$1,000 and be a big shot. In Federation it costs a lot more than that to become part of the decision-making process. Is that right? Probably not. Certainly morally perhaps not. And yet we need to raise the dollars. Personally I would rather have someone who couldn't give a big gift be my chairman for an event because I knew that they'd put the time in.

I believe my thirty-some-odd years of activity involved much more than just writing a check. Being in the trenches and planning and executing an event gives one a greater feeling of satisfaction. I'm not suggesting that all of our people who can write a bigger check aren't involved. But there is a fair number who are not.

XIV NATIONAL POSITIONS

United Jewish Appeal

Glaser: Concerning your national positions, let's start out talking about the United Jewish Appeal. From 1983 to '85, you were one of three women who were national vice chairmen.

Dobbs: I became a member of the national UJA women's board in 1973 and subsequently was appointed a regional vice chairman of the Women's Division. In 1983, Robert Loup of Denver, the national chairman of the United Jewish Appeal, asked me to become UJA chair for the whole western region, including thirteen western states and Hawaii, and to serve as a national vice chairman of the entire UJA structure, an honor accorded very few women at that time.

There were three women and forty-five to fifty men who were national vice chairmen. There were four meetings a year in New York. I would take the red-eye flight to New York to avoid being away from my husband any more than I had to. I would read all night and I went into those meetings well prepared. I always have said we women are like Avis: we're number two so we try harder.

Today, I'm happy to say, there are in the neighborhood of thirteen to seventeen women who are national vice chairmen. I'd like to think that perhaps I helped pave the way and was a barrier-breaker. I think every woman who became a national officer, who came to the meetings prepared, who was willing to work, helped pave the way for the women of tomorrow. And we're seeing the fruits of it now. Is it parity? No. But it's better than it was.

Council of Jewish Federations

Glaser: For the Council of Jewish Federations, you had been a board member since 1988, and you served two terms as secretary, then as a national vice president. How did that organization function, or how did you work with it?

Dobbs: I had never been involved with CJF in past years. I would go every year to the GA [General Assembly], which was always in a different city. Actually, for twenty-some-odd years I never missed a GA.

I'm not sure that UJA and CJF shouldn't be one organization because basically I think we have terrible duplication of effort.

Glaser: There's recently been an announcement that they are going to combine.

Dobbs: Well, I'll believe that when I see it. I can't speak for anyone else but I felt for a long time--I'm going back to the early seventies where I would go to a UJA meeting and then I'd go to the GA. I'd think to myself, "Why are there two organizations? Why are there two staffs?"

Gradually CJF realized it had to become more involved in Israel because that's what people were interested in.

In the seventies, the UJA seemed to be the preeminent Jewish organization and the CJF less so. Towards the beginning of the eighties, the roles were reversed. CJF seemed to be very strong and UJA less strong. I don't remember at what point in the eighties that happened, but we have seen this role reversal.

We ended up having two organizations that were both strong, both advocating for the same people, and both seeking the same dollars. CJF didn't raise the money; CJF is nothing more than an organization that was created to service all the federations. Now, in today's world major federations like ours do not need the services of the CJF to the same extent. There are hundreds of federations in this country, and communities that are not federated don't have their own services.

Glaser: Does the CJF help with staffing?

Dobbs: Yes, they do, and indeed they help a lot. They help find professionals for the different federations.

The field of Jewish communal service workers is--I won't say a dying breed, I hope not, but no one ever got rich working for a federation. Indeed, it's only in the past number of years that we have given our employees what I consider a decent wage. If they worked in the greater community, they could have made a lot more money.

Glaser: In years past, the CJF had the Large Cities Budgeting Conference. Is that still in existence?

Dobbs: No, the LCBC died during my time, and there is now a National Funding Council that specifically deals with national agencies that we all subvent but never had a whole lot of information from. In other words, every year when we did our budgeting we would give a certain amount of money to certain national agencies such as JESNA [Jewish Educational Service of North America], the National Foundation for Jewish Culture. Organizations such as those that the federations give dollars to. The CJF is supposed to be our oversight to those organizations.

Glaser: Does it act as a guide?

Dobbs: I don't think we guide those organizations.

Glaser: Didn't the San Francisco Federation get guidance from LCBC?

Dobbs: I never went to an LCBC meeting. I'm not sure that our Federation, which is among the larger ones in the country, was ever involved with them.

Glaser: Would the East Bay be part of the leading eighteen?

Dobbs: Yes. The top eighteen federations who raised over \$3 million were considered big city. I went to Oakland and presented a plaque when the East Bay raised its first \$3 million.

I think the CJF and the UJA could save all of us a lot of money by merging, by combining staff, by combining equipment, rentals, et cetera. When enough young people recognize that we don't need two major organizations to do what one could do with different departments, that's when the UJA and CJF will become one organization. Maybe we could save a few million dollars a year.

Glaser: Actually, I misspoke myself. I said that the announcement came through that they would merge. The announcement came through that they were going to study the possibility.

Dobbs: Yes, right.

Glaser: In 1993 there was a column in the Jewish Bulletin, written by an outsider, that federations should be raising Jews, not money. That Jewish textual study should be part of every CJF function. This is in part an emphasis, which is rather recent, on Jewish continuity. Would you comment on that?

Dobbs: Yes. I don't believe it's federation's business to raise Jews. I think it's federation's business to raise money and the synagogues' job to raise Jews, and they have done a very poor job. I'll be very open about it. I don't know about other communities, but obviously if we have the rate of intermarriage we have in this country and the rate of divorce and the percentage of young people who are not being committed Jews, then I'd say we've got some serious problems. I don't say Federation is blameless, but I think our problem was we undertook to be all things to all people. I don't think federations can do that.

So I would lay that onto the synagogues more than Federation. Now, Federation is involved in many different activities, and there again you have an organization where people become involved in all these different phases. It's very hard to step back.

Glaser: Annette, are you saying the emphasis should be on fundraising and diminish the emphasis on social planning?

Dobbs: I hope I'm not the only one saying this, but our planning process was minimal all these years. We called it social planning and budgeting. Then we dropped the planning and budgeting and turned it into budget and allocations. The planning was never really done by the allocations committee. If anyone says it was, I don't think they know the background because the planning process was really minimal. That's why we find ourself in some of the spots we're in today, where we didn't plan enough. But in our defense, we didn't really know what the years would bring in this dilution of committed Jews, this pulling away from being Jewish. Again I say hindsight is 20-20 vision.

Glaser: Let me ask you about your membership on the board of the Hebrew Immigrant Aid Society.

Dobbs: Unfortunately, all national Jewish organizations begin and end in New York City. HIAS will call a one-day meeting in New York City that begins at noon and ends at five o'clock. They don't go

anywhere else to have board meetings, so I was a member in name only. The only time I spoke for HIAS for the most part was at our budgeting session. If they wanted to ask questions I would read my information about where HIAS was active and what they were doing. But I was never an active member of HIAS.

Joint Distribution Committee

Dobbs: I have served on the Joint Distribution Committee board now for two or three years. I love that organization. They do a fantastic job; I think it's an incredible organization. I'm very proud of the things they do and the people's lives they save and how they operate. In fact, on June 4 my husband and I leave for Washington, D.C., where JDC will celebrate its eightieth birthday for two and a half days, with Vice President Gore and Secretary of State Christopher. I only regret that due to other demands upon my time I haven't been able to go on some of the interesting missions they've had to all kinds of out-of-the-way places: in the Soviet Union, you name it, they've been there.

I serve on the JDC's international development committee, which is chaired by one of my mentors in the Women's Division, Elaine Winik, who was national Women's Division chairman. We also deal with non-Jewish needs. There are many areas where the Jewish community recognizes the fact that we have to build coalitions, and in certain countries we do things that are not necessarily Jewish money used for Jewish needs. We raise money in other ways and help a number of other needs. It's a fantastic organization.

Again, I have not been able to be as active in that as I would have liked. They have maybe a day and a half of meetings, or two days. I have for many, many years requested and suggested that UJA and CJF and HIAS and JDC piggy-back meetings. It really has not been done. UJA used to have a winter conference in Palm Springs for our region. CJF used to have everything in New York. Then when I became involved, and I don't know how long before that, they had one in Washington, and one was the GA, and two meetings in New York. I think that's still the way it is. I do know CJF had one out in Palm Springs or Scottsdale one year. So they are making an effort to come west.

That's another interesting point that really is national more than local. There are approximately nineteen to twenty-two federations in the western part of the United States. We're raising a fair amount of money out here. These New York organizations who hardly recognized the fact that we even existed

in the past are taking notice. With all due respect, Marty Kraar, who is the exec of CJF, just in the past few years has spent a fair amount of time out here. He has met with us westerners and has been dumped on properly for the lack of attention that the Council of Jewish Federations has given to the western states and the western communities. We don't use CJF as much as our smaller ones, but we still do need them and use them.

XV LOCAL ORGANIZATIONS

Jewish Home for the Aged

Glaser: I want to ask you now about your local activity. Let's start off with the Jewish Home for the Aged.

Dobbs: Practically every Jewish agency you could mention, either Harold or I have been part of.

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Dobbs: My husband has been my role model, really. He accomplished more and achieved more than I will ever hope to; however, there is no spirit of competition between us. As a matter of fact, I think I had told you at our first interview that he stepped down from the board of the Federation to make room for me, because he knew that was my prime interest and he was involved in a lot of other things.

We have worked within the community for many, many years. The Home is one of our special pets. I also served on the UJCC board, I served on the--

Glaser: Let's talk about the Home, how it is run, how you feel about it.

Dobbs: I think it's an outstanding institution. How it's run, I've never been part of the day-to-day operation. When I was a board member, they would ask us to come to some of the activities. They have a birthday party once a month, and I remember the first time I went. Jerry Levine, the director, or one of his aides would say, "All right, now everybody who's over 100 this month, raise your hand." And you know, a couple of hands would go up.

Yes it's institutionalized, but it also is incredibly well done. We had the privilege just a couple of weeks ago of doing a walk-through of the new building, which is really gorgeous. It's

like three round pods. Jerry Levine was my lunch partner yesterday and we talked about it. I said, "You've got to be out of your skull with excitement about that new building, it's just so beautiful."

Even the first brick building with the pillars facing Silver Avenue and Mission is so grand. But we had a lot of double rooms, and what they've learned is that for the most part seniors really want privacy. So most of the new rooms are private rooms.

Glaser: Your husband is heavily involved with raising funds for the new building.

Dobbs: That's right. Harold was chairman of the long-range planning. There's been so many different phases of the Home. First there was the Home, the big brick building. Then they built Pinecrest for people who could take care of themselves. Then behind the original Home they built, because they had a square block, a magnificent piece of property--whoever did that certainly had vision and recognized the fact that we'd need growth someday. Then the Koret building went up not too many years ago.

I don't know if I've made this point before, but we're so blessed in this community. Among our wealthy Jewish families and their foundations, many millions of dollars have come to our community. We're so fortunate to have their generosity.

Today with people living longer, the prime concern is to keep them in their homes as long as possible. When they do need care, with needs going from the well but frail elderly to those who are suffering from Alzheimer's, the Home provides that care.

Glaser: Are you still on the board?

Dobbs: No. There is a two-term limit. Very few people are brought back. I am now on the board of the Institute on Aging for Mount Zion Hospital. I'm new at it but I'm beginning to learn. They do wonderful work with providing day care for Alzheimer's patients, for instance, out at 3600 Geary.

United Jewish Community Centers

Glaser: You were involved with the United Jewish Community Centers.

Dobbs: I served on that board. My husband never would let me drive at night so I'd take a cab out, and then usually Irv Rabin would

drive me home. I can remember the two of us sitting outside this building talking about how badly 3200 California needed redoing. This is probably fifteen or twenty years ago. I have seen the evolution of the UJCCs, which was created out of our five centers to be the buying agent and create programs, et cetera. It was felt that there was economy of scale if they merged those functions.

It really hasn't worked very well. In my time, the Albert and Janet Schultz Center in Palo Alto was created, which basically did its own thing. 3200 California, which was the largest and most powerful center, always did its own thing. We built the Marin campus, which happened during my administration. Some of us had been fighting for it for years. We knew Marin County was growing. The demographic study proved that to us, and we had no facility to bring together the community.

We had the experience of the Albert and Janet Schultz Community Center in Palo Alto that brought together the community where before it was a just a group of Jews living in an area. I haven't been involved with the budgeting in the past few years so I don't know if they're still doing it alone. But we had an agreement with them that certain dollars over and above what they raised would go into their own allocation process.

There was a time, and I think it was during my term, when we talked about whether there should be a UJCC. Why have a UJCC if you have three campuses or three Jewish Community Centers that wish to be autonomous?

Glaser: Just recently, there were articles in the Bulletin about the Brotherhood Way JCC protesting that they didn't want to be totally combined with the California Street JCC.

Dobbs: They never have wanted that. I must tell you I felt all along that the UJCC was a duplicative organization because it was trying to make decisions for the five JCCs. But of the five JCCs, at least three of them wanted to go their own way. I wouldn't have been unhappy to see it go out of business. During my presidency, I appointed a task force headed by Jerry Braun, and outside people were brought in to do a study. Well, guess what? The studies were conducted by someone who came from the national Jewish Community Center organization. I forget what that's called.

Glaser: The Jewish Welfare Board, which changed its name about five years ago to Jewish Community Centers Association.

Dobbs: At any rate, not to my surprise the man who did the study reported, "The UJCC is terrific." I have to admit that since the

summer of '90, which is now four years, I haven't been a part of the process. So I don't know where they're at now.

Glaser: And then you were active with the Jewish Family and Children's Service.

Dobbs: I served on that board, and the boards of Temple Emanu-El and Mount Zion and some others, but I found that my interests really lay with Federation and the national and international scene. I focused more on Federation, almost to the exclusion of everything else. So, while I've served on many boards, I never really became heavily involved.

Glaser: Does that go for the San Francisco Opera Guild, the Symphony Foundation, the San Francisco Museum of Art, and the de Young Memorial Museum?

Dobbs: Yes. I pay my dues and we're members, but I've never been involved. You can't be all things to all people, and I decided a long time ago to focus on the one organization/institution that really appealed to me and that I cared a great deal about. And don't forget I ran a house, I raised five children, and I had a husband in politics. Over the last fourteen or sixteen years, I had Shabbat dinner almost every Friday night. I have children, I have grandchildren, and my husband and I like to travel. I didn't devote 100 percent of my time to anything. I really focused on Federation.

San Francisco-Haifa Sister City Committee

Glaser: Something you must have given a lot of time to was as chairman of the San Francisco-Haifa Sister City Committee, you were responsible for the 1983 visiting exhibit, "Crossroads of the Ancient World, Israel's Archeological Heritage."

Dobbs: That's right. I'm very proud of that. In 1981, Dianne Feinstein called and asked if I would serve as chairman of the San Francisco-Haifa Sister City Committee. I said yes because I had always loved Haifa and had friends there. The next thing I knew, her secretary called and asked me to come to her office. Dianne explained to me that the mayor of Haifa had contacted her and told her they have this marvelous archeological museum in Haifa where all items that they found underwater were displayed. She said, "The mayor of Haifa asked if we'd like to have an exhibit here and I told him yes I would." I said, "Oh, that's great."

Then she said, "But the city has no money so you have to raise the money for it." The original estimate was \$66,000, so I proceeded to write letters to everybody and anybody I knew asking them for a contribution. Before I went on a trip to Israel, we did a fair amount of work on it because we had to get a place. I found that there had never been a Jewish exhibit at any of our local museums. The de Young Museum had never had one, and the then-curator or director was not willing to have it.

At any rate, the Academy of Sciences said that they would have it, and I'll be forever grateful to them. The management and the people involved were truly wonderful to work with.

I went to Israel and when I returned my husband told me they had underestimated all the costs. Instead of \$66,000, it was going to cost \$130,000. The costs were for shipping, lighting, the display cases, et cetera. Harold personally guaranteed that amount because he was confident that when I came back I would be able to raise the money.

I gulped very hard, almost had a heart attack, but I proceeded to raise the money. In fact, I gave up about eight or nine months back in '82 to raise that money. I wasn't involved in a whole lot of other things because I just didn't have the time. In April of '83, we had an opening night with the mayor and about three or four hundred invited guests at the Academy of Sciences. I was very, very proud of what had been accomplished.

First of all, I was so pleased that we could bring something Jewish that showed our history. The Academy ended up keeping the display here for six months, not the two months they had planned. It ran all through the summer. I didn't realize that when an exhibit comes from other places and it's a good exhibit, other museums want it. Well, it ended up traveling for two years here in the United States. It went from San Francisco to the museum at Harvard University. Is it called the Semitic Museum at Harvard University? I don't remember. I went to Harvard, where my son happened to be a visiting scholar. I went to the museum and saw the exhibit after it was in place there. I was very, very pleased with that.

Glaser: That's quite a feather in your cap.

Dobbs: Yes. I said when it comes to raising money I can do that. I couldn't have done it alone, without the Jewish community's generosity.

Western Women's Bank

Glaser: Franny Green told me that you were on the board of the Western Women's Bank.

Dobbs: Yes, I was one of the five founders.

Glaser: How did that come about?

Dobbs: That was during the period of time when we women were coming to grips with the fact that we were second-class citizens. There had never been a women's bank here. One had been founded in New York and another one in Los Angeles. We were the third women's bank in the United States.

Glaser: Who got you involved in this?

Dobbs: There were five of us who were the original members. There was a woman named Gerry Hill and Dorothy Kulvin and several others. They asked if I'd be interested and I became rather fascinated by it. We went all through the process of arranging to lease a building right across the street from Schroeders restaurant. We leased the building, we gutted it, and we had the architect's designs to remodel it.

Then two things happened. One, a few of the other women were so gung-ho about women that they refused to accept a man as manager of the bank. At that point in time there were no managers of banks of any size who were women. I began to get a little bit nervous about that.

Secondly, the banking commission sent us the book on the responsibilities of bank directors. After I read it, I realized what the liabilities and responsibilities were, and I decided that this is not for me. I was very involved with Federation and that was my prime interest! I decided being a lady banker was not in the cards for me, so I bowed out. But it was another interesting experience in life.

XVI A LOOK BACK

Growth of Federation

Glaser: What difference have you seen in the Federation since the start of your activities in it?

Dobbs: Well, it's far more professional than it was. By the time I had become involved in the Women's Division and started contributing monthly after our first trip to Israel in 1960, I had done a little soliciting and had been chairman of a few events. As I told you, everything was written on three-by-five cards. We didn't have computers! And indeed, when a new person gave money we'd fill out her card by pen and ink: what organizations she belonged to, what the husband did for a living, et cetera. It was all done by volunteers.

Seymour Kleid was Women's Division director for many of the years that I was involved in the Women's Division. We had a lot of fun.

Glaser: Are you saying that you regret the growth, that you look back nostalgically?

Dobbs: Do I look back nostalgically? Yes I do, because first of all, I was thirty years younger. I really became heavily involved and went on my first mission in 1971, which was twenty-three years ago. I didn't know as much about the Jewish organized world. I did everything with my heart and soul. The Jewish Agency and the UJA were all big mysteries to me.

There's nothing wrong with feeling good about what you do. I've been there, I know that. And in great part I feel very good about the things I've been able to do! But there does come a point when it's time to step aside and make room for young, creative, visionaries with new blood who do not look at things from my frame of reference, which is the Holocaust and the

creation of Israel. Young people of today are a different breed, and they have the right to be passed the torch!

Glaser: What changes would you like to see in the Federation?

Dobbs: I don't think that's for me to say at this point, but I see many changes already happening. I am not a prophet; therefore, do I know whether they're going to be changes for the good or not. I don't think anybody knows. In defense of all of us who are involved, we do the best we can given the circumstances at the time. I think it's too soon, I have been too close.

Glaser: Has the Federation fulfilled its mandate of being the "address of the Jewish community"?

Dobbs: Yes, I think it has to the best of its ability. Federated giving was supposed to be one-stop giving. It hasn't worked out that way, but part of that is not because Federation hasn't tried. Who could have envisioned thirty, forty years ago that costs would become so prohibitive and that each agency would of necessity solicit its own dollars. Federation does not raise enough money to provide all the dollars necessary for all of the Jewish agencies to provide the services that are needed.

Volunteerism and Leadership

Glaser: Was there anything you would have liked to have achieved in your presidency that you didn't?

Dobbs: Yes, indeed. When you become president your term is two years. Although I had three or four months to get used to the process, it took me a good six months to a year to learn how to function and interact with every standing committee. I think anyone would say I was a hands-on president, maybe more than what the staff wanted! But I was there almost every day. I also made an effort to appear at most of the Jewish events of our beneficiary and constituent agencies. It's a full-time job!

This brings me to something else; I have a concern for the future. As we women achieve parity I would not want to see an all female Jewish world. I think that is as unhealthy as one run only by men. I don't think we can afford to lose the interest and the activities of the men, because they bring a different dimension. Women and men are very different. I believe we need both.

Glaser: Sure we need both, but what I see in volunteer organizations isn't the fear of that, because it's hard to get volunteers when so many women are working full-time.

##

Dobbs: On a number of occasions I have debated volunteerism versus professionalism, and I would take the part of the volunteer. There would usually be a woman professional on the other side who would speak of the joys of becoming a professional and making your way in the business world. I would qualify what I said because obviously if a woman is single and needs to work, or if a woman is married and needs to work, that takes precedence. I'm not really speaking about those women.

We have many women who work because they don't quite know what to do with themselves and they don't want to give their time to volunteer organizations. Those are the women I'm trying to appeal to. I once heard one of my role models say, "I consider myself a professional volunteer, a position I do not take lightly. I am paid as much as you, the professional. I'm just paid in the coin of a different realm."

I am paid in the satisfaction I get from feeling that in some small way I've been able to help our people. I'm paid when I go to the Jewish day schools and realize that I've helped. We've been very involved with Brandeis Hillel through the years as our grandkids went there. I'm paid when I have gone to Israel on my numerous visits and have seen the changes that have taken place in that marvelous little country. So I would challenge any professional or any woman who works because she doesn't want to do volunteer work. I believe I am just as fulfilled.

Glaser: There isn't any question about fulfillment. But on the other hand, as was once said to me, this country does not value that which is not paid for. Unfortunately it's true.

Dobbs: Maybe I don't have that big an ego that I need to be valued by others if I am valued by myself and I feel good about myself and what I do. I have a husband of almost fifty-three years who respects me and loves me very much. I couldn't have done all the things I do without his support. There were many years when I was schlepping all over the world with his support, starting in 1971. Prior to that I had never gone anywhere without him.

So I have the love of a good man, I have wonderful children who I believe love and respect me, and I believe I have gained the respect of my community. I have the satisfaction of knowing that I have helped. Now, who can ask for anything more than that?

Does anyone respect me less because I didn't get paid in actual dollars?

Glaser: Oh, that isn't what I'm saying, and I'm sure that you have the respect of the community. I absolutely know that.

Dobbs: I think being a leader is something one can learn. There are some people who are natural born leaders and some people who are natural born followers. To me leadership is the ability to make people want to work with you and for you. I believe in my past campaigns and in my two years as Federation president we accomplished as much as we could have given all the crises we faced. I developed wonderful relationships with all my officers and the staff. That was very important to me because we were able to work together better as a whole than as fragmented groups. And that is what leadership is.

XVII A FURTHER LOOK AT VOLUNTEERISM

[Interview 5: February 24, 1995] ##

Grand Jury

Glaser: There were several areas we didn't cover in our earlier discussions. I'd like to hear your experience with the grand jury.

Dobbs: Yes, it was very interesting. In 1969, I received a letter asking me to appear the day the grand jury was going to be chosen. In those days there was one grand jury chosen of nineteen citizens with a foreman and a secretary. The different judges recommended names that went into a hopper, and then names were chosen.

The day I went to be interviewed, among the questions asked me was, "Your husband was on our board of supervisors and has run for mayor. Would you be influenced by his opinions?" My response was, "If you knew me at all, you'd know that I'm not easily influenced by anybody and that I have my own opinions."

At any rate, I was one of the nineteen chosen, and the presiding judge of the Superior Court named Mel Swig as foreman and me as secretary. That was the beginning of a wonderful friendship with Mel from that time on until he passed away. We were really good friends and I respected him enormously.

We met every Monday night. I was then living in St. Francis Woods and several of the men would pick me up, because very often we wouldn't get home until two-thirty or three in the morning, depending upon the cases.

What does the grand jury do? Very often, the city and county is the plaintiff, and there needs to be a hearing for any of a number of charges. In those days pornography was a hot button.

Glaser: Did you have drug cases in those days?

Dobbs: Oh, did we ever. I realized how much I was raised with my head under a barrel because of the kinds of things that I learned. All kinds of things to be found in the seamy side of San Francisco.

We'd meet every Monday night and would hear the cases that the district attorney's office wanted to prosecute. Then we would vote to indict on Thursday. In other words, after Monday night we would meet every Thursday morning.

At different times, those of us on the grand jury went out with policemen in their police cars to answer calls. This was probably several of the most scary nights of my life and yet exciting. We visited every prison in the area. I'll never forget the experience at San Quentin, walking through the cell blocks. I happened to be the only woman with this group of men, so you can imagine the remarks that came on the heels of us walking through there.

Glaser: Why did you go to San Quentin?

Dobbs: It was one of the mandates of the grand jury. We went to San Quentin, we went to the San Francisco jail, we went down the Peninsula where there is a prison farm. We also went to the juvenile detention home.

At any rate, we not only visited the areas where there was crime, but the grand jury heard a lot of cases on other subjects that had to do with the airport and all of our utilities. At that time BART was just being built. I'll never forget the day they gave us hardhats and we walked under the bay. The BART train tracks were being laid at that point. These were experiences that the grand jury afforded me.

We covered everything that the chief administration officer has jurisdiction over for the city and county. It was an extraordinarily busy and interesting year.

Glaser: Did you enjoy it?

Dobbs: Very much. It was painful in a way because there were so many problems in our area. Mel Swig kept the group together, and for twenty-five years we met twice a year. Mel would have a luncheon every Christmas at the Fairmont Hotel. After lunch we'd sit and talk. Mel was a very gracious host. After the first year we decided if he was going to have us for lunch at Christmas, we'd have him for lunch in June, and so our group met twice a year for twenty-five years.

When Mel died, we continued to meet and always drank a toast to Mel. We are now six people, five men and me. The rest of them have all passed away.

Jewish Community Endowment Fund

Glaser: Would you talk about the endowment fund and your experiences being on that?

Dobbs: Yes. Up until the late seventies, the endowment fund was a small fund. Then it was decided that the way to go was to build the endowment. Incidentally, Bob Sinton was very involved in the process. He is a wonderful man, I call him my Jewish guru.

A committee was formed and a real process was started. It has worked! In 1980, there was about \$8 million in our endowment, and in 1995 we have about \$138 million. That's all the monies under the Federation control. Phyllis Cook certainly knows more about it than I do. Before I was president I sat on the endowment fund committee. Now I will sit on it as long as I live, because past presidents are ex officio members for life, I guess for a sense of continuity.

Glaser: Are you a member of any particular committee on the endowment fund?

Dobbs: Yes, I am. There are three different committees, and I have at different times served on all of them. There is always a whole committee meeting, but prior to that there are these subcommittee meetings where we go over the specific grant requests and make decisions, which we then bring to the entire committee with our recommendations.

It's been a very interesting process, and there are many different opinions. At the subcommittee level there's a lot of interesting discussions about the grant proposals.

In the middle or late eighties, Phyllis created a women's endowment committee. We have speakers and lunch and hear money managers. We heard people like Claude Rosenberg, who has written books on money management and the stock market. We've had wonderfully interesting programs. Joyce Linker is involved with a securities company; Gail Seneca is a money manager. They all have spoken to us, and indeed have probably gotten business out of those meetings.

Unfortunately all too often, as I know, women are the ones who are left when their spouses die, and they have to make the decisions of where to invest their money. I can't emphasize enough how important it is that women become involved in the finances of their family, because I never was! I had never paid a household bill in my life until my husband passed away. Not only am I paying all the bills but I am now "in charge." It's up to me to take care of what I have.

Glaser: In reading the board minutes, I get the impression that any decision on the part of the endowment fund is presented to the Federation board for its approval. Is that correct?

Dobbs: Yes, that's true. A lot of people say that the Federation board really is a rubber stamp. Well, it is and it isn't! You can't possibly run an \$18 million operation, or a \$138 million operation, by getting fifty people in a room once a month for an hour and a half. So you need to have subcommittees who hash out the details and come to conclusions. Phyllis and her staff have done an outstanding job. I think it is a terrific department, and we've done very well.

Another thing about the endowment committee is it has involved younger people. The whole committee structure is a way of getting a variety of people involved. Nowadays it's becoming harder and harder to see many people involved, which is unfortunate.

Concordia-Argonaut Club

Glaser: Concordia Club, Annette?

Dobbs: The Concordia-Argonaut Club was formed 141 years ago by a group of German Jews who came at the time of the Gold Rush and were not accepted into any of the non-Jewish clubs in San Francisco. So, very typically Jewish, they started their own. For 140 years it was a men's club, as is the Pacific Union Club, the Bohemian Club, and a lot of other men's clubs. There were several attempts by women to gain access to the dining room, and eventually there were certain nights when that was acceptable.

A need arose after the Loma Prieta earthquake [October 1989] to raise a considerable sum of money. This was needed to do the retrofitting and seismic upgrading, and also to remodel in order for it to become a family club.

I was asked to serve as the first woman on the Concordia board. I think my son-in-law, Phil Goldstein, who is a vice president of the board, may have recommended me. It's not been an easy process because there are men in that club who to this day, in February of 1995, have to be brought kicking and screaming into the 21st century. I have pushed for women to have more time in the athletic facilities. There's no reason in the world why a woman should join a private club unless she has full and complete parity with the men in use of all the facilities. That is still not the case at the Concordia Club, but we're getting there, little by little.

It's been very difficult. The men have always swam with no swim trunks on. I don't even know if the swimming pool is 140 years old. I'm sure it's not, because this building is not 140 years old. [The gymnasium annex was built in 1915.] I have the book about the history of the Concordia Club so if you wanted to know I could get it. It's an interesting book, as a matter of fact.¹

Glaser: Yes, it was written by my friend, Bernice Scharlach.

Dobbs: That's right, of course. As a matter of fact, my husband, who was a past president of the club, was interviewed by Bernice Scharlach because he was president at that famous time when Willy Mays wanted to become a member. My husband, who was one of the few Republicans of the club, wanted to see Willy become a member, and a lot of our knee-jerk liberals wanted to keep him out. My husband fought very hard to get him in, and then when he got in my husband resigned as president because he felt that the members of the club were hypocrites. They speak liberally, but that isn't the way they really feel. Just as a matter of principle, he resigned, for which I always had enormous respect for him.

Glaser: Annette, is it very expensive to be a member of the club?

Dobbs: Well, it isn't today. They lost a lot of members after the Loma Prieta earthquake. They also lost a lot of members when they were fundraising. The major reason I became involved is because I would hate to see the only Jewish club in town go down the tubes.

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Dobbs: The reality of today's world is that your younger couples, because of the economics, are primarily two-income families. They have

¹Bernice Scharlach, *House of Harmony: Concordia-Argonaut's First 130 Years* (Berkeley: Judah L. Magnes Museum, 1983), p. 229.

limited disposable dollars, they have limited time. Younger women today want to do things with their husbands, and they're not going to let them go to a men-only club and spend their limited disposable hours and their limited disposable dollars there. Little by little we're attempting to open it up. As a matter of fact, this next week we're starting swimming lessons for children. We now have weekends when at certain times, from eleven to seven, women and children can be in the pool area.

If you can believe such a ridiculous reason, the thing that bothers some of the men is that they have to put swim trunks on. I will say that at the overall meetings the preponderance of men are very accepting of the idea of women becoming members of the club, and the younger members definitely want it. So it may take a couple more years to get full parity with the men.

Glaser: Let me ask my question again: is it expensive?

Dobbs: Until the Loma Prieta earthquake, I couldn't tell you because I wasn't on the board then. It was more expensive. What the fee to become a member was, I really don't know. The dues were \$270 a month for seniors, and anyone over forty is a senior. There are lesser amounts for younger people.

Since I've been on the board, we have taken measures through the membership committee's recommendation and then the board meeting to lower the fees. The fees now are not expensive. Anyone coming in now pays \$170 a month, and any member who proposes a new member gets \$100 a month deducted from their \$270.

American Israel Public Affairs Committee

Glaser: Let me ask you about your membership with AIPAC, the American Israel Public Affairs Committee.

Dobbs: The American Israel Public Affairs Committee is the only legitimate lobby for Israel. It's a one-purpose organization, and that's to educate congressmen and senators and to lobby on behalf of Israel. It has had considerable bad press in the papers, and I'm not sure that any newspaper has ever really looked at it in a fair manner. Is it any more wrong or improper for people to lobby on behalf of Israel than it is for the tobacco industry to lobby on behalf of tobacco or the gun lobby to argue on behalf of guns.

Glaser: Even the PTA, or it did years ago.

Dobbs: And seniors, so why is it not okay to have a lobby for Israel? Harold and I have been members for many years. He was on the board and now I am on the board.

I am also on the board of JCRC [Jewish Community Relations Council] and on the board of NCGG [Northern Californians for Good Government]. It is a political PAC for good government.

Glaser: What are you doing on JCRC?

Dobbs: Well, I only went to one meeting, I'm brand-new. I haven't done anything so far. They have evening meetings, however, and I'm not fond of evening meetings, so I do not know what my role will be.

XVIII REASSESSMENT

Personal Needs

Glaser: What else are you taking on?

Dobbs: I'm in a state of flux because my life was irrevocably changed when my husband died six months ago, and I don't know what I want to do with my life. What I do know is I don't want to continue doing exactly the same things I did. I've accepted membership on a number of boards, as you are learning. I don't know if that's what I want to do.

I see a big change in our Federation. I haven't been to a board meeting for a long time. But I see the whole face of Federation changing and that's healthy. My husband always said two things: one is that if you're president of an organization and you can't run a meeting in an hour to an hour and a half, you shouldn't be president.

The second thing he always said is, and we would argue about this, "You ought to get involved in other things." And I replied, "How can you say that? I never have understood how you can go into an organization, really give it your all, you work your way up, you become president, and when you're through as president you stay in a little while and then you walk away from it."

He said, "Any organization where the old leadership doesn't do that is in danger of stagnation because it doesn't make room for younger people to come in, and it's the younger people who have the new ideas. So if an organization has all the old leadership hanging in there indefinitely, you haven't got room for new ideas and new people." You know what? He was right.

Glaser: And you probably felt there has to be some carryover from the past.

Dobbs: Well, no. I think my attitude was a more selfish one. From what I have observed, I think it is that of most people in leadership positions in the Jewish world. First of all, it's a heady situation to be part of leadership. Secondly, I would say to him, "After putting in thirty-five years of my life into an organization and working very hard to the point where I call myself a professional volunteer, how could I walk away from that?"

But I haven't gone to meetings, and they have survived very nicely without me, and they will continue to. Indeed, I was asked to take on two major activities recently, and I almost accepted. I thought to myself, what a wonderful way to end my career in Jewish service by heading up these important committees. Then I sat back and thought, but am I there? Can I really do it? They need someone right away, they need someone to jump in with both feet and work hard to bring these things together. I'm not there because of my husband's death and my lack of being sure of what I want to do with the rest of my life. So I told both of them that I'd be happy to serve on the committee but I would not chair.

Glaser: It sounds as if you're wanting to do for yourself rather than for the community, which is probably about time.

Dobbs: You know, I married at eighteen, I had my first child at twenty, I raised five children, I had my husband in politics, I ran a big home. I was secretary, chauffeur, you name it, to my children, caregiver to all my children. Then I went into all this organized volunteer work. I never, ever took the time out to do for myself, and I think maybe it's time.

I would never walk away from anything where I felt I could be of some service. But nobody in the world is indispensable, nobody. I still go to a few meetings at Federation. I was just at a meeting the other day of past presidents and the executive committee. I go to the overseas committee meetings and to Israel. The overseas committee was merged with Project Renewal, which was my great love. Of all the things I have ever done, I feel more satisfaction over what we accomplished through Project Renewal than anything else because it was so hands-on.

I will continue to have my finger in the pie to the extent that I feel I can be useful. Yes, I would say now that I'm almost seventy-three years of age, and having just lost my husband, that I'm starting to think there are a number of things I never had time to do and that perhaps now is the time. Now or never.

Glaser: Now it's Annette's time.

Dobbs: If that's selfish, so be it.

Glaser: It doesn't sound selfish to me at all.

Did you want to expand on your statement, "I think it is important to show how an individual like me can eventually become very involved on the national and international scene, and too few people have done that"?

Dobbs: As I just said, I had so many other things in my life. Then the day came when my children grew up and left home and I had free time. I guess that was the time when I could have become selfish and done for myself, but I chose not to. In the thirty-five years I've been involved in the organized Jewish world, it has been a very gratifying time. And when I speak of a person like me, I mean I have no formal education beyond high school. Yet, being of average intelligence and having a lot of common sense, I was able to learn an enormous amount and serve the Jewish community, primarily, and was much in demand in the seventies and early eighties as a speaker. I raised multi-millions of dollars. It's a very, very gratifying feeling. We're all on this earth a very little time, and if you can contribute this much then you can feel you've accomplished something.

The Need for Change

Dobbs: It has given me a much broader scope of what the Jewish world is about. I think I probably understand the national and international organizational scene much better than most people. In fact, this meeting that we had of the past presidents and the executive committee in a way proved it, because that's what we were talking about. The Jewish world is in a state of flux because Israel is now forty-eight years old and has become an economically viable country.

Our federations were formed to be the central fundraising organization. It worked well for many years, but now circumstances have changed, the faces in charge have changed. The local agencies have grown enormously and are all conducting their own fundraising.

I have some very serious doubts at this point in time whether, if we don't recognize the problems (and I think our Federation does), eventually we will become somewhat irrelevant. The fact of the matter is that just as we have seen downsizing in the business world in the United States, so the Jewish world is going to have to downsize too. Are all of the agencies that we now have relevant and necessary in today's world? Are they not just bureaucracies that have been built up and are expending

enormous sums of money? They constantly keep looking for other things to go into and to be responsible for. In a way it's their life's blood.

We're going to have to take a hard look, because the contributor of today is different than when I became a contributor in 1960. Your contributor of today wants more accountability, your contributor today in many instances wants designated giving. Maybe I'm not addressing what you asked me particularly, but it has given me a very broad knowledge of what the Jewish world is all about, and I feel very fortunate to have been in that position. I think it's really too bad that more of our people don't become involved nationally and internationally because it is only through knowledge that we're going to make the changes that are necessary in order to keep the whole organized Jewish world alive.

Glaser: And surely parts of it need to be kept alive.

Dobbs: I am confident that parts of it will. I believe that the local agencies will always be there with some degree of need. I am not so sure about all the national and international agencies. The Jewish Agency for Israel was created to help in nation-building. It's now over fifty years of age. It's time it went out of business. The UIA was created as the conduit. I certainly didn't intend to end all this with a harsh criticism, but it's being realistic in today's world. Things have changed.

Why did the San Francisco Federation develop an Amuta and open an office in Israel? Because we felt that the Jewish Agency for Israel was not representing us as well as it should, and accountability was not great. They kept building and building and growing and growing. I said the UIA was the tax conduit. We don't need that any more. That was required of us. So the UIA, which has a budget of \$3 million, doesn't have to be.

UJA was the advocate for Israel. CJF basically twenty-five, thirty years ago dealt with the local agencies, and when one went to a GA [General Assembly] there were many meetings for directors of homes for the aged and directors of this and directors of that. Well, after the '67 war and the Yom Kippur War, they learned that people were hungry for information about Israel.

Therefore, do we need two major organizations? Should there be a merger, which some of us have advocated for many years? I have a fairly thorough knowledge, I would say, of what the Jewish world is all about when it comes to major organizations. I believe they are eventually going to have to bite the bullet.

Indeed there is a commission now, and that is why we had this recent meeting to discuss our hopes and dreams for the future of the federated world.

Glaser: Annette, thank you very much. I really appreciate your giving me this additional time.

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Fresh Look at Israel

By Caroline Dreves

Six Bay Area women experienced an historic and deeply moving moment recently when they greeted a planeload of Soviet Jewish immigrants arriving at Lod Airport in Israel.

Home now, sharing their experiences, are Mrs. Harold Dobbs of San Francisco, Mrs. Leonard Berger and Mrs. Morris Cullner of Burlingame, Mrs. Donald Cahen of Millbrae, Mrs. Leon Dorfman of San Mateo and Mrs. Joseph Geller of Hillsborough.

For Annette Dobbs — campaign chairman for the Women's Division of the San Francisco Jewish Welfare Federation — it was her third visit to Israel. "I felt like a den mother," she says.

The six from here were among 98 members of a Women's Mission sponsored

by the United Jewish Appeal. Another was the wife of the Israeli ambassador to the UN who, when asked why she had undertaken this taxing ten-day visit back to her own country, answered, "Because otherwise I could never see it this way, through your eyes."

Annette Dobbs talks of the tremendous problem posed by the Russian immigrants who must be housed, fed, often re-trained, even if they are professionals, and for whom jobs must be provided. "There were Georgian farmers on the plane we met who not only don't speak Yiddish, they don't even speak Russian. They have their own dialect.

"Ninety percent of Israel's budget must go to defense. That doesn't leave much for social welfare. But Israel must accept these people because this is the reason for

Israel. The privilege of helping them become absorbed falls on the world Jewish community."

There is an old saying: "So we'll eat bread and onions again." Mrs. Dobbs says it was quoted again to her by Mrs. Gideon Saguy, wife of the former Israeli consul general in San Francisco, when she dined with the Saguys in Tel Aviv. "In order to accommodate these people from Russia, we will eat bread and onions again," said Merj Saguy.

At an absorption center (where immigrants are housed and taught to speak Hebrew) the Americans met one of the young Russian men who had gone on a hunger strike, chaining themselves in Red Square. "We asked why the Krcmlin is letting out the Russian Jews and he said because of the protest and pressure in the

United States and in the world."

The returned travelers talk of a woman they met who was one of 120 girls surviving the infamous death march in Poland which started with 4 thousand people. "She spent 6 years in a concentration camp," says Annette. "When the Americans were on their way, the Nazis planted time bombs in the camp. The prisoners could hear the American planes overhead and knew they would never see their liberators. But a miracle happened. It rained, and the bombs were put out of commission. The prisoners had been so well trained by the Nazis that when the first American stepped through the door, the girl said, 'I am a Jew,' and the American answered, 'I know. I am a Jew too.' And



Mrs. Harold Dobbs

today that man is her husband."

The women from America brought back dramatic stories and also memories to smile over. Mayor Teddy Kollek of Jerusalem asked Annette Dobbs if her husband had won the San Francisco mayoral race and, hearing the answer, said, "Well, you go home and tell him he can have my job any time he wants it. It's a miserable job."

And then there was the member of the Women's Mission who had worked for 13 years soliciting money for Israel through the Jewish Welfare Federation, but had never visited the Middle East. Reacting to the first full impact of this small indomitable country, she gasped, "Gosh . . . all the lies I've been telling! All these years are true!"

CAMPAIGN CHAIRMAN'S REPORT

PRESENTED BY
MRS. HAROLD S. DOBBS
15th ANNUAL MEETING - WOMEN'S DIVISION
JEWISH WELFARE FEDERATION
OF SAN FRANCISCO, MARIN COUNTY AND THE PENINSULA

1972

"KEEP THE PROMISE"

This was to be our national theme for the 1972 campaign -- and I know I speak for all the women who accepted positions of responsibility with me in June of 1971, when I say that the theme -- those three simple words -- became indelibly impressed into our hearts and minds as we set out to do the job we had undertaken.

We knew the needs and the problems: how were we to transmit that knowledge to the rest of the Jewish women in our Community, so that when the Campaign began we would have an eager coterie of workers ready to solicit for funds so urgently needed.

Soon after the Annual Meeting each of the four sections sprang into action, each in its own way, with each section following somewhat the same guidelines and calendar.

Each Vice-President and her four counterparts worked in cooperation with the others, doing all groundwork necessary to conduct the Forums, Hugin Series, Worker Training sessions, and so forth. Administration and Public Relations had much to do.

October and November saw four Fall Forums held -- all most successful.

Marin County Section had Dr. Wolfgang Lederer speak on "The Fear of Women".

North Peninsula Section heard Earl Raab, Rabbi Roger Herst, Rabbi Brian Lurie and Lawrence Lucks as Moderator discuss "Jewish Identity, Intermarriage and Assimilation".

San Francisco Section had Jim Benet from Channel 9, Ephraim Margolin, Lawrence Lucks and Mrs. James Abrahamson as Moderator on "Educating our Children -- An Interim Report".

South Peninsula Section had Merla Zellerbach, Frieda Porat, Earl Raab and Lawrence Lucks as Moderator explore, "The Productive Person -- A Positive Approach to Jewish Life".

In December and January, two soup kitchen educational meetings were held for our Leadership. Special thanks to Patsy Kalfain, Frances Berger and Roan Iscoff.

Each section held its own worker training sessions, and while I hesitate to point any one out, I must give special kudos to Golda Kaufman for the Worker Training Soup Kitchen held at Mt. Zion Hospital on February 7, 1972. Over 110 solicitors attended.

Several of our sections conducted their own TeleGift program -- and this is one part of our overall effort we feel could become highly successful if we had enough volunteer solicitors.

Our Grand Gifts Dessert Luncheon was held at the home of Mrs. Stanton Sobel on February 28, 1972. The Right Reverend C. Edward Crowther, Assistant Bishop of California, was the speaker. Mrs. Richard Swig was Chairman of this first fund raising event of the season. We doubled our Grand Gift Givers (\$1,000 or more) from 1971. Thank you Cissie.

Our Pace Setter Museum Tour was held on March 1, 1972. Seventy-five women who pledged \$365 or more visited the University of California Museum at Berkeley, the Sculpture Gardens, lunched at the Faculty House and toured the Judah Magnes Museum. Mrs. Stanton Sobel was Chairman and our speaker was our own National Women's Division Chairman, Elaine Siris. Thank you Corinne.

Our Golf, Games and Tennis Day - minimum gift \$150 was held at Lake Merced Golf and Country Club on March 23, 1972. The weather was ideal, the timing of each event was beautifully coordinated -- and close to 200 women sat down to a magnificent buffet luncheon. Special thanks to Seisel Maibach, Adele Corvin, June Levy, Jackie Harband, Marcy Hyman and Sally Shapiro who so ably handled these events. Maxine Cohen's luncheon was superb.

Each of the four Sections had its own Lifeline Affair for donors of \$52 or more. I attended all four events and can tell you that all were handled very well by the chairmen, and all were well attended. North Peninsula heard Mr. Ted Feder, of the Joint Distribution Committee in Geneva, Switzerland. A panel of women discussed "The Leisure Class Housewife" -- Adaptations to the Future. South Peninsula was addressed by Nobel Laureate Dr. Joshua Lederberg of Stanford University. San Francisco presented a delightful program called "Beautiful Way to Give". Guest speaker was Mrs. Arthur Hausman, member, UJA Women's Study Mission to Israel. Marin County presented scenes from an ACT play with actors from that repertory company and heard Paula Borenstein of the Joint Distribution Committee in Paris, who spoke eloquently.

My thanks as Campaign Chairman to all the women who worked on our fund raising events. Much time and effort went into our pledge to "Keep the Promise".

Last -- but certainly not least -- my most grateful thanks to my Section Counterparts --

Campaign Chairman of San Francisco - Nadine Rushakoff
Campaign Chairman of South Peninsula - Marion Smilovitz
Co-Campaign Chairmen of North Peninsula - Sylvia Bearman and
Sandy Oberstein

What can I say about Seymour Kleid that would do justice to his indispensability to our Women's Division? In his 10 years on the Federation staff, Seymour has watched us grow from infancy to maturity -- and has done so much to nurture that growth. Seymour, you are the father hen to us mother hens --- and there are no words to adequately express our heartfelt thanks to you.

Thus far Women's Division has pledged in excess of \$1,131,917. This could never have been possible without the tremendous team effort of each Section Campaign Chairman working with the many other women volunteers of her section.

Did I say "last -- but not least" before? Well, I cannot conclude without a very special hug and kiss to an outstanding woman who was always there when I needed her -- Rosella Elkind, our President. It was a privilege to work with her.

To each of you here today my humble thanks for helping me try and "KEEP THE PROMISE".

United Jewish Appeal

For release: April 21, 1972

Mrs. Harold S. Dobbs has been appointed Regional Vice-Chairman of the National Women's Division of the United Jewish Appeal, it was announced in New York by Mrs. Eve Weiss, Division Director.

Long active with the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula, Mrs. Dobbs now becomes presiding officer of the Regional Board for the Western United States, and a member of the National Executive Committee, which meets semi-annually in New York.

Mrs. Dobbs has served as Chairman of the Women's Division of the 1972 Campaign of the Federation. In February, she visited Israel as a member of Operation Israel, a group of 100 women on a mission under the auspices of the United Jewish Appeal. This month, she served as chairman of Israel Week in San Francisco, commemorating the 24th anniversary of Israel's independence.



Annette Dobbs and Golda Meier, 1973.



PRESIDENT'S REPORT

PRESENTED BY
MRS. HAROLD S. DOBBS
16th ANNUAL MEETING - WOMEN'S DIVISION
MAY 29, 1973

JEWISH WELFARE FEDERATION
OF SAN FRANCISCO, MARIN COUNTY AND THE PENINSULA

This has been a challenging and exciting year. Over the past twelve months, the Women's Division of the Jewish Welfare Federation has made forward strides in a number of very significant ways.

We have reached out to many more women in the local Jewish community and encouraged them to become more active and enthusiastic supporters of Jewish-oriented activities. This is evident in the steadily increasing attendance at our meetings and forums, orientation and training sessions, volunteer projects and - of course - in the number and size of women's contributions to the Federation Campaign.

We have, in the past year, also made closer contact with other Jewish women's organizations throughout San Francisco, Marin County and the Peninsula, through such means as the President's Council. Moreover, a number of our women also serve in key posts with a number of national and local Jewish organizations. This is a particularly heartening fact, demonstrating as it does, the extent of their commitment to the total Jewish community.

We have improved and extended our programs of community education and interpretation - and consequently heightened our sense of Jewish identification - as well as those with whom we have met and worked with during the year.

We women have considerably enlarged our role in the decision-making process of Jewish Welfare Federation. As you well know, Frannie Green currently serves as a Vice-President and board member of Federation. In addition, women now account for 11 per cent of the Federation board of directors, and 20 percent of the various standing committees.

Similarly, we have enlarged our participation in national Jewish organizations...such as the Council of Jewish Federations and Welfare Funds, and the United Jewish Appeal. And...our most significant and tangible achievement...we are now closing the most successful campaign in the history of the Women's Division, raising well over one million dollars. These are the contributions which we women have made, in our own names, to the Federation Annual Campaign in support of local, national and overseas Jewish needs.

This past year, for the first time, women served in the Advance Division of the overall Campaign of Federation, contacting other men and women for major gifts to the 1973 Campaign.

Another Campaign first was our Women's Division "Quintessence" Champagne Hour, last February. This was our very own "Advance" gifts function, as it was held for women who give at least \$1,000 to the Campaign.

Here, in review, are some of the major activities of the past year...including some very innovative and productive programs:

Thirteen Thursdays...This is a leadership program which was developed by Sally Gradinger and Marilyn Yolles. As the name indicates, this was a series of thirteen meetings in which thirty-four women explored in depth the programs and services of the Jewish community, and the role of Jewish Welfare Federation as the central fund raising and social planning agency.

Peninsula Forums...In the South Peninsula, under the leadership of Marilyn Taubman, our women participated in a review of Changing Jewish attitudes toward sex, marriage and divorce. This session was chaired by Jackie Berman...In the North Peninsula section, led by Edie Culiner, the subject was the relationship between Israel and American Jews. This meeting was chaired by Harriet Streich.

Founders Tea...This was an especially worthwhile event, as it involved those women who have worked for the Women's Division since its inception. The Founders group held its first meeting last October...and brought together some of the "First Ladies" of our community.

Hugim 1973...In cooperation with the Jewish Community Relations Council we sponsored a noteworthy series of really probing discussion-meetings under the broad heading of "Major American-Jewish Concerns". These meetings were held throughout San Francisco, Marin County and the Peninsula...and were one of our most effective educational programs.

President's Tea...was held at my home last September, and was attended by the presidents of various local Jewish women's groups. We heard a most interesting talk by Captain Leon Gardner of El Al, who fought in the 1948 War of Independence.

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An especially inspiring event of the past year were the visits to Israel by a number of our Women's Division members. Through meetings with government officials, recent Russian immigrants and other Israeli citizens, those of us who participated obtained a profound insight into the reasons why Israel's survival depends so much on the generous support of American Jews.

I was privileged, this past year, to make my third trip to Israel as a member of the United Jewish Appeal Women's mission. And once again, I realized how great a role we Jewish women have in protecting Jewish survival and the welfare of our people.

This past year, we expanded our information service to the community in several ways. We prepared and published special supplements in the San Francisco Jewish Bulletin...these editions helped considerably to publicize our activities...and to enlist volunteers for our regular and Campaign projects.

Another special information project was the updating of our slide film presentation. This reviews the agencies and services supported by Federation...and gained wide showing during the course of the Campaign.

Probably our most exciting communal activities here at home were the various observances of Israel's twenty-fifth anniversary. We women played an especially active role in these celebrations and as a result, we were able to generate an even greater feeling of identification with the fate and survival of Israel in the local community. Most noteworthy of these celebrations was the second annual Jerusalem Fair, which attracted thousands of local people during its two-day run at the Showplace in San Francisco.

Our Federation's participation in the Fair was two-fold. Many of us worked as volunteers, selling booth spaces, publicizing the Fair, helping to set up the booths, and doing all the thousands and one things involved in such a complex project. Also, we sponsored the showing, at the Fair, of that remarkable film documentary on Prime Minister Golda Meir.

We have since made the film available to other community organizations ...and it is now being widely shown.

One thing stands out with particular sharpness and clarity as we review the past year's activities. And that is the calibre of Jewish women who constitute our Women's Division. Their energy and their devotion have been the principal ingredients of our progress. From our officers to the very newest and youngest volunteers, they are a corps of aware, eager and deeply committed women.

I am proud of them, and I am grateful to them. They have helped to

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make the past twelve months for me, as President of the Women' Division, a time of immeasurably rewarding service.

Yes, this has been an eventful year for the Women's Division. And as I mentioned, it was largely so because of the spirit and dedication of so many women. I wish it were possible to thank each and every woman who has given so willingly of her time and energies to our work.

I do want to express my deepest gratitude to the officers who worked with me over the year.....

Lonny Darwin
Thelma Colvin
Fran Berger
Marilyn Warshauer
Siesel Maibach
Ellie Green

And a very special thank you, to Phyllis Cook!.....who worked so hard and so well on some of our most important projects...including the slide presentation, and the newspaper supplements.

How can I adequately express the appreciation of all us in the Women's Division to our Federation staff advisor, Seymour Kleid? His counsel, his expertise, and his constant concern for the well-being of the Women's Division...these have been an essential ingredient in our growth and progress thus far.

Thank you.

Women's Division
 Jewish Welfare Federation
 220 Bush Street, Suite 645
 San Francisco, California 94104

M I N U T E S

WOMEN'S DIVISION

EXECUTIVE COUNCIL BOARD MEETING

Tuesday, September 11, 1973 - 10:00 A.M.

Jewish Community Center, Brotherhood Way

PRESIDING: Annette Dobbs

PRESENT: Eileen Battat
 Lee Battat
 Debbie Barnblatt
 Elaine Berman
 Fran Berger
 Lenore Bleadon
 Marty Cahen
 Thelma Colvin
 Edie Culliner
 Phyllis Ginsberg
 Martha Greenwood
 Roean Iscoff
 Rhoda Kaplan
 Sonny Kaplan
 Lee Katz
 Stephanie Klein
 Susan Kolb
 Phoebe Korn
 Sora Lei Newman
 Eda Pell
 Martha Rosenberg
 Alice Rosenzweig
 Sherrye Schwarz

Gaye Seiler
 Esther Sirinsky
 Marion Smilovitz
 Vivian Solomon
 Karen Weiner
 Rhoda Wolfe

STAFF: Seymour Kleid

ABSENT: Fae Asher
 Jackie Berman
 Sylvia Bearman
 Farron Brotman
 Marcia Gould
 Bernis Kretchmar
 Sandy Leib
 Joanne Mintz
 Myrna Mitchner
 Sandy Oberstein
 Mary Rabb
 Barbara Silverman
 Jean Zukin

The meeting was called to order at 10:20 A.M. by Mrs. Dobbs. The following topics were discussed:

1. EXECUTIVE VICE-PRESIDENTS REPORTS:

CAMPAIGN: Fran Berger and Thelma Colvin

Chairmen for Golf, Games, \$520 and \$1250 have been selected. However, dates for these various events have not been determined.

Both Mrs. Berger and Mrs. Colvin are in the process of meeting with each section Campaign Chairman and her committee.

3. GUEST SPEAKER: Larry Myers, Federation 1974 Campaign Chairman

Mr. Myers would like to receive minutes from each section's board meetings as well as the Executive Council Board minutes.

He was pleased that Frannie Green and Annette Dobbs will be working on Advanced Gifts. Both women have been appointed vice-chairmen for this division.

Mr. Myers would like to see the men and women work together as a team because he feels the men would profit by the Women's Division's "know-how." He would like to coordinate spouses on missions to Israel.

4. PRESIDENT'S REPORT: Annette Dobbs

Although there is more decentralization in each section, Mrs. Dobbs stressed the point that we are one organization and must cooperate together. "Please do not make decisions on your own but abide by those of the Executive Council."

There will be a UJA Western Regional Conference January 18, 19 and 20 in Palm Springs at the Riveria Hotel for both men and women. Mrs. Dobbs is planning to fly to Los Angeles to meet with other California Regional Presidents to set up a special Advanced Gifts luncheon on January 17. Plans will be completed by next month.

There will be a local Leadership Retreat November 2, 3 and 4 in Carmel at the Highlands Inn. It will cost \$60 a person for the weekend. There will be seminars on education, fund raising, etc. It is hoped that between 60-100 people will respond. Speakers will be set by next week.

There will be a Women's Leadership Mission to Israel with a 3 day trip to Vienna leaving New York October 22 and returning November 5. The minimum gift for participation is \$365. The all-expense-included fare from New York is \$975. Edie Culiner, Fran Berger, Martha Greenwood and Eileen Battat are planning to go on this mission.

Another mission is planned for women only, with no gift stipulation, and leaves New York January 20 and returns on the 30th. This mission will only go to Israel. The fare is \$850 from New York.

Mrs. Dobbs is having a luncheon on October 2 at her home for the four neighboring communities to coordinate for the coming year. The women invited are from Sacramento, San Jose, Oakland and San Francisco.

The first women's supplement in the Jewish Bulletin will appear in the September 21 issue.

5. GENERAL TOPICS

To keep each section's lists in order, accurate and up-to-date, this year the section's books and white cards will include all the women who in the past have said, "go away," "leave me alone," "my husband does the giving," etc. This way the same names will not be resurrected every three years.

FRIDAY, SEPT. 29, 1978

SAN FRANCISCO JEWISH BULLETIN

ANNETTE DOBBS' SACRED MISSION**'Our Task Is Much More Than To Supply Brick And Mortar'**

"I take this vow...as I live and breathe...that I shall remember everything."

From a
Memorial Service for the Six Million
Yad VaShem
Israel, 1971

These dramatic words are indelibly etched in the memory of Annette Dobbs, an exceptional San Francisco woman who participated in this unforgettable Remembrance ceremony.

It is the essence of this Jewish memory that will lead the 1979 Campaign of the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula.

Annette is one of only two women to be named Campaign Chairman of a city with a Jewish population of 40,000 and over and is also only the second woman Campaign Chairman in San Francisco's history (Frannie Green was the first).

Annette vividly recalls her first trip (she's made 12) to Israel in 1960; stepping off the plane, seeing the blue and white flag of Israel waving freely in the breeze.

"As we drove through the

magnificent countryside, I realized for the first time that I was in a country where nearly everyone was Jewish. I saw a great and sacred drama — the miraculous accomplishments of a country then only 12 years old. A marvelous pride welled up inside me — like something I'd never felt before."

Her life, she says was changed even more by a 1971 Women's Division Mission to Vienna, Mauthausen concentration camp and Israel (and in 1974 to Poland and Auschwitz). Echoing the voice of many who have experienced a nightmarish visit to a concentration camp, she says, "Everything I had heard or read or seen could not prepare me for what I saw. I said then that I would spend the rest of my life making sure that this would never happen again; that never again would Jews be put to death just because there was no place for them to go."

Ironic though it may seem, it is these Jewish memories of tragedy which have prompted her to declare, "I'm saddened at giving money on the back of death (the Holocaust, five Israeli wars, terrorist bombings). I much prefer to



Annette Dobbs

give it to life."

And so it is, on this paradox that she pledges to "devote my every waking hour to do the maximum job I can to ensure that our Jewish communities in Israel and throughout the world survive and flourish."

A glimpse at a few of her activities insures the sincerity of this

(See MRS. DOBBS Page 31)

(Continued From Page One)

pledge. She holds multiple positions with the United Jewish Appeal as a member of the Executive Committee, the National Campaign Cabinet, and Vice-Chairman of the Women's Division. She's not just a "bench siter" on the boards of directors of HIAS, Jewish Home for the Aged, Women's Division, Israel Bonds, and the American Israel Public Affairs Committee; she devotes her time and energy to the causes for which these groups strive.

As husband Harold could attest to: "For as long as I can remember, when she wasn't raising five children or helping me with my business or political campaigns, she was either going to meetings or arranging them on the telephone."

Annette couples a long track record of community achievement with an enthusiasm, exhilaration and creativity. Broadening the base of the Campaign is one of her primary goals. This year, for the first time, she is seeking the wisdom of all past chairmen by creating a special role for them. A new Youth Division and a Sephardic Division are a few more examples of her imagination and far-sightedness.

Annette announces that, "Our 1979 Campaign theme is 'Jewish Renewal at Home and Abroad' and will emphasize an extraordinary new opportunity to enhance the quality of Jewish life in Israel. Through Project Renewal, Diaspora Jewry will have a unique possibility to personally touch the lives of many Israelis."

Today in Israel there are some 160 poverty-pocket neighborhoods which encircle 45,000 families and 200,000 children. These people number one-tenth of Israel's population. For them — so painfully lacking — day to day material requirements & walls of a house seem a more urgent and significant goal than borders of their country.

Most of the people who will be effected by Project Renewal are Sephardic. They came to Israel — mainly from Arab lands — during the huge waves of immigration in the early years of statehood. Israel's population jumped from 650,000 in 1948 to more than double that number in three years.

"During those years, a hard-pressed economy required that the new citizens be settled in the best housing available — which was often nothing more than crude temporary shelters like tents, shacks or asbestos huts. Since then, we've been busy helping build the country as a whole. Now,

it's time to go back and finish the resettlement job we started." Annette reports.

"I'm very proud to announce that our Federation Board of Directors has unanimously approved our adoption of the community of Tel Hanan, located in the municipality of Nesher, six kilometers outside of Haifa. With Tel Hanan as our Sister City, we will have a very personal opportunity to upgrade the conditions of nearly 4000 poverty-pocket residents."

Four San Francisco leaders visited Tel Hanan with Annette on the recent Prime Minister's Mission: Lou Galen, Rhoda and Dick Goldman and Brian Lurie. The situation in Tel Hanan is, in the

words of Prime Minister Begin, "intolerable to a Jewish society."

"We met the people," Annette tells. "We learned about their special needs and are hopeful about the opportunity to bring renewed life to this depressed community. Our task demands much more than just supplying bricks and mortar — our challenge is to provide a whole network of social services to permanently erase the below-standard living conditions."

Annette's love for and commitment to Israel embraces an understanding not only of the Jews of the present but those of the past and those of the future — and the future of Israel are its children. A new Day School ...a pre-kindergarten in Tiberius...will be



Annette Dobbs as she made her 1979 Campaign pledge at the Knesset in Israel.

launched by Annette on December 20. She and her family (Harold, Stephen, Marilyn, Gregory, and Cathy) will dedicate the facility (for 70 three-and-four-year olds) and name it The Rusty Dobbs Memorial Pre-Kindergarten in memory of their beloved son and brother.

Annette believes it is crucial that potential leaders visit Israel because a trip adds to their personal growth and also makes them more valuable to the local community. "We must have strong Jewish communities both at home and abroad — one is dependent upon the other."

Out of memories come dreams. The dream of a lasting peace has just been renewed by the success of the historic summit conference at Camp David. But what does Peace mean?

Annette recalls a recent conversation with a Sabra friend who told her, "We have lived so long with the war, terrorism, with the uncertainty of never knowing what's going to happen the next day. It's hard — almost impossible — to

visualize how it would be to live in peace. We raise our sons and daughters knowing they are going to serve in the army but not knowing that their lives will be secure."

"My dream," says Annette Dobbs, "is not only to help build a vision of lasting peace but to help provide a living peace."

A Vow To Devote Her Life To World Jewry

By Geoffrey Fisher
(Jewish Bulletin Managing Editor)

Just about the time that Germany's Reichspresident Paul von Hindenberg appointed Adolph Hitler chancellor of Germany in Jan., 1931, Annette Lehrer was travelling west from her St. Louis, Mo., birthplace to settle with her family in San Diego, Calif.

It was the era of the Great Depression, a world economic collapse that contributed greatly to Hitler's rise to power.

"We drove across the U.S. like 'Oakies' in John Steinbeck's 'Grapes of Wrath,'" says Annette. "We lived in poverty in San Diego. My mother worked for \$12 a week to help support us. From the age of 10 I worked 12 hours every Saturday for \$3 in a relatives' fruit and vegetable stand."

Annette was a cheerleader at her school and she recalls with a twinge the day she had to quit the cheerleading team to go to work to help the family.

"I never had a new dress until I was finished with high school. My wardrobe consisted entirely of hand-me-downs.

So what is the significance of Hitler in the life and time of Annette Dobbs (she and Harold Dobbs were wed in 1941)?

It was Hitler who spawned the death camps of the Nazis in Germany's Third Reich and it was Nazi extermination and concentration camps that caused Annette to make a solemn vow.

With a United Jewish Appeal Women's Division mission to Vienna in 1971, Annette visited the Mauthausen concentration camp. Later at the Yad Vashem Memorial to the Holocaust in Jerusalem she made the vow.

"I vowed," says Annette, "that I would devote the rest of my life to seeing that never again would Jews be placed in such jeopardy as were those millions that perished in the Nazi death camps."

Annette says the visit to the death camps changed her own life and that of her family.

For many years she had been extremely active in many organizations, both Jewish and non-Jewish, and in many political campaigns on behalf of her husband, Harold.

But it was 1960 when she made her first visit to Israel and recalls vividly what was an emotional happening for her.

"I suddenly realized for the first time that I had come to a country where nearly everyone was Jewish and I was overcome with what had been wrought by that proud little nation in the short span of a dozen years of independence. I was filled with a kind of pride that I had never before experienced."

Through the 1950's and 1960's Annette's world was pretty much dedicated to raising her five children and to helping her husband in his political life.

Harold Dobbs, as a young lawyer of 31, was first elected to the San Francisco Board of Supervisors in 1951. He was reelected for three terms. Three times he ran for mayor of San Francisco, the first campaign in 1963.

While pursuing a law career and a romance with politics, Harold Dobbs added some successful business enterprises.

Annette has come a long way from the \$3 a day fruit stand in San Diego to a prestigious residence atop Nob Hill.

"When people look at Harold and me today, the way we live and where we live, they really don't know the real us," says Annette. "Sure we've been lucky and it's fun to have pretty things and to live in fine surroundings, but life's basics of love, caring, family and working with committed Jews are more important to me than diamond earrings and rings."

Annette's Jewish community service career mushroomed quickly following her direct exposure to the State of Israel. She held numerous posts in Jewish organizations and last year was named as the General Campaign Chairman of the Jewish Welfare Federation of San Francisco. Marin County and the Peninsula. She was only the second woman in the long history of the Federation to be named to the very important post. The first was Frances (Fanny) Green who headed the campaign a few years ago.

How does she feel about her experience of having been the leader in an area that has traditionally been a male's province?

"I think women can often contribute a basic common sense approach to many things," she says.

Does she consider herself to be a "liberated woman"?

"I have always felt liberated, have been outspoken and frank. My relationship with Harold has been one in which I said what I wanted to say and he always sought my advice and counsel."

Annette Dobbs says that she has found that in Jewish community life women have not been accepted for major leadership roles until recent years and that women are just now starting to become part of important decision making bodies.

"It's important to be in a position where you don't have to cater to people because of political or business considerations. Fortunately I don't have to cater to anyone. I can be absolutely honest and open."

Liberated or not, Annette Dobbs makes it very clear that her first priority in life has always been her husband and her children.

And her children have been a source of great pride to Annette and Harold Dobbs.

There are two sons and two daughters. A third son, Rusty, was killed in an accident in Malaga, Spain five years ago. He was 22 and in the hotel and restaurant business. Stephen, 36, who holds a Ph.D. from Stanford, is assistant to the president of San Francisco State and serves as president Brandeis-Hillel Day School, Marlyn, 34, a graduate of Smith College, is in high school administration in Bogota, Columbia. Gregory, 32, is a top American Broadcasting Corp. newsmen in London. A graduate of Medill School of Journalism at Northwestern, Gregory has recently handled news assignments in Iran, Uganda, Belgium, Israel and Jordan. Cathy, 24, is a law student at Hastings.

Her husband and family come ahead of all else but Annette Dobbs has an enormous passion to do her utmost for the world's Jews.

As for her husband, who she credits with being "so wonderfully supportive" of her community service, Annette declares with a smile:

"It's the first time in our marriage that I am coming home just as tired as him."



STATEMENT BY ANNETTE DOBBS
 JEWISH AGENCY ASSEMBLY
 JUNE 27, 1979

(Speaking on behalf of the San Francisco, Marin County and the Peninsula Jewish Welfare Federation)

When the State of Israel and National United Jewish Appeal first presented Project Renewal, our Jewish Welfare Federation of San Francisco, Marin County and the Peninsula recognized it as an imperative and moved quickly to adopt the program. Tel Hanan, a neighborhood within the community of Neshet, became our sister city - and we all looked forward to this new, meaningful relationship with our family in Tel Hanan. This community-to-community concept, a joint venture with direct involvement, was welcomed by San Francisco, and it still is!

In September, 1978, our Federation's Board of Directors resolved to create a second line to its annual campaign for Project Renewal. It was decided to involve our entire Federation family in this community-to-community relationship. Toward this end, Federation launched a major public relations campaign and took the following steps:

1. We created a sound/slide presentation "And Now to Life", which provides an intimate portrait of places, faces and the reality of life in Tel Hanan.
2. Graphics and brochures were produced for massive distribution in our community.
3. Project Renewal Pushkas were ordered and distributed to students in Federation's day schools; Sunday Schools and the Jewish Home for the Aged.
4. Publicity for our Israel Independence Day Campaign closing event focused on the fact that all proceeds from our Walk-a-Thon were earmarked for Tel Hanan.

At the outset of Project Renewal's development, Federation's leadership realized that certain steps were necessary to develop direct lines of communication between San Francisco and Tel Hanan. Primary among these was the creation of a liaison position. Zvi Sobel, Professor of Sociology and Dean of Foreign Students at Haifa University, was hired as Federation's own "Man in Tel Hanan". Sobel meets informally with the residents and social workers of Tel Hanan once a week and is a welcome participant at the meetings of the Steering Committee of Neshet. He sends our Federation detailed bi-monthly reports. He has also visited San Francisco on two separate occasions. Thus, he has maintained a constant flow of communication between our two areas.

Our people-to-people approach will increase in the coming months. It is hoped that our "Summer in Israel" program of 160 high school youths will visit Tel Hanan, and it is also anticipated that our Mission participants will include Tel Hanan on their itineraries. Dr. Sobel has been working to place some of our college students at Haifa University in an outreach program, and we have urged Sherut La'am to include Tel Hanan among their targeted communities and can foresee San Francisco area volunteers moving to Tel Hanan for one or two years to provide skills and service.

Annette Dobbs
page two

At Home, A Federation Project Renewal Committee was established.

Credibility with the citizens of Tel Hanan and with our own Federation contributors was started with the releasing of \$115,000.00 - the first community in the United States to have any monies released for five seed projects - projects we feel would be acceptable in any master plan developed for Tel Hanan:

1. Women's Club
2. Laundry Club
3. Youth Club facilities in air raid shelters
4. Scholarships for children to an existing Day Care Center
5. Transportation to and from the Day Care Center - the walk back to Karen Hayesod Street is equivalent to a ten-story climb.

To date, 2500 gifts for Project Renewal have been received, many hundreds at the grass roots level.

My community loves Project Renewal. It gives us the opportunity to join hearts and hands with our family in Tel Hanan. (I doubt that many American communities would make the above statement!)

Last week, our delegation visited Tel Hanan and saw the beginnings of our first project. Two apartments have been put together for our Women's Club and Laundry Club. It was being painted throughout to make it look fresh and new. Washing machines, sewing machines and furniture are going to be installed. The kitchen is being equipped so that nutrition may be taught. This will be the place where the women of Tel Hanan, many with extremely large families, can come to be together - to rest, to visit, to learn. This project should be operational shortly.

Scholarships have been approved, and very soon our more than half-empty day care center should be filled with children.

We understand that the Youth Clubs are next. These are bomb shelters which will be painted and then furnished so the young people of Tel Hanan will have someplace to meet.

Once we have a Project Manager (which has been promised us since last November) and we have a Master Plan, we feel we are on our way! We are showing visibility - and our family in Tel Hanan will not feel that Project Renewal is just another broken and empty promise.

Ladies and gentlemen, I feel like the person who said, "I have good news and bad news for you". I have given you the good news. Now for the bad.

It has been difficult and frustrating for us to get to this point. We had to push and shove, and then push and shove some more....But do not misunderstand me. We intend to keep our covenant with our family of Tel Hanan, and all of the

Annette Dobbs
page three

bureacracy, red tape and the power struggles that we perceive at the highest levels will not deter us.

To the San Francisco Jewish community, Project Renewal is a multi-faceted opportunity. The raising of more money is only a part of this: the establishment of a strong community-to-community relationship is far more important. It is a bridge that the people of San Francisco will cross as the people of Israel move from war to peace.

As the memory of the Holocaust fades, the last generation of survivors will soon disappear. New bonds and new memories must be forged. Our creative Jewish future must be stressed. Project Renewal will provide one such opportunity!

AD/pm

Stumping For Israel 'Down Under'

By Peggy Isaak
(Bulletin Assistant Editor)

Her overwhelming impression of the Australian Jewish community confirmed her own pride in being Jewish.

"We take care of our own," said Annette Dobbs in summation of her recent three-week trip "down under" on behalf of the United Israel Appeal, the umbrella fund-raising agency for Israel outside of the U.S.

In a country where dollars for Israel are not tax-deductible, Mrs. Dobbs addressed small and large luncheons and dinners, meetings and assemblies, reaching several thousand Jews whose isolation hasn't diminished their support for the Jewish state or the many fine institutions which they've built for themselves.

Mrs. Dobbs is the second San Franciscan to go "down under" on behalf of the UIA; last year, Betty Dreifuss pioneered the venture, prompting Australian Jewish officials to invite another American this year.

In her more than 30 speeches plus a multitude of private meetings, Mrs. Dobbs estimated that she assisted in raising approximately half a million dollars, much of it in the \$5000-\$40,000 category, but a good portion from people whose levels of giving jumped drastically after her talks. "I found that people were receptive to our solicitations," Mrs. Dobbs said, adding that UIA raised about \$7.5 million annually in Australia. There are also some 180 other charities that Australian Jews support, including a number out of the country.

"The UIA has not achieved the primacy it should, but through education, which hopefully I added to, I know they will," Mrs. Dobbs said in comparing the Australian and American Jewish fund-raising groups.

Mrs. Dobbs, among her many activities on behalf of the Jewish Welfare Federation here and other Jewish organizations, is a member of the 1981 Board of Trustees of



Annette Dobbs (center) addresses a mass meeting at the National Gallery of Art in Melbourne as (from left) Ambassador Kidron, president of the Australian Jewish Federation Sam Smorgon, former director of Israeli intelligence Gen. Shlomo Gazit, Campaign chairman Saul Same and Keith Beville, a campaign leader, look on.

UIA's Project Renewal Committee. Australia's commitment to Project Renewal, along with San Francisco's and England's, has been lauded internationally as being one of the most successful. One of Mrs. Dobbs' motives for her trip was to raise funds for Australia's Project Renewal area, Neve Golan in Yaffa Gimel where she spent time in January being briefed in anticipation of the March trip.

It was because of her ties to Project Renewal and her active work in the Jewish community that she was invited to make the trip.

"I view their commitment and giving levels at where we were 10-15 years ago," she explained. "but I have no doubt that their capacity can be at our (higher) level in the future. And 'fund-raising emissaries' — which I was called — have helped greatly."

Mrs. Dobbs' talks, which were held in Sydney and Melbourne, covered five major points: the cost of peace for Israel; Project Renewal; anti-Semitism and anti-Zionism around the world, most notably at the United Nations; the responsibility of her peers for their continued commitment to Israel; and the responsibility of the young

in the future.

The highlight of her trip, she says, was an address at the Mount Scopus Day School where she spoke before more than 1000 students from ages 12-18. It was during this speech that she saw the commitment of Australian Jewish youth to the future of Israel.

Her observation of the Australian Jewish community — which numbers over 70,000 — is that "other than the 'old timers' (those who have been there for 4-7 generations), the Australian Jewish community has succeeded in distinguishing themselves, keeping their community ties very strong." She points out that the Jewish community doubled after World War II with a massive influx of immigrants from the concentration camps in Europe when immigration to Palestine and the U.S. was closed.

In general, she said, Australia's Jews have become affluent, that their "Yiddishkops" have helped them do well "just like wherever we go."

While in Australia, Mrs. Dobbs met with Sarah and David Bendov, the former consul general of Israel in San Francisco who is now attached to Israel's mission in Canberra, Australia's capital.

"As a representative of the Jewish Agency, I spoke to them on behalf of what I consider my mission in life — the survival of the Jewish people," Mrs. Dobbs said.

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FRIDAY, NOVEMBER 27, 1981

SAN FRANCISCO JEWISH BULLETIN

400 AT BRANDEIS TRIBUTE**Annette Dobbs Honored With The 'Lion Of Judah'**

By Peggy Isaak
(Bulletin Assistant Editor)

tation capsulized Mrs. Dobbs' life from her childhood in San Diego to the beginnings of her married

life here with attorney Harold Dobbs to her activities with the local and national Jewish com-

munity. Dr. Dobbs commented on how his parents' activities have
(See BRANDEIS Page 5)

Over 400 people paid tribute to Jewish community leader Annette Dobbs at the annual dinner sponsored by Brandeis-Hillel Day School at the Fairmont Hotel on Sunday, Nov. 22. Mrs. Dobbs was the 1981 recipient of the school's Lion of Judah Award.

Keynote speaker at the event was Dr. Irwin Cotler, professor of law at McGill University of Montreal, whose topic was "The Jewish Condition and Human Response."

Mrs. Dobbs and the audience were treated to a "this is your life" audio-visual presentation by her son, Dr. Stephen Dobbs, a past president of the Brandeis-Hillel Board of Directors. The combination humorous and serious presen-



(From left) Richard Goldman, president of the Jewish Welfare Federation; Brandeis honoree Annette Dobbs; Brandeis-Hillel president Richard Miller; and Shoshanah Sofer, Brandeis-Hillel director.

always been inspiration for the family. Mrs. Dobbs, in her response, thanked the audience for the honor and praised her own children for their community involvement.



Annette Dobbs Gets National U.J.A. Post

Annette Dobbs, a prominent leader in both local and national Jewish organizations, has been named one of three National Vice-Chairman of the United Jewish Appeal, it was announced by Robert Loup, U.J.A. National Chairman. She is only the third woman to hold such a high office.

Mrs. Dobbs, a former Campaign Chairman for the Jewish Community Federation, says, "Being 3,000 miles from the major national offices, which are headquartered in New York, we sometimes feel isolated and insulated. That's why it's important that we in the Western Region have national representation and input."

The U.J.A. Western Regional raises \$80 to \$90 million a year, includes 13 states, and makes up 40 percent of the U.S. land mass. It has 18 federated communities and 50 to 60 unfederated communities. The U.J.A. and the Council of Jewish Federations are the two major organizations that help service the needs of all Jewish communities, local, worldwide, and in Israel.

As the chairman of the San Francisco-Haifa Sister City Committee, Mrs. Dobbs is responsible for the successful visiting exhibit



Annette Dobbs

"Crossroads of the Ancient World — Israel's Archaeological Heritage," currently at the California Academy of Sciences. Mrs. Dobbs presently holds

positions on several JCF committees: the Planning and Budgeting Committee, Capital Funds Committee, Fund Raising, and the Jewish Community Endowment Fund. In addition, she is Chairman of JCF Cash Collection and the Project Renewal Committee, and is active in HIAS (Hebrew Immigrant Aid Society), the United Israel Appeal, and Israel Bonds.

Noting the important connection between local Federations and national agencies, she said, "By working in our local Federations, we build a strong American Jewish community, which in turn helps make a strong Israel."

Mrs. Dobbs is especially concerned about the political impact of national Jewish fundraising. "The Congress of the United States looks very closely at what the Jews of America do."

Fact-finding trip gets personal for two local federation leaders

Tears still come to Annette Dobbs' eyes when she recalls the 2-month-old, red-headed Israeli-born baby whose parents had left the Soviet Union just months before and had settled in Rishon Lezion in Israel.

For Dobbs, president of the San Francisco-based Jewish Community Federation, who was part of a delegation to the Soviet Union and Israel, it was all too personal a reminder of the red-headed son she and her husband Harold had lost.

Also intensely personal was the response of Ernest Glaser, chairman of Operation Exodus at the Jewish Federation of the Greater East Bay. Glaser, who escaped Germany with his parents just before the start of World War II, said he saw "direct parallels to my own life" when he met with Jews in Moscow "begging for help to get out of Russia."

Glaser and Dobbs joined some 120 other American Jewish federation presidents, organization leaders and major contributors as part of a five-day Operation Exodus fact-finding mission that included 30 hours in Moscow and the rest of the time in Israel.

"We met many people who were trying to get out as quickly as they could," said Glaser. "One fellow spoke in broken English: 'No good here; go out.' There was no question they wanted out..."

That's because, according to Dobbs, "anti-Semitism is a very real threat in Russia. Anybody who could speak English or through a translator spoke of anti-Semitism."

Both Dobbs and Glaser returned Sunday, April 1 to report back to their respective communities on the USSR and on resettlement in Israel.

Their stay in Moscow included briefings by Jack Matlock Jr., U.S. ambassador to the Soviet Union; Meir Gordon, acting chief of the Israeli consular delegate; and Yuri Reshetov, of the Human Rights Department of the Soviet Ministry of Foreign Affairs.



Photo by Ernest Glaser

Annette Dobbs holds Soviet emigre baby at nursery in Rishon Lezion in Israel.

They also met with leaders of the Va'ad, the umbrella organization of Jewish organizations in the Soviet Union, as well as other refuseniks and activists. And they were treated to a concert — in Hebrew — by a youth group from the Latvian Cultural Society.

Although both Dobbs and Glaser were not encouraged by the meeting with Reshetov, they were heartened by the fact he met with the American group at all.

"Even a year ago it would have been unthinkable for him to stand there and answer questions," said Dobbs.

Still, "we sensed that nobody knows what will happen, that Gorbachev's position is precari-

ous," she said. "I was there a year and a half ago and the economy has worsened. There are still long lines for everything from soap to shoes to fruits and vegetables."

Added Glaser: "People say there is dissatisfaction with the cooperatives, with the government and with the Jews. Under such adverse economic conditions, it would be easy for groups like Pamyat to exploit anti-Semitic feelings that are always just below the surface."

In Israel, meanwhile, the group was greeted briefly by Yitzhak Shamir and then attended a reception with President Chaim Herzog. They also took part in a panel discussion with representatives of the Ministry of Labor.

Both Dobbs and Glaser said the visit to the direct absorption centers in Rishon Lezion helped them see how American dollars, generated by the Operation Exodus campaign, were being spent. They saw, for instance, families settled in apartments, nursery schools, and language classes for adults.

Dobbs told of the cost of settling a family of three in Israel, with expenses divided equally

between Operation Exodus and the government of Israel: hotel bills (\$1,500), housing rental (\$4,000), living stipend (\$2,250), household supplies (\$1,000), day care and education (\$750), and miscellaneous fees (\$1,200). The cost of air transportation from the USSR, estimated at \$4,500, is covered by Operation Exodus contributions.

"What's important for our community to understand is the overwhelming enormity of the task being undertaken by the state of Israel," said Glaser.

"This is not business as usual," he pointed out. "It requires re-prioritizing everything within the country. The message I bring back is that we are a necessary part of it. This is a human story that goes way beyond politics. We don't know how long this window of opportunity will be open and we don't want it on our conscience not to have done enough."

Dobbs took that emphasis a step further: "We're about people helping people," she said. "That's always been our role as the diaspora Jewish community — and that will always be our role."

PRESIDENTS' ANNUAL REPORT
By Annette Dobbs, President
June 1988 - 1990

AS MY TWO YEARS AS PRESIDENT OF THE JEWISH COMMUNITY FEDERATION DRAW TO A CLOSE, I REFLECT ON THE HIGHS - AND THE LOWS - OF MY TENURE. IT HAS BEEN AN EXCITING, CHALLENGING AND UNPREDICTABLE PERIOD BOTH FOR OUR JEWISH COMMUNITY AND INDEED FOR THE ENTIRE WORLD, JEWISH AND NON-JEWISH. RARELY HAS HISTORY RECORDED SO MANY EVENTS IN SO SHORT A TIME -- EVENTS THAT WILL EFFECT ALL OF US FOR YEARS TO COME.

I BELIEVE THE HIGHLIGHT OF MY TENURE TO BE OUR ROLE IN THE RESCUE AND RESETTLEMENT OF SOVIET JEWRY. THE EXODUS OF SOVIET JEWS BEGAN IN 1989. OVER 38,000 CAME TO THE UNITED STATES THEN, AND APPROXIMATELY 10,000 WENT TO ISRAEL. OUR FEDERATION SAW A TREMENDOUS OPPORTUNITY AND LOCALLY, WE WELCOMED OVER 2,000 EMIGRES TO OUR JEWISH COMMUNITY.

OUR 1989 CAMPAIGN RAISED A RECORD TOTAL OF \$19.4 MILLION, WHICH INCLUDED \$1.4 MILLION FOR PROJECT FREEDOM -- LOCAL EMIGRE RESETTLEMENT AND \$17.9 MILLION FOR THE REGULAR CAMPAIGN.

WITH THE 1990 CAMPAIGN AND OPERATION EXODUS, OUR COMMUNITY IS RISING TO AN EVEN GREATER CHALLENGE. WE ARE ANTICIPATING AS MANY AS 2,500 EMIGRES IN OUR FEDERATION AREA AND WE SEE THE POTENTIAL OF AN HISTORIC EXODUS OF JEWS FROM THE SOVIET UNION TO ISRAEL.

IN THIS YEAR TO DATE OVER 40,000 SOVIET JEWS HAVE ALREADY GONE TO ISRAEL, AND IT IS ANTICIPATED THAT WITH THE OPENING OF NEW TRANSIT POINTS THE NUMBERS COULD CLIMB TO 20,000 MONTHLY. IF THE WINDOW OF OPPORTUNITY REMAINS OPEN, THE NUMBERS GOING TO ISRAEL IN FIVE YEARS COULD APPROACH ONE MILLION.

IT IS IN THE 1990 CAMPAIGN THAT THE TRUE DISTINCTION OF OUR JEWISH COMMUNITY HAS BECOME APPARENT. IN THIS YEAR, NOT ONLY WILL THE REGULAR CAMPAIGN RAISE CLOSE TO \$17.5 MILLION, BUT OUR SPECIAL CAMPAIGN FOR OPERATION EXODUS WILL RAISE EVEN MORE! MORE THAN \$19 MILLION HAS BEEN PLEDGED IN A LITTLE OVER TWO MONTHS, THROUGH THE VERY BEST EFFORTS OF OUR SAN FRANCISCO FEDERATION LEADERSHIP, LAY AND PROFESSIONAL.

PARTICULAR CREDIT SHOULD BE GIVEN TO THE CHAIRMAN OF THE 1989 CAMPAIGN AND CHAIRMAN OF PROJECT FREEDOM, GEORGE FOOS, AND THE 1990 CAMPAIGN CHAIRMAN AND CHAIRMAN OF OPERATION EXODUS, DON FRIEND. SPECIAL MENTION ALSO SHOULD BE MADE OF THE LEADERSHIP OF CAMPAIGN DIRECTOR, NATE LEVINE, AND THE ENTIRE FEDERATION STAFF. IN THREE YEARS TIME, NATE HAS GUIDED US THROUGH CAMPAIGNS OVER \$73 MILLION.

AS FOR OTHER STAFF MEMBERS, WHEN CALLED UPON, THEY ALL SWITCHED GEARS AND EVERYONE ACCEPTED HIS OR HER SHARE OF RESPONSIBILITY FOR MAKING OUR OPERATION EXODUS CAMPAIGN THE MOST SUCCESSFUL, PROPORTIONATELY, IN THE U.S. THIS, IS IN ADDITION TO THEIR NORMAL RESPONSIBILITIES.

I MUST GIVE SPECIAL THANKS TO BRIAN LURIE, OUR EXECUTIVE DIRECTOR, WHO SINGLE HANDEDLY SOLICITED MOST OF OUR MAJOR CONTRIBUTORS ENABLING US TO RAISE OVER \$8 MILLION IN ONE EVENING. THIS EFFORT HAS NOT BEEN DUPLICATED IN ANY OTHER COMMUNITY.

OUR GRATITUDE ALSO GOES TO THE JEWISH HOME FOR THE AGED AND CONGREGATION BETH EL FOR BEING SO SUPPORTIVE AND POSTPONING THEIR OWN CAPITAL CAMPAIGNS.

DURING THE PAST FEW YEARS OUR ENDOWMENT HAS GROWN VERY RAPIDLY. CREDIT IS DUE TO CHAIRMAN DON SEILER AND THE PROFESSIONAL LEADERSHIP OF PHYLLIS COOK. THE ENDOWMENT FUND AND OUR ANNUAL CAMPAIGN PROVIDE THE MAJOR FINANCIAL RESOURCES NECESSARY TO STIMULATE AND SUSTAIN OUR JEWISH COMMUNITY.

ANOTHER TREMENDOUS ACCOMPLISHMENT I HAVE BEEN PRIVILEGED TO BE PART OF IS THE BUILDING OF THE MARIN JEWISH COMMUNITY CAMPUS, WHICH WILL OPEN IN OCTOBER, 1990. THIS CAMPUS WILL HOUSE THE JEWISH COMMUNITY CENTER OF MARIN AND THE BRANDEIS HILLEL CAMPUS, AS WELL AS RODEF SHALOM, THE JEWISH COMMUNITY FEDERATION'S OFFICE AND THE OFFICE OF JEWISH FAMILY & CHILDRENS SERVICE.

THIS \$14 MILLION PROJECT, OUR FIRST EXPERIENCE WITH A SUBURBAN CAMPUS, HAS BEEN IN THE MAKING OVER THE PAST TEN YEARS. THERE ARE MANY, MANY PEOPLE WHO ARE RESPONSIBLE FOR HELPING TO MAKE THIS CAMPUS A REALITY. THEY INCLUDE THE FIRST CAMPAIGN CHAIRMAN, SUSAN KOLB, AND THE FINAL PHASE CAMPAIGN CHAIRMAN; DONALD LINKER. IN ADDITION, TODD STETTNER, DIRECTOR OF THE FEDERATION FOR MARIN, AND SANDY LEIB PROVIDED CRUCIAL STAFF LEADERSHIP IN THE FUND RAISING EFFORT. THEY HAVE BEEN HELPED ENORMOUSLY BY A FINE STEERING COMMITTEE OF THE FOUR PARTNERS WHO ARE INVOLVED IN THE CAMPUS, ABLY LED BY DR. MICKEY GOLBUS.

I ALSO WANT TO PAY TRIBUTE TO THE CHAIRMAN OF OUR CAPITAL FUNDS COMMITTEE, SANDY GALLANTER, WHO HAS DONE SUCH AN OUTSTANDING JOB IN HELPING TO STABILIZE THE MARIN CAMPUS PROJECT. HIS HARD WORK AND WISDOM WILL HELP THE PROJECT TO COME IN ON TARGET. HE WAS ABLY ASSISTED BY LARRY MYERS, JOE PELL AND NANCY HAIR. OUR THANKS GO TO THEM ALSO. FINALLY, SPECIAL THANKS TO MICHAEL BARENBAUM, RABBI OF RODEF SHOLOM.

SEVERAL YEARS AGO WE COMPLETED A DEMOGRAPHIC STUDY CHAIRED BY GEORGE SAXE. THEN RON WORNICK CHAIRED OUR STRATEGIC PLANNING PROCESS, WHICH INVOLVED OVER 400 VOLUNTEERS AND STAFF CONTINGENT HEADED BY EVAN MENDELSON. THE STRATEGIC PLANNING REPORT WAS A REVOLUTIONARY STEP IN LOOKING AT OUR JEWISH COMMUNITY AND DECIDING THE PRIORITIES OF THE JEWISH COMMUNITY FEDERATION.

THE OVERRIDING CONCLUSION WAS THAT, IF WE ARE TO STRENGTHEN OUR JEWISH COMMUNITY, OUR JEWISH COMMUNITY FEDERATION MUST NOT JUST RAISE MONEY, WE MUST ALSO BE CONCERNED ABOUT JEWISH INVOLVEMENT-- THAT IS, BRINGING PEOPLE CLOSER TO THE ORGANIZED JEWISH COMMUNITY THROUGH PARTICIPATION IN JEWISH INSTITUTIONS. THUS JEWISH COMMUNITY INVOLVEMENT WAS DEEMED TO BE A TOP PRIORITY. WE ARE JUST BEGINNING TO IMPLEMENT THAT STRATEGIC PLANNING REPORT. OUTGOING DIRECTOR OF OUR NORTH PENINSULA REGION, NANCY TAMLER HAS BEEN HIRED TO BE THE DIRECTOR OF COMMUNITY DEVELOPMENT, THE FIRST POSITION OF ITS KIND IN OUR FEDERATION'S HISTORY.

IN THE AREA OF HUMAN SERVICES A NUMBER OF STRIDES HAVE ALSO BEEN MADE. OUR EMIGRE RESETTLEMENT PROGRAM HAS ONCE AGAIN PROVEN THAT IT IS AMONG THE BEST OF ITS KIND IN THE COUNTRY. WE ARE THE FOURTH LARGEST RESETTLEMENT COMMUNITY

IN THE UNITED STATES. THE JEWISH FAMILY AND CHILDRENS SERVICE AND MYRIAD OF OTHER AGENCIES HAVE DONE AN OUTSTANDING JOB. SPECIAL ACKNOWLEDGMENT GOES TO ANITA FRIEDMAN, JEWISH FAMILY & CHILDREN'S SERVICES DIRECTOR, FOR HER SUPERB LEADERSHIP OF OUR SOVIET EMIGRE RESETTLEMENT PROGRAM.

MT. ZION HOSPITAL & MEDICAL CENTER HAS DECIDED THAT IT IS GOING TO SPEND ITS NEXT HUNDRED YEARS JOINING FORCES WITH THE UNIVERSITY OF CALIFORNIA MEDICAL CENTER. DURING THE SUMMER MONTHS, THIS COOPERATIVE ENDEAVOR WILL BE COMPLETED AND MT. ZION AND U.C. MEDICAL CENTER WILL MOVE FORWARD TOGETHER. OUR CONGRATULATIONS TO BOTH OF THEM FOR WHAT IS BOUND TO BE A SUCCESSFUL PARTNERSHIP.

OUR SOUTH PENINSULA JEWISH COMMUNITY HAS NOW REGIONALIZED TO THE POINT OF BEING ABLE TO IMPLEMENT ITS BLOCK GRANT PROGRAM. THIS PROVIDES A GREAT DEAL OF AUTONOMY IN THEIR ALLOCATION PROCESS FOR THE AGENCIES THAT ARE IN THE SOUTH PENINSULA. WE WILL ALL WATCH CLOSELY AS THIS EXPERIMENT DEVELOPS SO THAT WE MAY REFINE IT WHEN NECESSARY.

THE MAJOR EARTHQUAKE OF OCTOBER 17, 1989 LITERALLY SHOOK ALL OF US TO OUR VERY FOUNDATIONS. AFTER ASCERTAINING THAT OUR OWN COMMUNITY WAS NOT HEAVILY DAMAGED, WE BECAME A PART OF THE GENERAL FUND RAISING EFFORT, AND AS ALWAYS, OUR JEWISH COMMUNITY CAME THROUGH WITH DISTINCTION.

IT IS IN OUR RELATIONSHIP TO ISRAEL THAT WE HAVE SEEN THE FRUITION OF MANY OF THE EFFORTS THAT WE BEGAN YEARS EARLIER. THE JEWISH AGENCY HAS DRAMATICALLY CHANGED. IT HAS LARGELY DE-POLITICIZED ITSELF. FURTHERMORE, IT HAS STREAMLINED ITS SERVICES. IT IS NOW POSSIBLE TO FOLLOW THE DONORS DOLLARS FROM AN INDIVIDUAL GIFT HERE IN SAN FRANCISCO TO THE VARIOUS SERVICES RENDERED IN ISRAEL. THIS ACCOUNTABILITY WAS ONE OF THE MAJOR REQUESTS OUR FEDERATION MADE OF THE AGENCY.

CREATIVE, INNOVATIVE PROJECTS THAT STRENGTHEN DEMOCRACY, JEWISH PLURALISM AND ARAB/ISRAELI RELATIONS ARE NOW BEING FUNDED WITH SOME \$9 MILLION A YEAR BY THE JEWISH AGENCY. SO THE MODEL WE ESTABLISHED SOME SIX YEARS AGO IS NOW BEING USED ON THE HIGHEST LEVEL.

MY TENURE HAS NOT BEEN WITHOUT GREAT CONTROVERSY. THE INTIFADA AND THE "WHO IS A JEW" ISSUE CREATED A STORM OF CRITICISM IN THE MEDIA. OUR FEDERATION CONTINUES TO ARTICULATE OUR COMMITMENT TO THE PEOPLE OF ISRAEL, WHILE CONVEYING TO OUR DONORS AND THE PUBLIC AT LARGE THAT THE POLITICAL LEADERSHIP OF ISRAEL IS NOT OUR DOMAIN. THOUGH WE WOULD URGE ELECTORAL REFORM IN ISRAEL, ONLY THE CITIZENS IN ISRAEL CAN CAUSE THIS TO HAPPEN.

I FIRMLY BELIEVE OUR MAIN GOAL IS HELPING PEOPLE...NOT GOVERNMENTS. THUS, THE JEWISH COMMUNITY FEDERATION CONTINUES TO BUILD OUR LOCAL JEWISH COMMUNITY, AS WELL AS TO SUPPORT THE PEOPLE OF ISRAEL.

AS ANYONE CAN SEE, WE HAVE GONE THROUGH MAJOR CHANGES AND ACCOMPLISHMENTS DURING THE PAST TWO YEARS. I AM CERTAIN, AS I TURN OVER THE PRESIDENCY TO DON SEILER, THAT HIS REPORT TO YOU TWO YEARS HENCE WILL CONTAIN A SIMILAR LIST OF NEW ACCOMPLISHMENTS, COUPLED WITH NEW PROBLEMS THAT HIS SUCCESSOR WILL INHERIT.

AMONG THE COMING EVENTS FOR OUR COMMUNITY, OUR FEDERATION IS HOSTING THE CJF GENERAL ASSEMBLY IN NOVEMBER, 1990 AND JOINING WITH THREE OTHER NORTHERN CALIFORNIA FEDERATIONS IN ORCHESTRATING SHALOM '91, THE MEGA MISSION TO ISRAEL IN APRIL, 1991.

AND NOW THE TIME HAS COME FOR ME TO TURN THE PAGE ON THIS CHAPTER AND GO ON TO THE NEXT ADVENTURE THAT LIFE HAS IN STORE FOR ME. I CONSIDER BECOMING PRESIDENT OF OUR JCF ONE OF THE GREAT HONORS THAT HAS BEEN ACCORDED ME, AND I AM MOST GRATEFUL FOR THE OPPORTUNITY TO BE OF SERVICE TO OUR COMMUNITY AND TO OUR PEOPLE. IT HAS BEEN AN INCREDIBLY INTERESTING TWO YEARS, AND I SHALL ALWAYS CHERISH MY MEMORIES OF THE PEOPLE I HAVE BEEN PRIVILEGED TO WORK WITH -- AND THE PEOPLE I HAVE BEEN PRIVILEGED TO WORK FOR!

Dobbs finishes 2-year JCF term of crisis upon crisis

For two years, Annette Dobbs has handled one crisis after another. Now she's going to rest — for a short while.

After handing her gavel to incoming president Don Seiler on June 14 at the annual meeting of the S.F.-based Jewish Community Federation, she left with her husband on a trip to Israel to celebrate their 49th wedding anniversary.

Only the JCF's second woman president (the other was Frances Green), Dobbs held the helm during one of the most event-packed periods in the federation's 80-year history.

"The *intifada* had already started when I took office," said Dobbs in a pre-departure interview. "Then, a few months after I took office, the 'Who Is a Jew' issue went through one of its worst stages and I was part of the delegation that went to Israel to meet leaders.

"Following that, while on a visit to Russia to see the situation of Soviet Jewry firsthand, my husband Harold had a heart attack and had to be flown out — a very scary business."

And, as if all that weren't enough, says Dobbs, on Oct. 17, 1989 came the earthquake that "literally shook all of us to our foundations."

All things considered, however, the highlight of Dobbs' term was the community's role in the exodus and resettlement of Soviet Jews, she says.

Last year, 38,000 Soviet Jews settled in the United States —



Annette Dobbs talks about handling crises during her term.

2,000 of them in the Bay Area — and approximately 10,000 went to Israel. Those numbers have continued to climb in 1990, with about 2,500 emigres expected in the Bay Area and as many as 11,000 Soviets a month immigrating to Israel — a figure that might double during the second half of the year.

density, Dobbs says, has been the ongoing construction of the Marin Jewish Community Campus, a \$14 million project scheduled for completion in October. That complex will house the Marin Jewish Community Center, Brandeis-Hillel Day School, the JCF's Marin office, the office of Jewish Family & Children's Services, and Congregation Rodef Shalom.

According to Dobbs, it was a 1986 demographic study of the Bay Area Jewish communities that played heavily into decisions made during her term.

An outgrowth of the study, a strategic planning report, "was a revolutionary way of looking at the community and deciding on priorities. The overriding conclusion was that to strengthen the Jewish community, not only do we need to raise money but also to bring people closer to the organized Jewish community," says Dobbs.

As a result, she notes, the federation has hired a full-time director of community development, and has expanded its program of outreach to young people, especially young married couples.

Dobbs, who traces her increased involvement in the federation to a visit to Mathausen concentration camp near Vienna while on a 1971 Women's Division mission to Israel, has visited Israel "close to 50 times." She is, of course, doing the same on her wedding anniversary trip.

She also will be visiting

France, Italy and the United Kingdom.

But what about personal goals — has she achieved what she set out to do?

"Well, I wanted to stress community outreach and education, and I think we have been successful at doing this. But this has been a challenging and unpredictable period, and I've left behind a lot of details that need tying up. Luckily, Don Seiler is just the man for that job."

Seiler isn't the only one Dobbs takes time to praise: "I really want to have it on record how grateful I am to 1989 campaign chairman George Foos, and to 1990 campaign chairman Don Friend."

She also lauds campaign director Nate Levine, who has guided the JCF through campaigns totaling more than \$73 million, and Rabbi Brian Lurie, the federation's executive director, who "has taken the JCF to heights not duplicated in any other community."

What's next after the vacation trip? It's time "for me to turn the page on this chapter and go on to the next adventure," says Dobbs, indicating that she intends, among other things, to work on several federation-related projects.

Meanwhile, though, "I consider having been president of the JCF one of the great honors accorded to me," she concludes, "and I'll always cherish memories of the people I have been privileged to work with — and for."

Nesher Twinning Reconnects JCF with Tel Hanan

When the JCF Board approved the twinning of Nesher with this San Francisco-based federation, it signified the renewal of a former relationship: Tel Hanan, a neighborhood of Nesher was the federation's first Project Renewal partnership when the program began in 1978.

Annette Dobbs, who chaired the new Project Renewal committee at the time recalled, "The concept of Project Renewal had just been approved at the Jewish Agency meeting, and everyone was quite excited about it.

"This promised to be a tangible, hands-on way in which diaspora Jews could see changes resulting from their monetary commitments to Israel."

Dobbs, JCF executive director Brian Lurie and Richard and Rhoda Goldman then began a search for a community. "We flew all over Israel following the '78 Prime Minister's Mission, and finally settled on Tel Hanan, a neighborhood of Nesher. It seemed to present the most challenges and had the most problems of any community we saw," she explained.

Five years later, after implementing several million dollars worth of social programs, building a community center, senior day care center and kindergarten (with the help of designated funding from local donors), and helping to instill self-pride in the residents, the JCF moved on to a second Project Renewal partner, Kiryat Shmona.



Today, three things have happened to link the Bay Area once again with Nesher.

- The five year commitment to Kiryat Shmona has been completed.
- The concept of Project Renewal has been redirected from social services in neighborhoods or small communities to economic development in broader geographic areas.
- Nesher has been earmarked as one of 11 target communities for the resettlement of Soviet Jews.

"We still have to fine tune our relationship," explained Alan Rothenberg, Overseas Committee chair. "We are already talking with the Boston federation about teaming up in projects that will be heavily directed toward economic development.

JCF launches historic drive to save emigres

By WINSTON PICKETT
Of the Bulletin Staff

The Jewish Community Federation Tuesday officially launched its biggest fund-raising campaign since Israel's 1948 War of Independence.

The tentative goal of Operation Exodus locally is between \$21 million and \$25 million over three years — to resettle hundreds of thousands of Soviet Jews.

Of that total, up to \$21 million is to go toward the absorption in Israel, and up to \$4 million to be allocated for emigres coming to the Bay Area.

Operation Exodus is part of a national United Jewish Appeal campaign to raise \$420 million for Israel and \$120 million for Russian immigrants to the United States.

Between 360,000 and a million Soviet Jews are expected to arrive in the Jewish state during that time, while up to 2,000 per year are anticipated here.

Vowing that it won't be busi-

ness as usual, the S.F.-based JCF kicked off its campaign at an emergency meeting Tuesday of the federation's board of directors.

"We are dealing with the most extraordinary exodus ever prayed for," warned Mark Talisman, a special guest at the meeting who is considered a leading expert in Soviet emigration.

"No one knows now long [Soviet leader Mikhail] Gorbachev will last; if we don't act now, we may not have this opportunity again," added Talisman, director of the Washington Action Office of the Council of Jewish Federations.

Following Talisman's enthusiastic appeal, the board adopted a plan that includes:

- A series of mass community-wide events including the Yom Ha'atzmaut/Israel Independence Day rally, a second Super Sunday campaign, as well as advertising and informational campaigns in the general media.

- Widespread solicitation by



Photo by Tom Wa

Referring to a wire story that says 1,000 Soviet emigres arrived in Israel one day last week, JCF president Annette Dobbs talks at Tuesday's emergency federation board meeting as speaker Mark Talisman looks on.

Bay Area rabbis through sermons, religious school programs, *tzedakah* (charity) box drives, bar/bat mitzvah twinnings with Soviet Jews in Israel, fund-raising letters and personal solicitation, and distribution of Operation Exodus seder materials.

- Special programs by JCF-affiliated agencies, with emphasis on the S.F.-based Jewish Community Relations Council, the Bureau of Jewish Education, the Bay Area Council for Soviet Jews, and area Jewish Community Centers.

- Freezing the allocations of all JCF beneficiary agencies, except in emergency situations. That action would continue the cap on increases that has been in effect seven months.

- Radically changing job assignments within the federation to focus on Operation Exodus almost exclusively — for three to six months.

Meanwhile, in the East Bay, where that federation is girding itself for a \$1.8 million Operation Exodus campaign, a similar strategy is planned.

Ami Nahshon, executive vice president of the Jewish Federation of the Greater East Bay, does not foresee a major reshuffling of personnel on the JCF model. He is, however, planning a community-wide strategy involving all Jewish agencies and synagogues in the weeks ahead.

Calling the scope of the campaign "unprecedented," Ernest Glaser, East Bay federation first vice president and Operation Exodus chairman, said the fundraising effort is "the ultimate challenge of our purpose as a di-



Photo by Tom Wachs
Listening to an appeal by Mark Tallsman are JCF board members Sandy Gallanter (left) and Donald Sweet.

aspora community. There is no more important test."

Annette Dobbs, Jewish Community Federation president, noted that "I've been with the JCF for 30 years and I don't remember anything like this — not during the Six Day War, the Yom Kippur War, the Lebanon War or the rescue of Ethiopian Jews.

"For people of my generation, who lived through World War II, this is a chance to do what we weren't able to do in the 1930s."

Nowhere has that sense of connection, or the sense of urgency, been emphasized more than in appeals to the JCF's major donors — those who give over \$5,000 to the annual campaign. They are being asked to give 1 1/2 times their normal giving levels.

According to JCF executive director Rabbi Brian Lurie, some have come forward with five times their giving levels. "We al-

ready have \$4 million in gifts," he said. "That's more than the JCF has ever raised at this stage in a campaign."

The final goal for the Operation Exodus campaign will be set after March 22, when JCF's major donors will make their actual commitments. So as not to conflict with the new drive, JCF has scheduled April 9 as the deadline for its regular annual campaign.

Because of the particularly pressing need in Israel, the JCF

has allocated an emergency \$1.7 million from its Jewish Community Endowment Fund to the national UJA campaign. The East Bay federation has advanced \$300,000 from its general fund.

JCF fund-raisers hope that the excitement generated by Operation Exodus will serve as a major form of outreach to unaffiliated Jews in the community. In the East Bay, Nahshon said he hopes to reach "10,000 non-donor households."

Concordia-Argonaut Club elects 1st woman to board

LESLIE KATZ
Bulletin Staff

Some 20 years ago, Annette Dobbs was turned away from eating in the main dining room of San Francisco's all-male Concordia-Argonaut Club.

Now Dobbs is helping to manage the place. Last month, the 71-year-old past president of the Jewish Community Federation became the first woman elected to the board of directors at the exclusive Concordia-Argonaut, the city's premier Jewish social and dining club, which began admitting women members in 1987.

"It's just like the cigarette ad says — we've come a long way, baby," Dobbs says.

Her election comes at a time when the 140-year-old club is recovering from serious financial woes and setting its sights on bringing in new members — especially women who, although permitted to join, hardly have done so. Even Dobbs is not a member, though she plans to become one soon.

"Annette is a person with great enthusiasm," says Claude Rosenberg, the club's president. "And she of course very strongly believes that a Jewish organization like this should survive, and perhaps can be a more forceful and vibrant provider of activities than it has been for a long time."

In particular, Dobbs hopes to render the Concordia more hospitable to women.

Indeed, although its members voted to allow women to join, women remain marginal at the exclusive club, whose membership has boasted some of San Francisco's most distinguished families — the Magnins, Gumps, Zellerbachs and Fleischhackers, to name a few.

The women who are seen around the club



Photo — Bram Goodwin
A team of men serve dessert to Annette Dobbs in the Concordia Club dining room.

think that women will have a much better reason for joining," Dobbs says.

To make sure those facilities turn out in a way that's comfortable, she plans to convene a women's task force so women can provide input into the process.

Dobbs also hopes to initiate a sliding scale for membership fees so that people of varying ages, backgrounds and means will have access to club life.

Dobbs's election to the Concordia-Argonaut's 10-member board, in fact, is part of the club's concerted effort to expand its membership in both size and character and, ultimately, to turn itself into a family club.

"Our board feels unanimously that the future of the club is in bringing back the

lightness and the happiness that comes with family facilities," Rosenberg says.

Dobbs, who once served as national vice chair of United Jewish Appeal, stands firmly behind such an expansion, both because she believes that all-male clubs are quickly becoming obsolete, and because she wants to see the Concordia-Argonaut survive for future generations of Jewish San Franciscans.

"It is the Jewish club in San Francisco," she says. "There's a tradition there."

Not long ago, it appeared that that tradition was in deep jeopardy. A major fire in 1982, for which the club was underinsured, and subsequent damage from the 1989 Loma Prieta earthquake, left it shackled with a debt of more than \$1 million. As a result, the board unanimously voted to declare voluntary bankruptcy last spring.

Since then, the club has streamlined its expenses, according to Rosenberg. It is also attempting to raise \$6.5 million to pay off a loan taken out after the fire and make changes in the building that include the addition of new facilities for women and children. So far, some \$4.8 million in private contributions have been raised, nearly \$2 million short of the total goal.

In spite of that gap, Rosenberg believes the Concordia ultimately will achieve its desired status as a family club, even if it means moving it to a new location.

And Dobbs insists it can be done without alienating old-timers who have belonged for years and are accustomed to the old ways.

"While I think it's important that the club become a family club, I do believe that men, as well as women, should have their own privacy on certain occasions," she says. "This all or nothing — I don't go for that."

Israel Bonds lunch will honor

Annette Dobbs



Annette Dobbs

State of Israel Bonds will honor Annette Dobbs with the Jerusalem 3000 Award at the 1996 Women's Division annual luncheon, for her dedication to the enrichment of the San Francisco Jewish community and the survival of Jews worldwide.

The luncheon will take place at 11:30 a.m. Wednesday, Dec. 11 at the Fairmont Hotel on San Francisco's Nob Hill. Chairing the event are

Dobbs' daughters, Marilyn Dobbs Higuera and Cathy Dobbs Goldstein, and daughter-in-law Victoria Dobbs — thereby advancing the luncheon's theme of "bonding generations."

Carol Saline, author of "Sisters" and its soon-to-be published sequel, "Mothers and Daughters," will be guest speaker.

"Principles to guide one's life should be shared between generations," said

Dobbs Goldstein. "My mother has passed down to each of her children, and in fact to so many others in the community, a commitment to volunteerism and to the importance of sustaining the Jewish community. We're proud that Israel Bonds has recognized her years of caring efforts."

As part of the National Women's Division Jerusalem 3000 delegation earlier this month, Dobbs was hon-

ored, along with 20 other Jewish women leaders from across North America, at a reception in Jerusalem.

Dobbs, who describes herself as a "professional volunteer," credits her late husband, Harold, and her sister Pearl, with being her role models.

Cost of the event is \$45. Attendance also requires a 1996 purchase of an Israel Bond or two certificates. Reservations: (415) 781-3213.



Photo by Mike Welch
Jay Ifshin tests violin that he repaired before shipment to Kiryat Shmona.



Photo by Mike Richman
Annette Dobbs arranges for repaired violins to be shipped to Israel.

JCF sends 10 violins to help Kiryat Shmona musicians

By MIKE WELCH
Bulletin Correspondent

Violins sent to the Northern Galilee from the Bay Area undoubtedly will make some Soviet emigres — instrument-deprived beginning musicians — happy.

And who knows? Thanks to the initiative of two local people and the S.F.-based Jewish Community Federation, the world's next Isaac Stern may come from Kiryat Shmona.

Ten secondhand violins were sent to that former federation Project Renewal development town

along with the Bureau of Jewish Education's annual pilgrimage of confirmation students Monday of last week.

Annette Dobbs, former JCF president, had secured the violins by placing a five-by-six-inch ad in the *Jewish Bulletin*.

Then Jay Ifshin, owner of Berkeley's Ifshin Violins, responded to that ad by offering to repair any donated violins without charge.

Ultimately he repaired and restrung the violins — including half-size, three-quarter and full-size instruments for students of

every age and level of ability — before they were sent to Israel.

Dobbs originally had been made aware of the need for the violins through a conversation with Aaron Levin, a member of the JCF's Israeli advisory committee who lives in Kiryat Shmona, near the Lebanon border.

According to Dobbs, "the response to this project by *Bulletin* readers was truly amazing. We asked for three violins in the ad. We received more than a dozen responses, and we picked up 10 violins.

"Most of the violins had been in

storage for quite a while, so when Mr. Ifshin offered to repair them all free of charge, that really was music to our ears."

Many of the instruments belonged to Ifshin customers, and the latter were grateful he was lending his expertise to the project.

Ifshin, who traveled to Israel in 1973 as a 21-year-old volunteer from Miami, had begun a lifetime love affair with violins in the Negev Desert.

A diesel mechanic by training, he became enchanted by the musical interludes on a kibbutz there,

particularly the violin playing. "I loved the violin," he remembers, "because it was so difficult to play...and yet it was romantic."

When he returned to the United States, Ifshin began studying violin-making with the dream that one day everyone in Israel who wanted to play the instrument could do so.

He and his fiancée are planning to travel to Israel soon to hear the California violins in concert.

Still, Ifshin downplays his contribution to the effort: "I just wanted to give something back," he says.

S.F. activist sets her sights on rousing Israeli voters

LORI EPPSTEIN
Bulletin Staff

The influence of the fervently religious is growing in every sector of Israeli life, from municipal affairs and public schools to national politics.

While secular Israelis are uneasy with the trend, they've done relatively little to fight it, charges Jewish community activist Annette Dobbs of San Francisco.

And that makes Dobbs downright mad. When in Israel, she tells her friends there, "You feel as I do about things so what are you going to do about it? They shrug their shoulders and say, 'What can I do about it?'"

"They have their day-to-day worries, I understand. In 50 years, they've done an incredible job. But they are tired and they don't show up in numbers to vote," she said.

A longtime financial supporter of Israeli social institutions, Dobbs is strategizing how to defeat the country's right-wing forces in the May 17 election. She has pledged an unspecified sum of money to Huka LeIsrael, an Israeli grassroots organization that is rousing the apathetic to vote.

"I believe strongly that if Netanyahu is re-elected that Israel will descend into a theocracy," she said. And the fervently religious agenda casts a dark shadow on her dreams for Israel's future.

Locally, Dobbs is challenging liberal American Jews to join the cause and send their tzedakah dollars to Huka LeIsrael. The funds will subsidize the cost of advertising and other voting promotions.



Photo — Zion Ozeri
Annette Dobbs of San Francisco hugs a child while visiting an Israeli school on a 1996 UJA mission.

"It's about time that American Jews become involved" in spurring Israelis to vote, Dobbs said.

The activist has logged many decades of activism there. She and her late husband, Harold Dobbs, have financed the building of a Tiberias school and a Nesher commu-

While her convictions have been set for

some time, she was propelled to action by the plea of a friend who recently made aliyah. The friend, former Marin County resident Daniel Jacobs, told her that he was having a hard time stomaching the intolerance in Israel. He asked Dobbs to put her influence to work on the Huka LeIsrael campaign.

She recalled the conversation: "He said, 'I wouldn't want what we fear may happen to happen and know that I did nothing.'"

She replied, "I don't know how much I'm able to do but I'll try," and joined ranks with Huka LeIsrael.

The nonprofit organization counts hundreds of progressive activist groups on its membership roster. In addition to the voter drive, the group is trying to change the makeup of the Knesset, establish a national constitution and promote the free exercise of science, culture and pluralistic religious expression. Meanwhile, time is running out.

It is estimated that only 60 percent of secular Israelis vote, whereas nearly 100 percent of the fervently religious, a minority population, go to the polls.

Even the fervently religious abroad fly home on the tab of rich right-wingers in order to vote, Dobbs said.

"Things are never going to change," she warned, "as long as the secular don't become politically active or at least visible."

Donations to Huka LeIsrael's voter registration drive can be sent to UJA-Federations of North America, 111 Eighth Ave., Suite 11E, New York, NY 10011-5201, Attention: Yitzchak Shavi.

ANNETTE DOBBS**Personal Statement**
July, 1997

I have been a "professional volunteer" for much of my life. My first presidency was as president of the Junior B'nai B'rith in San Diego in 1939. I take great pride in my volunteer work, and hope that in the 37 years of my very active involvement I have helped in some small way to make our Jewish world a better place in which to live.

I was born in St. Louis, Missouri, and moved to San Diego, California, when I was 10. I met my husband, Harold, when I was 14 and married him at 18. He had finished just two years of law school at that time. He became a very successful practicing lawyer, businessman, philanthropist and politician in San Francisco. He served on the San Francisco Board of Supervisors for 12 years, and ran for Mayor. He, and my sister, were my role models through much of my life, and I have realized many times how important it is to have a role model to follow.

Harold passed away August 14, 1994 after a wonderful marriage of over 53 years.

We had five children, Stephen - 54; Marilyn - 53; Gregory - 50; Cathy - 42; and

Rusty, who tragically was killed in an automobile accident in Spain at the age of 22 in 1974.

My life was very, very full in those early years. I managed a large home, raised five children, spent a great many hours of every day, with my husband, through six political campaigns. At that point in time I was very involved in my children's education and served on the board of every mother's club and PTA as all five went through the education process. My last position, vis-a-vis their education, was as president of the parent's club of the Pi Lambda Phi Fraternity in Berkeley, California, when Stephen first, and then Gregory, went to U.C.

I was raised in an Orthodox Jewish home. When Harold and I were married, his family were Reform Jews, and it was very easy for me to make the transition. Because of our extraordinarily busy life during the years he was in politics, I was not involved in anything to do with Israel. I did belong to all of the usual Jewish women's organizations, but was never able to be active.

In May of 1960 we made our first trip to Israel. It changed my life forever because it kindled within me an intense and continuous dedication to the survival of the Jews. Subsequent to that trip to Israel, I have been to five different concentration camps, including Auschwitz where I have been three different times. The first time I

was with a women's mission group; the second time I led a mission; and the third time was when I took my husband there so that he might see what I had seen.

My most recent trip to Israel in June-July, 1997 was my 56th trip to Israel.

I became very involved in the Women's Division of Federation in 1960, after that first trip to Israel, which is when I made my first personal gift. I became President of the Women's Division in 1973-1974 and then moved up through the general campaign. I was Campaign Chairman of the Overall Campaign in 1978-1979 and President of the Federation in 1988-1990. I was the second woman to hold these positions in our Federation's 86-year history.

My husband and I built a pre-kindergarten in Tiberias in memory of Rusty which opened in December of 1978. In 1981, after Project Renewal had started, we built, with the San Francisco Federation, a Community Center on Karen Hayesod Street in Tel Hanan, Neshet in honor of our four living children.

This was given by us as part of Project Renewal, which I have been very deeply involved in since its very inception. Our community had two Project Renewal communities -- Tel Hanan, Neshet, and then, in 1982, we twinned with Kiryat Shmona.

I was Chairman of that committee from 1982 to 1985 and was privileged to be named an Honorary Citizen of Kiryat Shmona in 1985.

We have also dedicated a number of projects in Rusty's name here in San Francisco.

One of my greatest pleasures has been to be on the speaker's circuit. I discovered that I could stand and speak and articulate my feelings about our Jewish world to people at fund raising events. I do not know how much money I have helped to raise, but it has made me feel very good about what I do.

I was asked by Karen Hayesod to go to Australia in March of 1981. I spent over three weeks in Melbourne and Sydney speaking, educating, and raising money within the Australian Jewish community. Karen Hayesod is the United Jewish Appeal counterpart in countries of the world other than the United States.

I have been to Calgary and Vancouver in Canada, as well as most of the communities in the Western Region of the United Jewish Appeal, both federated and unfederated, over the last 25-30 years. I have been from Hawaii to Denver, from Seattle to San Diego, from Stockton to Albuquerque -- and many more during that

period of time. I was privileged to help organize the Women's Division in any number of the smaller communities.

In May of 1983 I was asked by then National Chair of UJA, Bob Loup, to become a National Vice Chairman, an honor accorded few women at that time.

I did not realize then that I had become one of the "barrier breakers" for women in the Jewish organized community.

Being a "Professional Volunteer" is a title I do not take lightly. I have been blessed to have a most supportive husband and children. They have, by their support, helped me to have a richer, fuller and more satisfying life by helping our people and the State of Israel.

Harold Dobbs

Former Supervisor, S.F. Civic Leader

WEDNESDAY, AUGUST 17, 1994

Harold Stanley Dobbs, a former San Francisco supervisor, three-time mayoral candidate and civic leader for more than 50 years, died Sunday at his San Francisco home after a long illness. He was 75.

An untiring man who involved himself in business, law and numerous charities, Mr. Dobbs was also the co-founder of the Mel's drive-in restaurant chain, bringing old-fashioned hamburgers and old-style politics to the city he called home since his law school days.

His energy and civic duty were tested during three unsuccessful mayoral races.

He was a lawyer in San Francisco for 52 years and a San Francisco supervisor for 12 years. He also found time to serve as director and president of more than a dozen community organizations, including the San Francisco Jewish Home for the Aged, the San Francisco Zoological Society, the Florence Crittendon Home for Unwed Mothers and the San Francisco Hospital Auxiliary.

Asked to explain why he was elected to head so many groups, Mr. Dobbs replied, "If you can't conduct a meeting in an hour, you shouldn't be president."

New Jersey Native

A carpenter's son and a native of Roselle, N.J., Mr. Dobbs moved with his family to San Diego in the early 1930s. He attended San Diego State University and graduated from Hastings College of the Law in San Francisco in 1942, after working his way through school as a chauffeur. He would later serve as chairman of the law school's board of trustees.

During World War II, when asthma kept him from the military, he served as a draft board clerk and a timekeeper in a shipyard.

In 1945, he joined the San Francisco law firm of Lillick, Geary, Adams and Charles, specializing in maritime law. Two years later, he and a friend, Mel Weiss, dreamed up the idea of opening San Francisco's first drive-in hamburger



BY THE CHRONICLE 1982

HAROLD DOBBS
Three-time candidate for mayor

restaurant. They borrowed \$20,000, enlisted Mr. Dobbs' father to erect the building on South Van Ness Avenue at Mission Street, and dubbed the place Mel's.

It would be the first of a dozen Mel's drive-ins, a chain later to become an icon of '50s youth culture and the meeting point in the hit movie "American Graffiti." Mr. Dobbs also operated a chain of five Mel's Bowls bowling alleys in the Bay Area.

In 1951, he was elected to the first of his three terms as supervisor. He was a fiscally conservative Republican who was, as The Chronicle described in 1982, "respected for his sound and fair judgment and a no-nonsense approach to municipal finance."

First Race for Mayor

In 1963, Mr. Dobbs faced Representative John Shelley in the mayoral race. In an editorial endorsing Mr. Dobbs, The Chronicle said he "knows how to use the gifts of persistence and quiet persuasion (and) has the vigor of mind and body San Francisco needs in the years ahead."

He lost that election. In 1967 and 1971, he lost two more, to Joseph Alioto. In the 1971 race, he finished second with 27 percent of the vote — well ahead of San Francisco Supervisor Dianne Feinstein.

"He was not a backslapper, a big talker or a hugger and kisser of babies," said Annette Dobbs, his wife of 53 years, fondly recalling the campaigns. "They used to say in politics he had no charisma. But when he spoke, he had something to say." In later years, Dobbs was a

partner with Vigo (Chip) Nielsen in the small but politically well-connected law firm of Dobbs and Nielsen. The firm represented Berkeley landlords in fighting rent control and the tobacco industry in defeating anti-smoking measures. The firm broke up in 1983.

A devoted family man, Mr. Dobbs was delighted to serve on the board of Hastings, a post that enabled him to personally award a law degree to his daughter, Cathy, on her graduation in 1980. He also served as a director of Mount Zion Hospital and Medical Center, the San Francisco Boys Club, the Jewish Community Federation and the San Francisco Chamber of Commerce.

Gin Rummy Champ

He loved travel, books, golf and cards, and he was the former gin rummy champion at the Lake Merced Golf and Country Club — a game that tested him and enabled him to display his gifts of judgment, memory and good sense.

Surviving are his wife, Annette, the former president of the Jewish Community Federation of San Francisco; and four children, Stephen Dobbs, Marilyn Dobbs Higuera and Cathy Dobbs Goldstein of San Francisco and Gregory Dobbs of Evergreen, Colo. A fifth child, Rusty Dobbs, died in an automobile accident in Spain in 1974.

A funeral will be held at 2 p.m. tomorrow at Temple Emanuel at Arguello Boulevard and Lake Street in San Francisco. Contributions to the Ernest Rosenbaum Cancer Research Fund at Mount Zion Health Systems in San Francisco or to the Rusty Dobbs Memorial Fund at the San Francisco Jewish Home for the Aged are preferred.

— Steve Rubenstein

Harold Dobbs dies — Jewish leader, 'supreme hero'

JEWISH BULLETIN ■ AUGUST 19, 1994 23



Annette and Harold Dobbs

LESLIE KATZ
Bulletin Staff

Just weeks before Harold Dobbs succumbed to cancer Sunday, he gathered his family together and for more than an hour told them how much they meant to him.

Sitting in the living room of his San Francisco home, with his son, Greg, capturing his words on video, Dobbs — a longtime civic leader and former San Francisco supervisor who died at age 75 after battling leukemia for nearly a decade — shared his pride in his five children.

And he spoke of his unrelenting devotion to Annette, his wife of 53 years. "He emphasized that all he had accomplished was with my mother at his side, as his partner," said Stephen Dobbs, the eldest of the

Dobbs children. "It was extraordinary. My father, having been a private man, really let it all come out."

Annette Dobbs, a former president of the San Francisco-based Jewish Community Federation, was at her husband's side when he died at their home. "He was my supreme hero," she said this week. "I can only wish every woman in the world could find a man like him."

A senior partner at a corporate law firm who ran for mayor of San Francisco three times, Dobbs led myriad civic and Jewish organizations. He dove into formidable business pursuits, co-founding the Mel's Drive-In restaurant chain in 1947, and later expanding into bowling centers around the Bay Area. He also found time to indulge in his main interests — travel, books, golf and

gin rummy.

As word of his death spread this week, friends and family marveled not only at the amount Dobbs packed into a lifetime but at the way he balanced his numerous pursuits with family life. "There were so many things he did, and he still was a wonderful husband and a terrific father," Annette Dobbs said. "It's not easy to be running for office and have to leave someplace because your kid's in a baseball game or piano recital."

That, however, is exactly what Harold Dobbs did. "When it was important for the kids, his family came first," his wife said.

Friends made the same observation. "I always admired his relationship with his children," said Bill Lowenberg, a former JCF president and friend of Dobbs' for more

than 25 years. "It was respectful and always noticeable how deep it was."

Equally deep, friends say, was Dobbs' commitment to the general and Jewish communities. Just days before he died, in fact, he made a special trip to the Jewish Home for the Aged.

As past president of the San Francisco institution and chair of its long-range planning committee, he had assumed a major role in raising funds for the construction of a new wing there. He wanted to see how it was progressing.

"My father took a lot of pride in the fact that he had played an important role in that [project]," Stephen Dobbs said. "Sick as he was and weak as he was, he went out there, and when I was with him the next day, he spent a large part of the time telling me about it."

The outing typifies the fervor with which Harold Dobbs approached the numerous community projects in which he immersed himself.

"Whatever he was dedicated and committed to, he did with the greatest of intensity," said Gene Kaufman, executive director of Sinai Memorial Chapel, where Dobbs served as president for four years. "He was not a person who lent his name to something for the sake of hearing his name. He did things to provide action."

At Sinai, he inspired the complete remodeling of the chapel's interior and helped promote the institution's recent expansion from San Francisco into the East Bay.

What he also did, according to Kaufman and others who knew Dobbs, was provide invaluable counsel. "He was not one to just

shoot out an answer without thinking about it first," Kaufman said, "but he would let you know in a quick and efficient manner what might be the course to follow."

A past director of organizations ranging from the San Francisco Boys Club to Mount Zion Hospital and Medical Center to St. Elizabeth's Infant Shelter, Dobbs served on the board of the S.F.-based Jewish Community Federation and the advisory committee of the regional American Israel Public Affairs Committee. He was the first chair of Northern Californians for Good Government, a pro-Israel political action committee.

Dobbs also served as president of a roster of organizations, including San Francisco Lighthouse for the Blind, the S.F. Zoological Society, the YMCA of San Francisco, and the Concordia-Argonaut Club.

The son of a carpenter and a native of Roselle, N.J., Dobbs moved to San Diego with his family in the early 1930s and attended San Diego State University. In 1942, he graduated from San Francisco's Hastings College of the Law, where he later

served as chair of the board.

"He was the first of his family to go to college," Annette Dobbs pointed out. "But as successful as he was, he never forgot where he came from."

In 1952, at age 31, Dobbs ventured into the realm of politics, serving on San Francisco's Board of Supervisors for 12 years.

Politics agreed with him, and he ran for mayor in 1963, 1967 and 1973. "He lost all three times, but not by very large margins," his wife said. "You have to remember he was a Jew, a Republican, and management-oriented in a city that was then primarily Christian, Democratic and labor-oriented."

Dobbs may have been a GOP stalwart but his friendships crossed party lines. "As a matter of fact," said local Democratic activist Henry

Berman, "I recently called him and asked him if he would be one of the prominent Republicans who would support [senatorial candidate] Dianne Feinstein. He said 'yes,' we could use his name."

Berman, a longtime friend of Dobbs through Jewish and political circles, spoke glowingly of his late friend. "He had digni-

ty and an aura of goodness around him all his life," Berman said. "Everybody who knew Harold loved him."

Indeed, loved ones recalled him this week as a man of unwavering moral fiber and integrity. "He was one of the finest men I've ever met in my life," said Irwin Wiener, executive director of the Hebrew Free Loan Association and a close friend of Dobbs for many years. "His word was his bond. Whatever he said you could count on."

Stephen Dobbs said his father deeply treasured his reputation for reliability. "He said that if you ever did anything to mar your good name, you would never get it back, that you absolutely had to be straight and honest with people — otherwise it would come back to haunt you."

A memorial service for Dobbs was held Thursday at San Francisco's Congregation Emanu-El, where he belonged and was a former board member. In addition to his wife, Annette, he is survived by his children, Stephen Dobbs and his wife, Victoria; Gregory Dobbs and his wife, Carol; Marilyn Dobbs Higuera; and Cathy Dobbs Goldstein and her husband, Phil. Harold Dobbs also was the father of Rusty Dobbs, who died in a car accident in Spain in 1974. Grandchildren are Aaron, Joshua, Gabriel, Noah, Jason and Alexander Dobbs, Susana and David Higuera, and Noah Goldstein.

The family asks that contributions be sent to the Ernest Rosenbaum Cancer Research Fund, c/o Mount Zion Health Systems, 3330 Geary Blvd., S.F., CA 94118; or to the Rusty Dobbs Memorial Fund at the Jewish Home for the Aged, 302 Silver Ave., S.F., CA 94112.



Harold Dobbs in 1967

ANNETTE R. DOBBS
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PERSONAL RESUME, July 1, 1999

CURRENT POSITIONS IN THE NATIONAL JEWISH COMMUNITY

State of Israel Bonds North American Women's Division, Executive
Cabinet
AIPAC, National Executive Committee

CURRENT POSITIONS IN THE LOCAL JEWISH COMMUNITY

Jewish Community Federation of San Francisco, the Peninsula, Marin and
Sonoma Counties

JCF Board Ex Officio (as a Past President)
Chair, Women's Endowment Fund Committee
Overseas Committee
JCF Endowment Committee
Personnel Committee

Other Local Boards

Israel Bonds, Women's Division and Executive Committee
AIPAC
Northern Californians for Good Government Executive Committee
(Political PAC)
Board of Visitors for Jewish Studies Program--San Francisco State
University
Hadassah (Honorary)

PAST POSITIONS IN THE NATIONAL JEWISH COMMUNITY

United Jewish Appeal

National Vice Chairman 1983-1986
Chairman, Western Regional 1983-1986
United Jewish Appeal, Western Region, Executive Committee, 1982-1990
Speakers Bureau, 1972-1986
Project Renewal Task Force
National Campaign Cabinet
National Training Center Policy Committee
Strategic Fund Raising Committee
Cash Committee
Chair--Awards Committee

Women's Division, National Vice Chairman, Regional Chairman,
Executive Committee and Board Member during the years 1972 to 1983

Council of Jewish Federations

Vice President, 1991-1993
Associate Secretary, 1990-1991
Board of CJF, 1988-1993

United Israel Appeal

Board of Trustees

Hebrew Immigrant Aid Society

National Board Member

American Joint Distribution Committee, 1994-1998

Board Member

PAST POSITIONS IN THE LOCAL JEWISH COMMUNITY

Jewish Community Federation

President, 1988-1990
Vice President, 1984-1986, 1980-1992
Executive Committee, 1970s
Board of Directors
Awards of Excellence Committee (Past Chair)
Campaign Chairman and Chairman, Fund Raising Committee, 1978-1979
Chairman, Project Renewal Committee, 1982-1985 and Member of
Committee, 1978-1990
Vice Chairman, Administrative Committee, 1985-1987
Chair, Personnel Committee, 1985-1987
Cash Collection Committee, 1980-1984
Planning and Budgeting Committee, 1970s
Missions Committee
South Peninsula Study Committee
Co-chairman, Israel's 24th, 25th, and 40th Independence Day Community
Celebration
Chairman, Advanced Gifts, 1977-1978
Chairman, Telethon, 1975-1977
Served on many other Federation Committees as a member from years
1975 to present
President, Women's Division, 1973-1974
Campaign Chairman, Women's Division, 1971-1972
Women's Division continuous active participation since 1962

Jewish Organizations

Maintains membership in most national and local Jewish organizations, and has served on a variety of boards of Jewish and non-Jewish organizations since 1948

PAST GENERAL COMMUNITY ACTIVITIES

Was member and Secretary of 1969 San Francisco Grand Jury
 Elected to the Board of Directors of the Concordia Argonaut Club, the first woman in the then 142 year history of San Francisco's Jewish Men's Club and served from 1993-1995
 Chairman, San Francisco-Haifa Sister City Committee
 Board, National Conference of Christians and Jews
 San Francisco Lawyer's Wives
 Hastings College of the Law Volunteers Auxiliary

HONORS

Jerusalem 3000 Honoree (Israel Bonds) 11/96
 San Francisco JCF Women's Alliance--Chai Achievement Award June, 1996
 Israel Bonds Eleanor Roosevelt Centennial Award, December 1984
 Honorary Citizen of Kiryat Shmona, April 1985
 Partners for Life--Project Renewal Department Jewish Agency, April 1985
 Lion of Judah Award--Brandeis Hillel Day School, November 1981

For further information, contact JCF at (415) 777-0411

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Eleanor K. Glaser

Raised and educated in the Middle West. During World War II, spent two years in U.S. Marine Corps Women's Reserve.

Senior year of college was taken in New Zealand, consequently A.B. degree in sociology from University of Michigan was granted in absentia. Study in New Zealand was followed by a year in Sydney, Australia, working for Caltex Oil Company.

Work experience includes such nonprofit organizations as Community Service Society, New York City; National Society for Crippled Children and Adults, and National Congress of Parents and Teachers in Chicago.

After moving to California in 1966, joined the staff of a local weekly newspaper, did volunteer publicity for the Judah Magnes Museum and the Moraga Historical Society, and was the Bay Area correspondent for a national weekly newspaper. Also served as a history docent for the Oakland Museum.

Joined the staff of the Regional Oral History Office in 1986 as editor. Currently director of the Jewish Community Federation Leadership Oral History Project.

Additional travel includes Great Britain, Europe, Israel, Mexico, and the Far East.

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