

Regional Oral History Office
The Bancroft Library

University of California
Berkeley, California

Jewish Community Federation Leadership Oral History Project

Peter E. Haas

PRESIDENT, JEWISH COMMUNITY FEDERATION OF SAN FRANCISCO,
THE PENINSULA, MARIN AND SONOMA COUNTIES, 1977-1978

With Introductions by
Phyllis Cook and
Robert Sinton

Interviews Conducted by
Eleanor Glaser
in 1992

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Jewish community leader

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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 thirteen living past presidents 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

January 1992
Regional Oral History Office
The Bancroft Library
University of California, Berkeley

Jewish Community Federation Leadership Oral History Project
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- Jesse Feldman, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1973-1974, 1991
- Richard N. Goldman, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1981-1982, 1993
- Peter E. Haas, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1977-1978, 1994
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- Donald Seiler, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1990-1992
- Roselyne C. Swig, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1992-1994

INTRODUCTION--by Phyllis Cook

I have been fortunate to be able to observe Peter Haas' leadership in the community, particularly the Jewish community, from the vantage point of a lay leader and a professional.

During the time I have observed Peter Haas in public service, he has occupied a singular position in bridging simultaneously serious leadership roles in United Way, a community foundation, a corporate foundation, several private foundations, and general community nonprofit task forces as well as consistent Jewish Community Federation leadership. I am speaking of a man who is not merely a modest, generous philanthropist in all of these arenas. This is an individual who has taken the time to lend serious reflection and time to working actively with diverse boards over a long period of time. To these tasks he has brought a tone of fairness, balance, and a judgement often proving to be the decisive voice in the final decision-making process.

The Jewish community is at its strongest when its best leaders, who often have many options, are clear about their Jewish identity and their responsibilities. Peter Haas is such a leader.

A few specific examples of Peter's leadership style comes to mind. As a vice president who served during Peter's Federation presidency, I remember his foresight and skill in obtaining seed funding from the Federation for a visiting lectureship in Jewish Studies at Stanford University at a time when Federation boards did not grant significant funds from the Endowment Fund to private educational institutions, especially ones that did not have a record of "open enrollment" to all. The seed grant subsequently stimulated significant funds, and Stanford's Jewish Studies Department is in the 1990s a major addition to the enhancement of Northern California's Jewish community.

He made extraordinary efforts to open the Federation to the larger Jewish community at a time when the Federation had a much smaller board and leadership cadre. This effort culminated in a series of "town meetings" in every geographic area of the Federation. One evening coincided with a boxing match that seemed to corner the audience of greater Marin. Peter patiently answered the questions of one couple over a two-hour period.

Upon assuming the directorship of the Jewish Community Endowment Fund in 1982, Peter became the first "development chairman" of the Endowment Committee. He served five years and in those years, the Endowment Fund grew from \$27,406,000 to \$56,523,000. His leadership meant that he read every paper and was prepared for every meeting, a

habit that cannot be taken lightly in a world filled with "paper" and volunteers who do not always take time to do the necessary "homework."

Peter has the unusual understanding of what I characterize as the vision of the most sophisticated donor: and that is that he understands the value of unrestricted Endowment dollars which can meet the emergencies and new efforts which need to be initiated in a future that none can predict. Only one thing is certain: Jews have always had a need to adapt quickly to an ever changing world. This understanding is counter to the current trend of many donors who wish to direct or restrict their philanthropic dollars.

Second, Peter understands and is a long-time advocate of umbrella fundraising. He understands true effectiveness in terms of cost, and the achievement of community goals through federated fundraising.

It's been said that, "It's what you learn after you know it all that really counts." Peter Haas has always seems to be a man who is constantly open to listening, to learning more, to giving more, no matter how much he has already given in time, in resources, and in his personal commitment.

Phyllis Cook
Executive Director
Jewish Community Endowment Fund

April 1992
San Francisco, California

INTRODUCTION--by Robert Sinton

The oral history project of the Jewish Community Federation started chronologically with its presidents; Sam Ladar, Bob Sinton, Mel Swig, John Steinhart, Jesse Feldman, Peter Haas. Those along with oral histories of Walter Haas, Sr., Dan Koshland, Edgar Sinton and Ben Swig, help to give a history of our federation for forty-five years. They give an insight into our leadership and through it an understanding of the role of the Jewish Community in addressing the needs of Israel and the local and national services.

There is no one today who has given more of himself to the Jewish and general community than Peter Haas. He has been chairman of the Board of Trustees of United Bay Area Crusade; president of the Jewish Community Federation; trustee of Stanford University; president of the Rosenberg Foundation; chairman of the Board of Trustees of the San Francisco Foundation; trustee of University of California, Berkeley Foundation; past president of Aid to Retarded Children; and is currently chairman of the Chancellor's Campaign Cabinet for UC Berkeley.

I have omitted the legion of local and national business titles.

Peter has been a good friend to me for close to a lifetime. In good times and bad his friendship never wavered. While inheriting a deep sense of community responsibility his own efforts have earned him the respect of friends and colleagues. Clearly this is due to his innate caring for people as individuals and inherent sensitivity as a man of great modesty. Despite the many clubs to which he belongs, he'd rather mention his membership in the Price Club!

He has earned a whole slew of awards in connection with his business (one of the foremost of American corporations and one of the top ten in terms of social responsibility) and is the embodiment of these qualities.

In conclusion let me say that our frequent lunches together are the times to which I most look forward.

Robert Sinton

September 7, 1994
San Francisco, California

INTERVIEW HISTORY--by Eleanor Glaser

The Jewish Community Leadership Oral History Project, supported by the Jewish Community Endowment Fund, documents the history of the San Francisco-based Jewish Community Federation through the oral histories of its past presidents. Peter E. Haas is the sixth past president to be interviewed in this series, which began in 1990.

When Peter Haas became active in the Federation, almost forty-five years ago, there were two main charitable organizations. One was the fundraising arm--the Jewish National Welfare Fund; the other was the Federation of Jewish Charities, which dispensed those funds to local, national, and international agencies. In 1955, the two groups combined forces and became the Jewish Welfare Fund. Mr. Haas was a member of the merger study group that worked for three years to bring about the new "central address of the Jewish community."

When he was only thirty-four years old, Mr. Haas co-chaired the Fund's annual campaign; some years later he was chairman of the most successful campaign in the history of the Federation up to that time. When I asked him if it was considered an honor to be named campaign chairman, he replied, "I'm reminded somewhat of the person who was going to be tarred and feathered and ridden out of town on a rail. He said, 'If it wasn't for the honor I would rather walk.'"

Mr. Haas is considered a very effective fundraiser, and his own generosity must inevitably set a standard for others to emulate. In fact, he states that setting an example of generosity is one of two important things involved in fundraising. The other element is personal commitment, by which he means making a personal call rather than writing a letter or by telephoning. This skill in fundraising and Mr. Haas's personal generosity have been extended to organizations in the general community as well as to the Jewish community.

Peter Haas was president of the Jewish Welfare Federation from 1977 to 1978, a period of greater involvement in Israel through Project Renewal, which sought to upgrade the facilities of Tel Hanan, a depressed community near Haifa, and through increased missions to that country.

My first encounter with Mr. Haas was in 1985 when I met with him to gather background material for the oral history of Sanford M. Treguboff, the Federation's former executive director. The Haas family, including Peter Haas's parents, his sister, and himself, had had a close relationship with Mr. Treguboff for many years. As a consequence, Mr. Haas's statements were very helpful.

For the current project, four interview sessions with Mr. Haas were held in early 1992 at the Levi Strauss & Company headquarters at Levi's Plaza, which is at the outer edge of San Francisco's financial district. In addition, we did a telephone taping on the topic of the role Judaism played in his family's life.

Peter Haas's large, attractive office is part of the company's executive suite. Its walls are decorated with two abstract paintings, a number of black and white photographs, and family pictures. On his desk there is a sign, "A cluttered desk is a sign of genius." Before each session began, Mr. Haas asked that his phone calls be held and offered me coffee or tea. Then we settled down to an hour or so of taping.

Peter Haas is a courtly, reserved gentleman. His participation indicated his understanding of the importance of documenting the history of the Federation, in which the Haas family has been involved for so many years. However, his reticence and modesty made it difficult for him to do more than briefly acknowledge the many awards and honors bestowed upon him for his community activities when I enumerated them.

Philanthropy has been a large part of Peter Haas's life; he believes this concern for others came from his forebears. He stated, "It was particularly my father and mother who showed an example. They were both very much involved in philanthropy and helping the community." This caring, this ethical sense, was demonstrated by Levi Strauss & Company when it insisted on integrating its plants wherever they were located.

Upon being sent the edited transcription of his memoir, Mr. Haas held it for a considerable length of time, but he carefully reviewed the manuscript before returning it to us for final preparation.

We are grateful for introductions to the oral history written by Phyllis Cook, who has worked closely with Peter Haas both as a volunteer and Federation professional, and Robert Sinton, Peter Haas's cousin. Their many years of working together on behalf of the Federation started in the 1950s when both were active in the San Francisco Jewish Community Center. In addition, I wish to acknowledge the helpfulness of Rebecca Peters, Mr. Haas's administrative assistant. Ms. Peters secured articles for inclusion in the memoir and was diligent in relaying messages to Mr. Haas.

Eleanor Glaser
Project Director

August 1994
Regional Oral History Office
The Bancroft Library
University of California, Berkeley

BIOGRAPHICAL INFORMATION

(Please write clearly. Use black ink.)

Your full name Peter Edgar Haas

Date of birth December 20, 1918 Birthplace San Francisco, Calif.

Father's full name Walter Abraham Haas, Sr.

Occupation Businessman Birthplace Los Angeles

Mother's full name Elise Stern Haas

Occupation Civic figure Birthplace San Francisco, Calif.

Your spouse Miriam Lurie Haas

Your children Peter E. Haas, Jr.; Michael S. Haas, Margaret E. Haas

Where did you grow up? San Francisco

Present community San Francisco

Education HS: Galileo in San Francisco; Deerfield Academy, Deerfield, Mass.;
University of California, Berkeley (1940, A.B.); Harvard Graduate School of Business
Administration (1943, I.A. Cum Laude, Baker Scholar)

Occupation(s) Businessman, Levi Strauss & Co.

Areas of expertise _____

Other interests or activities horseback riding

Organizations in which you are active _____

I EARLY YEARS

[Interview 1: February 11, 1992] ##¹

Family Members

Glaser: When I spoke to you on the telephone I told you that I had read your parents' oral histories.² They indicate a difference in where you were born. Your mother said that you were born when the family lived at 2255 Lyon Street and your father said that you were born on Presidio Avenue.

Haas: Actually I was born in what was then Dante Hospital, and my mother should know. I was born in Dante Hospital which is now converted. It was on Broadway and Van Ness. Yes, we were living on 22 Presidio Avenue which is just a block away from where we eventually moved when I must have been six or so, to 2255 Lyon Street.

Glaser: I think we've got that straightened out then. Your parents were Walter and Elise Haas.

Haas: That's correct.

Glaser: And your siblings?

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

²Elise Stern Haas, The Appreciation of Quality, Regional Oral History Office, University of California, Berkeley, 1979.

Walter A. Haas, Sr., Civic, Philanthropic and Business Leadership, Regional Oral History Office, University of California, Berkeley, 1975.

Haas: I have an older brother who is about three years older than I, Walter Haas, Jr., and a sister, Rhoda [Haas] Goldman, who is six years younger.

Glaser: Would you tell me about the Haas grandparents? Were they still alive when you were a youngster?

Haas: Yes, they were. My grandfather, Abraham Haas, my father's father, was alive until I was about six years old, but very regrettably I do not remember anything about him. I say regrettably because of my dad, who had spoken about him. I have such great pride in what he had done and accomplished. But my grandmother, Fanny Haas, I remember very clearly. I don't remember just how old I was when she passed away, but I was married and had children at that time.

Glaser: As a youngster, how much interaction did you have with them?

Haas: With my grandmother, quite often, going over there for dinner or maybe Thanksgiving. I remember her very clearly. She was an unusual woman, had certain foibles. She had a chauffeur by the name of George Vrang. He was a wonderful storyteller. He would keep us enthralled when he would drive us somewhere, tell us stories. He interwove us into the stories. He did everything in the world for my grandmother. It's also claimed facetiously that he would even scrub her back in the bathtub.

Glaser: [Laughter] Where was she living at the time?

Haas: She was living on Pacific Avenue. I forget the cross street. It's just a block from Fillmore.

Glaser: I gather that all the Koshland ladies were, I don't want to say eccentric, but they were very individualistic.

Haas: They were quite unique.

Glaser: And your Stern grandparents?

Haas: I did know my grandfather Sigmund Stern. I was a little bit older when he passed away. I didn't know him that well, but I knew my grandmother Rosalie Stern very well. We spent time with her when she was living in the country and we didn't have a place to stay. She would put us up in the country at times.

Glaser: I have the date of 1928 that Sigmund Stern died.

Haas: So I would be nine.

Glaser: When did Mrs. Stern die?

Haas: I would have to check that out. I just don't remember. I know my son must have been about five years old at that time. He was born in 1947. It was around 1952 because he was at the funeral, and I remember him watching Admiral Nimitz in his full naval uniform who gave a eulogy at the time. That's how I seem to remember young Peter, Pete Jr., standing. He was very close to my grandmother-- who spoiled him unabashedly.

Glaser: Can you talk about her activities in the community?

Haas: As you may know, she was very active in the community in the symphony and the opera. As you remember, she gave Sigmund Stern Grove to the city in honor of her husband. She was very active and chairman for untold years on the Park and Recreation Commission of the city. She had a wide acquaintance of friends. Ansel Adams, I remember very clearly, was a guest in her home many times. Many other people.

Glaser: Was she his patron?

Haas: I can't say. I'm sure she must have helped out, but I wouldn't have known that.

Religious Background

Glaser: I am interested in learning about the role Judaism played in your family's life. Would you tell me first about your grandparents?

Haas: I don't think my mother's parents were religious. In fact, in her later years, my grandmother was a Christian Scientist, for whatever that does. I don't remember them--really very little formal religion. That doesn't mean, I suppose, that Judaism didn't play an important part. On my father's side I think they were much more committed. But I don't know. My grandfather, who I really didn't know, coming from the Old Country as a young boy I'm sure had a strong feeling of Judaism. My grandmother on my father's side to a much greater extent than my grandmother on my mother's side, yes.

Glaser: Does the fact that on both sides they married Jewish partners indicate their identification with Judaism?

Haas: I'm sure it must have been, in both cases. In that time, I suppose it would have been out of the question to do otherwise.

Glaser: When you talk about your Haas grandparents and the fact that there was more Judaism in their life, how did you see this?

Haas: When I was thinking about Judaism, I was thinking more of the formal religious side of it. But I know my paternal grandfather was very active in whatever preceded the Federation back then. My father always said his father was one of three that went around collecting money for Jewish causes. So he certainly was strong there. My grandmother on that same side, one of her pet organizations was the Home for the Aged, whatever it was called then. She was very active in that. So those are two instances I can remember.

Glaser: Did they go to temple regularly?

Haas: I was too young to know about my grandfather. I think my grandmother may have gone on the special days, but I don't think she would have been going every Friday or every Saturday.

Glaser: Tell me about your parents.

Haas: They were committed to Judaism, but we never had any formal religious training at home. Of course, my father was active in Jewish causes, as you well know. So it played a terribly important part in his life particularly, and maybe to a little lesser extent in my mother's, although she was committed.

Glaser: Were either of them on the board of Temple Emanu-El or on any committee? I assume it would have been Temple Emanu-El they belonged to.

Haas: I don't think they ever had any official positions there. On the other hand, my mother was very much involved in Mount Zion Hospital. Again, my father was involved in all kinds of causes.

Glaser: How much Jewish education did you and your siblings have?

Haas: None. In a word, none. I'm not sure about my sister. I don't think she did.

Glaser: I take it you didn't have a bar mitzvah.

Haas: No.

Glaser: You didn't go to Sunday school?

Haas: No. I think my sister had a bat mitzvah in her later years. I have a vague recollection of that. She later became very much

involved in religious affairs, basically because her daughter Susan did through Brian Lurie.

Glaser: It strikes me that without any formal religious training your whole family has inculcated the precepts of Judaism and its values.

Haas: I think that's a very fair statement, but without the formal manifestations.

Atherton and San Francisco

Glaser: Do you remember the incident of sitting for Diego Rivera?

Haas: Yes. Very clearly.

Glaser: Please tell me about that.

Haas: The background was that my grandmother had the idea of having Diego Rivera paint a mural in what was then an outside dining room. He put me in the picture and my sister. He did not put my brother in until, I think, my mother protested. There were three central figures: me, my sister, and an imaginary friend of Rhoda's whom I think she called Daga [spells it]. My mother got upset that my brother was left out so she insisted that he be in it. So he turned out to be a gardener tilling the soil.

But the main thing I remember is sitting, eternally it seemed to me, sitting there posing for the mural.

Glaser: You had to sit absolutely still?

Haas: Well, I couldn't fidget too much but I probably did.

Glaser: That must have been hard. I understand that the mural now is at Berkeley.

Haas: At Stern Hall.

Glaser: Did you have a greater sense of freedom when you were in Atherton than when you were in the city? Were you allowed to roam more?

Haas: Oh yes. It was quite a different life. I guess it made me love the country that much more, getting a taste of more wide open spaces than you would have in the city.

Glaser: Atherton at that time must have been so unbuilt compared to now.

Haas: It was nothing. Atherton Avenue was just blocks and blocks and blocks of just one estate. My grandmother's estate was in between--Madeleine [Haas] Russell was on one side and Mrs. Edward Heller was on the other side. Ell [Ellie] Heller's mother-in-law; Clara Heller was her name. Of course the Heller Estate has finally been broken up. My grandmother's, the Stern place, was broken up. Madeleine's still remains.

Glaser: Does your family have a place down there now?

Haas: Grannie gave my parents some acreage adjacent to hers. For a while we had all lived in her house when we were kids. Then they built their own house. Mom and Dad built a home which eventually became Rhoda and Dick's place.

Glaser: What was San Francisco like when you were growing up?

Haas: I wish I could remember more vividly. I do remember the cable car they called the Dinky that ran on what is now Pacific Avenue (it was then Pacific Street) part of the way. It went up almost to Grant School and then downtown. It was a funny little-- Not like our present cable cars. It would stop in the middle of the street for people to get on and off. It was a very friendly, homey sort of thing.

Glaser: That sounds like what I call a Toonerville Trolley [laughter].

Haas: It looked exactly like the Toonerville Trolley. Then one of the great things that is still there is JK playground, the Julius P. Kahn playground, where we used to play, our kids played and I guess grandchildren now play.

Schooling

Glaser: You went to Grant School? Oh no, you went to--

Haas: No, I went to POAS, Presidio Open Air School.

Glaser: That's right, yes. John Steinhart mentioned that you were a year behind him.

Haas: Yes. I guess so.

Glaser: What was that like?

Haas: Well, it was a lot of fun. They made learning very easy and pleasurable; I guess that was the idea. We had a lot of freedom. They were quite permissive. The only trouble is that I think I jumped one or two grades so when I got into high school I was younger than most and graduated fairly young. Fortunately my parents found a solution. They had me go East to a prep school for one year and really take my senior year over so that I was not that young when I went on to college.

Glaser: Mr. Steinhart felt that he didn't learn very much at the Presidio Open Air School.

Haas: The one thing we didn't learn that we missed very much was formal grammar. I didn't know what an adjective was or a verb or anything like that. But I think we learned how to speak and write far better than other kids.

Glaser: Who were some of your classmates?

Haas: You mentioned John, who was a year ahead of me. Morgan Gunst, who passed away a few years ago, was my closest friend. We went on to high school and then to this prep school together. Then we separated at college. I'm trying to remember. Ruth Arnstein, who became Ruth Hart, another close friend. I'll have to refresh my memory on the others.

Glaser: So you went on to the Deerfield Academy?

Haas: I went on from POAS to Galileo High School and then to Deerfield Academy.

Glaser: Why is it that you went on to Galileo? I thought most of the Jewish community went to--

Haas: To Lowell?

Glaser: To Lowell, right.

Haas: I don't know. I can't remember whether I debated between Lowell or Galileo. A lot of my friends went to Lowell and there was a great rivalry. A great many of us went to Galileo.

Glaser: Was it closer to your home?

Haas: I think so. It wasn't that close but it was probably closer than Lowell.

Glaser: Tell me about Deerfield Academy. That must have been quite a shock, going from the West Coast to the East Coast, not only in terms of the geography but different kinds of people.

Haas: One thing I remember vividly was how homesick I was. I was just unbelievably homesick. Fortunately, when I came home for Christmas and I really had almost made up my mind to stay home and not go back, my mother reminded me of an episode when I was much, much younger. We were in Europe and I was put in a school for a few months. There again I was very homesick. I remember very vividly walking down a snow-covered lane talking about it. She told me a story about my brother who wanted to quit something and didn't. The message came over and I didn't leave. This is back when I was younger. Of course from there on I wasn't homesick.

The same thing happened when I was home at Christmas. My mother reminded me of that episode, and I knew then I was going back. It was fine. Deerfield was wonderful; the education was superb even though I did take some courses over. I think this came out in my mother's oral history. She said that Peter wrote that the teachers at Galileo couldn't be janitors back here. It was a terrible thing to say about teachers out here but the teachers there were so superb. I still remember two very clearly.

Then the athletics. Everybody participated in athletics. That was something I always wanted to do. I was rather small for my age and wore glasses. But they had teams where you were with others of the same height and weight. So I was able to play football, and I was elected captain of that team, and I also played basketball. These were more junior varsity-type teams. I played tennis on the varsity team.

Glaser: Were you made to feel like an outsider because you had come from the West Coast, or were there other West Coast youngsters there?

Haas: No, there were very few West Coast people. I'm trying to remember how many there were. There were very few. As I said, Morgan Gunst was there but beyond that--. I don't think I felt that differently.

Glaser: Of course, you and Morgan Gunst could have clung together if necessary.

Haas: That's true.

Glaser: When you were younger you were given French lessons, or was it music lessons?

Haas: French.

Glaser: But did you have music lessons also?

Haas: There was an abortive attempt for me to learn piano but that didn't last very long.

Glaser: There was a Miss Godchaux.

Haas: French was Miss Godchaux. My brother took separately from her and I must admit we did get some fundamentals in French, but we wasted a lot of time. She would give us homework to do and I guess we never did it. Then we would get into the lessons and one of her great favorites was Yehudi Menuhin, who also was a great favorite of my grandmother Fannie Haas. We would get in there and say as the lesson started, "Oh Miss Godchaux, how is Yehudi these days?" [laughter] So for forty-five minutes she would tell us about Yehudi.

II PARENTS' ACTIVITIES

Mother's Community Involvement and Art

Glaser: Your mother was so interested in music and in art. I wonder to what extent you were exposed to that also.

Haas: We were exposed but it didn't take. Now in my later life I've gotten to enjoy music and ballet, and now we are doing some collecting of art. But it took a long time coming. That's too bad because I never really appreciated the magnificent collection of art my mother had. I am only now appreciating it.

Glaser: Can you tell me more about your mother's activities?

Haas: As you know, she was a very, very active person in San Francisco-- the first woman president of Mount Zion Hospital. I'm very proud of the fact that my sister was the second woman president of Mount Zion. My mother was active in starting the San Francisco Youth Symphony. I guess she was on the opera board. She was of course extremely active in the leadership of the San Francisco Museum of Modern Art. I think I was always a little bit jealous as I was growing up of the time she spent at Mount Zion or at the museum.

Glaser: I wonder how much mothering she would have time for. Did she sit and read to you or did you have a governess?

Haas: There was a time when we were much, much younger that we had a governess, but that didn't last very long. Even though I say she was very active, believe me, she was a good mother. She tended to us. She was a tremendous influence in my life and in discussions we would have. I guess I was more of an introvert and shy, and she would do her best to get me out of it. She said, "Don't let them know. They'll never know that you're shy. Don't let them know. Walk into a room with your head up." Another thing she

said, "You can do anything you set your mind to." She was a great confidence builder.

Glaser: That is something that lasts a whole lifetime, doesn't it?

Haas: Of course.

Glaser: She has such a wonderful reputation for her eye for painting and also for being a very good writer.

Haas: Yes, and she was an artist as well, as you may have read. She didn't find much satisfaction out of painting but then somewhere along the line she took up sculpting and she, I think, did some fine things as a sculptor.

Glaser: She and Marian Sinton took classes together.

Haas: That's right, they did. The infamous Professor Schaefer-Simmern. Edgar Sinton I'm sure mentioned him.

Glaser: Yes. As a family, what were your activities together?

Haas: I'm trying to think of what we did together. One thing, Dad would take the two boys out on a pack trip. It was all male; we went with the Sintons and the Bob Koshlands. I don't know who else was there, but it was one of those pack trips up in the Sierras. I vaguely remember my mother going on one. She didn't particularly like it but she was a good sport.

Father a Community Leader

Glaser: Tell me about your father.

Haas: He was an outstanding person. A wonderful, great leader in the San Francisco community, both the Jewish community and the general community. I think the same applied to my mother. They worked both sides of the street, if you will. That's the way they were. Dad was a force for a lot of good in the city when it was a lot different city. He was president of the Chamber of Commerce. He was president of what was then the War Chest during the war, a combination of the Community Chest and I think the Red Cross.

Later, after my grandmother went off, George Christopher asked Dad to come onto the Park and Rec Commission. He was a great friend and admirer of George Christopher. I think the feelings were quite mutual. It was under his regime that the

infamous Candlestick Park was built, but that was part of attracting the Giants to San Francisco. They would not have been here without a stadium.

Glaser: Was he happy with Candlestick?

Haas: He always defended it. I think later on he wasn't that happy with it. Let me see. What else? He was so much involved in the Federation. Ben Swig, Dan Koshland, and Walter Haas were the Federation. Not to denigrate anyone else, but they were the giants of their day.

Glaser: Was your father active politically?

Haas: Yes. He didn't back too many winners [laughter] being a Republican. Senator Tom [Thomas L.] Kuchel was a close friend of his.

Who else? Earl Warren was a very good friend of his. He went back East on the California Republican delegation when Earl Warren was considered for vice president.

Glaser: That was when Eisenhower was nominated for president.

Haas: In San Francisco Dad was quite active in political causes, opposition candidates. He seemed to act as treasurer for a number of those things.

Glaser: When you were a young man, was it overwhelming to be the son of somebody who not only was so successful but contributing so much?

Haas: I don't think of the word overwhelming. I guess we weren't maybe that conscious of it.

Glaser: It sets a very high standard for you.

Haas: That was one thing. Whether it was overwhelming or not, it set a high standard; it provided a goal or standard to try to live up to. I think it applied to all three of us. Certainly the conversation around the dinner table was always interesting and innovative.

Friends and Dinner Guests

Glaser: You must have had some very interesting dinner guests also.

Haas: Yes, it is kind of fun to go through the guest book that they had and see the people who came. I wish I could bring some back into my memory. Just one thing comes to my mind now speaking of dinner guests, Kay [Meyer] Graham of the Washington Post. Of course, Eugene Meyer was my grandmother's brother and my mother's uncle. They were very close. I think he had a special liking for Mom and she felt close to him. Kay Graham was out here when she got out of college, working as a cub reporter for what was then the San Francisco News, a Scripps-Howard paper. She was living with my grandmother, had room and board there, and would often come over to dinner. She, being young and quite liberal, and my father had some wonderful arguments. My mother mentions that in her oral history.

Glaser: She is your first or second cousin?

Haas: I guess she is my second cousin because Mom was quite a bit older than Kay, but they were still first cousins so it must work out.

Glaser: I came across the fact that Gene Tunney used to play tennis with your father.

Haas: It was squash. We had a squash court and I remember Gene Tunney playing. He was so big and it looked as if Dad, who was not a big man, seemed to be darting between his legs on the squash court. [laughter]

Glaser: Can you remember any other notables?

Haas: Eleanor Roosevelt came. I don't know what speaking tour she was on at the time. Golda Meir was in our home. I mentioned Admiral Nimitz being close friends particularly with my grandmother.

Glaser: How did they become close friends?

Haas: I honestly don't know. The Nimitzes lived in Berkeley, as I remember, and so somehow, whether it was the University of California or what, I don't know.

Glaser: That must have been such an interesting time for you as a youngster. Did you appreciate it?

Haas: I probably didn't appreciate it. Some of these whom I mentioned were when I was older, too.

Travel in Europe

Glaser: You mentioned being placed in the Swiss school when your parents were traveling abroad. Why were you placed in the school?

Haas: They were spending nine months in Europe and took all of us over. I don't know how they got us out of school here for that period of time. It was part of the summer, I guess. I think it was nine months, maybe it was six months. So for three months of that, my brother and I were placed in this school.

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Haas: I think they knew we were pretty bored with traveling and staying in hotels. That must have been the reason.

Glaser: Were you able to speak English there or did you have to speak French?

Haas: You were supposed to speak French. It was not a good time. I don't think I learned that much French. In the classes much of it was in French, so I was somewhat lost. I'm trying to remember how I survived, but I managed to. I didn't learn a lot.

Glaser: Were you able to go skiing?

Haas: No, I don't remember us doing any skiing at that time. I do remember, I think it was the same trip though, we went to St. Moritz and I still see pictures of us skiing with very rudimentary equipment. But it wasn't the kind of skiing you have now.

Glaser: Nobody had the ski tows at that time, did they?

Haas: No, not a bit.

Glaser: You had to go climb back up the hill.

Haas: You had to climb. It was quite different.

III LIFE IN THE THIRTIES

Completion of the Two Bridges and World's Fair

Glaser: Do you remember (you would have been a little older then) when the two bridges were completed?

Haas: Oh gosh, yes. Actually, when we moved to 2255 Lyon and my mother gave me the choice of two rooms, I took one that had a good view that overlooked the Golden Gate. I could watch the ships come in and out and keep logging them; it was fun. Then of course, watching the Golden Gate Bridge being built, that was fascinating.

Glaser: That must have been. Then there was the World's Fair when the two bridges were completed.

Haas: Yes. That was an exciting time. As a matter of fact, my mother was very much involved in some ladies group involved in the World's Fair. Of course it was exciting to have the bridges being built. I remember when I was a freshman at Cal someone got the crazy idea of walking across the Bay Bridge. It wasn't finished by then. Fortunately, some guards got us before we fell from the uncompleted part of the bridge over the water. But that whole Fair and the bridges were part of an exciting time in San Francisco.

Glaser: I would think so. That was on Treasure Island, wasn't it?

Haas: Yes.

UC Berkeley, Graduating 1940

Glaser: When you were at Cal, what was your major?

Haas: I started out in engineering. I always had been fascinated by bridges and dams, just engineering feats. Although I wasn't sure I would be an engineer, I had the impression that studying those subjects, the math and science and so on, would be good just for the brain, if you will. After two years of it (and I was doing okay) I just found it so narrow and stultifying. I wanted to have some philosophy and history, and you didn't have time to do that. Now, generally, I think they get a degree in five years instead of four and allow time for those other things. So I changed to economics and had a chance to learn some other things and not talk with a slide rule in my hand all the time. [laughter]

Glaser: Where did you live on campus?

Haas: The first semester I lived in a boarding house, and I must say I felt so left out of things there. Although I had applied for Bowles Hall, I wasn't accepted. Then during my second semester I moved in there and from then on everything was fine. I was part of a real living group.

Glaser: Did you have favorite professors?

Haas: This is terrible to say, I don't remember them that well. I remember, as I say, two professors at Deerfield, the prep school, and one or two professors at Harvard Business School later on much better than any I remember at Cal. I'm not putting them down at Cal; there weren't that many special impressions.

Trip to Europe, 1939

Glaser: You went to Europe with your parents in 1939. Had you graduated?

Haas: No. I didn't graduate until 1940. Let's see, we went in 1939, that's right. My brother had graduated. He was in his first year at Harvard Business School.

It was a good experience. I remember he and I bicycled through France on our own for about two weeks. We were warned, "Don't drink the water." My mother also said (it's terrible), "The French are not a clean race." I think that has certain connotations she was trying to get over to us. [laughter] In any case, she said, "The water is not good." So we drank nothing but beer and wine all the time as we bicycled through France. It was a wonderful experience.

Glaser: I admire your bicycling through France rather than through Holland. That would have been a lot easier.

Haas: Yes, you're right.

Glaser: Were you able to feel how close Europe was to war in 1939?

Haas: I don't think we were that aware of it. Maybe we should have been much more conscious. In fact, I'm sure my parents were. And maybe we were, but you know how when you're young you don't pay that much attention. Walter and I came home ahead of the family because I had to get back to school. He wanted to get back. He was getting close to being engaged to Evie [Evelyn Haas] at the time.

But then I know my parents left ahead of when they expected to. They were warned, "You better get out of here." I think their ship was blacked out crossing the Atlantic. It was that close. I don't remember how many days after they got back the war broke out.

Glaser: You came back from Antwerp, didn't you?

Haas: Walter and I? I don't remember. Why? Does it say something there about it?

Glaser: Your mother said in her memoirs that you and your brother had gone ahead from Antwerp, and she talked about the difficulty they had in booking passage.

Haas: Oh, Mom and Dad. Yes, because they left in a hurry and I guess everybody else was beginning to.

IV WORLD WAR II

No Longer a Pacifist

Glaser: Your mother said you were a pacifist in college.

Haas: I guess, come to think of it, I was. At the time I didn't think that much could be accomplished by war. Why should we get into it? I wasn't a marching pacifist. At that time, of course, once Pearl Harbor happened, my view was changed completely.

Glaser: Was it then that you tried to get into the Canadian Air Force?

Haas: I tried to do everything I could. You've heard the saying, "My seeing eye dog had flat feet." I memorized eye charts, ate carrots, drank carrot juice and tried different things, but my eyes were so bad. Right now I wear contact lenses. I wish they had been invented long ago when I was kid.

Harvard Business School, 1943

Glaser: Then you decided to go to Harvard Business School?

Haas: One of the reasons I did is that I read in some brochure they had that they had some special courses there that would enable you to get a commission in the military without the same physical requirements. So I tried to kill two birds with one stone. I thought that might get me in the military. Secondly, my brother and father had kind of been urging me for some time to go. That worked out well. But there was no waiver for me eventually.

Glaser: Did you enjoy business school itself, though?

Haas: Yes, I did. It was a real grind. They worked you very hard. It was during the war and they were compressing everything. I got out in three semesters instead of four. I didn't get the full M.B.A. [Master of Business Administration] degree, but it was close to it. But we did work hard. Even on weekends there wasn't that much play.

Glaser: But you graduated cum laude?

Haas: Yes.

Glaser: What does I.A. stand for?

Haas: Industrial Administrator. That's the compressed version of the M.B.A. As I say, it wasn't a full M.B.A.

Glaser: I see. But you were a Baker scholar, which means that you were in the top 5 percent of the class.

Haas: I never knew exactly what it was.

Work Experience

Glaser: Well, it's in writing. [laughter] Then when you graduated you got a job in a small factory in South San Francisco?

Haas: Yes. It was Hammond Aircraft. Actually first I had gone down south and tried to get a job at Lockheed. I knew someone there, a girl. They took a long time in deciding. Later on they did offer me something. Meanwhile I got impatient, came back. Actually my father had been instrumental in helping to finance this Hammond Aircraft, which was producing parts for aircraft, for Douglas A-20s. So I went to work there as a riveter and learned about riveting and worked up from there.

Glaser: I thought only shipbuilding was being done during the war in the Bay Area.

Haas: I don't know if there were any other aircraft plants here. It was just making parts: nose cones and tails and things like that.

Glaser: How long did you work there?

Haas: Almost to when the war was over. Actually they ran out of work. They got their contracts terminated because we had enough planes by then. Although, as I said, I started in riveting and kind of

worked my way up, more particularly they made me a foreman. So I immediately started using all the human relations techniques that I thought I had learned at Harvard Business School, involving the people under me in decisions, in "How do we do this," and getting them together. It didn't work too badly, but there were some tough people there.

It was good. I learned a lot about people. I learned a lot of things about how not to treat people. I was on the day shift and they wanted to start a night shift. They gave us no notice. They said, "Come back in three hours and you're on the night shift." If they wanted you to work overtime they never gave you notice. I vowed that in the future, if I had anything to say about it, people would know. If they were required to work on Saturday they should know about it by Thursday, if at all possible. So I got a great appreciation of working with people.

Glaser: How did you feel about manual labor? That must have been your first attempt at that.

Haas: I enjoyed it. I got to be a pretty good riveter. Of course most of the people I was competing with in riveting were little old ladies [chuckles], and they weren't quite as dexterous with their hands.

Glaser: But women are supposed to be more dexterous. [laughter]

Haas: I know. That's true.

Glaser: Then you worked for a short time for the Leon Livingston Advertising Agency?

Haas: That was when I got out of college.

Glaser: Was that before going into Hammond Aircraft?

Haas: Yes. The aircraft thing was after I got out of Harvard Business School. In between college and Harvard Business School, I worked for Leon Livingston Advertising Company.

Glaser: What did you do?

Haas: I went in there without any experience and I guess I just learned. I will admit they were the advertising agency for Levi Strauss. So my dad asked Leon Livingston to talk to me, give me advice, and he was nice enough to offer me a job. They put me into some very menial stuff, but gradually I began to see what was going on, learned a few things, and even helped to contribute to them.

Glaser: Was this a summer job?

Haas: No. I was there for a year and a half.

Glaser: Then you went to Harvard Business School?

Haas: Then when the war broke out and even prior to that time, I remember two weeks before Pearl Harbor, I had been trying to get in. When we talked about my being a pacifist, that was maybe in college when the war broke out in Europe. But gradually as things became more grim, my attitude began to change. And as my friends went into the service, I felt I couldn't stay out. That's when I began to apply in different ways, well before Pearl Harbor. I think we have to get some of that sequence straightened out.

Glaser: Also you must have been aware of your parents helping family members to escape from Germany.

Haas: To some extent, yes. But I wasn't that conscious of that. I must confess in this, and I stand indicted, I wasn't as conscious of what was happening in Germany. And I can't tell you why.

Glaser: How long were you at the aircraft company?

Haas: Let's go back. I graduated from Cal in June of 1940. I think it was during that summer I may have taken time off for a while. Then certainly by that fall I went to work for Leon Livingston. I worked there until near the end of 1941. Then I left there to go back to Harvard Business School. I told them well before that, "I'm going to have to leave. I've got to find something to do in the war effort. I can't stay in an advertising agency." So I went to Harvard Business School in January of 1943, then came back here and soon after that came to work for Hammond Aircraft.

Glaser: How long did you stay with them?

Haas: I stayed there until when they closed. I would say it was early 1945 or late 1944.

Glaser: And from there you went into the firm of Levi Strauss?

Haas: No. The war was still on. There was an outfit in town called Mangrum, Holbrook and Elkus. Dick Elkus headed it and he gave me a job. They were doing a lot of things for the war effort, missile launches and things like that. So I stayed there.

V LEVI STRAUSS & COMPANY¹

Valencia Street Plant

Haas: Then the war ended and all of the sudden the idea of Levi Strauss & Co. and working with my father and brother seemed very attractive. In fact, I will say my wife then urged me to do it. Although when I was in college and was going to be an engineer, there were two things I knew I was not going to do. One was work with my father, only because I did not want to be the boss' son. And secondly, I don't want to make pants. Well, I haven't looked back since I came to Levi Strauss.

Glaser: You started out at the Valencia Street factory?

Haas: Yes. I started out just learning how to make a pair of Levi's, about production and things I've never forgotten. The best experience. Not only learning about production but again being close to people, working with people on the line. There is no substitute for it.

Glaser: How big was Levi Strauss at that time? Was there more than the one plant?

Haas: There was Valencia Street. Then, because it was so hard to get labor in San Francisco, we started a plant in San Jose, and then a small one in Santa Cruz.

Essentially, it was nothing. Our total sales were, I think, \$8 million, of which only \$2 million was in things that we produced under our own label. Six million was in wholesaling--

¹Peter E. Haas in Levi Strauss & Co.: Tailors to the World, Regional Oral History Office, University of California, Berkeley, 1976.

bedding and socks and any number of things that we wholesaled. I don't know what our total employment was--probably less than five hundred people. You knew everybody in the company. The sales force was very, very small. You knew them. They were only in the West. It was a very small company at that time.

Employee Relations

Glaser: Were you able to use what you learned in working with people and from Harvard Business School--how to treat people?

Haas: I would hope so. I also learned a great deal from a fabulous little man. I say little; he was small in stature but big in every other way: Milton Grunbaum. It's Grunbaum, but he pronounced it Greenbaum. He was a master at the way he dealt with people. Every morning he would come in and hang up his coat and his vest and in his shirtsleeves go around and say good morning to every single person in the plant and have a word with them. In labor negotiations he was hard of hearing, and he had great difficulty at times hearing certain things they said in the labor negotiations, which of course was a tactic.

Glaser: Were you aware of what your father and Dan Koshland were doing helping people who were refugees? Their reputation in that activity is so outstanding.

Haas: I was aware of that. I was quite aware of the fact that many of the refugees were working at Levi Strauss. I think one of the wonderful satisfactions of when we went public and suddenly our stock escalated in value, just skyrocketed in value because it was publicly traded is how our people, including the employees, benefitted. Previous to that we had a scheme where the stock was sold to employees on time at book value. If they left or if they retired, if they had to leave the company through death or retirement, they had to sell the stock back so it could be recirculated to others.

I remember one wonderful man in particular, Julius Phillips was his name, who treated the company's property as if it were his own. He hated to see any waste. He would come to me and complain about the fact that if we changed our stationery we weren't using the old stationery up, or someone was goofing off here. It was his company. But when we went public, the stock he had bought over those many years suddenly made him a millionaire. This happened to a few others who were refugees. [Tape turned off]

Julius Phillips had two sisters, the Phillips sisters, wonderful people, who helped us by calling on retired people and making sure that they were taken care of and didn't need a doctor, keeping an eye on them. They were wonderful people. I know one passed away. But they just not too long ago contributed \$100,000 to what we call the Red Tab Foundation, which is money contributed by the company and the shareholders to help employees in times of emergency. The Phillips sisters are wonderful, wonderful people who lived very simply.

Glaser: Phyllis Cook tells me that there are people who give to the Federation now because your father and Dan Koshland helped them get a green card that enabled them to work. Because of that they relate to the Federation.

Haas: That's nice to hear.

Glaser: What were your activities in moving up from the Valencia plant?

Haas: There was no formal "presidential training" course as someone called it one time. [Answers phone]

VI JEWISH FEDERATION

San Francisco Jewish Community Center

Glaser: I want to ask you about the San Francisco Jewish Community Center. Bob Sinton said that you were the one who got him involved in that.

Haas: I guess that may be true. I was on the board before him. Yes, I know I was on the board before he was.

Glaser: Was that your first Jewish community activity?

Haas: That was my first Jewish community activity, I guess my first community activity, period. I don't remember who got me to go on but it was wonderful. My first experience and a fine experience. I remember reading Bob's oral history;¹ he mentioned Emma Loewy and Lou Blumenthal who were quite a pair. Under them particularly I learned about the whole process of how to get things done in an organization. Emma Loewy was a wonderful tutor for that sort of thing. That was my first experience in community work and a good one.

From that I went on to other things, including in the general community.

Glaser: You became vice president of the JCC?

Haas: Yes.

¹Robert E. Sinton, President, Jewish Community Federation of San Francisco, the Peninsula, Marin, and Sonoma Counties, Regional Oral History Office, University of California, Berkeley, 1991.

Glaser: What was going on in the JCC at that time? Was it a period of expansion?

Haas: I, of course, was only involved with the Center on California Street. I'm trying to remember our relationship with the others. It was the time, I guess, that there was starting to be talk of having a consolidated group. Becoming vice president, it was kind of clear that eventually I would be president. At that time my family and I got involved with Aid Retarded Citizens because our second child was born retarded, Down's syndrome. As we were looking around, we found that we were not alone and we became associated with San Francisco Aid Retarded Citizens. I started working with them while I was still in the Center. I felt that was where I should devote my time. I eventually became president and helped them become part of the then Community Chest. That was the end of the Center involvement for me.

Glaser: Let me go back and ask you more about the Center. Was there a program to orient new board members, to learn about the Center and its needs?

Haas: I don't remember if there was any formal program. I'm sure when I went on, it would have been the way they did things.

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Haas: I'm certain that there was always a way of breaking new board members in.

Glaser: What did board members do, what were their responsibilities?

Haas: Certainly general discussions at the board, policymaking. I'm trying to remember the kind of decisions--whether it was in respect to dues or hours or program. There was always a big discussion whether there should be a gymnasium--was that Jewish or not Jewish. How many Jewish elements to introduce and what about the non-Jewish community. Any number of things like that.

Glaser: Did you get involved in hiring staff people?

Haas: No, we were like any other organization I know of. We were responsible for hiring the executive director, maybe in this case the associate or assistant. But the rest of the staff had to be left up to the executive to work out.

Glaser: What was the ranking of the Jewish Community Center in terms of prestige as, say, compared to Mount Zion Hospital?

Haas: Well, as you know, Mount Zion was always the pinnacle. Where the Center stood compared with the other institutions I have no idea, but I think one always looked upon Mount Zion as being the prestigious institution.

Glaser: Were you on the board when the study was made that led to the United Jewish Community Centers?

Haas: As I mentioned, I think that was the time it was starting. Whether I was on the board at the time I just don't remember.

Glaser: Was there any expansion at the time that you were on the board, for instance on the Peninsula or Brotherhood Way? Well, Brotherhood Way was later, wasn't it?

Haas: I think the Brotherhood Way was later. I can't remember precisely. That's the trouble. My memory does not serve me well in those things. It was a while back.

Glaser: It was. I find in my notes the study itself that led to unifying the JCCs was 1960. I think you were on the board prior to 1960.

Haas: Yes. That helps. I don't think I was around then on the board.

Glaser: Following your activities with the JCC and San Francisco Aid Retarded Citizens, where did you go from there?

Haas: I would have to check and see. I think somewhere along that time I also started getting involved in what was still called the Community Chest, serving on a budget allocation committee, whatever they called it then. I spent a few years doing that sort of thing which was very interesting and a good learning process. Then I suppose I started getting more and more involved in the Federation.

Merger of Jewish National Welfare Board and Federation of Jewish Charities

Glaser: You go back quite a way with the Federation because your first activities were in 1949, when it was actually the Jewish National Welfare Fund.

Haas: Yes. I suppose I started there on some study committee or on a budget committee or what have you.

Glaser: You were on the study committee that led to the merger of the Jewish National Welfare Fund and the Federation of Jewish Charities, which took quite a long time.

Haas: I guess so. Of course, that was a big move, to bring the two together.

Glaser: I think the impetus for that was because the Community Chest wasn't supplying enough funding to the agencies.

Haas: That must have been. And, of course, one of the questions was then would we just aid and abet that by bringing the two together. I think there was some feeling that this would absolve the Community Chest of its basic obligation. Of course that's gone by the wayside a long time ago.

Glaser: Do you remember being on the study committee itself, which went on from 1950 until about 1955?

Haas: I must have gotten bored by five years of work. I don't remember that clearly.

Glaser: Were any of the agency professionals or heads opposed to the merger?

Haas: I don't know. I don't remember.

Budget Committee

Glaser: You were a member of the Federation's budget committee for quite a few years. What went on within that committee?

Haas: What went on mainly was trying to keep everybody at an equal level of unhappiness [laughter] because there was not enough money to go around. I suppose if everybody felt the same way, equally unhappy as I said, you had done a good job. But it was agonizing to try and spread the money as we had to.

Glaser: Especially when the campaign didn't meet its goal.

Haas: Even if it met its goal. Usually the goal was not really enough to sustain the agencies as they would have liked. Maybe that says something there.

Glaser: Maybe there never is enough money.

Haas: That's right. There's got to be some balance. You have to find some balance between what they want and what is practical and how much is available.

Glaser: Were there any agencies that were favored over other agencies?

Haas: I don't think so. On the national scene there was always someone, like the American Jewish Committee, who was supposedly favored over American Jewish Congress or the Anti-Defamation League or what have you, because of people who were interested. Then there were some sacred cows. but I don't think there was that much damage.

Funds for Israel

Glaser: What was the feeling back in those early years about funds going to Israel?

Haas: Israel was a major force in raising money. I know from my father's standpoint, one of the largest, if not the largest, givers, he gave because of Israel. Whether you favored it over the local ones or national it was hard to say, but that was the driving force of raising money. Always was.

Glaser: But I think over the years there has always been the question, "Do you give more to Israel or do you support the local agencies?" There has always been some conflict over that.

Haas: Yes, I recognize that. The balance that comes out is, I believe, what the community wants. It reflects the wishes of the donors in essence. Certainly more recently, I think, more and more the percentage going to Israel (leaving out some of the special things like Operation Exodus and so on) has gradually gone down because the needs locally are recognized. And there are so many other areas in which Israel is getting funds from the United States government far greater than anything we could raise ourselves. Then you get into the whole aspect of what is happening, what the government is doing over there, which many of us don't like.

Now we are getting way ahead of ourselves.

Glaser: But it's tied up all together, actually.

Haas: More recently it's becoming more controversial than it's been for a while because of the attitude of the Likud government.

Glaser: Yes.

Haas: There is a strong feeling I share, with the settlements and the peace movement--they are doing us all a disservice and the Israeli people a disservice. Now we are getting into a lot of personal opinion we can talk about later.

Fundraising

Glaser: I want to ask you about fundraising because you've been involved with fundraising for the Federation since 1952. You have a reputation as being a very, very good fundraiser.

Haas: Where did you hear that? [Chuckles]

Glaser: Norman Rosenblatt for one and any number of people whom I talked to for background material. Also your record. You were co-chairman twice of the Federation campaign.

Haas: Yes, and there was a capital campaign thrown in there too.

Glaser: What makes for a successful campaign?

Haas: My golly. You're catching me somewhat unawares. First, the people who are in a position of leadership. Forgetting myself, you have to have people who are recognized as being generous and people whom people respect, people who are doing it because they care. That has to come out in the way the approach is made to donors. Also it makes for a successful campaign if you have a war going on in Israel. That's going to help a successful campaign. That's a hell of a way to do it, but that's got to be thought of too. You have to have a cause. The refugee situation.

Glaser: Sanford Treguboff said to me one time when I was asking him about campaigns that people should be made to feel it is a privilege to give. But I don't think that's a very easy thing to put across.

Haas: I respected Treg. He was a close friend. He was wonderful. That's an approach I don't remember him talking to me about. He was very good. He often solicited me. I've always felt that it was wrong for the professional to solicit the lay person, but there are a few people who can do it. Treg was one. Brian Lurie is another who did it well.

Glaser: When you were a campaign co-chair, what support did you get from the professional staff?

Haas: Oh, excellent support. We couldn't have done it without the professionals. When you ask me what makes a successful campaign, I was talking about the leadership in the campaign but I should have mentioned also you've got to have a very competent, strong, able staff to support you.

Glaser: Did you have help from the national headquarters of the United Jewish Appeal?

Haas: I don't remember that we did. I don't remember that at all. They were more helpful in feeding information to the professionals and getting good speakers out here, things like that, which they did not always do.

Glaser: When you were the chairman of the campaign, you were also on the fundraising committee. What was that committee's function?

Haas: I think the role of the fundraising committee must have been, if not necessarily window-dressing, a kind of cabinet. I don't remember the composition of it. I assume that it was composed of most of those who were in there doing the work in the campaign, plus maybe a few others whom you sought advice from or strategy and so on. But it was more a letterhead sort of thing. We would meet and discuss things.

Glaser: Did the campaign chairman usually come out of the fundraising committee?

Haas: The fundraising committee I suppose was set up to appoint the chairman and to operate more year-round as things came up. I'm not sure, now that you mention it, they were that much involved with a particular campaign.

Glaser: Was it considered an honor to be named campaign chairman?

Haas: I'm reminded somewhat of the person who was going to be tarred and feathered and ridden out of town on a rail. He said, "If it weren't for the honor I would rather walk." [laughter]

It had to be of course. It was a chore but it was a chore you felt you had to do.

Glaser: Was that normally a stepping stone to the presidency?

Haas: I think it has always been, at least recently, a necessity if you were going to become president. I think it usually turned out to be that way, not always. I don't think there have been many, if any presidents who have not been campaign chair.

- Glaser: Does that mean that being the campaign chairman gave you more of an overview of the agencies' and the city's needs?
- Haas: I'm not sure if it gives you an overview. To some extent, yes, it helps you learn. I think more than anything you learn about the leadership in the Jewish community, the people who are the leaders. You meet some wonderful people and strike up some wonderful friendships and acquaintanceships by being chairman. I recommend that to anybody in any part of the campaign. In almost any position in the campaign you're bound to meet some wonderful people.
- Glaser: Can you compare the early campaigns that you were involved in with the latter-day ones?
- Haas: The earlier ones were on a much smaller scale, less people involved, and there was a smaller population. I think size was one thing. I don't see that much difference. There would have been a difference in the techniques. At one time there was a card-calling era. People got up and announced what they were giving. As time has gone on there have been different techniques.
- Glaser: So the card calling is no longer used?
- Haas: It was given up many years ago. It served its purpose.
- Glaser: I think that's still being done on the East Coast.
- Haas: Could be, but I don't think we should ever bring it back here.
- Glaser: You had a very successful campaign in 1964 and there wasn't a war then in Israel. What was used to spur people to give so much money? According to my notes you raised \$2.5 million. That was the most successful campaign up until that time.
- Haas: I don't remember any particular cause. I would have to go back and see how we did it. I think we must have done a good job of picking the right people in each position.
- Glaser: In 1950, you were co-chairman of the business and the professional division. That was with Edwin T. Golden.
- Haas: Yes.
- Glaser: Then co-chair in 1966 with John Steinhart of the Advanced Division. Would you describe the activities of each of these divisions?

Haas: The business and professional, the B & P Division as we called it, was the main division of the Federation. It has evolved into other kinds of things since then. But I think it covered the business community and the professional community from top to bottom. Everyone. Since then we have stratified or done it differently.

Then you mentioned later the Advanced Division. The Advanced Division was the major givers. I don't think they were included in the B & P. So the Advanced Division was the major givers.

Glaser: How was that handled?

Haas: It included givers above a certain level. I don't remember what it was. It had to have a number of people who gave at that level to act as solicitors. You split up the cards and put them out to work.

Glaser: Did you have cocktail parties for these big givers?

Haas: I think generally you would call them parlor meetings, give them a few drinks and try to loosen them up a little bit and have someone to talk to them. We may have had one big dinner. I don't remember. We may have had parlor meetings and then one big dinner. Whether at the Advanced Division, whether we had card calling or not then, I don't remember.

Glaser: In the Business and Professional Division, is it effective to have the professions broken down into separate categories? There is the doctor's division--

Haas: There is the doctor's, automotive, lawyers, and a different category is the apparel group. It was the way it was done then. I can't tell you how it is done now. I think professionally you still break it up into groups: lawyers, doctors. The major givers are handled separately.

Glaser: Is it a matter of peer pressure?

Haas: I think it has to be that way. At various times you tried to do it a little bit differently and have customers and suppliers paired up so you would have more direct pressure. But I've never particularly liked that way of doing it.

Glaser: Well, if you don't like that way of doing it, how do you motivate people?

Haas: I think peer pressure is the most important.

- Glaser: I see, as opposed to having the supplier being pressured by his customer.
- Haas: Because if I have someone supplying me with stationery, for example, I have the card of the stationer. But I don't particular like that, except in special cases.
- Glaser: That strikes you as being unfair?
- Haas: Somewhat, although it's been used. I think when someone has been particularly difficult I would go that way. If you can do it.
- Glaser: You mentioned that you were involved in capital funds campaigns. Which agencies were those?
- Haas: This was the one umbrella campaign they had--what year was it?
- Glaser: 1975.
- Haas: Mount Zion was one of the principal recipients. I think the Center may have been part of it and the Jewish Home for the Aged.
- Glaser: When you have a capital funds campaign, does that affect the annual campaign of the Federation?
- Haas: I don't think it did. We try not to let it affect the annual campaign. I'm sure in a few cases it does. The following year's annual campaign would tell you how much, if at all, it was affected. But we try to make sure the money is for a different purpose.
- Glaser: Isn't it hard when you're hitting the same people?
- Haas: I don't think so.
- Glaser: I suppose that's like Operation Exodus going on at the same time that you're trying to raise funds for the annual campaign.
- Haas: Somewhat. I think it's a different appeal. You are able to make people aware of the difference between the two and hope that it is not going to affect the annual campaign.
- Glaser: As a successful fundraiser, what is your pay-off? What gives you the satisfaction that makes it worthwhile?
- Haas: That's hard to answer. There's got to be some satisfaction, doing something worthwhile for the community. That must be what it's all about.

Glaser: Can you compare and contrast Jewish fundraising with the non-Jewish community fundraising?

Haas: There are exceptions but generally the fundraising in the Jewish community is far more effective than in the non-Jewish community. I say there are exceptions. Reading Bob Sinton's oral history, he does mention the exceptions. Stanford has been eminently successful. UC more recently has been successful. Right now the Museum of Modern Art has been extremely successful. But I must admit there is a large flavor of Jewish money in that. But I probably shouldn't mention that because the rest of the community has been very generous to the Museum of Modern Art.

But generally, I must say, for instance, the United Way--and I have been very involved that--unfortunately just doesn't hold a candle to what the Federation does. It's a different kind of animal. I must say that if we didn't have Israel in the Federation campaign, I think the whole thing would be quite different too. It would still be better than the general community does.

Glaser: Do you think it is a matter of our tradition of Tsedakah?

Haas: That's of course in there. That's why we give so much to non-Jewish kinds of causes too. It's in our heritage. It's the way we were brought up.

Glaser: I think so. I'm going to stop.

Jewish Education

[Interview 2: February 21, 1992] ##

Glaser: When you were Federation vice president for the first time, in 1971, this was a period of great interest in Jewish education. The Federation felt they should take a look at what was going on. How did you feel about that? Did this seem to be something new in the community?

Haas: It was fairly new in the community. San Francisco undoubtedly was a little later than other communities in the interest and support of Jewish day schools. But of course there were many people who were quietly interested in this. I might say from my own standpoint, I was quite lukewarm about Jewish day schools. I guess I feel much more that we should be more a part of the

community. I would have much preferred Jewish kids going to general schools rather than Jewish day schools.

But it was inevitable, and has been for some time, that there has been increasing support for the Jewish day schools and that's the will of the community.

Glaser: This seems to be true of Federations in other communities also.

Haas: The increasing support of day schools?

Glaser: Yes.

Haas: I'm sure it probably is. As I say, although I don't know, I would guess that San Francisco is a little slower and behind other communities because we are much more assimilated and integrated.

Glaser: How much were you personally involved with the controversy at the Hebrew Academy and the sit-in at that time?

Haas: Whether I was involved or not, I can't say. I know I was quite upset about it. I didn't approve of their tactics. I don't approve of activist tactics, although I must admit that they so often get results. I was very unsympathetic with the Hebrew Academy.

Glaser: But they got what they wanted, didn't they? They got increased funding.

Haas: They did and that's why I say, unfortunately, those tactics seem to work.

Glaser: This was also a period of increased Soviet Jewry immigration to the city. This must have had quite an impact on the various agencies of the Federation.

Haas: Yes. Obviously it increased the load, but it was certainly worthwhile to give them a haven and give them a chance to be part of the community and the kind of social services we provided: help in getting settled, help in seeking jobs. That's been traditional.

Mount Zion Hospital

- Glaser: Aside from involvement with the Jewish Community Center, your other agency commitment was Mount Zion Hospital. That seems to have been a family involvement.
- Haas: Yes. As I probably mentioned earlier, there was my mother's role. Then later on, after I had been involved for some time, Rhoda's role. My father had been on the board although it wasn't his major interest. I was quite thrilled to be asked to go on because as you know, Mount Zion is recognized as the top Jewish agency in the city. So I was glad to be involved there.
- Glaser: How long were you vice president?
- Haas: I don't remember. It was more a title rather than-- Of course you were involved a little bit more. Whether it was executive committee or whatever, you were more in the inner circle. But I don't remember a special responsibility being attached to that.
- Glaser: Was this a time of turnover of executive directors?
- Haas: I think that happened after I was there but I can't be sure.
- Glaser: Was Mr. [Mark] Berke the executive director when you were on the board?
- Haas: He must have been the executive director the whole time I was there because I don't remember being involved in the change or a new search or that process, which undoubtedly I would have been quite aware of.
- Glaser: Was this a period of expansion? Because the hospital did undergo quite a bit of expansion, didn't it?
- Haas: Well, I think that was almost continuous. There was always work on the elevators or new renovation or controversy about what to do with the old Sutter Street building. I'm trying to remember. Adding floors must have been going on.
- Glaser: What was the impact of government funding, whether it was the Hill-Burton Act or Medicare?
- Haas: As I remember, it always provided major support for the hospitals. Beyond that, I can't comment on it.
- Glaser: What do you think of the merger with the UC hospital?

Haas: I think it was absolutely necessary for Mount Zion's survival, though people may question how much of Mount Zion will be surviving. But after all, for a long time people have felt that the historical traditional needs for a Jewish hospital, for training, for Jewish doctors to have a home, was no longer necessary. And the strict economics showed. I've heard that Mount Zion was just piling up deficits and could not have survived in any way without this merger. A long time ago, there had been efforts to merge Mount Zion with Children's and [Pacific] Presbyterian and that fell through unfortunately.

Glaser: Is part of the hospital's financial problem that they do a lot of charity work?

Haas: That has to be. That's one reason we are pretty proud of Mount Zion. Their charity work as well as their training, but their charity work especially. We spoke of the Soviet Jewry coming over here. That was a major effort on the part of Mount Zion, the dental clinics, the other clinics, to help them out.

VII PRESIDENT, JEWISH WELFARE FEDERATION, 1977-1978

Major Concerns

Glaser: You were president of the Federation from 1977 to 1978. What were the most pressing concerns of your two years?

Haas: Fundraising, of course, was always a major concern. But that is an on-going problem.

Glaser: When you were president, was Jewish education, Jewish day schools, still an issue?

Haas: Whether it was still an issue, I just can't say. It was not the issue that it was in earlier days. It simply was a matter of increasing allocations. I won't say there was any controversy about the need anymore, just how much.

Glaser: It was a fact that had been accomplished.

Haas: I think it was a fait accompli. As I remember, the Hebrew Academy had quieted down a bit. I did try to do a couple of things to help, along with Brian Lurie's support, and that was to get someone from the Hebrew Academy on the board of the Federation so it would be part of it. As I remember, it was the wife of the director who came on.

Incidentally, on that same score I think I was instrumental in persuading or getting Ron Kaufman on the board. He was somewhat of a heretic at that time. He might have been considered the "loyal opposition." He didn't go along with everything every time, which was good. I felt that we ought to have some people who would say no at the time. Of course, later he became a complete leader, president and campaign chairman.

Glaser: Did he come out of the Young Adults' Division [YAD]?

Haas: Yes. As I remember, he did. That was a great development. I remember talking once or twice to the new "class" of young leaders. It's been a great movement.

Glaser: I think that started some time in the 1960s.

Haas: I don't remember just when.

Capital Funds Committee

Glaser: Tell me about capital funds. I think you created that as the eighth standing committee. What was the committee's function and purpose?

Haas: It's main purpose, as I remember, was to assess the needs of the different agencies for new buildings, new facilities, so that there would be a coordinated approach, so that there would be a long-term plan. So we would know just what the community was faced with and try to have a coordinated plan and try to assess when and how money could be raised.

Glaser: Did that get coordinated with the social planning that the committee of 100 was doing?

Haas: It had to be part and parcel of that. I don't know exactly the formal ties between the two. I'm sure there were people from one committee on the other committee and vice versa to keep them working together.

Mission to Poland, Rumania, and Israel

Glaser: During your years of presidency, you took a leadership mission to Poland, Rumania, and Israel. Would you compare and contrast the first two countries? What was the status of Jews in those countries?

Haas: There was very little status at that time. There were few remnants in both Poland and Rumania but there were differently remnants. There were, as I remember, mainly older people who had survived. I don't remember too many younger people. There must have been a few, but very few. It was a very touching and moving experience. In Poland we went to Auschwitz. That's rather a shaky, moving experience, very emotional.

Then in Rumania we did meet with a few of what were left of the leaders. It was almost a pathetic feeling one had.

Glaser: Later it came out that the leaders of Rumania were being paid to allow Jews to emigrate to Israel. Were you aware of that at the time?

Haas: I don't know that I was aware. It could have happened. I wouldn't be surprised.

Glaser: What did you find when you went to Israel?

Haas: You could write a book on that one. As I remember there was none of the controversy that we have now with settlements. I suppose there was some on the settlements, but it was by no means on the same level as now. Again, a tremendously moving experience to visit the museum there and learn again about the Holocaust.

Glaser: You mean Yad Vashem?

Haas: Yad Vashem. Of course we met with some of the leaders, traveling around the country, visiting a border town and seeing again how close everything was, realizing first hand. Although I had been in Israel before, after 1973 when the West Bank was taken over. I had been there before and been up to Golan Heights and saw how absolutely vital that was to Israel's survival. I didn't realize how narrow Israel was without the safety of the West Bank. Just all in all a very moving experience.

General Assembly, 1978

Glaser: Tell me about the General Assembly held in San Francisco during your administration, in 1978.

Haas: As a matter of fact, I must confess I wasn't that involved in it. More in a ceremonial way, welcoming people. Of course I was involved in a distant way through the wonderful local committee that helped put on the General Assembly. It's always good, the ability to meet leaders from around the country, but I was not closely involved with it.

Glaser: Does it make a great demand on the Federation to do all the planning for this?

Haas: It does. It's a tremendous strain or call on the energies of the Federation. But it's usually some great people who do all the

work, often women and men who put together the committees really toil in the trenches.

Relationship with Israel

Glaser: During your administration there seemed to be a greater involvement in Israel. For instance Project Renewal was accepted as a Federation activity, and this involved a commitment of \$6 million. What brought that about?

Haas: I'm trying to remember just how it came, I'm sure it started on the national scene. But I do know that Brian Lurie was very much a leader in this to get it accepted, to sell it to the community, to help raise money for it. It was a new approach to get more money for Israel and a very helpful way to do it.

Glaser: Were you involved after your presidency in the move that was started by Brian Lurie to make the Jewish Agency more responsive to federations in the United States?

Haas: It was some time later, and again this was one of his great contributions, to reform the Jewish Agency and the whole purpose for which the funds were raised and providing more responsiveness to the local communities and the local people. So though I wasn't at that time that active with the Federation, I definitely supported his efforts. I remember one breakfast meeting we had with leaders of UJA: Max Fisher and the person from Baltimore who was--

Glaser: Chuck Hoffburger.

Haas: Chuck Hoffburger, right, and a couple of others. They were pretty upset with what we were doing, but I think we remained firm and maybe they realized we meant it all.

VIII JEWISH COMMUNITY FEDERATION, FORMERLY THE JEWISH WELFARE
FEDERATION

Lonee Celeste Hoytt Jewish Community Campus

Glaser: You say you weren't very involved, but I find that your name crops up in the many different committees in the 1980s.

Haas: I guess so. When I say I wasn't very involved, I wasn't as involved as I had been. But I will admit, too, that on some of these committees I was not that active. I was asked to be there for when a real effort was needed. I was involved pretty actively in supporting the efforts of Brian and other leaders in the community to get reform in the Jewish Agency. We were the bad boys then.

Glaser: I was surprised to read in the board minutes that in 1977 that Congregation Rodef Sholom and the adjacent JCC were talking about mutual development of the area. That just took place last year or the year before. That's a long time, isn't it.

Haas: It takes a while for these things to happen. Again Brian was one of the very important leaders in bringing that about, although there is still a financial noose around our necks that we haven't worked ourselves out of completely. But I guess we will. On the other hand, if it hadn't been for his vision I don't know if it would have happened as it did.

Glaser: I'm surprised to hear you say that you haven't worked your way out of it. I thought it was very well funded.

Haas: It's been a struggle. It's very well funded because the Federation has come through for more than I think we originally hoped that we would. I think there is still a real estate deal that has not come through. I hope when all of this is read and

printed that it will have been settled. But it's shaky at the moment.

Executive Directors

Glaser: Over the years of your activity with the Federation, going back before your presidency, you worked with three different executive directors starting with Sanford Treguboff, Lou Weintraub and Brian Lurie. Would you compare and contrast these three gentlemen?

Haas: Oh boy. They are three different people and three different kinds of leadership, but they all three of them provided strong leadership. Treg was a wonderful sweet guy. All of them were good friends. Treg had a lot to do with my early involvement in the Federation and provided good guidance. As a matter of fact, when he was retired and acting as a consultant, my father used him for help in the Walter and Elise Haas Fund. Then after Dad passed away we continued to use him; not only in the Walter and Elise Haas Fund, but I used him in my own personal fund as a consultant.

I think at times people might have criticized Treg because he maybe associated himself a little too much with the top givers and not so much with the smaller givers, who are also necessary. I thought that he was very, very effective with the major givers.

Lou was good. He might have been a little more controversial and may have been considered a little bit abrasive. I never found him that way. We always got along very well. I admired the role he played.

Brian was a very special person. I think one of his great values was to spread the base, to get the Jewish community in general involved in the Federation. He was a tremendous fundraiser. He was upset one time when I said he was not a good detail man. He wasn't very good on his figures and the financial reports he might have been involved in, but what the heck. His concepts and his vision and his grander plan, again on the Jewish Agency and things that had to be done over all, were incomparable.

Glaser: Sometimes people with a lot of vision don't come through with the practical aspect of how to fund it. Was that true of Brian?

Haas: I'm not sure. I think in the case of the Marin Community Center he did overreach. But I forgive him. [laughter] I excuse him because it happened. In all these other things his vision was

tremendous. People then follow and have the faith that they are going to be fulfilled some way.

Glaser: Have you had any contact with his successor Wayne Feinstein?

Haas: Oh, very much so. I think he has made a real mark in the short time he's been here. He's going to be very good in other ways. I haven't worked with him that closely, although we've had a number of conversations. I might say one thing that we may touch on later, though, that Wayne has very strong feelings about ties between the Jewish community and the general community. That is, ties between, say, the Federation and United Way. I think he'll work very closely with the executive of United Way.

One of my criticisms, if you can call it that, of Brian (and he knows it) is that I think he did very little to cement ties with the general community, again with the United Way. In contrast, Treg was somewhat the opposite and pushed, for example, to get leaders of the Federation into leadership positions in the United Way. I think Wayne will do the same. Brian did not.

Glaser: But in the past there was a history of Jewish involvement in the United Way on the top level. There were many Community Chest leaders from the Jewish community.

Haas: There were in years back and it continued. I don't think there was as much involvement for a period of time. When I was president of the United Way, I was happy to get people like Bob Sinton and Mel Swig, in particular, on the board of the United Way. In years previous I remember Mortimer Fleischhacker, Jr., had been president (whether it was the Community Chest, United Crusade or whatever it was called then), he was a leader there. But he did not have close ties with the organized Jewish community in the Federation. He was not a strong supporter. In fact he was part of that original movement that was somewhat anti-Israel-- American Council for Judaism.

Glaser: Later on I want to ask you about the United Way. We can go into detail on that.

Federation Concerns Then and Now

Glaser: What are the concerns of the Federation today as compared to when you were president and earlier when you were on the board before being president?

Haas: It's so much bigger than it was before. It's spread out much more geographically than it was before. There has been a decentralization. I think Brian had visions of much further decentralization, though I'm not sure whether that will be continued or how it will work out. I'm always afraid that becomes more bureaucratic and more costly and not as cost effective. I think Wayne will bring new viewpoints on that because he was involved in Los Angeles.

Of course the big problem now is the raising of money for the Soviet Jewry--Operation Exodus. There again Brian did a magnificent job of raising far more money. He could see that far more money had to be raised and the national was setting us a goal that was insufficient to do the job, so we're way ahead of others.

Glaser: Do you think that Exodus II will be successful?

Haas: I think it's going to have to be although there, as I understand it, since we did so well in Exodus I, the demands on San Francisco may not be as great. I hope so.

Glaser: It's hard to tap the same people at the same time that you have your general campaign.

Haas: That always happens. There's always some-- Project Renewal, or whatever crisis may have been years back, was a second line on the card. Generally that flows into the first line and you're just at a higher level. Right now the Federation is faced with how to satisfy local needs.

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Haas: I was happy that last year there was a considerable increase in the total take of the campaign. Almost all but \$50,000 of that went to the local community, which is what we had hoped for when we made our own increased gift because we had been upset about what is happening in Israel. We are increasing again this year with the hope or the plea and understanding that again increases will go towards the local community rather than to Israel.

More on Relations with Israel

Glaser: Over the years isn't that always a source of controversy; how much should be kept for local agencies and how much should go to Israel?

Haas: Oh yes. That happens every year. I think in the end the community does a pretty good job of sorting these things out. I have great faith in the allocation process in the Federation. It is a wonderful process. In the end some people may be unhappy, but if they are equally unhappy you've done a good job because there is never enough money. When I say we were happy it went locally, it's only because for some time we, along with quite a few others, were unhappy with the Likud government and their stonewalling and their settlement policy and their dragging their heels in the peace process. I never know how much of that is a poker game and hard bargaining and how much is real.

Glaser: The political situation is always something else. I wish they would have the reforms that have been talked about, of direct elections. That would make a big difference.

Haas: Yes. Every time this comes up, then they have an election and then they say, "We're going to do an electoral reform." It just does not seem to happen. It's really deplorable that nothing has happened, and yet the reality is of it, I guess, that neither party wants to see reform.

Glaser: You were talking earlier that decentralization was one of the things that Brian had pushed for. But at the same time he had brought into being a confederation of the outlying federations: Sacramento, the East Bay, and Sonoma County.

Haas: Yes.

Glaser: Is that still going on?

Haas: I can't tell you. I just don't know frankly how effective that has been or how much it has changed the way in which any of the federations operate. There may be some coordination with missions and things like that. I don't think there is an important change in the governance.

IX JEWISH COMMUNITY ENDOWMENT FUND**Changes in Operation**

- Glaser: Please talk about the Jewish Community Endowment Fund, which became a standing committee in 1976. What was your first involvement?
- Haas: I really don't know when my first involvement came. Again this was a visionary thing. I'm sure Brian had a lot to do with it. I believe Bob Sinton was the first chairman of the first real effort to raise endowment. Then of course, when Phyllis Cook came in it was a sea change in the approach and the involvement in the leadership. She did a magnificent job and continues to.
- Glaser: When you were chairman of the endowment fund development committee, 1983-1992. During that time you were on the fundraising and capital funds committees. That sounds like quite a big plate to have.
- Haas: It does. But the fundraising and capital funds, where I had to attend meetings, there was no great work load. Well, the main effort, as I remember, was kind of a rifle approach to raising endowment funds. It was just a small group, four or five or six of us, who were involved to try and get the important givers to include some recognition of endowment in their plans.
- Glaser: What do you mean by rifle approach?
- Haas: Rather than a shotgun approach. Just to select twenty individuals rather than two thousand.
- Glaser: I see. Before Phyllis Cook became the executive director, there was Carole Breen. Had you worked with her?

Haas: I really didn't work with her that closely. I know she worked very closely with Bob Sinton, who was the chair, and she did a good job. I want to say that when Phyllis came it was a brand new ballgame.

Development and Allocations

Glaser: Describe the structure of the endowment fund please.

Haas: Come to think of it, there are two aspects of it. One is development. That's where I was particularly involved for a period of time. Development being again this rifle approach to the major givers to make sure that the Federation was included in their will, to persuade them that if they were currently giving a lot to the annual campaign that when they were no longer here who knew how their children would react. Wasn't it important that they assure the future of their giving, the future of the Federation, by providing some kind of endowment? That was the development part of endowment.

The other part of endowment was how best to spend say the income from endowment. One of the battles we had with Brian was that for a few years we were spending more than we were taking in. We were invading corpus; maybe not more than we were taking in but using corpus rather than just income. Just when this happened I don't remember, but we finally set a limit, 6 or 7 percent spending limit except for real emergencies. There were all these people who found a special reason for spending more than that, but a discipline came in that we had not had before.

Glaser: Is there a pattern to the funding, to what the fund gives money to?

Haas: One of the purposes is not only to provide money for real emergencies but more basically for seed money for special projects, to test ideas out or one-time-only kinds of things, to give special quality programs new innovative kinds of things. Much of the endowment fund is of a restrictive nature so you can only spend it in certain areas.

Glaser: Why is there the restricted nature? Is this by law?

Haas: No, by the will of the people who left the money. I don't remember all of them now, but I will say that Treg, after he had retired and was acting as a consultant to a number of funds, helped to consolidate those funds into the Federation so there

weren't two or three different funds devoted to Jewish causes out there.

Glaser: That was the Newhouse Fund?

Haas: The Newhouse was one.

Glaser: And the Eva Heller Kohn Helping Fund?

Haas: Things like that.

Glaser: I didn't realize that was the purpose for bringing them in, so there wouldn't be overlapping funding.

Haas: Yes, but it was to cut down on the cost of administration and to coordinate them with the Federation.

Philanthropic Funds

Glaser: Aside from what you've been describing, there is also philanthropic funding, where people give money to be doled out.

Haas: Yes. The philanthropic funds provide a means in effect for people to have their own private foundations. Even though the money is legally controlled by the Federation, they are basically donor-advised funds. I don't think the Federation has ever turned down a request except if it was not a 501(c)3 organization, which we could not give funds to. It serves the purpose of people who have maybe windfalls near the end of the year, and they want to devote a large part of that windfall to charity for tax purposes. They can just take more time to decide how it's going to be spent or if it is spent over a number of years. Again, it's like a private foundation.

Of course, the value to the Federation is that it makes people think of the Federation in their philanthropic activities. Phyllis can also suggest sometimes where money could go. If a person dies, generally it is understood that the remainder of the philanthropic fund then goes into the endowment fund.

Glaser: What is 501(c)3?

Haas: A tax law that gives an organization a nonprofit status so that the donation is tax deductible.

Glaser: Does the endowment fund charge for the services rendered to those who take part in the philanthropic aspect of the fund?

Haas: No, it doesn't. That is one of the sales features of it because there is no charge. Whereas, if we talk about the San Francisco Foundation for the moment, where I am involved, it is not necessary. We don't call it a charge or fee but in effect the donor is asked to devote one percent of their fund to the purposes of the San Francisco Foundation to help carry the cost. One of my problems and one of the reasons I got off the chairmanship of the Federation's development committee is that on the San Francisco Foundation I have to devote my energies there to building up an endowment fund. So for a while I can't do both. I can't approach the same people for each one of the funds.

Glaser: You were on the endowment fund development committee for five years. What were you doing to increase the number of donors?

Haas: There again we were talking to individuals, major donors, persuading them to think of the Federation in their wills as a bequest or setting up a trust or whatever. I think the most persuasive argument I had was to try to get them to perpetuate their annual giving.

Glaser: To the endowment fund or to the Federation?

Haas: To put something in the endowment fund, the income from which would perpetuate their annual gift. To protect their annual gift. Many had children who had no interest in Jewish causes or who, they were concerned, might not handle their wealth too well.

Glaser: Would that go into the philanthropic fund?

Haas: It depends. Hopefully, if they passed away it would go into the endowment fund. The philanthropic fund was more a means to get people involved--eventually--in the endowment fund. If there was some residue in the philanthropic fund when they passed away, unless they made special provisions for others to direct it, that residue would fall into the endowment fund.

Glaser: But if they put in a lump sum from which they would make their annual contribution to the Federation, would that be held for them in the philanthropic fund?

Haas: During their lifetime it would be, yes. And they would direct it to the Federation or to the United Way or wherever they wanted to direct it.

X FAMILY RELATIONSHIP TO ISRAEL**Contributions**

Glaser: I want to ask you some more about Israel. We touched upon it a bit. How many times have you been there?

Haas: I guess I've been there six or seven times.

Glaser: The Haas family has been very prominent in what it's done for Israel. I've been on the Haas Promenade, which is really beautiful. Was that a family gift or was that from your mother and father?

Haas: That was from my mother and father's fund, the Walter and Elise Haas Fund, of which we three siblings are the trustees. My mother was too, but she was not that active at the time we made the grant to the Jerusalem Foundation for the promenade, which we are tremendously proud of. Teddy Kollek brought the idea to us. It was just a ten-strike from the beginning.

Glaser: The location is outstanding.

Haas: Isn't it.

Glaser: I'm sure there are other projects that either you alone or the family have been involved in.

Haas: I guess we always have. The Israel Museum was one my mother particularly was interested in. Some years back, again through the Walter and Elise Haas Fund, we made some major grants to universities over there. All of us from time to time have given to projects in Israel.

Glaser: Do your siblings share your political feelings about Israel?

Haas: Rhoda is probably much stronger than I am about Israel. Walter on the other hand is not that much interested. So there are degrees. I'm probably in the middle, although much further towards Israel. My brother has not been that much involved in Israel or really in Jewish affairs of the Federation, though he has given rather well considering his lukewarm feeling.

I'll amplify here because when I indicated our concern at the present time with what is happening in Israel and has happened for a few years, that's not to say that what we give (and I think we give rather well) is in spite of what the government is doing. It's done because-- Well, years back we were much more emotional about giving, much more identifying ourselves with Israel, partly through the visits we made over there. It is not the same emotional involvement now. But again, in spite of our disagreement with their policies, we are moved by a bonding, if you will, with what's happening there to the Israelis and what they have done over the years.

Glaser: Do you think the Labor party will have any chance in the June elections this year?

Haas: I doubt it. I think the best you can hope for might be a unity government.

XI UNITED BAY AREA CRUSADE [UNITED WAY], PRESIDENT, 1972**A Family Involvement**

Glaser: Let's go on and talk about the United Bay Area Crusade. This has been a family involvement for many years, going back to your grandmother, Mrs. Stern. I think she was a charter member.

Haas: Your research is very good.

Glaser: And your father was involved during the war.

Haas: Yes.

Glaser: He brought you into it, didn't he?

Haas: I don't know that he brought me into it. I think my first involvement with what was then, I guess, the Community Chest, and was on--whatever they called it--one of the budget committees. The reason I got on there, I suppose, was that I was cutting my teeth at the Jewish Community Center. My guess is that someone came to the Federation, probably came to Treg and said, "Will you name some people to go on our different budget committees." So I guess that's how I started. Then from there on in, that just was a matter of going up through the chairs and eventually getting on the board.

My big step forward was when a couple of the corporate types came to my father and said, "It's time for Levi Strauss to provide a campaign chairman." It was the normal thing to get a corporate person to head the campaign. They went around to the major corporations to have them name someone to be campaign chairman. As I say, they came to Dad through Levi Strauss, and he suggested that I be approached rather than Walter. I think he thought that Walter was already much better known in the community. It was my opportunity to become better known. It certainly turned out that

way. Not that I did it because of that. I just felt it was a responsibility to do, and in turn I got exposed to many, many people in the community that I would not have had the opportunity to know that quickly.

Contrasted to the Federation

Glaser: When you view the two organizations, the United Bay Area Crusade and the Jewish Federation, they are essentially the same in purpose. They raise money to support different agencies. Do they really function the same way? You started out on a budget committee with the Community Chest. You also started out on the budget committee when you got onto the Federation board. And you later were campaign chairman and president. You have the ability to compare the two and contrast them.

Haas: In structure and essential organization, if you want to look at a chart of organization, I think they are very much the same. I'm trying to remember to what extent the United Way has a social planning structure. At one time social planning was separate and then I guess it was brought into the United Way. That's very much an integral part of the Federation. It has to be of the United Way. So maybe on the surface they look quite a bit the same.

Of course United Way is much, much bigger and is, unfortunately, rather impersonal. It has some bureaucratic tendencies there. But it is much bigger. It certainly is not as effective as Federation. The Federation has the emotional ties. It has the tradition of Jewish people helping and being charitable. So the Federation is much more effective.

I must say too that I think the caliber of the professionals in the Federation (and I hate to say this) is superior to the United Way, but that's always been the case. I think the Jewish agencies have been superior to those in the general community. I hope that won't be misunderstood. I would love to see the caliber of those in the United Way be elevated.

The Federation has the advantage, even though it is getting much larger, of being smaller and more effective. But on the United Way, I believe in it very deeply because it is so necessary. If we didn't have the United Way, if it went out of existence today you would be re-inventing it tomorrow.

Controversy

Glaser: How do you feel about what's going on now, United Way saying it will not support the local Boy Scouts because they won't admit gays as Boy Scout leaders?

Haas: I'm concerned about the results and what is going to happen. As a matter of fact, we are going through exactly the same question here at Levi Strauss because we have a rule in our Foundation, in our giving, that we will not give to any organization that discriminates. Now United Way has been very courageous about this. I'm glad I'm not the president or the campaign chairman. It's going to cause all kinds of heat. San Francisco may be different than other communities in its tolerance, but you are still going to find an awful lot of people in corporations who are going to object to this policy. I hope it will not explode.

Glaser: If this goes through, the local Boy Scouts stand to lose a lot of money.

Haas: Of course they do. They have their allocation now so it may be a year before it happens. They are given, as I understand it, ninety days to change their policy. But unfortunately the local groups may be inclined to change but the national is vehemently against any change.

One has to realize that San Francisco is different. I'm worried about what happens to Levi Strauss when we say we are not going to give to the Boy Scouts in Blue Ridge, Georgia, or Blackstone, Virginia. Or some of these rural towns that have a completely different level of tolerance, and where the Boy Scouts are the name of the game and the big thing in each town.

Glaser: Have you faced that already?

Haas: Not yet. We are going very slowly because we recognize the consequences.

Glaser: That's a hard call, isn't it?

Haas: It is. But I'm afraid in the end, particularly now that United Way has shown the way, depending on how that turns out, we may have no alternative. But it's still easier for us to do it than United Way. We don't have to rely on anyone else.

Fundraising

Campaign Chair, 1969

Glaser: To go back to 1969 when you were the campaign chairman, who was the executive of United Way at that time and what did you have to do to put on the campaign?

Haas: Golly, there are executives who have come and gone and I don't remember their names. But it is a massive undertaking. It is quite different than, let's say, the Federation campaign in that you are dealing with-- The guts of the United Way in fundraising are the major corporations and their employees. So you have to work very closely with them. Then of course there is a mass campaign as well.

Glaser: Do they still have door-to-door solicitation?

Haas: No. That went out a long time ago. "I'm giving at the office," sort of thing. [laughter] That was not very effective.

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Haas: I remember having big arguments with my father because he would ask what so-and-so was giving, a friend of his. I would check it and tell him and he would be outraged that they would be getting away for so little. He said, "Why don't you go get 'em?" I said, "Dad, for the time I would spend calling on one person to get another thousand dollars if I'm lucky, I could spend calling on the CEO of Chevron and get an increase of \$200,000, just as an example."

So essentially the Federation campaign is a much more personal campaign and really there is very little, if any, money coming from businesses. It's more from individuals, and there is no mass solicitation of employee contributions and payroll deductions. However, later on and many years after that, when I had been more involved in the United Way campaign in an effort to call on individuals, and the effort was woefully inadequate, then I was getting critical. So I did take it on myself, or volunteered, to head the individual drive for people of means.

The Circle Club

Haas: It really started with an effort for the CEOs who had been getting away with murder, for there had been no personal appeal to them. So we were able to get a few of the CEOs to act as a nucleus to pledge \$10,000 each year. It was in something that was then called the Circle Club, which had maybe less than twenty people giving more than \$10,000 up that point. We were able to get an effort going that got a lot more. Now it is well over 200 or 250 people.

Glaser: Did you originate the Circle Club?

Haas: Well, I expanded on the effort considerably for the year I did it. We got wonderful increases and then the momentum got going. Others came in after me and really institutionalized it. This turns out to be happening throughout the United States, to go after people personally, one on one.

Glaser: The year after you were the campaign chairman, you were chairman of the campaign policy committee. What did that committee do?

Haas: That was merely an overall oversight kind of committee to really involve more leaders throughout the Bay Area, not to raise money but help the campaign chairman. It was something that met once or twice a year. It was more of a names on letterheads kind of thing.

President-Elect, 1971

Glaser: I see. In 1971 you were the president-elect. What were your functions?

Haas: To get ready for taking over and to help backstop the president. There was nothing official there except getting ready to take over.

Glaser: When you say backstop the president, did the president, or you on occasion, go to meetings the way the president of the Federation does? Did you go to different groups, different organizations, different corporations?

Haas: I do remember that I did spend time visiting agencies learning more of what was going on, talking to boards of directors about the importance of supporting the United Way, things like that.

New Directions

Glaser: In that same year, in 1971, there was a "New Directions Study," and new directions and new eligibility standards for funding were established.

Haas: We got into quite a bit of controversy. One of things that happened out of New Directions was to eliminate funding for the hospitals, which had been traditionally supported by the Community Chest, the Crusade and so on. That raised a lot of hell.

There were other aspects out of New Directions that caused controversy. It was kind of a low point and our relationships with the agencies fell off. I have to fault whatever role I played, for there was not enough process involved. As I look back, there was not enough discussion with people, doing this gradually. It's easy to blame others, but I wish the professionals had been a little more adept than they were.

Glaser: Were there new services or was this a reordering of priorities? You had drug abuse services, child care, neighborhood services. Were these new?

Haas: I don't know if they were new or reordering. There must have been some new ones in there but it was more a reordering of priorities. Probably involved in there was the threat to some of the old line agencies that were somewhat sacred. It took United Way a time to recover and get the confidence of the agencies again.

President, 1972

Glaser: In 1972 you became president and resigned from the Federation board in order that there not be any conflict between the Federation and United Way. As president were you struggling over what had gone on the previous year with the agencies?

Haas: Yes. In retrospect, I probably didn't need to resign from the Federation. But to continue any meetings at the Federation would detract from the time and effort I had to devote to United Way. And I just wanted to be free of any appearance of conflict.

Glaser: Well, there could have been conflict because I think over the years there was a feeling on the part of the Federation that the funding from the United Way was not sufficient, especially since

so many Jewish people were involved in the United Way and big givers involved.

Haas: Yes. That's true. That continues. As I say, that's really the background of why I felt that I shouldn't be involved in both at the same time.

Glaser: Was there a continuation of the problems of setting up what came out of the New Directions Study? When you were president, was that still going on?

Haas: It was still going on. It took a couple of years or so even after I was out to patch things up and get on with it.

Staff Problems

Glaser: What was your feeling about the staff of the United Way?

Haas: I was not impressed. In fact one of the most difficult things I had to do was effect the change of executive director. Because the president is in there for only a short time, I think there can be a tendency to overlook some inadequacies and let the next person take care of the problem. But as I remember, the executive got into an unfortunate controversy that caused furor in the community. I felt and others felt that he had to go. I managed to get the support of the executive committee and got some strong backing from the former president who was then chairman.

Glaser: Do you want to describe the problem?

Haas: He had written an unfortunate memorandum that was leaked. He tried to explain it, but it really caused such a furor in the community, talking about ethnic matters that he did not handle discreetly. Beyond that, I felt he had been quite inadequate and not doing the job he should be doing. So we worked out a generous severance with the help of the national people. We explained it to him and he said, "All right." Then just before I had a meeting of the executive committee, I asked him to put his resignation in writing. I put it in my pocket and when I got to the meeting the labor representative questioned that he was resigning. He had heard from the person that he was not. Fortunately, I was able to pull out of my pocket the letter of resignation in his handwriting and that really ended it there. The meeting I remember clearly because it could have been an impasse.

Glaser: Then you had to undergo an executive search?

Haas: Yes.

Glaser: Did you borrow an executive from another United Way organization or somebody completely outside?

Haas: We got someone from another United Way organization. We got help from the national people to provide candidates. There was a search committee.

Glaser: That's always an unpleasant thing when you're president, isn't it?

Haas: Yes, it was. Yes, it was a difficult time, but I guess if you can't stand the heat, you get out of the kitchen.

Glaser: That's one of the reasons for having somebody who is experienced in business as executive, because you have to do that in business too, don't you?

Haas: There were other situations involved in his resignation. I don't remember them all, but there were matters, as I said, basically of not doing the job properly.

Allocations Process

Glaser: Would you describe the allocation process for United Way?

Haas: I don't know exactly how it is done now. As I said earlier, when I started you had different subcommittees, just as you do in the Federation. You did your best to allocate against a pot of money that had been given to each group. So you did the best you could. You investigated, had site visits and all of that. It was much the same as the Federation. Although there, as I remember, each committee was not allocated apart, but the final night representatives of each committee came together. There would always be a gap of "x" dollars and just by give and take you would have to narrow the gap. About one or two in the morning, Treg or Lou Weintraub, or whoever, would say, "All right, you've got a difference of \$30,000. We're not going to stay up any longer. We'll get that out of some reserve." But you would have to get down to the bitter end to do it. How it's done now I don't know.

Glaser: This the Federation. Have you contrasted that to the United Way process?

Haas: At that time the committees were allocated just a certain pool of money. I don't remember in the end that there was any gap to fight over.

Haas Family Honored, 1985

Glaser: In 1985 the Haas family was awarded the Alexis de Tocqueville Society Award. That was a national award?

Haas: That was a national award, yes.

Glaser: That was for leadership to the United Ways of America. That's a great honor.

Haas: Well, we thought so, yes. It was an important honor. It was a national one and we felt pretty pleased by that recognition.

Glaser: I don't imagine there are many families who get something like this.

Haas: No, I don't think so. Usually it was an individual who had done something very unusual. I'm trying to remember some of the names. I don't off hand but it was a very warming experience.

Resignation of William Aramony

[Interview 3: February 28, 1992] ###

Glaser: Before we go on to another topic I wanted to ask you about the resignation of William Aramony, the president of the United Way of America. As a former board member, you probably had contact with him over his twenty-one years of service with United Way of America. I'm wondering how it is that the executive of a nonprofit organization was allowed to have such a large salary of almost a half a million dollars and the excessive perks.

Haas: The board gave it to him, he didn't take it himself. Let me backtrack for a minute because I am one of Bill Aramony's greatest admirers. He built United Way nationally from what was a shambles and a shell to something that became very important, got the support of the major corporations and labor and professional

people in the country. He was a tremendously energetic, fast-moving kind of guy with great creativity and imagination.

Unfortunately, he lost track of some of the perceptions people have of what you call excessive perks or the fact that he may have taken the Concorde a couple of times in order to save time because time was precious to him. He took limousines in New York because he didn't want to wait around for taxis. He could have done it a little bit differently, in my opinion. He rubbed shoulders with the top CEOs in the country because that's where his support came from. In the process, unfortunately, he lost sight of what the public would perceive him doing. I'm sick about it because his career is finished. This has done damage to United Way, which I believe very much in. It will survive but it is tarnished for a little while. But it is a tragedy for a wonderful public servant as far as I'm concerned.

Glaser: Are you saying then that the salary of almost half a million dollars is not excessive for a man who is the head of a nonprofit organization?

Haas: I would have objected to it myself. Undoubtedly the way these things work, the executive committee, the personnel committee, got in one of these management consultants, personnel consultants, that tells you what kind of competitive salaries there are. And they probably compared it with some of the major trade associations that are based in Washington, D.C., and the board voted in these salaries. In this case I blame the board. I don't remember what his salary was when I was on the board, but yes, it's too high for this kind of work.

Glaser: In reading the accounts of this that have come out over the past week, reference was made to several businesses that were spun off, one of which his son took over. What kind of businesses can be spun off from a nonprofit organization?

Haas: I'm not that familiar with it because they weren't in existence when I was there. First of all, I think it was a bad mistake to have his son, whether he had anything to do with it or not, associated with one of these or any of these. Again you have the matter of perception. The guy might have been very able but it was the wrong thing to do.

I believe these were organizations like a travel agency, for example, or a group to put together promotional material that would be sold and the profits coming back to United Way. Getting them out where they could be more entrepreneurial, away from the bureaucracy, where you might be able to pay competitive salaries that you would in that same business, and divorce them from United

Way as a free-standing kind of organization to make money for United Way. But that still comes out the wrong way. I know, I am absolutely certain, that there is not one dishonest hair on Bill Aramony's head--these things weren't done for his private gain but because he thought United Way would benefit.

Glaser: The figure of 15 percent for the cost of raising funds was given out. I thought 10 percent and below was the figure to be aimed at by fundraising organizations.

Haas: I've always felt that 10 percent was a bogey, but as time has gone on I think that has gradually gone up, as it has with the Federation. But number one, I don't know where that 15 percent came from. Maybe someone said less than 15 percent. I'm sure it's nearer 11 or 12 percent, which still is so much lower than any single agency could ever achieve, where you get up to 40 or 50 percent in some of these smaller agencies. So even at something over 10 percent, the United Way--as in the Federation--umbrella giving is much more efficient.

Glaser: Why do the local United Ways need the national body for help in attracting national sponsors? This was stated in today's paper. This was one of the reasons given for the tie-in between the locals and the national organizations.

Haas: I don't remember seeing that. For one thing the national provides a service to the locals by tying the national corporations into the United Way movement so that generally there is a unified approach to headquarters, to the top CEO, on behalf of the local groups. But the national company makes the decisions basically on what's going to be given. So there is much more strength in approaching the headquarters than the hundred different United Ways approaching each local unit.

And it does many other things, just as the Council of Jewish Federations does. It provides a talent source when you are looking for an executive or looking for staff. You go through the national United Way for help. The promotional materials are all done on a unified basis. The five million dollar advertising that the National Football League gives United Way is done through the national headquarters. So having that national umbrella is terribly important.

XII COMMUNITY ACTIVITIES

Vice Chairman, San Francisco Bay Area Council, 1977-1985

Glaser: I'd like us to go on now to talk about your affiliations with and activities on behalf of the non-Jewish organizations. I want to ask what you did with them, what your responsibilities were and also why did you choose them. Let's go to those of the past first. You were director of the San Francisco Bay Area Council. You were vice chairman 1977 to 1985.

Haas: The San Francisco Bay Area Council is a group of large and small businesses, of professional groups, of representatives, I believe, from different civic or city governments, more or less, to tie together and attack the major problems of the Bay Area on a unified basis: traffic, pollution, or whatever the problems may be. It is predominantly business people. They take representatives from the major businesses throughout the Bay Area. I was asked to go on and spent a few years there.

President, San Francisco Aid Retarded Children

Haas: Another group that may not seem that significant, but I was very proud of my association with, was San Francisco Aid Retarded Children. As I mentioned earlier, we got interested because one of our sons was retarded, our second boy. This was a very small struggling organization when we first became associated with it. I felt that I was able to contribute there because they needed the kind of understanding and expertise that I had gained by being involved in larger, more mature organizations. In helping to get together budgets or raising money or helping with the organization, I felt I could do a lot more than on a large

organization. Eventually we got them into the United Way, or the Community Chest. I was pretty proud of that feat.

Glaser: Do they support institutions where retarded children are housed and educated?

Haas: They do whatever they can to promote services. They at that time, and I think they still do, run a workshop. But basically they are there to push the city and the state into providing those kinds of services.

Executive Committee, Strive for Five, 1989-1991

Glaser: You were on the executive committee of Strive for Five, 1989-1991.

Haas: That's one of the most recent involvements. This was a movement to try and increase volunteerism both in terms of time and in raising money. It was a national effort and we had the local affiliate. This was one of those organizations that, thank God, had a very defined life. I think we agreed at the beginning it would go for three years. At the end, we extended it one more year, but it went out of existence just last year having accomplished, we think, its purpose. The surveys show there was a perceptible increase in volunteerism and money being raised.

Glaser: Money being raised for what purpose?

Haas: Any philanthropic purpose.

Glaser: That's rather a broad assignment, isn't it?

Haas: Yes. It was just to really make people more conscious of the needs and that they could help a lot. It was, as I say, a two-pronged effort both in getting people to volunteer time and contribute more, whether it was to their church or Boy Scout troop or whatever they wanted to be involved in.

Glaser: How did you go about doing this, to make people more aware of the need of volunteering?

Haas: There were forums. There was quite a bit of TV advertising. There were meetings. I wasn't involved that much in the direct activities so I can't give you all the details.

Glaser: How many people were involved in this?

Haas: I think on the executive committee, whatever they called it, there had been twenty or twenty-five people. Then there were many committees and more people involved at other levels.

Golden Gate National Recreation Area Citizens Advisory Committee

Glaser: You are a member of the Golden Gate National Recreation Area Citizens Advisory Committee. That's a long title.

Haas: Yes, I was. I was on that for ten years and resigned three or four years ago. This was a very rewarding but time-consuming event. The Congress created the Golden Gate National Recreation Area, which I think most people know about. A beautiful spot close to a population of about five million people where people can go. It's a national park. The Citizens Advisory Commission was appointed to help the National Park Service determine policy. The only thing that I didn't like about it, the meetings were interminable and often on Saturdays. We would go up somewhere in the Point Reyes National Seashore, which was also under our aegis, on a beautiful Saturday afternoon with the sun streaming in, listening to people I found rather boring. But all the same, they were interested citizens; we had to listen to them.

Looking back I think we did a good job. Right now they are involved, the same commission, in the ultimate decisions on what's going to happen to the Presidio--with the advice of a separate group of people.

Civilian Advisory Committee, Presidio of San Francisco

Glaser: In the past you were on the Civilian Advisory Committee for the Presidio.

Haas: That was nothing. That's something the commanding general put together off and on. I think we got a free lunch every two years.

Glaser: What did you do in return for the free lunch?

Haas: I still owe them. [laughter]

Glaser: Well, since the Presidio is going out of business I don't think they are going to call in your debt.

Haas: I guess not. So I owe them a couple of lunches.

Glaser: But you must have had some input.

Haas: Not really. I think the purpose of it was for the military to try to get the word across to a wide group of citizens, opinion makers if you will, how important the military was, how important the Presidio was. It was more or less a listening group.

Glaser: It was a public relations ploy?

Haas: It was a public relations ploy.

President, Rosenberg Foundation, 1981-1982

Glaser: Tell me about the Rosenberg Foundation. You were president in 1981-1982 and also treasurer.

Haas: This is one of those jewels of a foundation. In fact someone last night was mentioning-- We were talking about foundations. It was John Gardner who mentioned how special Rosenberg is. It has a wonderful history of excellence and has what so many foundations are looking for and that is focus. That's the buzz word, focus. How to make a difference.

It's concentrated mainly on children and youth in California. Originally it did very good work in the valley on behalf of children. It's often on the cutting edge and doing very innovative work. That was a special time for me.

Glaser: When you say "in the valley," does this mean--

Haas: The San Joaquin Valley.

Glaser: --with migrant farm workers?

Haas: Mainly with migrant workers. I think that's what began to get its reputation.

Glaser: Who were the Rosenbergs who set this up? I assume it was named for a family.

Haas: I'm trying to remember. Was it Charles Rosenberg? I may have to dig that one up for you. I don't remember who founded it, but as I remember the family did not stay involved at all. There was one, a daughter or niece, quite radical, who was involved. I

didn't know her. But beyond that I think it's had an awfully good board. It's had some outstanding executives. It's just been a very special-quality kind of organization.

Glaser: What was your responsibility? You were with it for quite a while and then became the president.

Haas: I was on the Rosenberg Foundation for thirteen or fourteen years. There is pretty much a rotation process. You can become president if you are on there long enough. Of course as president your duties are a little bit more intense and require more time than when you are just a board member. But beyond that and spending more time with the executive, keeping everything together, your opinions and deliberations are no different than if you are just a member.

Glaser: Did the deliberations involve grantmaking?

Haas: Oh yes. There was a great deal of discussion every meeting on grants. That was the main purpose of the meetings. But as I said, we had excellent executives. First Ruth Chance and later Kirke Wilson, who is still the executive; two outstanding people. When you have people like that, it is fairly rare that you reject their recommendations. Partly because you, the executive, and the board members can, over a period of time, get to know how to work together. The executive usually finds out the sorts of things that may be questioned and follows that kind of reasoning in the future.

Trustee, Stanford University, 1971-1981

Glaser: You were a trustee of Stanford University from 1971-1981. As a devoted Cal graduate, how did you end up at Stanford?

Haas: That's a good question. I don't know. My only connection with Stanford was that my son went there. Otherwise, of course, all our ties are with Cal. I deliberated quite a while. When they asked me it seemed like I was going to be a traitor. I did make a deal with Stanford that one day out of the year, Big Game day, I could root against Stanford. Beyond that I would do everything I could to promote Stanford. It was somewhat of a schizophrenic feeling at times. It was also difficult at times, not having that feeling about Stanford or the background that most other members of the board who had gone to Stanford had.

Glaser: Did they ask you because your son was a student there?

- Haas: I imagine they figured at some point that there might be some gifts for Stanford, which did happen.
- Glaser: Were you the one who arranged for the Stern Hall being built on that campus?
- Haas: That was entirely my father. That was before my time. But when more recently they came to the family for the Public Service Center and for an endowed professorship in John Gardner's name, I was a point man on that. At least that gave them an entree.
- Glaser: Was that before you became a trustee or after?
- Haas: After. Much more recently.
- Glaser: What does a trustee do?
- Haas: Well, sometimes you wonder, seeing what happened to Stanford recently. You wonder, and yet if I had been there at the time I don't know of anything I could have done, in retrospect. Maybe one could have raised questions early because I also had heard rumors about the dissatisfaction of some faculty with the overhead rate. But that is a very difficult thing to combat or to do something about.
- I think in the end the trustee does his best to support the institution, to make sure there is academic freedom and excellence of education. The biggest responsibility that a university trustee has, or the director of a corporation, involves the hiring, firing and selection of a CEO and then supporting, advising, and counseling.
- Glaser: Until this business of overcharging the government for research, Stanford seemed to have such an outstanding reputation. Why did it lend itself to this sort of thing?
- Haas: I think everybody is asking that question. People got somewhat carried away in the intense pressure to solve financial problems, to keep tuition down, to provide more scholarships, to balance the budget.
- Glaser: But it is very well supported by alumni.
- Haas: I know, but that's still not enough. There is a gap now from the government money going away and so they have to cut their budget by \$43 million. They are not making up \$43 million from the alumni.

Glaser: When I interviewed Edgar Sinton,¹ he said Stanford gets much more alumni support than Cal because people considered Cal a state institution that didn't need it.

Haas: Even that perception is changing now, and Cal is getting much better support from alumni. They didn't have an effort before. They didn't try and their alumni weren't supporting, but that has changed somewhat. More and more the difference between government support in the private university and the public university is changing and the gap is narrowing.

Trustee, UC Berkeley Foundation

Glaser: You were a trustee for the California Alumni Foundation for a goodly number of years.

Haas: Yes. That was longer ago than I can remember, but that was somewhat the beginning of when Cal recognized that more and more they were going to have to rely on support from alumni, from the public. I was serving on the Cal Alumni Council and someone said, "Won't you help out on the foundation." It was a legal entity but was not active, so we started trying to breathe some life into it. A matter of fact, the person who was helping out, who was an assistant director of the alumni council, was assigned to work with us on the Foundation. That was Dave Gardner who subsequently until recently was the head of the whole UC system.

Glaser: You chaired a committee that put together the fundraising group that was separate from the alumni council.

Haas: That's right.

Glaser: I hear you were very successful.

Haas: I don't know how successful we were. It took a long time. The efforts now are successful. It was a very struggling and long-ago beginning.

¹Edgar Sinton, Jewish and Community Service in San Francisco. A Family Tradition, Regional Oral History Office, University of California, Berkeley, 1978.

American Jewish Committee

Glaser: While I said we would talk about non-Jewish organizations, I want to talk to you about the American Jewish Committee. You were on the board from 1967 to 1969. Ernie Weiner told me that about twelve years ago you worked on behalf of the AJC in your role as a trustee at Stanford when the Arabs were trying to set up a special institution there. And you became their observer at Stanford.

Haas: Ernie's got a great memory. Yes, I remember that. For what it's worth, I tried to act as a bridge between Stanford and the AJC, or generally the Jewish community, in what could have developed into a big rhubarb and for one reason or another it didn't. As I remember, in the end we were offered financial help, which was withdrawn or disappeared.

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Haas: I think one of the main concerns on the part of Ernie Weiner, of course, was that the people providing financial help might try to influence the direction in which the institute and the professors who would be involved would be slanting their views. He wanted to be sure that it be approached very evenly. As I remember, there was assurance that Stanford was going to do it with absolute scholarly academic freedom in the back of their minds. He just wanted to be sure that that was carried out effectively. As I said the whole thing disappeared.

Glaser: About that same period of time there was a man named Adnan Khashoggi who tried to get control of a bank in San Jose. Would this be the same man who was trying to set up the institution?

Haas: I have no idea. I don't remember any connection.

Glaser: You also were very helpful to the AJC in the executive suite, the drive to open up various corporations in San Francisco to hiring Jews.

Haas: I think that if you heard that from Ernie, he's giving me more credit than is due. I was part of an effort to open up opportunities in the major corporations for Jews as well as in the area of private clubs. Also as I remember there were one or two visits involving questions about the Arab boycott, whether a bank or two was bending to the Arab boycott.

National Business Council for Consumer Affairs

Glaser: You were a member of the National Business Council for Consumer Affairs.

Haas: That was a national effort. I think I was involved for a couple of years, but I can't say that we had earth-shaking results or that I contributed very much to those non-earth-shaking results.

Glaser: What was the focus for this organization?

Haas: It was to do things which protect the consumers interest. One aspect of that involved safety, trying to make sure that the toys on the market were safe toys. It was more through voluntary efforts rather than through government edict. But again, I didn't spend that much time on it, nor do I think the results were that great.

Trustee, Children's Hospital

Glaser: Would you tell me about Children's Hospital? You were a trustee.

Haas: Children's Hospital at that time had a magnificent board composed entirely of women. They set up kind of an auxiliary composed of men. I think the men's group was designed more to provide support or financial advice or P.R. advice and if necessary to raise money. It was not a major effort.

Glaser: That's kind of a twist, usually it's the women who have the auxiliary.

Haas: Yes. I think that was what was an important part about it. That's what I called the men's auxiliary, maybe they called it something else.

Glaser: Was this mostly fundraising?

Haas: It could have been. There was not that much. I think it was more a P.R. device to get more people in the community, "opinion-makers," aware of what Children's Hospital was doing and how fine an institution it was, et cetera.

Director, San Francisco Boy Scouts Council

Glaser: The San Francisco Boy Scouts Council?

Haas: That was serving on the board of a community group. I thought the Boy Scouts did a fine job. They were beginning to get out into the community, into the inner city, at that time. I wasn't that involved. It was a very, very large group, again to just generate community support. I think the only major thing I did there was to chair something called "Boy Scout Appreciation Day" or whatever. I think something like that. It was an evening in the Civic Auditorium of the Boy Scout Councils coming together and doing various things.

Glaser: Why did you choose that particular organization?

Haas: I don't know if I chose it or if it chose me. Someone asked me to go on and I thought it was a good thing to be a part of.

San Francisco Fair Employment Practices Commission

Glaser: You were a commissioner of the San Francisco Fair Employment Practices Commission.

Haas: That was more important than some of the things we've talked about. What was the year?

Glaser: I don't have a year for that. That whole movement started quite shortly after World War II, if I remember correctly.

Haas: I remember there was something called the Council for Civic Unity that Dan Koshland was instrumental in supporting, which had a lot to do with trying to get equal employment opportunities started. San Francisco was, I believe, the second municipality and certainly the first very large one in California that established an equal opportunity employment commission. George Christopher asked me to go on it. It was a very pioneering effort of course. The problem was that there were really very few teeth in the ordinance.

We did accomplish a few things. I remember one of the big controversies was to get the taxi cab companies to hire minorities. They came up with all crazy reasons why they couldn't--their insurance would go up, and so on. It is almost ludicrous to look back on it now. But I think we made a break

there. We made small inroads, but it was really not until the state passed a law, or eventually the federal government had the law with teeth, that anything really happened.

I remember big arguments with my father, who said that you can't legislate these things. You can't legislate morality. In this case he was wrong.

Glaser: I think there has been a lot of legislation that took care of the morality subsequently.

San Francisco Volunteers for Better Government

Glaser: San Francisco Volunteers for Better Government?

Haas: That was a group of younger men and women who were interested in getting good candidates for the board of supervisors. I would love to see that effort resurrected now. God knows we need it. I remember two successful candidates who really were outstanding supervisors: Jack Ferdon and Harold Dobbs, whom we all know. They served with distinction on the board, and I think as a result of the effort of the San Francisco Volunteers for Better Government.

Vice President, the Guardsmen

Glaser: The Guardsmen?

Haas: That was really a fun group, a group of men under forty (you got to be forty and you were out) who did a lot of good. The main objective was to raise money to send needy kids to summer camp. We had a Christmas tree lot, a fundraiser. I met a lot of good guys whom I feel I have been bonded with ever since. Because not only did we do these good things, there were a lot of fun events: train ride to the wine country or down to Carmel. Even working the Christmas tree lot was a lot of fun. We both did good and we got to know a lot of good people and we had the satisfaction of helping in the community.

Glaser: Who was president while you were vice president?

Haas: I don't remember. I'm sorry.

Trustee, World Affairs Council

Glaser: The World Affairs Council.

Haas: I was simply one of a group of maybe fifty people on the governing board at the time. I thought it was a very worthwhile effort. My father was one of the charter members, one of the people who promoted this and set it up. I was interested in world affairs and this was an enjoyable and worthwhile organization to be involved in.

Glaser: Do the trustees have anything to do with the selection of the speakers?

Haas: I'm sure they had a small committee that did that, or the professionals did most of it.

Governor Warren's Small Business Commission

Glaser: You were a member of Governor Warren's Small Business Commission. That must go back quite a ways.

Haas: You're really taxing my memory. It was a statewide group or commission supposed to promote small business. I can't tell you any watershed decisions that were made that changed the course of small business in California.

Glaser: You came from a very large business.

Haas: It wasn't very large then.

Glaser: I see.

Haas: It was a small business at that time, definitely.

San Francisco City and County Grand Jury, 1952

Glaser: The San Francisco City and County Grand Jury, you were on it in 1952.

Haas: Yes, that was an interesting time. Looking back, that was the first year I was Federation Campaign Chairman, so I had a rather

full plate because the grand jury met every Monday night and often would go into the wee hours of the morning. I would sometimes get home at one or two in the morning. But it was a busy time and it was invigorating.

Of course, you learned a lot about life in the city. You had all kinds of things that came before you in the way of indictments in cases where the district attorney wanted to get some of the monkey off his back. Then supposedly you had investigations or you checked into the operations of the city government. But no one paid any attention to that. I think I was assigned to some particular department to write up how they were doing. Someone from that department said, "We'll write it up for you, okay?" I said, "No, I think I would like to write it up myself." They were quite shocked. But there wasn't much that I could say or do to change the course.

Glaser: Back then did you have any drug cases?

Haas: I really don't remember. That didn't seem to be a problem then. I do remember one case that kind of stuck in my mind. There was some structure out at the beach that was used for smokers and things like that by the police or other groups. I think it was raided by the police. They had a pornographic film. We had a big case on that and watched the film. I guess I was shocked by the whole thing. Looking back now, it was child's play compared to what you can walk into any video shop and get now.

Glaser: How does one get selected to be a member of the grand jury, or do you volunteer?

Haas: At that time the selection was made by the judges of the superior court. I believe Judge Wollenberg was one who selected me; I'm not certain. Since then, because they felt that process was too elitist, the process has changed somewhat. I don't know if you volunteer or how it is done now, but it's different.

Glaser: It wasn't just a matter of drawing names out of a hat, you were definitely selected?

Haas: I believe you were selected at that time.

Friends of Bancroft Library

Glaser: Now we've come down to something that's closer: member of the Council of the Friends of Bancroft Library at UC Berkeley.

Haas: I served on that for a few years. It was a support group for the Bancroft Library, supposed like everything else to spread the word to help raise a little money, although that wasn't the main objective. I'm trying to remember if Jimmy Hart was director then. I suppose he must have been. He was there for a long time, wasn't he?

Glaser: Yes, he was. Was he the reason that you became part of this group?

Haas: I don't know if that was the case or whether love of Cal and the library, and the heritage and the history of California that seemed to go with it, appealed to me. It was a pleasant sort of thing to be doing.

San Francisco Foundation

Glaser: One of the organizations that you are currently involved in is the San Francisco Foundation.

Haas: Yes. I went in at a very rocky time when the Buck Trust was still being litigated. Finally that came to an end with very unhappy and tragic results as far as I'm concerned. But I think we all have been able to build back the reputation and the trust in the San Francisco Foundation. It's a wonderful institution. I do all I can to promote it.

Glaser: How did that situation with the Buck Trust begin?

Haas: Hindsight, second-guessing, is very easy in this. I don't think I'm going to get involved in that. My sister was chairman at the time it happened. I must say that at the time I heard about it, it seemed from the outside to be something that should be done. All this tremendous amount of money was being spent in Marin when the other counties were starving for it. While the Foundation has been accused of trying to break the trust, as a matter of fact they were simply asking the court for instructions, asking for advice. What should we be doing? Should we still be spending all this money in Marin or should we be allowed to spend it elsewhere? It was misunderstood and became so controversial that it became a tragedy.

But now at least the San Francisco Foundation is better off than it ever was. It's larger than it was before the Buck Trust. It's gotten more support than before the Buck Trust. It has again

engendered respect and trust and is growing and doing a better job.

Smithsonian National Board

Glaser: You are an associate of the Smithsonian National Board.

Haas: There again that is one of those citizens community groups to more or less get national support and national understanding for a great institution. The duties are not arduous. You have two meetings a year, one in Washington, one elsewhere in the country. As far as I'm concerned you meet a lot of very fine people who care about contributing to the general community good.

Director, Northern California Grantmakers

Glaser: You are director of the Northern California Grantmakers.

Haas: That's a good group. I've got little more than a year to go. It's not the most exciting group I've been involved in but it is worthwhile. It is a consortium of most of the foundations in northern California who have banded together to try to solve common problems and do some educational and training work for professionals, have task forces involving AIDS, homelessness, and so on. There is the emergency loan fund and an arts loan fund. So I think it does a lot of good.

American Israel Public Affairs Committee

Glaser: You are newly elected to the Northern California Region of AIPAC [American Israel Public Affairs Committee]. It's not on your list.

Haas: I'd forgotten all about that.

Glaser: You're too newly elected.

Haas: That's true. That's really a big deal. What do they have, a hundred people on there? Bobby Sinton called me and said, "Naomi Lauter wants you to be on this." I generally believe in what

AIPAC has done, not completely in support of all they have done, but I think they are very necessary. This is in effect a letterhead sort of thing as far as I'm concerned. You really keep up to date.

Glaser: Yes. [Tape turned off; then resumed] When you were speaking of another organization, you said that was not the most exciting one. Which organizations that you were part of did you find exciting?

Haas: I would certainly select Stanford as outstanding. Of course Stanford is an outstanding university and still is in spite of its tough publicity recently. Because there you were involved with outstanding people both in the staff and faculty and on the board. It was a real honor to be involved and tremendously interesting and invigorating and stimulating.

Certainly I also consider San Francisco Foundation, in a different way, in that group. And Rosenberg as well. Those are the ones that stand out in my mind. The Citizen Advisory Commission was not exciting. In fact, sometimes around eleven o'clock at night it became rather boring. But still you had a feeling of maybe doing a little bit to influence something that was happening.

Glaser: Then as a generalization could one say that the activities you found most rewarding were those where you came away with a feeling of something accomplished, something solid?

Haas: You hoped to. Not every time, not every meeting. But in general, yes.

Recognitions Received

Glaser: You've had a number of wonderful awards. We've talked already about the Alexis de Tocqueville Society Award that you got from United Way. I think the most recent one was the Endowment Achievement Award from the Council of Jewish Federations. During your five-year chairmanship of the Endowment Development Fund the assets were almost doubled.

Haas: I cannot take much credit for that. Again, it was a group effort. I give Phyllis Cook and the people that she horsewhipped credit for those increases.

Glaser: I think you're being a bit too modest because you have a reputation of being a very fine fundraiser.

Haas: If you heard that, I'll accept that. But I would say that even though fundraising for many people is difficult and distasteful, and I can't say I enjoy it, I think that as far as I'm concerned there are two important things involved in fundraising. One is trying to set an example yourself, hopefully known as being generous. And two, a personal commitment. Too many people try to raise money by writing letters or by making a phone call. In some cases you can do that, but not when you really want to raise money. In the end, as far as I'm concerned, the only way to raise money is to make a personal call, and it's best if two go together. So there is a sense of commitment that you have to get over to the person you are calling upon.

Glaser: You were also given an award from the Harvard Business School Association of Northern California. You were Business Statesman of the Year.

Haas: That was nice although I must confess that there is somewhat a habit of passing that around among the major corporations. I'm not trying to put it down. My brother got the first award about ten years before I got it, so it took me that time to catch up with him. But it is a nice thing to have and it looks good on your record.

Glaser: It's hard to get you to say anything very nice about yourself. You minimize everything.

Haas: I'd rather rely on others, if they care to.

Glaser: Well, one doesn't get the sense of how important something is if you minimize it.

Haas: Well, I don't know what to say on that. I think, looking over this list as we are now, one that I say is not exciting but meant a great deal to me is the one back in 1953 when I was-- How old was I then? Thirty-five I guess. Something called Time Magazine Leaders of Tomorrow. The leaders were one hundred young men in San Francisco (it may have been fifty, I'm not sure) selected as leaders of tomorrow. Both my brother and I were on that. I looked over that list not too long ago, and it wasn't too bad. They didn't miss by too much. I don't think there were too many people who went to jail or failed. There were a lot who really did achieve positions of leadership.

Glaser: Getting the Financial World Magazine award as CEO of the Year must have been very satisfying.

Haas: That was very nice. I think I got that about a year after I became CEO of Levi Strauss & Company, of course replacing my

brother. I think it always amazed him that I achieved that in such a short time. Of course it was built on the record he had made. There was a certain momentum. Actually we haven't delved into that too much but throughout the history of Levi Strauss we have worked together as a partnership.

Glaser: We'll talk about that next. One more award, Big Brothers of San Francisco Award for Outstanding Contribution.

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Haas: That Big Brothers award back in 1963, and I guess then I was forty-five, I felt that was very personal. I think it happened soon after I finished being president of San Francisco Aid Retarded Children, a small struggling group. I felt a feeling of accomplishment there. This was really, I felt, a much more personal kind of award than some of these high-falutin' ones we've talked of that may have come later in life. This was much more personal. It wasn't as perfunctory as some of the others so it meant a great deal to me.

XIII LEVI STRAUSS & COMPANY**From Valencia Street Plant to Headquarters**

Glaser: We'll go on to another topic, of Levi Strauss. You joined the firm in 1945 at the Valencia Street plant. How many years did you work there before going to headquarters?

Haas: I think I worked there almost exclusively for probably something like two years. Then I got into the habit of spending half a day out at Valencia Street and coming down around lunchtime and spending the other half day at headquarters at 98 Battery Street.

Of course out at Valencia Street I learned how to make 50ls and some shirts, the whole mechanics of production, the basics of production, and of people and of personnel relations, or labor relations if you will. Just a gamut of things that I have really stored away the whole time I have been at Levi Strauss because ever since production has been one of my main loves.

I came down here half a day and then gradually more and more until eventually I was spending full time down here. No one was suggesting these things to me, it just was a natural course of events. We were very small then and you had to do many different things yourself, learn a lot of different things yourself.

Glaser: What were your main duties once you came on full-time at headquarters?

Haas: I was still involved a lot with the whole operations end of it, the distribution, the production, ordering the denim, scheduling the denim, scheduling the piece goods, the sundries, purchasing those things. I'm trying to remember when there was price control and I had to work out what our prices would be, what the government would allow us to do. Just a whole gamut of things.

Company Expansion and Integration

Glaser: Were you involved in the expansion and opening up of new plants?

Haas: Yes. In fact I do remember now that you mention it, we opened a plant in Vallejo, California, where we began making leather jackets and casual pants and some shirts. I was involved very much in the very beginning of that plant: interviewing people in Vallejo, helping to get the whole plant started, helping to run it. For about a year, in fact, I was commuting every day to Vallejo. So when I said it took two years to come down here, I had forgotten about Vallejo. I devoted at least a year to commuting to Vallejo every day.

You were talking about equal opportunity earlier. We had not integrated our plants yet. Well, the only plants we had were Valencia Street and two small plants in San Jose and Santa Cruz. When we went into Vallejo, because it had been a shipyard center, there were a large number of blacks, African Americans. We made it very much a point that of the first fifteen applicants we hired and put to work, two or three were black. So that when the people came to work this was already an established policy.

I can remember one operator who was from the South complaining about it. We simply said, "That's the way it is. We're sorry if you don't want to work here. We can't force you to." That was the end of it. That was one of the easiest integrations we ever did.

Glaser: What about integration in plants in the South?

Haas: That came somewhat later, but it was something we are very proud of. This was before there was a federal law. One day our wonderful guy who was in charge of operations, Paul Glasgow, came to Walter and me. He said, "I know you want to integrate our plants. I think we have an opportunity to do it in our Blackstone, Virginia, plant. We're having trouble getting enough white applicants. If we are going to keep that plant going we are going to have to spread out more." So we said, "Let's do it."

He went through all the process to get people ready for it and they still complained. I remember going back there and meeting with the city fathers in the fire station there. I had been forewarned about what their demands might be. I told them, "We want to integrate the plant, we're not going to dictate our policies to all of you. If you don't want it, we won't do it. But we won't continue operating here."

So they saw we meant business and they said, "Well, we want some separation. First they said, "Could you put a wall up between the two sides, black and white?" We said, "No." "How about painting a white line down the center, blacks on one side and whites on the other?" "No." The next thing, of course, was drinking fountains. "No." "Restrooms? Cafeteria?" Again we said no.

Then we said, "If you don't want us to change your mores around here, we just won't stay." That clinched it. We stayed and I think we only lost one person whose husband said he didn't want her working there. That was the beginning.

Then we went about one hundred and twenty miles away to Warsaw, Virginia, that was our second Southern integrated plant. Then our policy became the standard. If we established a new plant, we went in and told the people, "We are going to have an integrated plant. We are not going to tell you how to run your lives, so if you don't want us in here we won't come in."

Glaser: Did you personally go down to Virginia to integrate this plant?

Haas: Blackstone was the one where I went in. The others I had gone in advance and talked to people, although once it was set it wasn't that necessary. Paul Glasgow took the message for us.

Company Growth

Glaser: It's a splendid record. Were you involved in new product development?

Haas: In the early days to some extent. It seems almost ludicrous now how we did it. I remember only one or two main product developments. We wanted to keep a plant operating, the demand had fallen off. One of our main salesmen in southern California said, "Peter, there is a great demand for a casual pant." So we came out with something called Levi's Lighter Blues. But I remember the back pocket was really a very bastard operation. It was an inside back pocket rather than a free outside back pocket. It was an abomination. Why we sold any I don't know. But I knew little--I was not a designer or a product developer.

Glaser: When your father was less active, how were duties divided between your brother and yourself?

Haas: It was more a matter of evolution. Walter was always very much more interested and had talents in the marketing, selling, advertising, personnel end of the business. I was more bent toward operations and financial things. So it was a natural combination and evolution. I pay great tribute to my father and to Dan Koshland as they gradually relaxed their hands on the reins of the business. There was never any official announcement that Peter or Walter are now in charge of this. Go see them; don't see us. But they gradually withdrew and people gradually came to see us more. I can't tell you exactly. There may have been title changes. Most fathers do not pass on the reins like our dad did.

Glaser: Yours is the largest apparel manufacturing company in the country. How did that come about, from a small business to be so very large?

Haas: I think basically we hired the best people. In the early days Walter went out and hired two MBAs. This was unprecedented in the apparel industry--the rag business. In fact the tradition here at Levi Strauss had been for people just to work up through the ranks. Many of them were only high school graduates, very few college graduates. They were wonderful people; they helped to build the company. But as this industry became more and more competitive, it required the kind of talent that we were able to attract to the company. Of course people say, "Levi's. What a wonderful name. Of course you got a headstart because of your name." Actually, Levi's were not that well-known. We worked desperately to keep the name out of the public domain, to prevent it from becoming a generic term. We never gave up on that.

Remember, in 1945, at the end of World War II, as I mentioned, our total sales were \$8 million, of which only \$2 million were products we made ourselves with our own name on them.

So by one means or another, through hiring the best people, having a good product to begin with and making sure that it remained a good product, we did get larger and larger. We had two national competitors, Blue Bell and the H.D. Lee. They were bigger, much bigger than we were back in those days. They had similar products. They concentrated on blue jeans, but we have long since surpassed them. Then they merged, and we still got bigger than they.

Glaser: Well, you must have done a very good job in advertising and public relations, aside from having an excellent product. I remember (it must be about twenty years ago) you had a design contest for decorating a Levi jacket. That was spread over all the newspapers. Quite a coup, I believe.

Haas: I guess so. That was one of many promotions that occurred at various times through our life. Yes, I hope that we manage to keep coming up with creative and new ideas.

[Interview 4: March 10, 1992] ##

Glaser: Was the period of the greatest expansion of the Levi Strauss Company after you and your brother took over from your father and Dan Koshland?

Haas: It started well before we actually took over. It started, essentially, right after World War II. There was a pent-up demand that just started taking off at that time. Growth continued at a rapid rate when my brother and I took over. But it had already started well in advance of that time that we were officially in charge.

A Family Business

Glaser: What are the advantages and the disadvantages of working with your own family?

Haas: There are so many advantages. I'm not sure I can think of any disadvantages. I think the main advantage for us at least is that first of all we all got along very well. We had faith and trust in each other and respect. There is a great advantage in a family business where you have a stake in it and feel personal involvement and a burning desire to make things work and grow and be successful. I know working with my brother was a source of joy. By our temperament and interests we pretty well complemented each other in so many ways.

As I mentioned before, he was Mr. Outsider, I was Mr. Insider; some character introduced us that way one time. He was more interested in the sales and marketing and was in charge of personnel as well. I was in the more mundane operations: production, distribution, and finance. We both knew a great deal about what the other was doing and about the other's area of general responsibility. So it worked out very well.

Glaser: Did that come about by design or it just happened to develop that way?

Haas: It just seemed to happen that those were the directions in which we chose to go. I won't say that we didn't have disagreements. That would be natural. But they weren't those things that in any

way tore things apart. We always had them in private, never in public.

Glaser: What have you and your brother done to bring along the younger generation?

Haas: First, taking Bob Haas, who is Walter's son and has great, great ability. It just was natural that he rose to the top. It didn't hurt to be related, but he earned his spurs completely on his own and he did a magnificent job. What he has done since he took over, the results speak for themselves. My own son came into the business actually in advance of Bob. In both cases they made the choice themselves as I had, knowing that they were very welcome. But there was no hint of pressure to bring them in.

My son Peter, Jr., came in and, I thought, did a very good job. He worked in many aspects of the company including overseas for about four years. Then after about twelve years with the company, during a reorganization he decided he wanted to take a leave of absence, spend more time with his family as they were growing up and more time in doing community work. Unfortunately, to my very great regret, he decided not to come back.

Glaser: Why is Tom Tusher, a non-family member, president?

Haas: Number one, he earned it himself. He is a very able person. Number two, there was no other family member around. I shouldn't say it that way. Bob Haas is chairman and CEO and Tom has earned the right to be where he is; he's very able.

Glaser: Was he the first non-family member to rise to that position?

Haas: Take the chief executive officer, the CEO, that is the important job. I don't denigrate being president, but CEO is the top job. There was one person, one non-family member, in our history that served as the chairman and CEO for two or three years.

Glaser: When you were the executive vice president in 1958, what were your duties?

Haas: [Tape turned off; resumes] I imagine that 1958 was about the time my brother and I had essentially taken over the reins of the company. He was president, I was executive vice president. My duties were pretty much as I said. They ranged across the spectrum, but I concentrated mainly on the operations and finance and he did those other things I mentioned.

Glaser: What changes happened when you became the president from 1970-1981?

Haas: Really very little change. We went public in 1971 when I was president. Actually, my brother took over as chairman then and CEO. He became chairman in place of my father which had been more, as I said, a title given to Dad because he wasn't as active. We had not named a CEO before that but the investment adviser said, "You've got to have a CEO." So Walter being the senior became the CEO. That's when he was chairman and CEO and I was president. After he became chairman, we still continued to split up our duties pretty much as I've outlined.

Glaser: When you became the chief executive officer, 1976-1981, you were Federation president during that time. You must have been a very busy man.

Haas: Yes, but then they say, "If you want something done, get a busy man to do it." That was the way it worked out.

Glaser: And your duties just continued along the same lines? You must have had quite a lot of added responsibility within the company.

Haas: I don't remember. Things just seem to flow along or you don't notice particularly. There were never any abrupt changes because of title changes.

Glaser: What changes have occurred within the company over the years since 1981 when you were no longer CEO?

Haas: Well, we just continued to expand and get bigger from 1981 until the present time. The one big change is when we went private again. We had been private years back. Then we went public because we needed more financing, more equity to continue our growth. Then when we went private we took a tremendous risk. We were overloaded with debt. But mainly we did it so we could enjoy the advantages of a private company as well as prevent anyone from taking us over.

Glaser: What year did you go private again?

Haas: It was 1985.

Glaser: What was Dan Koshland's role in the years that he was active?

Haas: He was president for a short period of time, or chairman I guess. I'm not sure which was which at that time. He was the top person in the company during that period. Again, he and Dad had always worked in a partnership almost the same as Walter and I did. I don't remember exactly how they split up their duties, but they had spheres of responsibility just as we have. But essentially they ran the company together.

Employee Relations

Glaser: The Levi Strauss Company is renowned for its enlightened treatment of employees. We've already talked about breaking the color bar in Virginia. Just recently, announcement was made that the company granted health benefits to domestic partners of unmarried employees. How did that come about?

Haas: I guess you're asking about the overall matter of treating employees. This had to come. This, as well as our feeling of community responsibility, of corporate social responsibility, really evolved from our predecessors--our grandparents, particularly my father's father, then Dad and my uncle Dan Koshland. It was just part of the fiber of their being to care about people and to treat them responsibly and as generously as one can in a competitive business. So that just was handed down to us. More recently it has been institutionalized more than ever before, so it didn't rely just on my father and Dan Koshland together or Walter and me. It's instilled more than ever in the company.

Glaser: Have you ever had to close plants and lay off employees?

Haas: Yes, unfortunately. We had a siege of that some years back. It was the most painful decision and painful process any of us have ever gone through. But, unfortunately, we had built more plants than we needed. There was a long lead time in getting plants on stream. We had overestimated what our growth would be. We had more production than we needed, more facilities than we needed. So we had to go through a very painful process to protect the jobs of those who would remain. At least we were praised for the way in which we did it, in giving greater severance pay than was the norm and continuing health care longer than most did; continuing our grants to organizations doing good work in the community two or three years beyond the time that we would close the plant, and so on.

More on Company Growth

Glaser: Tell me about your expansion into Eastern Europe.

Haas: The most recent announcement has been our building a plant in Poland. Some years prior to this we had a licensee plant in Yugoslavia. Unfortunately, that's closed down at the moment. But fortunately it's a licensee so it didn't affect us greatly. We

have also owned a plant in Hungary for some years. Through those we learned, pretty much got our feet wet behind what was then the Iron Curtain.

Glaser: Were there a lot of risks involved in setting up these plants?

Haas: Oh yes, because not too many had done this before. There was some question whether people would work in the kind of regime that we wanted. We did find that under American methods people worked much more productively, increased their earnings far beyond what they had before, and it worked out very well.

Glaser: It must give you a great sense of pleasure to realize that for so many years the blue jeans, the Levi's, have been almost a form of currency in Eastern Europe.

Haas: They are. They seem to be bartered all over the world, in some cases at astounding prices. I know I mentioned it before that when I came with the company right after World War II (it was November 1, 1945), it was a relatively small, Western-based, essentially jobbing and wholesaling company. Of the \$8 million sales at that time, \$6 million was in sheets and pillow cases, jobbing, and wholesaling. Only \$2 million was in products of our manufacture and label, essentially the 50ls that are so popular now.

Over a period of time my father made the decision with Dan and the rest of us to get out of wholesaling, which he could see was going to be a dying industry, to concentrate on our own label. Again, we were small. There were at least two national companies that had pretty much the same product line as we, particularly in blue denim.

People say, "Oh well, you have the Levi's name. Aren't you lucky?" Well, the Levi's name then was not what it is today. We have that name, I guess, through really hard work and protecting it to keep it from going into the public domain. So I'm rather proud of that record.

XIV PHILANTHROPY

A Family Tradition

Glaser: I want to ask you now about your philanthropic endeavors. Where did your deep caring about philanthropy come from?

Haas: It had to come from my forebears. It was particularly my father and mother who showed an example. They were both very much involved in philanthropy and helping in the community. That was rather an inheritance, I guess.

Glaser: Why do you do what you do? What are your payoffs?

Haas: There must be a satisfaction in thinking that you are doing some good and helping people. One of the payoffs also is that you meet some awfully good people doing this kind of work. I think I mentioned before, when I was in charge of the United Way drive, it was an opportunity for meeting many of the "important" people around town. That's not why it was done, but again, you just meet a wide range of good people in the financial and business community.

Glaser: Who were some of the people who influenced you? Did you have a mentor?

Haas: I don't know if I had a mentor. One person who influenced me in Federation work was Bob Sinton. He was somewhat my contemporary, maybe three years older. Seeing the good work he was doing in the Federation, I remember particularly in a campaign that he was quite involved in, it inspired me to move ahead. Lloyd Dinkelspiel, I always looked up to Lloyd, Sr., a tremendous person. There were others. Treg, Sanford Treguboff, in a way he was a mentor. Over different periods, there may have been more.

Glaser: Had did you combine your vast amount of volunteerism with business and family? There were a lot of demands made upon you.

Haas: I suppose so [chuckles], but I mentioned the saying, "If you want to get a job done, get a busy person to do it." So I kept busy. I guess also I didn't have the facility for saying no. Maybe I had delusions that the organization could not operate without me, which, of course, was silly. I think one of the fortunate things you learn over a period of time as you get older is that you can say no and the world does not come apart. But it is a very sobering feeling to come to that realization.

Glaser: It evidently did not come easily to you to say no.

Haas: No, but it's much easier now.

Glaser: What is your own favorite charity or philanthropic effort?

Haas: Right now the favorite, the only important one that I'm still involved in, I guess, is the San Francisco Foundation. I have a good feeling about it and the people involved in it and the work it does.

Haas Foundations

Glaser: You have your own personal foundation and a family foundation. How are those administered?

Haas: Taking the so-called family foundation, the Walter and Elise Haas Fund, for seven years we have had a staff, a very competent staff. My brother and sister and I have been trustees and just recently took in three of the next generation as full-fledged trustees. My own foundation is the Miriam and Peter Haas Fund. Up until recently, Mimi and I have done without any staff. But my mother having passed away, there is now going to be a rather large influx of capital to the fund. We just recently hired two people to staff it.

Glaser: How do you and your brother and sister come to agreement on what you want to give funds to from your parents' fund?

Haas: It's a matter of give and take. Over recent years, the staff has gotten somewhat accustomed to what we think and how we think and obviously tries not to bring in something that they know all three of us will not like. Then it is often a question of the majority rules. We try not to be split, but there are times when the vote,

if we take a vote, really is two to one. We recognize our differences in outlook and interest.

There are many things we know we would do with our own funds, whether my sister's, my brother's, or mine; they involve different characters and different interests. We don't let those rule our minds when we are in a meeting on the Walter and Elise Haas Fund. Often we consider if this is what our parents would like.

Glaser: What are the interests of your parents' fund and of your own personal fund? I assume that there are areas of specific interest in each.

Haas: It's a little hard to characterize my parents' fund. Those are things we are just in the process of hammering out because it also has a large infusion of capital from my mother's estate. Virtually 100 percent of her estate went to charity in the form of the three children's funds and the Walter and Elise Haas Fund. We are in the process of reexamining our guidelines in the Walter and Elise Haas Fund. Education is important, community--not as great community involvement as one might think although we are into that. Arts are important, health is important, ethics is involved. It's rather a broad range of areas.

As for our own, we are again just in the process of trying to hammer out guidelines and figure out where we can "make a difference" or "focus," which everybody is trying to do. But education I know, and early childhood particularly, is important.

Gifts to UC Berkeley and Stanford

Glaser: The family has been very involved with the University of California. You have a Haas International Award at Berkeley. I understand that was the idea of Mrs. Clark Kerr. How is that handled?

Haas: The amount involved is shamefully small for the amount of recognition that is given there; we get a good bang for our buck. The university, and now Berkeley, has the responsibility for obtaining possible nominees. And then there is a committee of six or seven drawn from different parts of the university that reviews the nominees and makes the selection. The family has only one representative on there, and we all vote on it separately and then hand in our one vote.

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Glaser: The international award was given by you three children on the occasion of your parent's fiftieth wedding anniversary. That was a very nice thing to have done.

Haas: We were searching for something to honor them that would be meaningful. As you say, Mrs. Clark Kerr--we had talked to her and she had come up with this idea, which is to recognize a graduate of Berkeley. At times it has been the whole University of California, the different campuses; now it is back to Berkeley. It's for either a graduate or someone who attended there, returned to their native country, and made a real mark in their own country. That involved both my parents' great interest in international affairs as well as their (at least my Dad's) love for the University of California. It combined the two.

Glaser: Who were some of the recipients?

Haas: I'm trying to remember. I remember the president of Argentina. The ambassador from Canada, I believe at that time, to Iran. This was in the time when the hostages were involved and he was very heroic in what he did there. There have been people from Japan, from India, one from Israel. I can't remember; I would have to go over the list. But they've been very good people who have made a difference in their native country and hopefully because of some of the education they got at Berkeley.

Glaser: You wanted to tell me about the new business school?

Haas: You were asking about our interest in Cal. There we have made a substantial gift to the university for the business school. As I say, they in turn named the school after Dad. Just recently, it will be announced in a couple of days, we supplemented that gift, which will enable them to complete the financing and move ahead on construction.

Glaser: There is a Stern Hall on both the Stanford and the Berkeley campuses. Was that named for your Aunt Lucie?

Haas: The one at Stanford was named for Aunt Lucie because Dad made that gift. He was entrusted with her funds after she passed away. This came from the Lucie Stern Fund to Stanford. The one over at Cal came from my grandmother, Mrs. Sigmund Stern, Rosalie Meyer Stern. She wanted to give a residence hall for boys. She liked boys better than girls. I think my mother persuaded her, since my sister was going to Cal--not because Rhoda expected to live in a residence hall although she eventually did--to make it a hall for women instead of men. I think partly because Bowles Hall was in existence then and that was for men.

Glaser: Is the Lucie Stern Fund still in existence?

Haas: No. It was sunsetted. It was mandated that after ten, fifteen, twenty years, whatever, everything would be distributed. My dad was very proud of the fact that through his investments he gave far more during the lifetime of the fund than the initial capital that was involved.

Glaser: You used a term I've never heard before, "sunsetted."

Haas: It was mandated to have a finite life. It would have to go out of existence.

Glaser: Before we talk about your personal life, would you recount the anecdote you told me after we had stopped taping, about your name and how it was changed?

Haas: [chuckles] Well, when I was born my parents named me John Edgar Haas, Edgar after an uncle of my mother's who went down on the Titanic: Edgar Meyer, who was my grandmother's brother. John, I think, came from a general in the Presidio whom they liked very much. A few months after I was born, my mother was sitting next to, I think, that same general at a dinner party. He said, "Elise, I don't like to interfere but you named your son John Edgar Haas. But many people pronounce it "Hass" and a nickname for John is Jack and do you really want kids to call your son Jack Hass? So they tacked Peter on in front and I eventually dropped the John. [Laughter]

XV FAMILY LIFE**Marriage and Children**

Glaser: Tell me about your first marriage and your children.

Haas: Well, we had three wonderful children by that marriage.

Glaser: What year were you married?

Haas: 1945.

Glaser: And your wife's name?

Haas: Josephine, she was called Jody.

Glaser: Her maiden name was Baum?

Haas: Baum [spells it], yes. Peter, Jr., was born in 1947. I am very proud of all that he has done. Then Michael came along some years later. Unfortunately, he was retarded. They called it Mongoloid then; now they call it Down's syndrome. So he never developed. He's living in a residential facility near Napa. Then we wanted another child, but Jody couldn't have one so we adopted a beautiful little girl, Margaret Elizabeth--we called her Peggy. At the time it was very difficult to adopt, particularly more so at our age. The social welfare department of San Francisco had just opened an adoption facility. Someone told us about that, a close friend, so not too many people had heard about it. I remember the social worker came around to see us. Of course Michael was living with us then and she immediately said, "Well, of course, you are going to remove this child from your home."

We were horrified. We said, "Absolutely not. We may at some time. But we are going to be the judge of that." It was almost an eye for an eye situation. But, fortunately, we persuaded them

that that should not be a barrier to adopting Peggy. We went ahead and did that.

Michael remained in our home for quite some time and the kids were used to him and accepted him as their brother. I don't think they were adversely affected by the relationship.

Glaser: Tell me more about your children.

Haas: Peter went to Town School and Lick Wilmerding, to Stanford, where he did very well, then on to Harvard Business School. After some time went by, to my joy, he came to work at Levi's. He did a fine job and was progressing, except that he was reluctant to travel as much as most of our jobs require, preferring to spend time with his kids as they were growing up. During a reorganizing time of the company he decided to take some time off to determine where he wanted to go. To my great regret--for I had learned how good it was to work with my father--he decided to be with his family more and work in the community. Those were his values and I applaud him for them. He is on the board of Levi Strauss & Company and of the Levi Strauss Foundation, is head of the Red Tab Foundation, an entity of the company. In the community, he has been chair of the Novato Youth Center, on the board of a local bank, chair of Marin Academy, and a trustee of Vassar College--and I don't know what else. I am very proud of what he has accomplished.

Peggy went to Burke's School, to Manhattanville College in New York, and graduated from UOP. She has been busy also. She was on the board of Burke's School. She is also on the board of Marin Academy, which makes it rather interesting. I think she and her brother get along there; he is chairman of the board. She is doing things in Corte Madera where she lives, such as being in charge of the art fair and taking care of over a hundred artists and their exhibits and running the Fourth of July parade. So she is keeping quite busy in the community.

She has two stepchildren. I don't know if I mentioned that Peter, Jr., and Joanne [spells it] have three great children.

Glaser: What are their names?

Haas: Jennifer, Daniel Stern--named after Pete's great grandmother whom he was very close to, and then Bradley. Actually, as an aside, Michael, our child, was named Michael Stern. So they have a girl and two boys. The older one is a sophomore at Vassar.

Glaser: Do you want to talk about Mimi? I'll leave that up to you.

Haas: Yes. I'd like to, but this is very sensitive. I guess I'm a private person--these things happen. I got divorced, married Mimi, Miriam Lurie, and I now have two stepsons, great kids, who are about the age of my grandchildren. Ari is a sophomore at Boston College, and at the moment Daniel is a freshman back at Greenwich [Connecticut] High School, living with his father. We hope he will be coming home next year. He had been living with us up until this last year.

Jewish Identification

Glaser: Do your children have your strong identification to the Jewish community and Israel?

Haas: No. I'm sorry. As these things happen, they have no interest and no identification.

Glaser: Have you ever been self-conscious about being Jewish?

Haas: Yes. I think basically when I was in college. Only once or twice I dated Jewish girls, though I went around with non-Jewish girls. That was one of those things you went through. My first wife was not Jewish. I guess, somehow, getting involved in the Federation, or being involved first in the Community Center, being involved in the Federation, the emergence of Israel, all of that gradually changed my outlook.

Glaser: Was there an incident of a bomb being thrown at your home? Did Robert Sinton tell me that?

Haas: No, that's not true. This was the time of the Symbionese Liberation Army. The group that Patricia Hearst got involved in. If you remember, their headquarters in Los Angeles was destroyed by fire. One day the FBI came to see me and said that in the ruins of the fire they found a list of people that supposedly were going to be hit, and I was one of them.

They said I should be careful, keep my eyes open. I talked to our security people. No one seemed to know exactly what they could do. I certainly didn't want bodyguards or anything like that. I do remember I went home and I debated, "Should I tell the family or not?" I finally decided it was best to do that but not to alarm them. I remember my son, who was much younger then of course (I forget what year it was), said, "Is Uncle Walter on the list?" I said, "No, he wasn't." He said, "Well, you finally got ahead of him, didn't you." [laughter]

In any case, shortly after that we got some strange phone calls that sounded threatening. And then one night someone threw something against the wall of our house, against the fence, and scribbled something on there we didn't quite understand. That was a little daunting. We talked to the police and all that. Some time later, I don't know quite how it happened, again I got this call. It turned out that the caller was a very fanatic Jewish person who was in the Jewish Defense League. What he had against me, I don't know. But I was so damned pleased it was just a crazy Jew instead of anyone from this other organization--the SLA. That was the end of it.

Glaser: That must have been frightening. Were your parents aware of it?

Haas: I don't think so, no.

XVI A SUMMING UP

Political Affiliation

Glaser: Tell me about your political activities.

Haas: I have never been that much involved in politics, either giving or participating. I am a registered Republican but I cross over to vote for Democratic candidates quite often.

Glaser: So you vote for the man, not the party?

Haas: The man or the woman.

Glaser: Thank you for correcting me. [laughter] What has given you the most satisfaction in your work?

Haas: In my work? I suppose the most satisfaction is seeing how Levi Strauss has grown into a major international institution which has been very prosperous and at the same time seems to be respected by people outside of Levi Strauss and also has engendered great loyalty and affection within the company.

Glaser: Do you have any suggestions for how the Federation can bring along younger people or newcomers to the community into Federation activities?

Haas: I don't know how I can suggest anything there. They seem to be bringing them along. I know when I attend a board meeting, which is not very often--only because I am not involved anymore in that respect--I don't know very many people there. So they have new people coming in. I think they must be doing a good job.

Tony Vermont, the Morgan Horse

Haas: Let me say something about a little part of my life when we got this country place in Novato.

Glaser: Were you living in Atherton before then?

Haas: We had been living in Atherton during the summer and on weekends. We found this spot in Novato with a lot of acreage. The first thing Jody said was, "We have to get some horses. I want the kids to learn how to ride them. When I was a child in Oklahoma I rode all the time." So it was the halt leading the blind. We got some horses. We went through quite a few until we got some that were reasonably good. Unfortunately, the kids did not show much interest in riding. I would see these two horses out in the field doing nothing, getting fat and complacent. Though I had ridden a bit as a child, essentially I was scared of horses. But I worked out a deal with the horses. I said, "You know I'm scared of you but you can have a good life here if you don't let on and we'll ride a bit." So gradually, more and more I rode and got over some of my fear.

Then we got some good horses, particularly a Morgan. That started us on Morgans. Tony Vermont was his name. It sounds like someone from the Mafia or someone from Hollywood. He was supposedly trained but he wasn't. We kind of learned how to ride together. It turned how he was quite a trotter. He really covered ground. So my friends started talking about endurance riding, fifty-mile endurance rides. The more I thought about it and how fast he trotted, the more I wanted to get into an endurance ride.

Someone gave me an application and one evening, I think after two martinis, I filled it out and put in the post office box. The next morning I had second thoughts about it, but it was already in the mail so I had to go through with it. That was the beginning of some endurance riding--Tony and me. It was a great satisfaction to finish and we did pretty well.

Glaser: Is that the Tevis race up toward Tahoe?

Haas: From Tahoe to Auburn. That is one. That's one hundred miles. It had always been my ambition to do that. Many of my friends earned buckles; I was always jealous. I never quite got around to doing it. The ones I went on were fifty miles, over at Point Reyes, and generally around this area. But you both had to be in pretty good condition. It was fun, but after the first one I said I'll never do this again. Of course, after thinking about it I began to realize the mistakes I made and how we could do it better. So we got back in, Tony and me.

Glaser: It was a challenge.

Haas: Right.

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Chronology of Peter E. Haas' Jewish Community Federation Activities

1949 Member, Jewish National Welfare Fund study committee.

1950 Member, executive committee of Jewish National Welfare Fund.

Co-chair with Edwin T. Golden, Business and Professional Division. Chairman of two budget subcommittees: national service, health and welfare.

Member, study committee on Jewish community planning; members from Federation of Jewish Charities and Jewish National Welfare Fund under leadership of Joseph Blumlein and Lloyd Dinkelspiel; "It is a study of what we have and what we need." After almost three years and one hundred people involved, the study results in the 1955 merger of the two community organizations. It came about because of increased support of local agencies by the Welfare Fund, which called for closer integration between the fundraising and the planning agencies.

Tenth anniversary of Eureka Benevolent Society and twenty-fifth anniversary of Jewish National Welfare Fund.

1952 Re-elected to board, three-year term ending December 1955.

Campaign co-chair with Edward Bransten, Jr.

Member, budget committee.

Merger of Maimonides Health Center and the Hebrew Nursing Home.

1953 Member, special committee on the Jewish Community Bulletin. Committee concludes the Bulletin should be retained as beneficiary rather than as administrative arm of the Welfare Fund.

1954 Member, budget committee. Caucus system used--each budget study committee determined by itself which agency or agencies within its group could sustain reductions necessary to arrive at a balanced budget.

1955 President Walter Heller states need to elect officers and directors even though henceforth would be absorbed by the new Jewish Welfare Fund. It is necessary to preserve Jewish National Welfare Fund's corporate status for the time being because California corporations' code does not provide for transfer of assets of non-profit corporations in event of a merger.

- 1956 First official board meeting of new Jewish Welfare Federation.
Member, fundraising committee.
- 1957 On fundraising and social planning committees.
Merger now approved by Jewish National Welfare Fund after state legislature enacted law protecting bequests and legacies. No long need to maintain inactive corporation.
- 1958 Member, fundraising committee.
Population study to be done by Dr. Fred Massarik.
- 1959 Chairman of special awards committee (Dinkelspiel Memorial Award)
Works with President Blumlein to establish Young Leadership Development program.
- 1960 Member, budget committee.
- 1961 Member, budget committee.
- 1963 Member, fundraising committee.
On study mission to Israel with Sam Ladar and Louis Weintraub. On return, report that attend of 1964 the Joint Distribution Committee and the Jewish Agency will no longer get German restitution funds--a probable loss for each of \$7 million.
- 1964 Campaign chairman, Richard S. Dinner vice chairman. Set goal of \$2,500,00; most successful campaign in the history of Israel.
Member, fundraising committee.
Chairman, standing committees.
- 1965 Member, finance committee.
Chairman, fundraising committee.
Elected vice president of executive committee.
- 1966 Co-chairman with John Steinhart of Advance Division.
Vice president.
Member, finance and administration committee.
Chairman, fundraising committee.

Young Adults Division established.

1967 Vice president of executive committee.

Member, finance and administration committee.

Vice chairman, budget committee.

1968 Appointed treasurer.

Chairman, finance and administration committee.

Member, executive committee.

As chairman of newly-formed urban affairs committee, reports on problems relating to poverty and racial discrimination. Board approves urban affairs project, which came out of Council of Jewish Federations and Welfare Funds, to cost \$20,000 a year for two years.

1969 Chairman, finance and administration committee.

Treasurer.

Member, joint Federation/Maimonides committee to review funds accruing to Maimonides. One-half already given to Jewish Nursing Home when Maimonides closed.

Campaign chairman, United Bay Area Crusade.

1970 Treasurer.

Chairman, finance and administration committee.

Member, bylaws revision committee. Among other changes, revision provided for amalgamation of social planning and budget committees.

1971 Vice president.

Member, finance and administration committee.

Much greater community interest in Jewish day schools; Federation must take careful look at direction community is moving in this area.

1972 On Abraham Haas Memorial Fund committee; funds transferred to Hebrew Free Loan Association. Fund's identity to be maintained.

President of United Bay Area Crusade, therefore resigns from Federation to avoid conflict of interest.

1973 Member, fundraising committee.

1975 Chairman, capital funds campaign.

1976 Vice president.

Member, allocation review committee for capital funds.

1977-1978 FEDERATION PRESIDENT

1977 Ex officio member of fundraising committee and endowment subcommittee re adult retreat facility at Camp Swig.

In state of Federation speech, states that Congregation Rodef Sholom and adjacent Jewish Community Center talked about mutual development of the area.

Two new committees formed: capital funds, which takes place of allocations review committee, and insurance committee.

Allocation to Stanford University of \$150 000 to establish visiting professorship in Jewish studies. Stanford to contribute \$50,000.

Committee established to expedite cooperation with San Jose Federation.

Homewood Terrace merges with Jewish Family Service Agency to become Jewish Family and Children's Service Agency.

Ron Kaufman reports that largest number of people in history of Federation going to Israel.

President Haas announces autumn leadership mission, including himself, to Poland, Rumania, and Israel.

1978 Federation moves to 254 Sutter Street.

General Assembly in San Francisco, Frances Green chairman.

Executive committee recommends reorganization of United Jewish Appeal governance, which should have significant Federation representation.

Project Renewal accepted, involves commitment of \$6 million. Tel Hanan to be renewal town.

Bylaws changed to increase directors at large from forty-two to fifty. Maximum term of office to be two two-year terms instead of three terms.

Rabbi Lurie announces United Jewish Appeal governance to include Federation representation. Cleveland has followed San Francisco's initial action.

1979 Chairman, executive committee.

Honorary director of Federation.

1980 Member, capital funds committee

1981 Chairman, endowment funds committee; fundraising and capital funds committees.

1982 Member, capital funds and fundraising committees.

1983 Member, fundraising and overseas committees; ex-officio endowment fund and capital funds committees.

1983-1988 Chairman, development committee of endowment fund.

1987 On endowment fund subcommittee to review administrative budget re question of instituting charges for operation of philanthropic fund.

1988 Completion of five-year term as chairman of endowment fund's development committee.

1992-1994 Chairman, Jewish Community Endowment Fund.

CAMPAIGN GOAL...\$2,100,000

1952 CAMPAIGN CO-CHAIRMEN



EDWARD BRANSTEN, JR.



PETER E. HAAS

The 1952 campaign of the Jewish Welfare Fund is a crucial test of our willingness to assume our clear and urgent responsibilities to our fellow Jews here at home, overseas and in Israel.

1952 is a year which demands action. Action requires money. The campaign goal of \$2,100,000 is the realistic minimum needed for 1952 to finance vital human services.

Throughout the world hundreds of thousands of our fellow Jews look to us. They desperately need the life-giving, hope-giving services which our free philanthropic dollars alone can provide.

Let's do our share. Let's give our share. Let's give our help to those who need hope.

Chairman
Advance Gifts Division
A. J. SHRAGGE

Co-Chairmen, Business & Professional Division
JACOB SHEMANO
JOSEPH SLOSS, JR.

Co-Chairmen
Women's Division
MRS. LOUIS HONIG
MRS. MATHEW TOBRINER

Chairman
Central Division
EDGAR M. KAHN

Co-Chairmen
Residential Division
MRS. LOUIS HEILBRON
MRS. NORMAN REIDER

Co-Chairmen
Young Adult Division
MRS. EUGENE PEARL
HERBERT W. SOLMSEN

Chairman, Marin County
To be announced

Chairman, Peninsula
To be announced

Chairman
Publicity Committee
LOUIS HONIG

Chairman
Speakers Bureau
GERALD D. MARCUS

Jewish Welfare Federation
 220 Bush Street, Suite 645
 San Francisco, California 94104

M I N U T E S

BOARD OF DIRECTORS
FEBRUARY 10, 1977 - 12:00 NOON
CONCORDIA CLUB

| | |
|--|--|
| <p>PRESENT:</p> <p>Peter E. Haas, President Gerson Bakar Irwin Bear Paul Boas Jerome I. Braun Kenneth Colvin Edie Culiner George Frankenstein Joyce Friedman Frances D. Green Maurice A. Harband Harold J. Kaufman Ron Kaufman Samuel A. Ladar Herbert A. Leland William J. Lowenberg Victor L. Marcus Donald E. Newman Miriam J. Roland Michael Rubenstein Lloyd Sankowich Donald H. Seiler Stuart Seiler Robert E. Sinton Roselyne C. Swig Marilyn R. Taubman Rabbi Martin S. Weiner Marilyn Yolles Arthur B. Zimmerman</p> <p>HONORARY Jesse Feldman DIRECTORS: Walter A. Haas</p> <p>STAFF:</p> <p>Brian Lurie Gene Kaufman Norman Rosenblatt Susan Solomon Nat Starr</p> | <p>ABSENT:</p> <p>Karl Bach Helene G. Cohen Phyllis L. Cook Annette Dobbs Robert B. Friend Rhoda Goldman Richard N. Goldman Seymour Hyman Gerald D. Marcus Stuart Moldaw Sol Postyn Irving Rabin Richard M. Rosenberg</p> |
|--|--|

STATE OF THE FEDERATION

Appendix D

By Peter Haas, President

Delivered February 10, 1977 - Board of Directors Meeting

Nineteen years ago this Sunday, my father presided over his first meeting as the second President of this Federation, in this building and perhaps in this room. As part of the agenda, the Campaign Chairman announced a "Big Gifts" cocktail party later that month and a community kick-off dinner in April with Jack Benny as the featured attraction. The styles change a little-- but the enormity of the demands and our response to them have increased dramatically. Those nineteen years ago, in 1958, the Federation raised roughly \$1,950,000 from 10,000 donors and, in fact, this general level of giving remained through 1966. Last year we raised \$9,500,000 from 16,000 people. Another \$9,000,000 went into the Capital Funds Campaign.

We have clearly an enormous responsibility to the community we represent and serve. So, before I am submerged in the day to day demands of this office, I would like to sketch briefly some thoughts about a tradition we must maintain, and a future we must build.

To begin, I must talk about our constituent agencies--for they are at the heart of the delivery of services to the Jews in our area. Franny Green made a great contribution in strengthening the communication and cooperation among these agencies themselves, and between federation and the agencies. I hope to continue along this path. Thus, I am calling a meeting on February 23 with agency presidents and executives so that together we may continue in the building of a strong local Jewish community.

Cooperation and coordination must not stop with our immediate family. We have two sister federations, Oakland and San Jose, that provide, with us, a vast array of services to our Bay Area community. We have learned over the past year that there is much we can do in unison with major gift meetings and missions to

Israel. I believe that our Federation must explore with these two sister federations our mutual concern for involving and servicing the maximum number of Jews in our Bay Area.

In the past several years we have become fully aware that our Jewish demography has radically changed. Today over 55% of our Jewish population lives in Marin and on the Peninsula. These communities must create a viable Jewish infrastructure if they are to involve and serve the Jews in their areas. Of course, we must approach this development in a thoughtful way. But our thoughts must not be limited to conventional wisdom. We are faced with the sobering fact that no federation has ever successfully developed its suburban communities. Let us be the first, but for us to succeed, we must use imaginative approaches to the problem.

In this vein, I understand a very preliminary conversation has taken place between the temple leadership of Congregation Rodef-Sholom and the leaders of the adjacent Jewish Community Center in Marin. Their dream is a mutual development of that area for the good of the total Jewish community. At present it is a dream. Whether or not it will come to pass depends on much hard work and intensive planning.

To meet the needs of an expanding Jewish community, we must rely on two major sources of funds:

First, capital funds. It is my belief that no federation can continue to grow and serve people without giving thought to constant capital improvements. We are committed to the meaningful survival of the people of Israel as our first priority. But we must be ever mindful that this goal can only rest comfortably on a solid Jewish foundation here at home. To that end, I will ask the by-laws committee, under Sam Ladar, to prepare the necessary amendment to create the eighth standing committee of our Federation to be known as the "Capital Funds Committee." In

anticipation of this, with your approval last month, we have already appointed the Chairman and Vice-Chairman of this committee, and they are in the process of completing the membership.

A second source of funds for development of innovative and creative projects will come from our endowment fund. Today, this endowment fund stands at 12 million dollars. I believe a 25 or 30 million dollar fund in the foreseeable future is not an unrealistic goal. A fund of this kind can enrich our Jewish community life immeasurably, and must be a top priority for our Federation.

We have many unmet needs that require fulfillment. Perhaps the most glaring is the provision of low cost housing for our well-elderly. (If there is such a thing nowadays as low cost housing.) Gerson Bakar will be making a preliminary report on his progress in answering that need at 3200 California. Moreover, the Peninsula Housing Committee is close to tendering its proposal to help meet the needs of our elderly Jewish population on the Peninsula.

In November of 1978, this Federation will host the General Assembly of the Council of Jewish Federations and Welfare Funds. Our city will be measured not only by its beauty, but by its hospitality and effective local coordination of this massive undertaking. I have, therefore, asked Franny Green, to chair

- 4 -

this effort, and I know of no one better qualified to do this, and am tremendously pleased that she has graciously accepted. Franny, you deserve the thanks of our entire Federation family for your agreement to head this important project.

Now, finally my thoughts about our annual campaign, for this is where it all starts. I am convinced that our Jewish community can raise far more money than we have demonstrated in the past. This belief is tied to the sure knowledge that what we do as the Board of Directors of this Federation sets the pace for our entire community. In that connection, I mention two dates to you:

The first is Tuesday, March 1, when we will meet at Mount Zion Hospital at 5:30 to launch the Telethon for Federation's "Campaign Month." After a brief business meeting, which will be our Board's March meeting, starting at 5:30 sharp, we will have supper -- and then we will "hit the phones."

The second date is something that I want you to note as what I think is an experience of a lifetime. There will be a leadership mission in the Fall of 1977, leaving here on the 22nd of October and returning to San Francisco on November 6. This leadership group will go to Poland, Rumania, and Israel. I plan to attend, and I am hopeful that as many of you as possible will join us.

- 5 -

These then are some of the more important matters we must face up to together in the coming year. I'm confident we will do so successfully for two reasons. First, we have, in all of you a strong, knowledgeable, capable and - above all - committed group of people who comprise our Board of Directors. Second, we have a strong, knowledgeable, capable and equally committed group of people that comprise our Federation staff. We are extremely fortunate in this regard for I have always felt that the top community organizations excel only if they have strong leadership and participation in both the volunteer and professional sectors, each performing a distinct role but blending in a commonality of purpose.

I urge you all again, as I did when I spoke briefly last month, when you entrusted me with this office - I urge each of you to participate fully in our deliberations and activities for we need the broadest possible involvement. Again, I look forward to working with all of you, the Federation, and I need your help for us to succeed.

ACTION:

- F. It was moved, seconded and passed to appoint the following individuals to serve on the Ad Hoc Committee on "Who Is A Jew":

Melvin Swig; Ad Hoc Chair, Endowment Vice Chair
 Max Bernstein; Project Renewal Chair
 Jerome Braun; Past President
 Annette Dobbs; Ex-Officio
 Dianne Feinstein; Delegate
 Jesse Feldman; Past President
 George Foos; Current Camp Chair
 Stewart Foreman; B & A Chair
 Sam Gill; Project Renewal Vice Chair
 Richard N. Goldman; Past President
 Frances D. Green; Past President
 Peter E. Haas; Past President
 Ron Kaufman; Past President, Overseas Chair
 Robert Kirschner; Delegate
 Samuel A. Ladar; Past President
 Alvin Levitt; Overseas Vice Chair
 William J. Lowenberg; Past President
 Laurence E. Myers; Past President
 Sora Lei Newman; BJE Chair
 Dr. Andrew Rosenblatt; B & A Vice Chair
 George Saxe; Strategic Vice Chair
 Donald Seiler; Endowment Chair
 Robert E. Sinton; Past President
 Peter F. Sloss; Endowment Vice
 Rabbi Malcolm Sparer; Board Of Rabbis
 Ronald Wornick; Strategic Planning Chair

IX Executive Committee Report

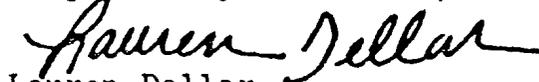
- A. Stuart Seiler delivered the December 6 Executive Committee report making specific mention of the Soviet emigre resettlement status. There was also an update made on the Marin Campus project and the South Peninsula Council.

X Overseas Committee Report

- A. Due to time constraints, it was agreed to postpone the Overseas Committee report until the January 17 Board of Director's Meeting.

The meeting was adjourned at 1:45 pm.

Respectfully Submitted,



Lauren Dellar

Assistant to the Executive Director

Item 4:

ENDOWMENT COMMITTEE
(in place as of 9/18/90)

Chair: Mervin G. Morris

Vice Chair: Melvin M. Swig, Endowment Development
Peter F. Sloss, Endowment Allocations

Staff: Phyllis Cook
Peter Gertler

Members: Rabbi M. Barenbaum
Benjamin Baum
Ernest A. Benesch
John Blumlein
Jerome Braun
Adele Corvin
Annette Dobbs
Jesse Feldman
John Freidenrich
Robert Friend
Hanna Fromm
Bud Gansel
Richard Goldman
Frances Green
Peter Haas
Douglas M. Heller
Geoffrey Kalmanson
Ron Kaufman
Samuel Ladar
Robert Levison
Alvin T. Levitt
William J. Lowenberg
Bruce Mann
Phyllis Moldaw
Laurence Myers
Bernard Osher
Eda Pell
John Pritzker
William Rollnick
George Saxe
Jack G. Schafer
Albert L. Schultz
William Russell-Shapiro
Geraldyn Sicular
Robert Sinton
John Steinhart
L. Jay Tenenbaum
Haskell Titchell
Bertram Tonkin
Sidney Unobskey
Anita Weissberg

Ex-Officio: Claude Rosenberg, Chair, Investment Committee
Andrew Rosenblatt, Chair, Planning & Allocations

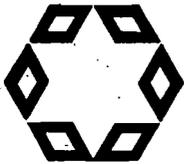
Intern: Don Abramson

THE NORTHERN CALIFORNIA JEWISH BULLETIN

JANUARY 19, 1990

CONNECTIONS

Peter Haas Given CJF Achievement Award



Donald Seiler, chairman of the Jewish Community Endowment Fund (right), presents Peter Haas with the coveted Endowment Achievement Award from the Council of Jewish Federations. The CJF Award, given "in recognition of creative and outstanding leadership to the Endowment program," was announced when the national organization met at its General As-

sembly in Cincinnati. During the five-year period that Mr. Haas was chairman of the Endowment Development Committee (1983-88), assets grew dramatically from \$32.6-million to \$62.6 million. A former president of the Jewish Community Federation, he continues to serve as a member of JCEF's Executive Committee.

Haas family promenade becoming a top tourist site

By DAVID LANDAU
Jewish Telegraphic Agency

JERUSALEM — One of this city's most frequented tourist sites is neither an archaeological site nor a religious shrine and is not even six months old. The Walter and Elise Haas Promenade, already fondly called "the promenade," attracts hundreds of visitors every day.

The promenade, donated by the Haas family of San Francisco, was designed by U.S. architect Larry Halperin and Israeli landscape architect Shlomo Aronson. Built along a ridge some 2.5 miles to the south of the Old City, the three-block-long walkway commands a breathtaking view of the Mount of Olives, Mount Scopus, the Old City walls and the modern city.

Of course, the view has always existed; drivers on their way to the suburb of East Talpiot would peek at it as they wound their way along

the narrow road. Or people walking through the woods on the steep hillside below the United Nations Middle East headquarters could gaze at the historic landscape. But only privileged visitors to the U.N. building, formerly the residence of the British high commissioner, could appreciate the full majestic view.

Now one can stroll along the six-yard-wide promenade, built next to the recently widened and straightened road leading to the U.N. building and East Talpiot, and see the full east-to-west panorama.

The promenade was officially opened on Jerusalem Day in May, but rumor of the superb view had spread long before then. On Independence Day, three weeks earlier, groups of Jerusalemites already were gathering there.

Indeed, the promenade, which is built in the form of a viaduct of Je-

rusalem stone with a Victorian solidity reminiscent of the Thames and Seine embankments, is rarely empty. Joggers measure out a full kilometer from the convenient parking lot to the end of the promenade and back. Elderly gentlemen walk briskly, perhaps at the suggestion of their cardiac specialists. Courting couples sit in the stone alcoves covered with slated wooden roofs. Numerous stone benches line the walkway.

At night, when the promenade is romantically lit by wrought-iron lanterns, the visitor can appreciate the floodlighting of the Old City walls and can easily spot the bright lights above the Western Wall.

Yet, the hour just before sunset is the most popular time at the promenade, when a cool wind blows across the ridge, even at the height of summer. Then the Old City's limestone walls reflect the pink-gold evening light, and the golden dome of the Mosque of Omar glints in the setting sun.

The promenade is now a "must" on the itinerary of every tourist here. Busloads of visitors spill out onto a semi-circular stone observation platform in the middle of the site. They sit on the wide terraces of this amphitheater and listen to their guides recount the story of Jerusalem. It is easier to understand the growth of the original City of David when one can see the hills.

On a clear day, you can even see the Hills of Moab in Jordan to the east, as well as the arid hills of the Judean Desert leading down to the Dead Sea. The southern wall of the Temple Mount is clearly visible, and the keen-sighted visitor can just pick out signs of the archaeological park below.

The area around and below the stonework is being planted with gardens, though the planners point out that they are trying to protect the natural fauna of the area, which is a transition zone between the Mediterranean region to the west and the Judean Desert to the east. The breathtaking view will improve.

Profile:**PETER
HAAS,****Chairman of The Board,
Levi Strauss & Co.**

BY KAROL WHITE

For the world's largest clothing manufacturing company, tradition is as much a part of the corporate environment as international markets. And the bolt of canvas that started it all 131 years ago still reigns supreme.





Blazing a trail across the high Sierras, the cowpoke in the faded, worn blue jeans, plaid shirt and Western cowboy hat is none other than Peter Haas, chairman of the board of Levi Strauss & Co. The 63-year-old former CEO holds the reins of the nation's number one apparel firm, branding his managerial style into the richly woven fabric of this multibillion-dollar corporation. The fourth generation of descendants of itinerant peddler Levi Strauss, Haas and his brother Walter, Jr. have steered the firm from sales of \$8 million a year to sales of nearly \$3 billion. Once a small Western company, Levi Strauss & Co. today is a large, multinational organization. Levi Strauss would have been amazed.

The founder of what is today the largest clothing manufacturing company in world history came to this country from Bavaria in 1847, at the ripe old age of 17. A peddler of household goods and clothing, he was lured to California in 1850 by tales of gold-rush fortune. The story goes that a miner looked at a bolt of canvas Levi had brought for tents and declared, "Should've brought pants. Pants don't wear worth a hoot up in the diggin's." Therein lies the tale of the success of the Haas clan of San Francisco.

The 20-year-old peddler who made pants for the miners never married. When he died, he left the company to his four nephews, Jacob, Sigmund, Louis and Abraham Stern. The Stern Brothers ran the company until 1928, when Walter Haas, Sr., who had married Sigmund Stern's daughter, Elise, took over. Helping him manage the business was his brother-in-law, Daniel Koshland. They ran the company until Peter Haas and his brother, Walter, Jr., took over following World War II. Today, Peter Haas is mind and the store. *Continued next page*

PETER HAAS

Continued from page 41

Recently named chief executive officer of the year by *Financial World* magazine, Peter Haas runs Levi Strauss with single-minded attention to detail, rigorous emphasis on planning and optimum stress on operating efficiency. A graduate of the University of California at Berkeley, Haas was a Baker Scholar at the Harvard Business School. He went to work for his father following a brief stint as a riveter in an aircraft plant during World War II.

At that time, the family business made only one product: men's blue denim pants, commonly known as blue jeans. Today, Haas is chairman of the board of a company making 120,000 items, from women's separates and men's suits to sportswear, skiwear, children's wear and accessories. And don't forget the old standby — jeans.

During the past two decades, Levi Strauss has made diversification its corporate byword. The world's largest producer of blue jeans and denim clothing has moved aggressively into other areas. From straw hats to jogging clothes, the Levi's trademark covers a vast assortment of apparel. To be sure, blue jeans are still the cornerstone of the business and the dominant product in sales and profits. However, the company no longer relies solely upon one basic product. "Diversification has come about largely due to company investment in marketing research, advertising and planning," says Haas.

Levi Strauss is divided into two operating units: Levi Strauss USA and Levi Strauss

International. It also has another group composed of Eximco, corporate licensing, Oxxford Clothes and Rainfair as well as corporate staff, which provides financial and administrative support to the operating units and the company president. Each division is an integrated operation with its own staff, manufacturing plants and sales force.

Levi Strauss USA encompasses the Jeanswear Division, Youthwear Division, Resistol Hats, Womenswear Division, Koret of North America Division, Menswear Division, Activewear Division, Accessories Division and Retail Stores and Employee Purchase Plan. The largest division by far is Jeanswear in terms of both sales and profits, and is the leading manufacturer of jeans in the United States. The Youthwear Division is one of the largest brand-name manufacturers of youthwear in the world. Its products include boys' jeans and other casual pants, shirts, jackets, Coveralls, T-shirts and vests for the toddlers to 14-year-olds, as well as activewear and a line of girls' wear, including 7-14 and teen sizes.

Resistol Hats is one of the world's largest sources of brand-name Western and dress hats. The Womenswear Division — the company's most rapidly growing operating unit — markets a line of sportswear including pants, shirts, sweaters, skirts and shorts styled for juniors, young misses, misses and women's large sizes.

For the most part, Levi Strauss USA has a high Western component in its major



lines. Last year, sales of this group climbed to \$1.3 billion, aided greatly by the acquisition of Koracorp Industries, Inc., a major apparel firm.

Koracorp brought Koret of California, Resistol, Oxxford and Rainfair to Levi Strauss. These companies, along with Koracorp's Koret of Canada and Etablissements Fra-For in France, have added further to the diversity of products manufactured by Levi Strauss. Koret of North America markets moderately priced coordinates including skirts, pants, blouses, sweaters and jackets. A separate sales force for large sizes was established in 1980.

A process of divisionalization, decentralization and control, says Haas, made growth and success possible.

The Menswear Division markets men's and young men's casual and dress slacks, jackets, shirts, vests, sweaters and outerwear. It is one of the largest manufacturers of men's and young men's slacks in the United States. The Activewear Division markets skiwear, warm-up suits, shorts and tops for a variety of sports for both sexes. The Accessories Division primarily markets belts, casual hats and wallets for men and women.

The International Group is composed of the Continental Europe Division, the Northern Europe Division, Diversified Apparel Products Division, Fra-For Division, Canada Division, Latin America Division and Asia-Pacific Division.

Levi Strauss International is structured differently from the USA Group. First, each group is separated geographically, then broken down into areas. Areas are further divided by country. Each country is considered a separate market with its own merchandising, sales and finance personnel. Levi Strauss International is independent of other operating units in terms of manufacturing and distribution.

Eximco has two major responsibilities: market development and joint ventures in Eastern Europe, the U.S.S.R., the Peoples' Republic of China, and direct international contract production for the company's other divisions. Oxxford Clothes produces quality men's suits in the U. S., while Rainfair produces industrial protective clothing.

The thread that binds this fast-growing diversified company together is decentralization stitched to control. "We could not have achieved the size we have and the

success we have without a process of divisionalization, decentralization and control," Haas affirms. "We had to get decision-making down to the lowest possible level," he remembers.

"About ten years ago," he says, "we thought the company was pretty big and had the feeling we had to reorganize for future growth. We formed an in-house task force to take a look at what we had. Out of that game plan came divisionalization. Up until then we had operated on a functional

basis, one production department, one finance department, one sales department, and so on," he continues.

"We decided to split the company up into divisions, in effect into smaller businesses that could be more responsive to the demands of the marketplace. We moved decision-making further down the line. No longer are decisions made at the top of the pyramid," he explains, noting "this had been one of the problems holding the company from moving as quickly as it might have. The set-up worked so beautifully that divisionalization or decentralization has continued to this day."

This decentralized company – with sales operations in 70 nations and all 50 states as well as manufacturing activity in 15 states – enters the Eighties led by a Chairman who characterizes his managerial style as "informal." He explains: "I try to achieve consensus. There are times, however, when this is not possible. Then, you just have to call the shots."

"The premiere designer jeans" currently command close to 30 percent of all jeans sales.

Haas keeps his finger on the pulse of Levi Strauss by a series of statistics – financial reports and operating reports. A comprehensive array of financial controls is geared to this reporting system.

The future of the company is as bright as the rivets on its jeans. Between 1979 and 1984, the company's spending plan shows \$400 million for 40 new factories and enlargement of existing facilities. By the end of 1985, Haas plans to add 33 plants and 7 distribution centers. This long-range plan will increase the number of plants to 135 and the number of distribution centers to 45.

"The future spells nothing but expansion," says Haas. "We're talking about as many as 42 marketing divisions five years from now, compared to the present 16."

The company recently opened "The Best Little Warehouse in Texas," – the largest and most highly automated facility in the apparel industry, containing 1,000,000 square feet of interior space, 25 miles of hanging rails, 5½ miles of conveyor belts. Shipping output is 43,000,000 garments annually.

"Growth for Levi Strauss means growth within the apparel industry," says Haas, adding that "we look at acquisition and diversification in three phases." The first, he says, is "that which is directly involved in the apparel field in which we are currently involved. Our acquisition of Koracorp is a splendid example of this type of acquisition. In Phase Two, we would look at an allied field where Levi's name would be transferable. Outdoor equipment and athletic equipment are examples of this type of diversification. Thirdly is the possibility of acquiring something completely outside our field which would be a financial investment.

"At the moment, however, we continue to diversify internally, creating an Active-wear Division and expanding Womenswear, for example. For the time being," he concludes, "we are concentrating within our own bailiwick."

This \$3 billion-dollar company has not suffered from the popularity of designer

jeans. Indeed, the impression that they have taken over the jeans market is pure fabrication, according to Haas. "Designer jeans have been good for our business," he says. "They have created additional demand which works out well for us because people find out they don't have to pay that exorbitant price for designer jeans . . . that they can get something with better quality with Levi's name on it: the premiere designer jean." Interestingly, designer jeans have grabbed only 5 percent of the market. Levi's commands close to 30 percent of all jeans' sales.

Clearly, the family tradition is worth preserving: The fifth generation is waiting in the wings to take the reins at Levi Strauss. Although the company went public in 1971, it is still run by descendants of its founder, and the sons of Peter and Walter Haas, Jr. are already in the business. A sixth generation is waiting in the crib.

"I dream about Bob (his nephew) and Peter (his son) working side-by-side, as my brother and I did," the chairman says. "It would certainly be good for business."

*Concerned with the
community, active
on a civic level and
still riding the trail . . .*

"About five years ago," he recalls, "it seemed time to take another look at the organization, and McKinsey & Company came in to evaluate how we operated. They had a number of suggestions, including the creation of a new department which we call Corporate Planning and Policy. In the process, however, they came back to us and said, 'There is real concern among the employees interviewed about whether the family presence was going to be continued.' They wanted to know about Bob and Peter. Up until then we had somewhat of a hands-off policy on their careers. We let them compete and let promotions come as they would to anyone else. Up until then, we were bending over backwards to avoid nepotism. Then we found out that the employees really care about the family. We realized at that time that it was important to put Bob and Peter on a faster track. And that's where they are today."

Just as the more than 50,000 employees care about the Haas family, the company believes in its employees. "Quality in relationships with people is equally as important as quality in product," says Haas. "We have a pretty good reputation as a company concerned with the community," he says, adding that "a lot of the things we believe in and do were handed down. We work very hard letting everyone know that people are important."

"People have to be treated as individuals,

as human beings, with respect and fairness. Most other companies avow the same thing — maybe we work harder at it," he beams.

Peter Haas works hard, both on and off the job. He serves as director for Crocker National Corp., Crocker National Bank and the American Telephone and Telegraph Company. He is a trustee of Stanford University and the United Way of the Bay Area, and vice-chairman of the Rosenberg Foundation and the San Francisco Bay Area Council. He is a past president of the Jewish Welfare Federation, a member of the Golden Gate National Recreation Area

Citizens Advisory Commission, of the California State Parks Foundation, and of the board of governors of the United Way of America. He is a former president of San Francisco Aid to Retarded Citizens, a past vice-president of Mount Zion Hospital and a former director of the Boy Scouts of America.

When not serving on boards or guiding the explosive growth of this *Fortune 500* company, Haas likes nothing better than riding trails in the tradition of his products and his family. "The light of my life is Tony Vermont," he smiles. "He's a Morgan horse — not very pretty, but he's tough." 🐾

PETER

(Tune: "Mame")

Lyrics by Morris Bobrow

Your work is tops, we have to confess, Peter.
 Despite your office being a mess, Peter.
 You know where every paper is. You can quickly find it in a pinch.
 But, why have such a lovely desk when you can only see a half an
 inch?

When you're too busy to go to lunch, Peter,
 You just stay in your office and munch, Peter.
 And although when you're home, you eat food that is prepared with
 health in mind,
 That diet only goes so far.
 We know that in your desk there are . . .
 Many a hidden Hershey Bar. Peter.

 You are the Golden Bears' greatest fan, Peter.
 You watch each game of theirs that you can, Peter.
 No matter what your mood may be, a victory by Cal will always
 cheer you.
 And when you watch them on TV, you yell as though you think
 that they can hear you.

You listen carefully to each game, Peter.
 Even while sitting through "La Boheme," Peter.
 Whenever you shout, "Bravo," it means that Cal has probably blocked
 a punt.
 Your radio you always take
 When you are dragged to see "Swan Lake."
 At least, it helps you stay awake, Peter.

 When you're at home, you are hardly seen, Peter,
 'Cause you're in front of your PC screen, Peter.
 You've got computer-mania. You buy every gadget you examine.
 How could you live without a computer that can beat you at
 backgammon?

You've got the highest tech stuff that's known, Peter.
 You light your house lights from your car phone, Peter.
 And, driving down to Woodside, you can start the heater in your
 pool.

With these contraptions you don't fail,
 But, you turn absolutely pale
 When given a hammer and a nail, Peter.

 The cost of goods you carefully watch, Peter.
 And, so you only buy ~~Price-Club~~ scotch, Peter.
 You got a brand new Lexus to drive in - it is one of your few vices.
 Your cars have been conservative.
 What the heck is this, a mid-life crisis?

You work out now to build up your brawn, Peter.
 You've even got a trainer named . . . "Dawn?" Peter
 You build your arms up leafing through magazines you order by
 the ton.
 With dozens you are inundated
 On subjects most proliferated.
 You even get "Horse Illustrated." Peter.

 You worry you'll be late for each flight, Peter.
 So, you check in the previous night, Peter.
 You love to fly and also you know the latest on the airline scene.
 And, as suspected, you subscribe to every aviation magazine.

You've all the Morgan horses you want, Peter,
 Though none can equal Tony Vermont, Peter.
 Our love and admiration we give to someone who always comes
 through.
 And, now, we'll give this song a push,
 Since you hate to beat around the bush,
 So, Peter, Happy Birthday to you.

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Eleanor K. Glaser

Raised and educated in the Middle West. During World War II, spent two years in the 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 non-profit 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.

Additional travel includes Great Britain, Europe, Israel, Mexico, and the Far East.

