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MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.
Series B: Commission on Jewish Education in North America (CJENA). 1980–1993.
Subseries 1: Commission Meetings, 1988–1990.

Box
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Folder
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1 August 1988 Meeting. Commissioner correspondence,
June 1988-September 1988.

For more information on this collection, please see the finding aid on the
American Jewish Archives website.

**Mandel
Associated
Foundations**

1750 Euclid Avenue • Cleveland, Ohio 44115 • (216) 566-9200

Jack N. and Lilyan Mandel Fund
Joseph C. and Florence Mandel Fund
Morton L. and Barbara Mandel Fund

June 10, 1988

Dear sal :

I am delighted that you will join the North American Commission on Jewish Education. The Commission will suggest practical steps and concrete recommendations for the improvement of Jewish education in North America in all its forms and settings.

We anticipate that the Commission will meet three or four times over a period of 18 months. Our first meeting will be held on August 1, 10:30 a.m. to 4:00 p.m., at the offices of JWB, 15 East 26th Street, New York, New York. Please mark your calendar.

The Commission will oversee the activities of Commission Director Arthur Naparstek and appropriate supporting staff, whose responsibilities will include gathering and organizing data, preparing background papers and reports, consulting with scholars, educators and policy makers, and coordinating the ongoing participation of important Jewish publics.

The Commission will start its work with some already established benefits. It has begun its planning stage in cooperation with JWB and the Jewish Education Service of North America (JESNA), and has held discussions with the Council of Jewish Federations (CJF). A number of national educational organizations and foundation leaders have also been consulted.

Enclosed is a paper describing our concept of the work of the Commission. It reflects the thinking of a small group that has worked to describe the idea behind the Commission. I am also enclosing a list of those who have agreed to serve on the Commission, thus far.

Prior to our first meeting, a member of the Commission staff will contact you to schedule a meeting to discuss your views with respect to the Commission and Jewish education in North America.

I hope to see you at our first Commission meeting. An agenda, background material and particulars will be sent well in advance.

I look forward, with pleasure, to working with you.

Cordially,

MORTON L. MANDEL

prefix first last
title OB
company OB
street
address

Enclosures



**Mandel
Associated
Foundations**

1750 Euclid Avenue • Cleveland, Ohio 44115 • (216) 566-9200

Jack N. and Lilyan Mandel Fund

Joseph C. and Florence Mandel Fund

Morton L. and Barbara Mandel Fund

June 10, 1988

Dear sal :

I am very happy that you will be serving as a senior policy advisor to the North American Commission on Jewish Education. This letter is to ask you to hold several dates, and to bring you up to date on recent developments. Our first meeting of the senior policy advisors will be at 3:30 p.m. on Thursday, July 7, 1988 at Premier Industrial Corporation, 4500 Euclid Avenue, followed by the first Commission meeting scheduled for August 1, 10:30 a.m. to 4:00 p.m., at the offices of JWB, 15 East 26th Street, New York, New York.

A copy of the Design Document, which you helped to draft, is enclosed.

Good progress has been made toward completing the membership of the Commission. Thus far the following persons have agreed to serve: Bill Berman, Jack Bieler, Charles Bronfman, John Colman, Lester Crown, David Dubin, Stuart Eizenstat, Joshua Elkin, Eli Evans, Max Fisher, Alfred Gottschalk, Yitz Greenberg, Robert Hiller, Carol Ingall, Mark Lainer, Norman Lamm, Sara Lee, Seymour Martin Lipset, Robert Loup, Matthew Maryles, Florence Melton, Donald Mintz, Lester Pollack, Charles Ratner, Harriet Rosenthal, Esther Leah Ritz, Alvin Schiff, Ismar Schorsh, Dan Shapiro, Yitzak Twersky, and Bennett Yanowitz. (As yet, we have had no turndowns.)

Art Naparstek, who will be joining the Premier/Mandel program on July 1, 1988, will also be assuming the directorship of the Commission. Please call Art if you have questions about any aspect of the Commission's work.

Again, many thanks for signing on in this undertaking, and warm personal regards.

Cordially,

MORTON L. MANDEL

prefix first last
title OB
company OB
street
address

**Mandel
Associated
Foundations**

1750 Euclid Avenue • Cleveland, Ohio 44115 • (216) 566-9200

Jack N. and Lilyan Mandel Fund

Joseph C. and Florence Mandel Fund

Morton L. and Barbara Mandel Fund

June 21, 1988

Dear sal :

I am pleased that you will be serving as a member of the Commission on Jewish Education in North America and look forward to working with you in my capacity as director.

With the first Commission meeting scheduled for Monday, August 1, my colleagues and I are actively involved in meeting preparations. At that meeting we would like to distribute a brief biographical sketch of each commissioner. I would appreciate your sending me information on your background. Please send it, as soon as possible, to Premier Industrial Foundation, 4500 Euclid Avenue, Cleveland, Ohio 44103.

You can expect to hear from me regularly during the months ahead. If you have any questions or comments about the Commission, I can be reached at (216) 391-8300.

Sincerely,

Arthur J. Naparstek

prefix first last
title OB
company OB
street
address

**Mandel
Associated
Foundations**

1750 Euclid Avenue • Cleveland, Ohio 44115 • (216) 566-9200

Jack N. and Lilyan Mandel Fund
Joseph C. and Florence Mandel Fund
Morton L. and Barbara Mandel Fund

July 12, 1988

Dear sal :

The first meeting of the Commission on Jewish Education in North America will take place on Monday, August 1, from 10:00 a.m. to 4:00 p.m. with a continental breakfast available. The meeting will begin at 10:30 a.m. The location has been changed to UJA Federation of Jewish Philanthropies of New York, 130 East 59th Street, Conference Room B, New York, NY 10022.

If you need to be reached during the day, messages can be left at (212) 836-1793. The caller should indicate that you are with the Commission.

We have reserved a block of rooms at Madison Towers Hotel, 22 East 38th Street, New York, NY 10016. You can reserve a room by calling 1-800-225-4340 and indicating that you are with the Mandel Associated Foundations group. Reservations must be made by July 24.

Please complete and return the enclosed card by July 25 to confirm your plans. I look forward to seeing you on August 1.

Sincerely,

Arthur J. Naparstek
Director
Commission on Jewish Education
in North America

prefix first last
title OB
company OB
street
address

Enclosure

MLM
AUG 9 1988

DAVID HIRSCHHORN

(D)

BLAUSTEIN BUILDING
BALTIMORE, MD. 21201

MAILING ADDRESS:
POST OFFICE BOX 238
BALTIMORE, MD. 21203

August 3, 1988

Mr. Morton L. Mandel
Mandel Associated Foundations
1750 Euclid Avenue
Cleveland, Ohio 44115

Dear Morton:

I am pleased to have been a participant in the first meeting of the Commission on Jewish Education in North America last Monday, and I am happy to have had the opportunity to meet you. My apologies for finding it necessary to leave the meeting before its conclusion due to an overlapping commitment. I shall look forward to receiving the Minutes of the meeting.

In addition to the major themes identified by Mr. Yanowitz in his summary, I would suggest that we consider adding to the Commission's Agenda, the subject of evaluation of programs in Jewish education. I recognize that this is a difficult problem. The Commission would be making an important contribution if the methodology for such evaluation could be developed. Many programs are being undertaken with unclear objectives as to what the program is intended to achieve. How are we to measure success or failure? In this connection, the suggestion made during the meeting that case studies of successful programs be circulated would represent one form of evaluation, provided such case studies included information which identifies how the judgement as to the success of the program was determined.

As you are aware, large sums are already being expended for various forms of formal and informal Jewish education. For example, in Baltimore, almost half of the Associated budget for local services is directed toward programs of formal and informal Jewish education. I am sure more funds are needed, and presumably, one of the objectives of the Commission is to stimulate such additional funding. However, I am concerned that there will never be enough funding unless steps are taken to provide for greater accountability in the use of these funds.

I look forward to participating in the further deliberations of the Commission and I convey my best regards.

Sincerely,

David

DH:ez
cc: Mr. Arthur J. Naparstek, Director

AUG 11 1988

DAVID HIRSCHHORN

BLAUSTEIN BUILDING
BALTIMORE, MD. 21201

MAILING ADDRESS
POST OFFICE BOX 238
BALTIMORE, MD. 21201

August 3, 1988

Mr. Morton L. Mandel
Mandel Associated Foundations
1750 Euclid Avenue
Cleveland, Ohio 44115

Dear Morton:

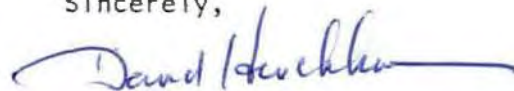
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I look forward to participating in the further deliberations of the Commission and I convey my best regards.

Sincerely,



DH:ez

cc: Mr. Arthur J. Naparstek, Director ✓

DONALD R. MINTZ
643 MAGAZINE STREET
NEW ORLEANS, LOUISIANA 70130-3477

August 4, 1988

PERSONAL

Mr. Morton L. Mandel
Premier Industrial Corp.
4500 Euclid Avenue
Cleveland, OH 44103

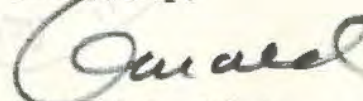
Dear Mort:

I thought the first meeting of the Commission on Jewish Education of North America was extraordinarily productive and positive. The composition of the Commission, together with the interest displayed during the meeting, is a fitting tribute to your wonderful leadership.

I am pleased and privileged to be a part of the effort and moreover, enormously grateful that JWB is a partner in this historic project.

With warmest best wishes, I am

Sincerely,



Donald R. Mintz

DRM/pie

Board of Jewish Education of Greater New York

426 West 58th Street / New York, NY 10019 / (212) 245-8200



DR. ALVIN I. SCHIFF
Executive Vice President

August 5, 1988

Arthur Naperstek
2452 Lamberton Avenue
Cleveland Heights, Ohio 44118

Dear Arthur:

I thought that the Monday meeting of the Commission was a good one. Most of the credit goes to your careful planning and orientation. As we say in our part of the woods, "Yishar Kochacha".

Much of the discussion actually revolved around givens and confirmed the fact that the challenges of Jewish education are rather clear. In this regard, the last two pages of "Jewish Education at the Crossroads", which I prepared for the Joint Program Jewish for Education, may be helpful. I'm enclosing a copy of this item for you.

The reason for this letter is just to elaborate on some of the remarks I made at the meeting. There are, to my mind, three major categories of challenge:

1. Personnel
2. Children and Families
3. Technology

1. Personnel

Regarding this challenge, I am enclosing some information about the "Year of the Jewish Educator" prepared by COJEO.

Questions re personnel which must be answered are:

What will attract personnel?
What will keep them?



AN AGENCY OF UJA-FEDERATION

This includes consideration of the teachers' workplace. It refers to the various kinds of educational settings in which teachers work. In many instances, this suggests an upgrading of the school environment and informal programs. Upgrading the workplace carries with it the need to increase possibilities for professional advancement and for career opportunities as well as more meaningful professional experience.

Another question to be answered is:

What will make teachers productive?

In this case, appropriate training to deal with needs of children and families is a necessary response. Moreover, teachers need to be able to be models for their students. They must also be capable of fusing formal and informal education strategies in their work.

2. Families and Children

Reaching and teaching family members of school children and youth in informal educational settings is a major challenge. The need to develop family support systems for pupils is absolutely essential if Jewish education is to become more effective. This means a knowledgeable adult base for our Jewish child education. There is significant research to support this contention. The Jewish supplementary school study of BJE of Greater New York reinforces this point.

3. Technology

How to use technology for formal and informal educational settings is absolutely essential as we enter the 21st century. This means harnessing all kinds of available hardware and software for the purposes of Jewish education in the school, the center, the community and the home.

Essentially, as I noted in my remarks during the morning session, our efforts should be geared to three target populations;

- (1) schools and programs that are effective (example: Day Schools and Camps to which about 20% of the Jewish child population is exposed). These need to be strengthened.
- (2) ineffective schools and programs (example: Supplementary Schools through which approximately 55% of Jewish youth will "pass"). These instrumentalities must be radically changed.
- (3) "Unaffiliated" Jewish children and youth (about 25% of the Jewish child population). These need to be reached and taught effectively.

Developing the appropriate strategies for each target population is our major challenge. Here, providing qualified, creative personnel, adequate family support and effective use of technology, are essential.

With warm wishes, I remain,

Keep up the good work,

Hal Taw!

Sincerely,

A handwritten signature in blue ink, appearing to read 'Alvin' followed by a stylized flourish.

Alvin I. Schiff

AIS:lz

cc: Morton Mandel

AUG 15 1988

RABBI HASKEL LOOKSTEIN
117-125 EAST 85TH STREET
NEW YORK, N. Y. 10021

THE STUDY
HANOVER 7 1000

August 8, 1988

Dr. Arthur Naparstek
Premier Industrial Foundation
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Dr. Naparstek:

I am writing in response to a telephone conversation which I had with Annette Hochstein before she left for Israel. We talked about some of the items that I had raised at the meeting of the Commissioners and also about some items which I did not raise. She suggested that it would be a good idea to write to you and make some specific suggestions reflecting my thinking. I shall try to do just that.

Before I proceed, let me put in writing what I tried to say orally about my very good feeling concerning the work of this Commission. In the first instance, just the possibility of working together with so many fine minds and so many committed people of varied religious outlooks is extremely inspiring. We all have many common goals, and to think that we can sit down and work on them together, despite our philosophic differences, is something which ought to be quite obvious but which, unfortunately, in our Jewish world, is not. Furthermore, the idea of having a chance to work with other people to change or influence the trends in American Jewish life that upset us, at least those trends which touch upon Jewish education, is also very exciting. In short, I am very grateful for the opportunity to serve.

I.

I am glad the document which summarized the interviews began with "The people who educate." There is nothing more important than that concern if we are going to improve - or even maintain - Jewish education in America today and tomorrow.

The question which I publicly aired at the meeting is not a frivolous one. Very few of us would not worry about a decision of our children to enter the field of Jewish education unless we had sufficient independent means to be able to support them outside

of their compensation in the field. That's not the way to build Jewish education in this country. We have to compete in some way with law, medicine, business, computer science, and other fields which draw our best minds away from the service of our people.

We start out with certain advantages. An idealist will find Jewish education to be extremely satisfying. The work year is considerably shorter than the normal work year in the market place. Even the hours are a little bit more reasonable, although those of us who move into administration find that it is a seven day a week - day and night - proposition. And yet, the calendar is much more civilized than that of a young lawyer, doctor or businessman.

The key issue, however, is compensation and professional standing. I have some ideas about professional standing but I would like to focus on compensation.

It seems scandalous that a young person who already has a bachelor degree, or perhaps a master's, and who, if he or she is on the Judaic studies side of Jewish education, also has a Judaic studies background, should have to start a career in teaching in a Day School at a salary less than \$25,000 a year. Different areas of the country may have other standards but, surely, in the major metropolitan centers that is not too much to expect for somebody who is going to devote himself or herself to the future of our children. Moreover, that salary has to rise significantly over, let us say, the first ten years in the field. Within ten years the teacher ought to be able to expect a salary in the range of \$50,000 to \$60,000 without becoming an administrator.

How can we do this? Perhaps the way to do it is by matching grants. Pick a figure which a school ought to be able to afford as a starting salary (\$18,000?) and say that we - whoever that "we" is - will provide half or three-quarters of the difference between that figure and \$25,000. Moreover, if the salary increase is \$3,500 a year (in ten years that means the salary will go to \$63,500) "we" will provide half of that salary increase.

I am not sure who "we" is. Perhaps it should be the Federation in a particular city. Perhaps it should be a consortium of foundations. Under any circumstances, however, it seems to me that we have to provide the funding for this kind of salary. Anything that is much less than that is not going to attract the best minds and talents to the field. Moreover, the worst thing is to have excellent teachers feel that in order to get ahead financially they have to become administrators. Frequently, the best teachers make poor administrators. But even if they turn out to be good, we have lost an excellent teacher in the classroom. If I had my way, I would much rather have excellent teachers in

every class than an outstanding principal. An outstanding principal with poor teachers will have a poor school. Outstanding teachers with a mediocre principal will still be a very good school; if not excellent, at least close to excellent.

Another important idea is in the fringe benefits area. Ramaz has a pension system whereby after three years in the school the faculty member pays four percent and Ramaz pays six percent. There is immediate vesting in the pension. The pension goes up a quarter of a percent per year for each partner, which means that in sixteen years the school is paying ten percent and the teacher eight percent. This represents a very fine pension if somebody stays in the field for about 25 to 30 years. If my memory serves me correctly, we receive about two percent from the Fund for Jewish Education here in New York to help us with that pension. We appreciate that help but, surely, it is quite minimal. For many other schools it means that they don't have good pensions. For us, it means that we are running a tuition in the high school of close to \$8,500 a year (this is directly attributable to the high salaries we are paying and the fringe benefits - pension and medical - which we have to fund ourselves). Since we are also a school which has a broad range of economic classes among our students, it means that we have to provide some form of scholarship for about 53 percent of our students. What we have, therefore, is a kind of graduated income tax whereby those who can afford to pay are paying very high tuition and others are paying less.

We are a better school because of the salaries and fringe benefits but we may be pricing ourselves out of the market. We need help from the outside. Other schools certainly do if we are to raise the quality of teachers who are attracted to Jewish education.

Among the fringe benefits, besides medical (which is going out of sight), dental (which we cannot even afford) and pension, there is the matter I raised at the meeting of providing free Jewish education for any teacher who is devoting himself or herself to Jewish education. In the school in which the teacher is teaching the education ought to be absolutely free. In another school we ought to be paying half the tuition. That's what colleges are doing to attract good people. Surely the Day School movement should not be doing less.

What I have sketchily outlined here is very expensive. I would like to add one further point, namely, that when I speak about teachers, I mean teachers who are in Judaic studies or in general studies (other schools call it secular studies). Both are giving our children a Jewish education and, therefore, both have to be treated exactly the same way.

If we do the things that I have suggested - and perhaps some other things which I haven't thought of - we will fill the teacher training schools with good people, we will have excellent people to go to the seminars and in-service programs and we will have people to whom we can give a higher status and empowerment and personal growth (I am quoting from item E in the interview reviews). If we don't do the basic financial work, however, everything else is going to be less productive. We simply will not have the people to train, to improve, to empower and to elevate. Recruitment of the right people to come into the field is the number one priority, it seems to me. Salaries and fringe benefits are the number one way to do the recruiting. Look at the legal profession and the business world for the models.

II.

In Roman Numeral III of the Review, there are some questions about the extent to which Day School education ought to be supported or supplementary schools ought to be encouraged. While I believe that it is important to strengthen supplementary schools because, in many cases, that's where the clients are, I would like to stress the fact that Day School education has been markedly successful. Among the Day Schools the importance of encouraging students to continue through their high school years cannot be over-emphasized. Moreover, while the impact on students is of course related to the kind of homes they come from, the statement that "students coming from homes that do not support the values and goals of these institutions" may perhaps not benefit so much from Day Schools, is not borne out by research. I have a study that was just done of Ramaz graduates over the past 50 years. While it is clear that the stronger the home the better the results of the education, it is also clear that even with so-called weaker homes there is a substantial impact of the education. I would be happy to make this study available to the Commission if you would like it. I might even suggest that you contact the person who ran the study, Dr. Nathalie Friedman, at 451 West End Avenue, New York City, 10024 (212 TR-3-2064) she has a good deal of information and insight which does not appear as yet in the actual published version of the study which is due to come out in about three months. She has a world of conclusions that might be very helpful to the Commission. Dr. Friedman is a chief sociological researcher at Columbia University and the acting chairman of the department of sociology at Barnard College.

III.

In speaking about informal education, I would like to make a concrete suggestion about camping. My own experience has been that I attended the Ramaz School through elementary school and high school and during my high school and college years I was a camper and then a counselor at Camp Massad, a Hebrew speaking camp which went out of business about five years ago after having had a tremendous impact on several thousand campers over the course of some forty years. That camp no longer exists and it has left a tremendous void in the centrist Orthodox community.

Massad was a Hebrew speaking camp, devoted to Jewish religion, culture and in, particular, Zionism. Hundreds of its alumni live in Israel. Many, many more are leading personalities in the field of Jewish education and communal leadership. Several of them were sitting around the table at the Commission meeting last week. It was a place in which Orthodox and non-Orthodox felt quite comfortable. I learned to get along with people who disagree with me because of my experience at that camp. I also developed a taste for Jewish leadership and the rabbinate in the camp, rather than in my school. For better or for worse, I probably am a rabbi today more because of Massad than because of Ramaz.

If there is a Foundation which wants to make a very significant contribution to Jewish education, the training of leaders, the development of a love for klal Yisrael and the land and people of Israel and to do it all in a Hebrew setting and in a camp which runs according to halakha but which is hospitable to people who are not fully observant, this is a camp which ought to be resurrected. It will not be easy, but I can tell you that there are people and institutions ready to help in this effort, notably Ramaz School and the Yeshiva of Flatbush here in New York. There are not enough opportunities for modern Orthodox young people to be able to go to an inspirational summer camp which is run by an organization as a non-profit entity rather than by private people who, fundamentally, have a profit motive in mind. I think that Dr. Alvin Schiff could shed a good deal of light on this.

I hope that these remarks have been helpful. They probably have been a little bit more longwinded than necessary but rabbis in general, and this particular one specifically, have been accused of that deficiency before. I should of course be more than happy to discuss this with anybody at any time which is convenient.

Once again, thank you for giving me the opportunity to work together with so many wonderful people for such an important cause.

Very cordially yours,

Haskel Lookstein

HL:f

Premier Industrial Foundation

4500 EUCLID AVENUE

CLEVELAND, OHIO 44103

August 8, 1988

Dear Bea:

I want to thank you once again for all the help you provided us in getting set up at the Federation and registering Commission members. Your calm, cheerful approach made it all seem much easier than it was.

Thanks also for making the arrangements for a meeting place and lunch at your offices on Tuesday. Everything worked out just fine, thanks to your planning and organizational skills.

I hope you have a way to stay cool and comfortable this summer. We'll be back for the next set of meetings in December (in fact, please block December 13 through 16 off on Art's calendar and I'll talk with you later about the possibility of meeting at JWB on the 14th through the 16th). By that time, will we be remembering this heat fondly? It's difficult to imagine.

Keep cool and thanks again.

Sincerely,



Virginia F. Levi
Program Officer

Mrs. Bea Katcher
JWB
15 East 26th Street
New York, NY 10010

file VRZ
Premier Industrial Foundation

4500 EUCLID AVENUE
CLEVELAND, OHIO 44103

August 8, 1988

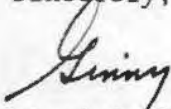
Dear Anita:

Thank you very much for your able assistance in registering Commission members and handling details throughout the day last Monday. As far as I know, everyone got where they were going on time and things went very smoothly during the day. We couldn't have done it without you.

I hope that you are managing to keep cool. I'm about ready to spend a weekend at the Holiday Inn just for the air conditioning.

Again, many thanks. I hope to see you in December, when we have the second meeting of the Commission.

Sincerely,



Virginia F. Levi
Program Officer

Mrs. Anita Epstein
243 Berkshire Road
Hasbrouck Hts., NJ 07604



Brandeis University

(D)

Philip W. Low
School of
Near Eastern and
Judaic Studies

Benjamin S. Hornstein
Program in Jewish
Communal Service
617-736-2990

Waltham Massachusetts
02254-9110

Aug. 10, 1988

Mr. Mort Mandel
Premier Industrial Corporation
4500 Euclid Ave.
Cleveland, OH 44103

Dear Mort,

I appreciated your phone call. I am pleased that the Hornstein Program in Jewish Communal Service can be of help in the important developing work of the Mandel Commission on Jewish Education. I am sure Joseph Reimer will be a valuable resource in the project's unfolding.

If we can be of further help please call on me. As I mentioned I would be pleased to send you additional copies of the book To Build A Profession: Careers in Jewish Education (copy included), if you felt this could be of help in providing members of your Commission with background information about Jewish education in America and the prospects of enhancing the profession.

Best regards and good luck on this very vital piece of work that you have launched.

Sincerely,

Bernard Reisman
Director,
Hornstein Program in
Jewish Communal Service

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Art N
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MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

August 12, 1988

Dear David:

It was good to hear from you, and I'm delighted that you enjoyed the first meeting of the Commission.

I will pass on all of your suggestions to the staff, and get your ideas into the hopper. There is no doubt that, if we all work together and think together in a creative and disciplined way, we can do a good deal.

I welcome the opportunity to work with you, and hope you will continue to send me your ideas whenever they occur to you.

Thanks again for taking the time to write, and I look forward to seeing you at the next meeting on December 13.

Sincerely,

MORTON L. MANDEL

Mr. David Hirschhorn
P.O. Box 238
Baltimore, MD 21203

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

August 12, 1988

Dear Don:

I received your nice note of August 4, and I'm so pleased that you found the first Commission meeting to be worthwhile and that you are so committed to making this effort a success.

If we pool the wonderful brains and experience that were in that room, it can only be good for America!

Thanks for writing. Please know how much I appreciate the opportunity to work with you and your very strong support of this effort. It makes me feel good.

Warmest personal regards.

Sincerely,

MORTON L. MANDEL

Mr. Donald R. Mintz
643 Magazine Street
New Orleans, LA 70130-3477

AUG 24 1988

CHARLES H. REVSON
FOUNDATION

444 MADISON AVENUE
NEW YORK, N.Y. 10022-6962
(212) 935-3340

ADRIAN W. DeWIND
Chairman

ELI N. EVANS
President

HARRY MERESMAN
Secretary and Treasurer

SIMON H. RIFKIND
Honorary Chairman

August 16, 1988

Arthur J. Naparstek
Mandell Associated Foundations
1750 Euclid Avenue
Cleveland, OH 44115

Dear Arthur,

I want to congratulate you on the success of the meeting and particularly the staff contribution to it. I think all of us learned a great deal about Jewish education, which I have found over the years to be mired in a number of myths. The staff work was enlightening. Like so many others I was struck with the success of the chemistry of the meeting, which is testimony to some adroit thinking about members as well as Mort's capacity to draw outstanding leaders to the meeting.

I received a number of requests from people regarding my writing on the subject of Jewish education and new technology. I was thinking that I might ask you to send a copy of my article on this subject to the members of the Commission. If that puts you in a difficult position, I would be happy to do so myself if you would have the staff send me their addresses. Whatever works for you.

With best wishes,

EE:df



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August 16, 1988

Morton L. Mandel
4500 Euclid Avenue
Cleveland, OH 44103

Dear Mort,

I always admire risk-taking in philanthropy and more than that, real leadership; they are both rare commodities these days. You convened a wonderful meeting and I want to congratulate you for taking the chance on launching it for an adroit choice of members. It was refreshing to watch the professionals and the lay leadership listening to each other and I think the cooperative spirit was a real tribute to you. I also want to congratulate the staff for pulling together materials and data so we could all talk to each other with the same set of facts.

I look forward to participating in the next meeting.

Best wishes,



EE:df



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THE PRESIDENT

3101 CLIFTON AVENUE • CINCINNATI, OHIO 45220-2488
[513] 221-1875

August 23, 1988

Mr. Morton L. Mandel
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Mort:

Thank you for your gracious letter of August 10. Seymour gave me an update of what transpired when we spoke in Jerusalem and I am sorry to have missed a most interesting, informative and historic meeting. My obligations in Jerusalem were such that it was impossible to have torn myself away at that particular time. The entering classes were in their first days of orientation and I had already other programmatic and personal commitments set long in advance. I look forward, however, to being with you on Tuesday, December 13th.

I wish you and your family heartfelt good wishes for the New Year. May it be one of continued health, well being and success for all of you, but especially for this baby to which you have given birth.

Sincerely,

Alfred Gottschalk

AG/ns

"To learn and to teach"

SEP 1 1988

RIKLIS FAMILY FOUNDATION
595 MADISON AVENUE
NEW YORK, N. Y. 10022

MONA RIKLIS ACKERMAN, PH. D.
PRESIDENT
(212) 888-2035

H22 ✓
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August 25, 1988

Mr. Arthur J. Naparstek
Director, Commission on Jewish Education
in North America
Premier Industrial Foundation
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Arthur:

The first Commission meeting on August 1st was a great success, for which you should be very proud.

I recognize and appreciate your skillful handling of this gathering, from the pre-meeting interviews to the structuring and organizing of materials for Commission members. Your careful attention to detail was most evident in the concise outline of the various issues before the Commission.

I also think it's wonderful that while the Commission will undoubtedly yield general approaches to various issues affecting Jewish education, these overviews, developed in our meetings, will enable individual Commission members to focus more clearly on the details in our own endeavors. For example: The Riklis Family Foundation is researching child development and daycare, and we recognize the need for a strong Jewish identity component for any such program instituted under our auspices; therefore we look forward to using concepts generated by the Commission in outlining our specific approach to this issue.

And of course I look forward to the next meeting of the Commission to continue our discussion.

Sincerely yours,



Mona Riklis Ackerman, Ph.D.

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August 26, 1988

Morton L. Mandel
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Mort,

It is exciting to learn of your new project to enhance the quality of Jewish education.

Annette Hochstein tells me that you have more than enough qualified people on your commission. Nevertheless, I would be honored to give my input, based on my seventeen years of experience. As you know, I have invested my life in the narrow dimension of "converting" the uninvolved and often alienated Jewish teen-ager. The only other Jewish educators who have experience in this area are those who have worked at the Brandeis - Bardin Institute in California.

Heretofore, the vast funding has neglected the majority of our teens who are Jewishly deprived. I sincerely hope that your new organization will consider this major group of Jews. For as you must know, the years of adolescence is the time of shaping and congealing one's identity. Yet few educators, and leaders seem concerned to address their energies to the very cream of our youth.

I hope that your new organization will rectify this injustice. Wishing you the best of success, I remain,

Sincerely,



Dr. M. A. Kipper, Rabbi
International Director

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4800 EUCLEIA AVENUE • CLEVELAND, OHIO 44103 • (216) 391-5300

EXECUTIVE OFFICES

August 30, 1988

Dear Fred:

It was very nice of you to write me on August 23rd, and also to send me a copy of your new book To Learn and To Teach. I shall look forward to reading it.

The Commission on Jewish Education in North America did have a good first meeting although we missed you. You will be receiving all the information between now and our next meeting, and I'm glad to note that you will be at the second meeting on December 13th. I look forward to seeing you at that time.

My hope (and dream) is that we're onto something that will prove to be important. I've talked to you about this a number of times in the past, and now I am hopeful that we can actually make something wonderful happen!

Warmest personal regards.

Sincerely,

MORTON L. MANDEL
Chairman of the Board

Dr. Alfred Gottschalk
President
Hebrew Union College
3101 Clifton Avenue
Cincinnati, Ohio 45220-2488

HARVARD UNIVERSITY

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Dear Mort,

I too enjoyed meeting you and hope that we shall have many occasions to meet. If your travels take you as far east as Boston, please let me know. It would be good to see you here and chat in a more leisurely manner about our shared concerns and aspirations.

Please accept my best wishes for a new year of good health, abundant joy and great achievement.

בְּרַחֲמֵי הַשָּׁמַיִם

Sincerely yours,
Isadore T.

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

September 1, 1988

Dear Bernie:

I did receive a copy of the book To Build A Profession: Careers in Jewish Education, and will advise if we feel we should send additional copies to members of the Commission.

I know that there will be many ways for you and I to work together in our efforts to improve the quality of Jewish Communal Service, and I look forward to that very much. In the meantime, please know how much I appreciate the cooperation you have extended to us already.

Best wishes for a wonderful and fulfilling holiday season, and my warmest personal regards.

Sincerely,

MORTON L. MANDEL

Mr. Bernard Reisman
Director,
Hornstein Program in
Jewish Communal Service
Brandeis University
Waltham, Massachusetts 02254-9110

MORTON L. MANDEL

1500 EUCLID AVENUE • CLEVELAND, OHIO 44113

September 1, 1988

Dear Isadore:

Thank you very much for your note, and please know that I would consider it a pleasure to visit with you in Boston. I do get to Boston once or twice a year, and will be in touch with you in advance of a future trip to see if we can find a mutually convenient time to talk.

In the meantime, I do hope we will see each other on December 13th at the next meeting of the Commission, if not before.

Best wishes for a wonderful and fulfilling holiday season and new year, and I send my best personal regards.

Sincerely,

MORTON L. MANDEL

Dr. Isadore Twersky
Harvard University
Center for Jewish Studies
6 Divinity Avenue
Cambridge, Massachusetts 02138

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND OHIO 4413

September 1, 1988

Dear Eli:

I appreciate very much your thoughtful letter of August 16th about my activities and the new Commission effort. I think there is a very good chance that we can, together, do something quite important and I know you share my desire too.

I look forward to working with you, and take this opportunity to send my warmest personal regards.

Sincerely,

MORTON L. MANDEL

Mr. Eli N. Evans
President
Charles H. Revson Foundation
444 Madison Avenue
New York, New York 10022-6962

MORTON L. MANDEL

1544 EUCLID AVENUE • CLEVELAND OHIO 44114

September 2, 1988

Dear Rabbi Kipper:

Thanks very much for your very warm note of August 26th, and I will save it for future reference. There is no doubt that there will be ways in which you can be of assistance to the new Commission, and please be sure we will call on you whenever it is appropriate.

I continue to be a true, and I believe, well informed "fan" of the High School in Israel program, and I want to wish you every success. Your program is of the highest quality and deserves that.

Thanks again for writing, and I want to take this opportunity to wish you a wonderful and fulfilling holiday season and a good new year.

Sincerely,

MORTON L. MANDEL

Dr. M.A. Kipper, Rabbi
International Director
The Alexander Muss
High School in Israel
3950 Biscayne Boulevard
Miami, Florida 33137

Premier Industrial Foundation

4500 EUCLID AVENUE

CLEVELAND, OHIO 44103

September 7, 1988

Dear David:

I am sorry for the delayed response to your August 3rd letter. I had been out of town for much of August. Thank you for the letter which I found to be helpful and quite on target.

I do believe that we have to develop the capability and the methodology to carry out evaluations. You are quite right that many programs are being undertaken without clear objectives as to what the program is intended to achieve. I will be bringing your suggestions and letter to the Commission's policy advisors which will be meeting on October 12. I will also keep you informed as to how we are developing the research design as that will probably be the area in which we are most likely to develop an evaluation design.

Thank you again for the suggestions, and I want you to know that I agree with your notion that we need to develop the capability for research.

Sincerely,



Arthur J. Naparstek
President

Mr. David Hirschhorn
The Blaustein Building
P. O. Box 238
Baltimore, Maryland 21203

Premier Industrial Foundation

4500 EUCLID AVENUE
CLEVELAND, OHIO 44103

September 8, 1988

Dear Eli:

I have recently returned from vacation and read your letter of August 16. Thank you very much for your kind words on the meeting. I also believe the meeting turned out to be very successful. In fact, the success of the meeting, in large part, was due to the comments made by yourself. You were very helpful and your input was extraordinary.

During the coming three months, we will be developing a series of papers that could be used as a basis for our December meeting. In our debriefing meeting, the planning committee has agreed that we need an options paper. This paper will include the possible alternatives for the content of the Commission, the topics the Commission could decide to focus on. It will be based on the proceedings of the first meeting, on the interviews and knowledge of the field, and of educational theory. This paper could become the background document for the deliberations on what topics to address and how to address them.

For now I would very much like to meet with you prior to the December meeting to discuss the development of this and other papers and how your ideas, particularly ideas related to media and technology, can be incorporated.

Thank you again for your commitment and interest in the Commission.

Sincerely,



Arthur J. Naparstek
President

Mr. Eli N. Evans
President
Charles H. Revson Foundation
444 Madison Avenue
New York, NY 10022

Premier Industrial Foundation

4500 EUCLID AVENUE
CLEVELAND, OHIO 44103

September 8, 1988

Dear Alvin:

Again, thank you for your thoughtful letter of August 5, 1988. I really appreciate the kind of support you are giving both myself and the Commission. I am optimistic that we will be able to come up with a great product. My optimism stems from the knowledge that you will be very much involved in the development of the program.

I would like to take a moment to bring you up to date on what we hope can be accomplished over the coming three or four months leading up to the next Commission meeting.

I expect Seymour Fox and Annette Hochstein to develop several papers that we will be able to review between mid-September and the first of October. We expect to have an options paper that will include the possible alternatives for the content of the Commission and topics the Commission could decide on. This paper will be based on the proceedings of the first meeting, the interviews and knowledge of the field, and of educational theory. It could become the background document for the deliberations on what topics to address and how to address them. It may also be the basis for a research design. I would very much like to review the contents of this paper with you as it is developed.

Perhaps we can set a time to talk about your ideas and Seymour's work. I'll call next week.

Dr. Alvin I. Schiff

Page 2

Until then, I wish you a happy New Year and again, thank you very, very much for all that you've been able to do to help move the process along. Thank you very much.

Sincerely,



Arthur J. Naparstek
President

Dr. Alvin I. Schiff
Board of Jewish Education
of Greater New York
426 West 58th Street
New York, NY 10019

Premier Industrial Foundation

4300 EUCLID AVENUE
CLEVELAND, OHIO 44103

September 8, 1988

Dear Rabbi Lookstein:

I apologize for not responding earlier to your letter of August 8. I spent much of August, after the Commission meeting, on vacation and have just returned.

Your letter is extremely helpful and, I believe, very much on target. We are now in the process of setting forth the papers that will be needed in preparation for our December Commission meeting. We are putting together an options paper. This paper will include the possible alternatives for the content of the Commission, topics the Commission could decide to focus on. It will be based on the proceedings of the first meeting, the interviews and knowledge of the field, and of educational theory. This paper could become the background document for the deliberations on what topics to address and how to address them. It could be the basis for a research design.

With regard to the camp program that you wrote of, I believe that certainly offers the basis for the development of a demonstration program which could evolve from our deliberation.

Thank you for recommending Dr. Natalie Freidman. I will contact her within the coming week to see if there are ways in which we might be able to take advantage of her research. In addition, I would very much like to meet with you between now and the next meeting so that I can review with you our development and get your input. Thank you again for the thoughtfulness of your letter of August 8 and your participation in the Commission.

With regards for a happy New Year.

Sincerely,



Arthur J. Naparstek
President

Rabbi Haskel Lookstein
Ramaz School
125 East 85th Street
New York, NY 10028

Premier Industrial Foundation

4500 EUCLID AVENUE

CLEVELAND, OHIO 44103

September 8, 1988

Dear Mona:

Thank you for your very nice letter of August 25, 1988. I am also very pleased with the first Commission meeting and look forward to working with you and the other commissioners during the coming two years.

Since the meeting, we have had a series of planning meetings to put together a four-month planning process that will lead to the December 13th Commission meeting. By this time you should have received a copy of the minutes which I thought more than represent the high quality of discussion that we experienced at the August 1 meeting.

In reviewing the August 1 meeting, the planning group decided that the next step would be to put forward an options paper. The options paper will include the possible alternative for the content of the Commission, the topics the Commission could decide to focus on. It will be based on the proceedings of the first meeting, the interviews and knowledge of the field, and of educational theory. This paper could become the background document for the deliberations on what issues to address and how to address them. It will be the basis for a research design that will be used in consultation and interviews.

A second paper we are working on is one we are for now calling "The Future is History." This document will appear first in outline form and will present a vision of possibilities of a Reformed system of Jewish education. It will offer an illustration of what Jewish education in North America could be.

I plan, with Professor Seymour Fox and Annette Hochstein, to meet with commissioners and review each of these papers prior to our December 13th meeting. It will be at this time that we can look at ways in which the option paper and the vision paper can more clearly link in with the philanthropic agenda of the Riklis Family Foundation and other philanthropic initiatives. I hope to be able to set up a time within the next two weeks so that we might be able to meet in early October.

Again, it was wonderful to have seen you on August 1 and I look forward to seeing you very shortly to discuss the drafts and helping us to prepare for the very important December 12th meeting.

Sincerely,



Arthur J. Naparstek
President

Dr. Mona Riklis Ackerman
Riklis Family Foundation
595 Madison Avenue
New York, NY 10022