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14 June 1989 Meeting. Commissioner correspondence, February
1989-July 1989.

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COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

4500 Euclid Avenue
Cleveland, Ohio 44103
216/391-8300

Commissioners

Morton L. Mandel
Chairman
Mona Riklis Ackerman
Ronald Appleby
David Arnow
Mandell L. Berman
Jack Bieler
Charles R. Bronfman
John C. Colman
Maurice S. Corson
Lester Crown
David Dubin
Stuart E. Eizenstat
Joshua Elkin
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Irwin S. Field
Max M. Fisher
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Robert I. Hiller
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Carol K. Ingall
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Florence Melton
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Charles Ratner
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Harriet L. Rosenthal
Alvin I. Schiff
Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

✓ David S. Ariel
✓ Seymour Fox
✓ Annette Hochstein
✓ Stephen H. Hoffman
✓ Arthur J. Naparstek
✓ Arthur Rotman
✓ Carmi Schwartz
✓ Herman D. Stein
✓ Jonathan Woocher
✓ Henry L. Zucker

Director

Arthur J. Naparstek

Staff

✓ Virginia F. Levi
✓ Joseph Reimer

February 1, 1989

prefix first last
title OB
company OB
street
address

Dear sal :

You will recall that, as an outcome of our December 13 meeting, the Commission decided to continue its work by focusing on two of the enabling options--personnel and community. Together we recognized these two options as preconditions for significant across-the-board improvement in the field of Jewish education.

We will continue to work toward developing a framework for Commission activities. Your continued participation and commitment are essential to the outcome of this process.

Enclosed are the minutes of both the Commission meeting and the meeting of Senior Policy Advisors the following day. Please feel free to communicate your impressions and comments to us. The cassette tapes of the Commission meeting are also available upon request from Ginny Levi (4500 Euclid Avenue, Cleveland, Ohio 44103, 216-391-8300).

The next meeting of the Commission has been set for Wednesday, June 14 from 10:00 a.m. to 4:00 p.m. at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. Please mark your calendar. We will schedule a meeting of Senior Policy Advisors prior to the June 14 Commission meeting and will be in touch when we are ready to schedule that meeting.

Sincerely,

Morton L. Mandel
Chairman

Enclosures

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Director

Arthur J. Naparstek

Staff

Virginia F. Levi
Joseph Reimer

February 1, 1989

prefix first last
title OB
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Dear sal :

I am sorry that you were unable to attend the December 13 meeting of the Commission on Jewish Education in North America. As an outcome of that meeting, the Commission decided to continue its work by focusing on two of the enabling options--personnel and community. Together we recognized these two options as preconditions for significant across-the-board improvement in the field of Jewish education.

We will continue to work toward developing a framework for Commission activities, and we will be in touch with you for your thoughts on various issues prior to the next Commission meeting.

You received the background materials upon which discussion was based prior to the meeting. Enclosed are the minutes of the meeting. Please feel free to communicate your comments and questions to us. Cassette tapes of the meeting are available upon request from Virginia Levi (4500 Euclid Avenue, Cleveland, Ohio 44103, 216-391-8300).

The next meeting of the Commission has been set for Wednesday, June 14 from 10:00 a.m. to 4:00 p.m. at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. Please mark your calendar. I look forward with pleasure to seeing you then.

Sincerely,

Morton L. Mandel
Chairman

Enclosure

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

4500 Euclid Avenue
Cleveland, Ohio 44103
216-391-8300

April 19, 1989

Commissioners

Morton L. Mandel
Chairman
Mona Riklis Ackerman
Ronald Appleby
David Arrow
Mandell L. Berman
Jack Bieler
Charles R. Brundman
John C. Culman
Maurice S. Carson
Lester Crown
David Dublin
Stuart E. Eisenstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gotschalk
Arthur Green
Irving Greenberg
Joseph S. Gross
Robert I. Heller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lamer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Hickel Lockstein
Robert L. Loup
Matthew J. Marples
Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet I. Rosenthal
Alfred Schiff
Donald H. Shipper
Imar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Fishman
Isidore Jwerky
Bernard Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

David S. Aniel
Seymour Fox
Annette Hochstein
Stephen H. Hoffman
Arthur J. Naparsiek
Arthur Roman
Carmel Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Arthur J. Naparsiek

Staff

Mrs. Sara S. Lee
Rhea Hirsch School of Education
Hebrew Union College
3077 University Avenue
Los Angeles, CA 90007-3796

Dear Sara :

The third meeting of the Commission on Jewish Education in North America will take place on June 14 from 10 a.m. to 4 p.m. at Hebrew Union College, 1 West 4th Street, New York, New York.

The purpose of this letter is to report on follow-up work by our staff and senior policy advisors since our December 13th meeting, and to let you know that a staff member will try to meet with you in advance of the June 14th meeting.

Since our last meeting, the Commission staff has been hard at work. At the December 13th meeting, our Commission opted to focus its work initially on two main subjects: (1) the shortage of qualified personnel for Jewish education and, (2) the community, its structure, leadership, and funding. Emphasis on these two enabling options was seen as the key to across-the-board improvements in Jewish education. A number of commissioners urged that we consider, in addition to these two enabling options, various programmatic areas such as early childhood education, day schools, supplemental schools, the Israel experience, etc.

We believe that it is necessary to develop creative, effective, and feasible approaches for dealing with the enabling options of personnel and community and relate them to the various programmatic areas. We need to devise a workable strategy to demonstrate that personnel and community can indeed be acted upon in a comprehensive manner. In personnel, this involves recruitment, training, retention, and profession building. In community, it involves recruiting outstanding lay leadership, improving the climate, and generating substantial additional funding.

It seems clear that important change cannot be achieved if it is based at the national level alone. Real change must be undertaken on the local level as well. Most education takes place at the local level. There are already significant local level initiatives to achieve major improvements in Jewish education. The pool of people who can be recruited for tangible local demonstrations includes not only the current cadre of educators, but also rabbis, Judaica scholars, federation executives, and Jewish scholars in the secular and academic world. This adds up to seeking change through a combination of local and national initiatives.

To implement a national-local approach to make comprehensive improvements in Jewish education, we need ways to encourage new ideas and ways to cause these ideas to be implemented. Such efforts would be aimed at emphasizing the personnel and community options, and encouraging the development of local sites which will utilize the personnel and community options to demonstrate that these options can lead to systemic change in delivering Jewish education.

The local community would need to be a full partner in the design of any such programs and in their implementation.

We expect to discuss the whole question of implementation with each commissioner prior to our June 14 meeting. You will be hearing from a staff member to set up an appointment.

We hope, through this interview process, to bring you up to date on what we have been doing since the last meeting of the Commission, and to get your reactions to the various questions and alternatives before us. At the conclusion of the interview process, we will use the commissioners' input to prepare various proposals for review at the June 14 meeting. Your input and reactions are crucial to us as we plan the next steps of the Commission's work.

We look forward to your participation in this interview process and in the June 14 meeting. Best personal regards.

Sincerely,



MORTON L. MANDEL
CHAIRMAN

bcc: David Ariel	Arthur Rotman
Seymour Fox	Carmi Schwartz
Annette Hochstein	Herman Stein
Stephen Hoffman	Jonathan Woocher
Arthur Naparstek	Henry L. Zucker
	Joseph Reimer

This letter was sent to all commissioners.

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ON JEWISH EDUCATION
IN NORTH AMERICA

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In Formation

Senior Policy Advisors

David S. Ariel
Seymour Fox
Annette Hochstein
Stephen H. Hoffman
Arthur J. Naparstek
Arthur Rotman
Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia E. Levi
Joseph Reimer

May 5, 1989

Dr. Jonathan Woocher
Executive Vice President
JESNA
730 Broadway
New York, NY 10003-9540

Dear Jon:

As you know, the next meeting of the Commission on Jewish Education in North America is scheduled to take place from 10 a.m. to 4 p.m. on Wednesday, June 14 at Hebrew Union College, 1 West 4th Street, New York City.

This will confirm plans to hold a debriefing session on Thursday, June 15 from 8:30 to 11:30 a.m. at JWB, 15 East 26th Street, New York City.

Please mark your calendar and confirm your plans to attend these meetings by returning the enclosed postage paid reply card by May 26.

Your calendar should reflect plans to hold the fourth Commission meeting on Wednesday, October 4, 10 a.m. to 4 p.m. Please also hold the morning of Thursday, October 5 for a debriefing session.

I look forward to seeing you in June.

Sincerely,



Arthur J. Naparstek
Director

Enclosure

Sent to: S. Fox, A. Hochstein, M. Mandel, D. Ariel, S. Hoffman,
J. Reimer, A. Rotman, H. Stein, J. Woocher, C. Schwartz,
H. Zucker, M. Kraar

_____ I plan to attend the Commission meeting on
June 14, 1989.

_____ I plan to attend the Senior Policy Advisors meeting
on June 15, 1989.

_____ Sorry, I will be unable to attend the meeting on
_____.

Name

Address

Phone

Please respond by Friday, May 26, 1989.

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

Sent to all Commissioners

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ON JEWISH EDUCATION
IN NORTH AMERICA

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Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia E. Levi
Joseph Reimer

May 12, 1989

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

Dear Mona:

This will confirm plans for the third meeting of the Commission on Jewish Education in North America, to be held on Wednesday, June 14, 1989 at the New York City headquarters of the Hebrew Union College, One West 4th Street (between Broadway and Mercer, one block east of Washington Square). Please note the change in meeting location.

We will serve coffee and danish at 9:30 a.m. and plan to begin the meeting promptly at 10:00 a.m. We will conclude by 4:00 p.m.

Please complete and return the enclosed postcard by June 2 confirming your plans to attend. I look forward to seeing you there, and send my warmest regards.

Sincerely,

Mort

Morton L. Mandel
Chairman

Enclosure

_____ I plan to attend the Commission meeting on
June 14, 1989.

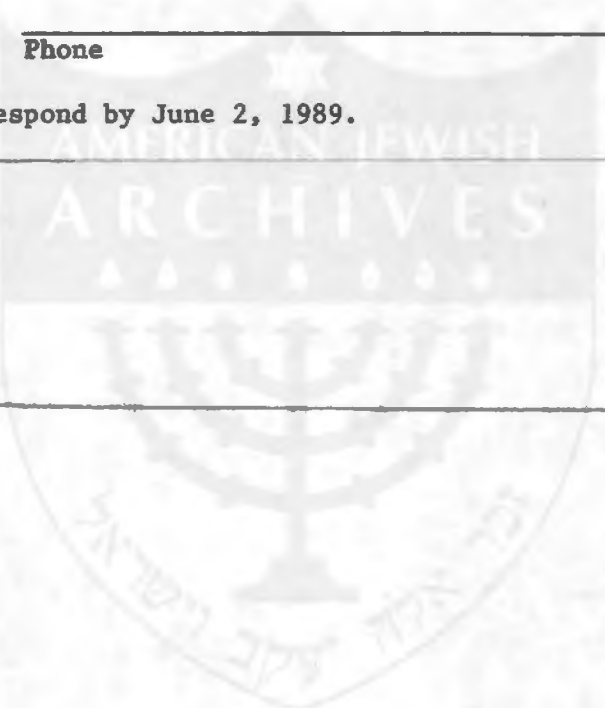
_____ Sorry, I am unable to attend.

Name

Address

Phone

Please respond by June 2, 1989.



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

TO: Members of the Commission on
Jewish Education in North America

FROM: Morton L. Mandel, Chairman

DATE: May 24, 1989

SUBJECT: Draft Statement on "Community Organization for Jewish Education
in North America--Leadership, Finance, and Structure"

.....

Enclosed is the draft of a statement on "Community Organization for Jewish Education--Leadership, Finance, and Structure," one of the subjects which the Commission will discuss at its June 14 meeting.

The statement combines option #21, "To deal with the community--its leadership and its structure--as major agents for change in any area"; and option #26, "To generate significant additional funding for Jewish education." These options were reviewed at our December meeting and combined into a single option.

A great many comments and suggestions have been made by commissioners and others with reference to what should be included in our statement on "Community Organization for Jewish Education--Leadership, Finance, and Structure." The statement attempts to assess this input and formulate in draft form positions which are believed to reflect commissioners' opinions. All of the ideas advanced in the statement are subject to the Commission's review and change.

It is anticipated that after our discussion on June 14, the enclosed draft statement will be revised and will serve as a guide for the preparation of a fuller statement on this subject. I hope that at the June 14 meeting, the Commission will wish to authorize the preparation of this fuller statement of the Commission's thoughts and recommendations on the subject.

I look forward to our discussion of this subject on June 14.

May 22, 1989

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

Draft for review at a meeting on June 14, 1989

SUBJECT: COMMUNITY ORGANIZATION FOR JEWISH EDUCATION--LEADERSHIP,
FINANCE AND STRUCTURE

The Commission pulled out of a long list of option papers produced for its December 13th meeting what the Commission believes to be the "enabling options," those which are basic to improvement in all the programmatic options. The enabling options have to do with personnel and with community and financing. All Jewish education program improvement depends on what the Commission can do about improving the teaching and administrative personnel in the Jewish education field and on the ability of the Commission to raise the priority and funding levels which the American Jewish community assigns to Jewish continuity and Jewish education. Setting a higher community priority on Jewish education is a pre-condition to developing better quality Jewish education personnel.

On December 13, we listed options under the titles "to deal with the community--its leadership and its structures--as major agents for change in any area," and "to generate significant additional funding for Jewish education."

This paper combines these two options under the title "Community Organization for Jewish Education--Leadership, Finance, and Structure."

The paper complements the content of the previous option papers with what has been learned from commissioners in meetings and in individual discussions.

Community

What is the community we are talking about in connection with formal and informal Jewish education?

By community we mean the organized Jewish community as it relates to the issues of Jewish continuity, commitment and learning, and to communal organizations and personnel engaged in these issues. Our target population is the lay and professional leaders who create the content and the climate for Jewish education, such as teachers, principals, scholars, rabbis, heads of institutions of higher learning, denomination and day school leaders, and leaders of the American Jewish community who are involved in planning for and financing Jewish education. The chief organization targets at the local level are the religious congregations, schools and agencies under communal sponsorship, Jewish community federations and bureaus of Jewish education (particularly in the large and intermediate cities), and major Jewish-sponsored foundations. On the national level, we are talking primarily of the Council of Jewish Federations, JWB, and JESNA, the chief denominational and congregational bodies, training institutions, and associations of educators and communal workers who are engaged in formal and informal Jewish education.

It is expected that the Commission's findings and its proactive stance will be directed primarily to these persons and organizations and will help them to make major improvements in Jewish education.

LEADERSHIP

Prior to World War II, the leadership of the organized American Jewish community did not consider Jewish education a top priority for communal concern. Indeed, a large proportion of the leadership was indifferent and some even antagonistic to community support for Jewish education. During the War and in the post-War period, the highest priority for community leaders was the lifesaving work of Jewish relief, rehabilitation, and reconstruction, and then nation-building in Israel. The newer top community leadership put a higher premium on Jewish education. In recent years, there has been an increasing awareness of the need for total community support of Jewish education. There appears to be a reordering of community priorities in the direction of Jewish education and an awareness that healthy Jewish continuity requires a deeper community commitment to the education of the younger generation.

What is clear now is that to establish a highest communal planning and funding priority for Jewish education requires the participation of the highest level of community leadership. Community leadership is now very much concerned about the healthy continuity of the Jewish people in the North American setting. They are beginning to translate this concern into an understanding that top leadership must take forceful leadership in promoting the Jewish education enterprise.

Not all of the Commission is convinced that Jewish education is now seen by key lay leadership as a top community priority. Most believe that there is a decided trend toward involvement of top leadership and that the battle to creating a highest communal priority on Jewish education is well on its way to being won. Certainly there is a marked difference among local communities in this regard. It is clear that the Commission has a special mission to convince the North American Jewish community leadership that their personal involvement in Jewish education is necessary if we are to improve Jewish education and stem the tide of Jewish indifference and assimilation.

STRUCTURE

Commission members indicate that we have not yet developed community structures that are adequate to effect the necessary improvements in Jewish education. This criticism is directed both at local and national structures. There are recent and current efforts at improvement. Some areas which require continuing examination are:

1. The relationship among federations, bureaus of Jewish education, communal schools and congregations.
2. The place of federations in planning for Jewish education and in financing Jewish education, and the relationship of federations to bureaus of Jewish education.

3. The need for forceful national leadership in establishing standards for the field, and in promoting, encouraging, and evaluating innovations, and in spreading the application of best practices which are discovered all over the continent.

Fortunately, JESNA, JWB and CJF are currently engaged in efforts to examine these issues, and at least eleven federations are involved in comprehensive studies of their Jewish education programs. The Commission may develop its own ideas regarding what new or improved structures are needed to speed up improvements in the field.

FINANCE

Congregations and tuition payments have been a mainstay of Jewish education financing. These sources of support are crucial and should be encouraged (there is some support for the idea that tuition should be discontinued as a source of support). There is a consensus, nevertheless, that considerably new funding is required from federations as the primary source of organized community funding. It is believed, too, that substantial funding will need to come from private foundations and leading families which have an identified concern for Jewish continuity and Jewish education.

It is believed that communal patterns of funding may need to be altered and that there may need to be changes in organization relationships to accommodate this. Cooperation between the congregations and the federations is essential to developing the funds needed to improve Jewish education.

Some specific suggestions have been made by commissioners for new programs to improve Jewish education which would require new funding. For example, one suggestion is the establishment of a national Jewish education fund to provide matching funds to support program ideas developed at the local level. Another suggestion is the establishment and funding of a national pension fund for the benefit of Jewish education personnel. These or other programmatic ideas, if and when recommended, will need to attract new funding sources. One commissioner believes that the Commission would most likely make its greatest contribution to Jewish education by developing new ideas such as these and finding the funding for them.

It is clear that the Commission intends to be proactive in its effort to improve Jewish education. This will very likely include encouraging additional funding from traditional sources and funding from new sources.

There is a feeling of optimism that greater funds can be generated for Jewish education in spite of the current great demand for communal funding for other purposes. There is evidence that a number of communities are

already beginning to place a higher priority on Jewish education and that a trend has begun to allocate a greater proportion of Jewish communal funds to this field. There is also the fortuitous circumstance that federation endowment funds are growing at a good pace and these funds can be *an* important source of support for Jewish education. Indeed, that has already begun to happen. Simultaneously, there is a recent and current growth of substantial family foundations--a post-World War II phenomenon which has accelerated in recent years, and promises to be an important new funding source for Jewish communal needs. A number of such foundations have an expressed interest in Jewish education.

In general, therefore, there is reason for optimism that additional funding will be available for well-considered programs to improve and expand Jewish education.

It needs to be noted that some commissioners have expressed themselves to the effect that "throwing money" at Jewish education will not by itself do the job. They believe that, at the same time, there needs to be a careful review of current programs and administrative structures to see how they can be improved. They believe that we need to encourage monitoring and evaluation of projects aimed at improving Jewish education. Careful attention to the quality of what we are attempting to do and honest and perceptive evaluations are needed, both to get appropriate results for what is being spent and also to encourage funding sources.

In brief, then, it is clear that there is a consensus that improvements in the field of Jewish education will require an infusion of considerably greater funds. It is believed that traditional funding sources need to place a higher priority on funding Jewish education and allocating a greater proportion of their total budget to Jewish education. There is a consensus, nevertheless, that considerable new funding will need to be generated from private foundations and leading families which have an identified concern for Jewish continuity and Jewish education, and from federation endowment funds. Cooperation between the congregations and the federations is basic to a sound development of the financial requirements to improve Jewish education, and prior organizational patterns may need to be altered and to accomodate funding changes.

Finally, a word of caution: money alone will not bring about the needed improvements. It is also necessary to see to the effective administration of funds, and to monitoring and evaluating programs to assure improvements and to encourage funding sources.

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Information

Senior Policy Advisors

David S. Ariel
Seymour Fox
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Stephen H. Hoffman
Arthur J. Naparstek
Arthur Roman
Carrie Schwartz
Herman D. Stein
Jonathan Wocher
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia E. Levi
Joseph Reimer

May 30, 1989

Mr. Stephen D. Solender
Executive Director
UJA Federation of Jewish Philanthropies
of New York
130 East 59th Street
New York, NY 10022

Dear Steve:

This will confirm plans for the third meeting of the Commission on Jewish Education in North America, to be held on Wednesday, June 14, 1989 at the New York City headquarters of the Hebrew Union College, One West 4th Street (between Broadway and Mercer, one block east of Washington Square). Please note the change in meeting location.

We will serve coffee and danish at 9:30 a.m. and plan to begin the meeting promptly at 10:00 a.m. We will conclude by 4:00 p.m.

Please complete and return the enclosed postcard by June 7 confirming your plans to attend. I look forward to seeing you there, and send my warmest regards.

Art

Arthur J. Naparstek
Director

Enclosure

*Steve,
I do hope you can make it.*

Art

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ON JEWISH EDUCATION
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Alvin I. Schiff
Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

David S. Ariel
Seymour Fox
Annette Hochstein
Stephen H. Hoffman
Arthur J. Naparstek
Arthur Rotman
Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia E. Levi
Joseph Reimer

May 30, 1989

Mrs. Esther Leah Ritz
929 N. Astor Street
#2107-8
Milwaukee, Wisconsin 53202

Dear Esther Leah:

I am pleased that you have agreed to chair a group discussion at the June 14 Commission meeting. Several hours will be devoted to these groups, making them the principle setting for the day. Each group will be asked to discuss the enabling options agreed upon at the December 13 Commission meeting: community and personnel. From these groups we expect to generate some concrete proposals upon which to base the future work of the Commission.

There will be a discussion guide prepared for you to follow, and you will have the assistance of a co-chair, staff members to serve as resources in the areas of community and personnel, and a recorder. I have asked Annette Hochstein to meet with you prior to June 14 to fill you in on our general plans for the day, and to review the discussion guide currently being prepared for your use.

I look forward to seeing you on June 14, and send my warmest regards.

Mort

Morton L. Mandel
Chairman

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

4500 Euclid Avenue
Cleveland, Ohio 44103
216/391-8300

Commissioners

Morton L. Mandel
Chairman
Mona Riklis Ackerman
Ronald Appleby
David Arrow
Mandell L. Berman
Jack Bieler
Charles R. Bronfman
John C. Cohen
Maurice S. Corson
Lester Crown
David Dublin
Stuart E. Eizenstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gottschalk
Arthur Green
Irving Greenberg
Joseph S. Gruss
Robert I. Hiller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lamm
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Loup
Matthew J. Maryles
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Lester Pollack
Charles Ratner
Esther Leah Ritz
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Margaret W. Tishman
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Isaiah Zeldin

Information

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Annette Hochstein
Stephen H. Hoffman
Arthur J. Naparstek
Arthur Rotman
Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia E. Levi
Joseph Renner

May 30, 1989

Mr. Charles R. Bronfman
1170 Peel Street
Montreal, Quebec H3B 4P2

Dear Charles:

I am pleased that you have agreed to chair a group discussion at the June 14 Commission meeting. Several hours will be devoted to these groups, making them the principle setting for the day. Each group will be asked to discuss the enabling options agreed upon at the December 13 Commission meeting: community and personnel. From these groups we expect to generate some concrete proposals upon which to base the future work of the Commission.

There will be a discussion guide prepared for you to follow, and you will have the assistance of a co-chair, staff members to serve as resources in the areas of community and personnel, and a recorder. I have asked Seymour Fox to meet with you prior to June 14 to fill you in on our general plans for the day, and to review the discussion guide currently being prepared for your use. I understand you will need to leave about 1:30, and we will ask your co-chair to take over when you depart.

I look forward to seeing you on June 14, and send my warmest regards.

Mort

Morton L. Mandel
Chairman

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

4500 Euclid Avenue
Cleveland, Ohio 44103
216/391-8300

May 30, 1989

Commissioners

Morton L. Mandel
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Mort Riklis-Arkerman
Ronald Appleby
David Arnow
Mendell L. Berman
Jack Bider
Charles R. Bronfman
John C. Colman
Maurice S. Conson
Lester Crown
David Dubin
Stuart E. Eisenstat
Joshua Elkin
Eli N. Evans
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Henry Koschitzky
Mark Lamer
Norman Lamm
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Haskel Lookstein
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Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Leonid H. Shipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yonowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

David S. Ariel
Seymour Fox
Annette Hochstein
Stephen H. Hoffman
Arthur J. Naporstek
Arthur Romain
Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Arthur J. Naporstek

Staff

Virginia E. Levi
Joseph Reimer

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

Dear David:

I am pleased that you have agreed to chair a group discussion at the June 14 Commission meeting. Several hours will be devoted to these groups, making them the principle setting for the day. Each group will be asked to discuss the enabling options agreed upon at the December 13 Commission meeting: community and personnel. From these groups we expect to generate some concrete proposals upon which to base the future work of the Commission.

There will be a discussion guide prepared for you to follow, and you will have the assistance of a co-chair, staff members to serve as resources in the areas of community and personnel, and a recorder. I have asked Seymour Fox and Henry Zucker to meet with you prior to June 14 to fill you in on our general plans for the day, and to review the discussion guide currently being prepared for your use.

I look forward to seeing you on June 14, and send my warmest regards.

Mort

Morton L. Mandel
Chairman

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

List of People Attending Meeting of
June 14, 1989 in New York City

Mona Ackerman	David Hirschhorn	Lester Pollack
David Ariel	Annette Hochstein	Charles Ratner
David Arnow	Stephen Hoffman	Joseph Reimer
Mandell Berman	Carol Ingall	Esther Leah Ritz
Jack Bieler	Mark Lainer	Harriet Rosenthal
Charles Bronfman	Norman Lamm	Alvin Schiff
John Colman	Sara Lee	Ismar Schorsch
Maurice Corson	Virginia Levi	Carmi Schwartz
Joshua Elkin	Seymour Martin Lipset	Daniel Shapiro
Eli Evans	Haskel Lookstein	Herman Stein
Irwin Field	Morton Mandel	Peggy Tishman
Seymour Fox	Matthew Maryles	Isadore Twersky
Alfred Gottschalk	Florence Melton	Jonathan Woocher
Arthur Green	Donald Mintz	Bennett Yanowitz
Irving Greenberg	Arthur Naparstek	Henry Zucker
Robert Hiller		

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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✓ Mona Riklis Ackerman
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✓ Mandell L. Berman
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✓ John C. Colman
✓ Maurice S. Corson
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Stuart E. Eizenstat
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✓ Eli N. Evans
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Max M. Fisher
✓ Alfred Gottschalk
✓ Arthur Green
✓ Irving Greenberg
Joseph S. Gruss
✓ Robert I. Hiller
✓ David Hirschhorn
✓ Carol K. Ingall
Ludwig Jesselson
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✓ Sara S. Lee
✓ Seymour Martin Lipset
✓ Haskel Lookstein
Robert E. Loup
✓ Matthew J. Maryles
✓ Florence Melton
✓ Donald R. Mintz
✓ Lester Pollack
✓ Charles Ratner
✓ Esther Leah Ritz
✓ Harrier L. Rosenthal
✓ Alvin I. Schiff
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✓ Ismar Schorsch
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✓ Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

✓ David S. Ariel
✓ Seymour Fox
✓ Annette Hochstein
✓ Stephen H. Hoffman
✓ Arthur J. Naparstek
Arthur Rotman
✓ Carmi Schwartz
✓ Herman D. Stein
✓ Jonathan Woocher
✓ Henry L. Zucker

Director

Arthur J. Naparstek

Staff

✓ Virginia F. Levi
✓ Joseph Reimer

June 2, 1989

prefix first last
title OB
company OB
street
address

Dear sal :

I am pleased to enclose background materials for the meeting of the Commission on June 14. Included are a brief executive summary, a progress report and two appendices. I hope that you will find them helpful.

The issues we will be discussing are complex. Therefore, we are planning the meeting in a way that will make it possible for us to benefit from the thinking and ideas of our entire group. We have structured the day to provide a balance between meetings of the Commission as a whole, and smaller group meetings to permit a more extensive exchange of ideas.

I look forward to seeing you on June 14th. Please remember that we are scheduled to meet at the New York City headquarters of the Hebrew Union College, One West 4th Street (between Broadway and Mercer, one block east of Washington Square) from 9:30 a.m. to 4:00 p.m.

Warmest regards.

Morton L. Mandel
Chairman

Enclosures

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

4500 Euclid Avenue
Cleveland, Ohio 44103
216/391-8300

June 2, 1989

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Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi
Joseph Reimer

I am sorry that you will be unable to attend the meeting of the Commission scheduled for June 14. In order to keep you updated, I am pleased to enclose background materials for that meeting. These include a brief executive summary, a progress report and two appendices. I hope that you will find them of interest.

If you have any comments on these documents, please feel free to relay them to our study director, Art Naparstek (216-391-8300), prior to the meeting so we can use your comments during the meeting.

The fourth meeting of the Commission has now been set for Wednesday, October 4, 1989. Please mark your calendar, and I hope you will find it possible to be with us. The October meeting will be a crucial one.

We will keep you advised of the conclusions reached on June 14 as to next steps for our work, and will be in touch with you during the summer. I take this opportunity to send my warmest regards.

Morton L. Mandel
Chairman

Enclosures

Also sent to Marty Kraar

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

4500 Euclid Avenue
Cleveland, Ohio 44103
216/391-8300

Commissioners

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Information

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Seymour Fox
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Stephen H. Hoffman
Arthur J. Naparstek
Arthur Rotman
Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi
Joseph Reimer

July 17, 1989

prefix first last
title OB
company OB
street
address

Dear sal : AMERICAN JEWISH

At the June 14th meeting of the Commission, we made important strides toward advancing the goal of the Commission to impact North American Jewish education positively and encourage constructive Jewish continuity.

We appreciate your participation in the small group discussions. We believe those discussions will help lead us to concrete steps toward change. The Commission staff is working with the suggestions made at the meeting and hopes to move toward further clarification of the concept of community action sites. We will also seek to clarify the concept of mechanisms that could help local communities establish community action sites, and benefit from the expertise and contribution of national institutions and organizations.

Enclosed are the minutes of the June 14 meeting. Please feel free to communicate your impressions or comments to us. You may expect to hear from a member of the Commission staff in the weeks ahead as we seek your further thoughts on some of the items discussed at the meeting.

Arthur Naparstek, who has been serving as Commission Director during a one year leave from the Mandel School of Applied Social Sciences, Case Western Reserve University,

returned to the University on July 1 in his capacity as professor of social work. He will continue there his career-long work in the areas of poverty and of neighborhood and community development, through the recently organized Center on Urban Poverty and Social Change. I am pleased to announce that Art will continue to serve as a consultant to the Foundation.

The next meeting of the Commission has been set for Monday, October 23 from 10:00 a.m. to 4:00 p.m. at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. Please mark your calendar. I look forward with pleasure to seeing you then.

Sincerely,

Morton L. Mandel
Chairman

Enclosure

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

4500 Euclid Avenue
Cleveland, Ohio 44103
216/391-8300

Commissioners

Morton L. Mandel
Chairman

- ✓ Mona Riklis Ackerman
- ✓ Ronald Appleby
- David Arnow
- Mandell L. Berman
- Jack Bieler
- Charles R. Bronfman
- John C. Colman
- Maurice S. Corson
- ✓ Lester Crown
- ✓ David Dubin
- ✓ Stuart E. Eizenstat
- Joshua Elkin
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- Isadore Twersky
- Bennett Yanowitz
- ✓ Isaiah Zeldin

In Formation

Senior Policy Advisors

David S. Ariel
Seymour Fox
Annette Hochstein
Stephen H. Hoffman
Arthur J. Naparstek
Arthur Rotman
Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia E. Levi
Joseph Reimer

July 17, 1989

prefix first last
title OB
company OB
street
address

Dear sal :

I am sorry that you were unable to attend the June 14 meeting of the Commission on Jewish Education in North America. At that meeting we made important strides toward advancing the goal of the Commission to impact North American Jewish education positively and encourage constructive Jewish continuity. The Commission discussed the background materials which had been prepared for the meeting and endorsed the idea of dealing with the problem of personnel and community comprehensively. This means addressing recruitment, training, retention and profession-building simultaneously and dealing with personnel and the community as interrelated areas. The Commission further endorsed the suggestion to consider community action sites. A community action site could involve an entire community, a network of institutions or one major institution where ideas and programs that have succeeded, as well as new ideas and experimental programs, would be implemented.

We hope that by the next meeting we will move toward further clarification of the concept of community action sites. We will also seek to clarify the concept of mechanisms that could help local communities establish community action sites, and benefit from the expertise and contribution of national institutions and organizations.

Enclosed are the minutes of the June 14 meeting which should, along with the background materials sent to you in early June, give you a sense of the direction in which the Commission is moving. Please feel free to communicate your comments and questions to us. You may expect to hear from a member of the Commission staff in the weeks ahead as we seek your thoughts on some of the items discussed at the meeting.

Cassette tapes of the meeting are available upon request from Virginia Levi (4500 Euclid Avenue, Cleveland, Ohio 44103, (216) 391-8300).

Arthur Naparstek, who has been serving as Commission Director during a one year leave from the Mandel School of Applied Social Sciences, Case Western Reserve University, returned to the University on July 1 in his capacity as professor of social work. He will continue there his career-long work in the areas of poverty and of neighborhood and community development, through the recently organized Center on Urban Poverty and Social Change. I am pleased to announce that Art will continue to serve as a consultant to the Foundation.

The next meeting of the Commission has been set for Monday, October 23 from 10:00 a.m. to 4:00 p.m. at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. Please mark your calendar. I look forward with pleasure to seeing you then.

Sincerely,

Morton L. Mandel
Chairman

Enclosure

Premier Industrial Foundation

4500 EUCLID AVENUE

CLEVELAND, OHIO 44103

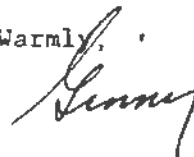
June 20, 1989

Dear Charles:

The meeting of the Commission on Jewish Education in North America took place in New York last week and, thanks to your assistance, was recorded for posterity. Mike Levesque was able to locate a technician for us who set up and recorded the meeting. I realize that these arrangements were made as a favor to you and am extremely appreciative. As you see signs of activity in improving the quality of Jewish education throughout North America, you can know that you played a part in the process.

I am very grateful to you for your help at a point when I was ready to panic.

Warmly,



Virginia F. Levi
Program Officer

Mr. Charles Wantman
Audio Vistas, Inc.
333 West 52 Street
New York, NY 10019

Premier Industrial Foundation

4500 EUCLID AVENUE
CLEVELAND, OHIO 44103

June 20, 1989

Dear Anita:

Thank you very much for being available to help ensure that Wednesday's Commission meeting went smoothly. I believe that the day was a success and very much appreciate your part in making it so.

Our meeting on Thursday morning also went smoothly. I hope that the afternoon meeting for which you had some responsibility also went well.

The date of the next Commission meeting has not yet been set. I will be in touch as plans gel.

Again, thanks very much for your help. Best wishes for a happy summer.

Sincerely,



Virginia F. Levi
Program Officer

Mrs. Anita Epstein
Jerusalem Fellows
515 Park Avenue
New York, NY 10016

Premier Industrial Foundation

4500 EUCLID AVENUE

CLEVELAND, OHIO 44103

June 20, 1989

Dear Bea:

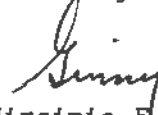
Many thanks for "being there" for last week's Commission meeting. Your presence provided me with the peace of mind that I needed to be able to focus on the meeting, itself.

I also thank you for being such a gracious hostess to the Senior Policy Advisors last Thursday. The arrangements were perfect and the meeting went well.

Unfortunately, things did not go as smoothly once we left your capable hands. Art and I arrived at LaGuardia in plenty of time for our 4 o'clock flight. Without going into all of the details, I will tell you that I walked in the door of my house at 1 a.m.

I look forward to seeing you when we return for our next meeting on August 10. In the meantime, I hope you have a safe and dry summer.

Sincerely



Virginia F. Levi
Program Officer

Ms. Bea Katcher
JWB
15 East 26th Street
New York, NY 10010-1579

Premier Industrial Foundation

4500 EUCLID AVENUE
CLEVELAND, OHIO 44103


June 20, 1989

Dear Linda:

Many thanks for all that you did to help make the June 14 meeting of the Commission on Jewish Education in North America a success. The arrangements were excellent and everything went very smoothly.

Most important, many people commented on the feeling of warmth and welcome which we received from you and everyone on your staff. For this and all that you did to accommodate our idiosyncracies, thank you.

Sincerely,



Virginia F. Levi
Program Officer

Linda Robinson
Hebrew Union College
One West 4th Street
New York, NY 10012

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

4500 Euclid Avenue
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216/391-8300

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Isaiah Zeldin

Information

Senior Policy Advisors

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Seymour Fox
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Arthur Rortman
Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Arthur I. Naparstek

Staff

Virginia E. Levy
Joett E. Egan

July 17, 1989

prefix first last
title OB
company OB
street
address

Dear sal :

At the June 14th meeting of the Commission, we made important strides toward advancing the goal of the Commission to impact North American Jewish education positively and encourage constructive Jewish continuity.

We appreciate your participation in the small group discussions. We believe those discussions will help lead us to concrete steps toward change. The Commission staff is working with the suggestions made at the meeting and hopes to move toward further clarification of the concept of community action sites. We will also seek to clarify the concept of mechanisms that could help local communities establish community action sites, and benefit from the expertise and contribution of national institutions and organizations.

Enclosed are the minutes of the June 14 meeting. Please feel free to communicate your impressions or comments to us. You may expect to hear from a member of the Commission staff in the weeks ahead as we seek your further thoughts on some of the items discussed at the meeting.

Arthur Naparstek, who has been serving as Commission Director during a one year leave from the Mandel School of Applied Social Sciences, Case Western Reserve University,

returned to the University on July 1 in his capacity as professor of social work. He will continue there his career-long work in the areas of poverty and of neighborhood and community development, through the recently organized Center on Urban Poverty and Social Change. I am pleased to announce that Art will continue to serve as a consultant to the Foundation.

The next meeting of the Commission has been set for Monday, October 23 from 10:00 a.m. to 4:00 p.m. at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. Please mark your calendar. I look forward with pleasure to seeing you then.

Sincerely,

Morton L. Mandel
Chairman

Enclosure

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Arthur I. Naparstek

Staff

Virginia E. Levi
Joseph D. Berman

July 17, 1989

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Dear sal :

I am sorry that you were unable to attend the June 14 meeting of the Commission on Jewish Education in North America. At that meeting we made important strides toward advancing the goal of the Commission to impact North American Jewish education positively and encourage constructive Jewish continuity. The Commission discussed the background materials which had been prepared for the meeting and endorsed the idea of dealing with the problem of personnel and community comprehensively. This means addressing recruitment, training, retention and profession-building simultaneously and dealing with personnel and the community as interrelated areas. The Commission further endorsed the suggestion to consider community action sites. A community action site could involve an entire community, a network of institutions or one major institution where ideas and programs that have succeeded, as well as new ideas and experimental programs, would be implemented.

We hope that by the next meeting we will move toward further clarification of the concept of community action sites. We will also seek to clarify the concept of mechanisms that could help local communities establish community action sites, and benefit from the expertise and contribution of national institutions and organizations.

Enclosed are the minutes of the June 14 meeting which should, along with the background materials sent to you in early June, give you a sense of the direction in which the Commission is moving. Please feel free to communicate your comments and questions to us. You may expect to hear from a member of the Commission staff in the weeks ahead as we seek your thoughts on some of the items discussed at the meeting.

Cassette tapes of the meeting are available upon request from Virginia Levi (4500 Euclid Avenue, Cleveland, Ohio 44103, (216) 391-8300).

Arthur Naparstek, who has been serving as Commission Director during a one year leave from the Mandel School of Applied Social Sciences, Case Western Reserve University, returned to the University on July 1 in his capacity as professor of social work. He will continue there his career-long work in the areas of poverty and of neighborhood and community development, through the recently organized Center on Urban Poverty and Social Change. I am pleased to announce that Art will continue to serve as a consultant to the Foundation.

The next meeting of the Commission has been set for Monday, October 23 from 10:00 a.m. to 4:00 p.m. at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. Please mark your calendar. I look forward with pleasure to seeing you then.

Sincerely,

Morton L. Mandel
Chairman

Enclosure