



THE JACOB RADER MARCUS CENTER OF THE  
**AMERICAN JEWISH ARCHIVES**

**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.

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Box  
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23 October 1989 Meeting. Commissioner correspondence,  
June 1989–November 1989.

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

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L. JESSELSON  
1221 AVENUE OF THE AMERICAS  
NEW YORK, NEW YORK 10020

*Change of date?*

June 21, 1989

Mr. Morton L. Mandel, Chairman  
Commission on Jewish Education  
in North America  
4500 Euclid Avenue  
Cleveland, Ohio 44103

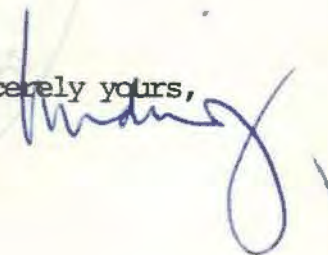
Dear Mort:

Thank you for your letter of June 2nd with  
attachments which I have perused with much  
interest.

Unfortunately, I shall again miss the next  
meeting because October 4th is between  
Rosh Hashonah and Yom Kipper, when I expect  
to be in Israel.

Kindest regards.

Sincerely yours,



LJ:ls

*Phoned 7/24 to indicate  
change of date to 10/23.  
vth*

Premier Industrial Foundation

4500 EUCLID AVENUE

CLEVELAND, OHIO 44103

July 18, 1989

Dear Blanche:

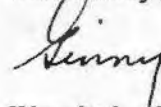
This will confirm plans to use Conference Rooms A, B, and C, as well as the Weiler Room, for meetings of the Commission on Jewish Education in North America on Monday, October 23, 1989. At present, we plan to use Conference Room A from 10 a.m. to 4 p.m., Conference Room B for lunch from 12 noon to 2 p.m., and Conference Room C and the Weiler Room from 10 a.m. to 3 p.m. A small group will wish to arrive between 8:00 and 8:30 a.m. to set up.

I hereby release our hold on the same space for Tuesday, October 24.

I will be in touch closer to the event to discuss such details as set up and menu. If you have a list of menu options and their costs, I would appreciate your sending it to me to expedite our later discussions.

As always, I thank you for your assistance and patience in making these arrangements.

Sincerely,



Virginia F. Levi  
Program Director

Mrs. Blanche Rothman  
UJA/Federation of Jewish Philanthropies  
of New York  
130 East 59 Street  
New York, NY 10022



VFL (dw)

HEBREW UNION COLLEGE—JEWISH INSTITUTE OF RELIGION  
*Cincinnati • New York • Los Angeles • Jerusalem*

THE PRESIDENT

3101 CLIFTON AVENUE • CINCINNATI, OHIO 45220-2486  
(513) 221-1875

July 20, 1989

Mr. Morton Mandel  
Premier Industries Foundations  
4500 Euclid  
Cleveland, Ohio 44103

Dear Mort:

Thank you for sending me your July 17th letter together with the minutes of our last meeting. As I indicated to you at the time, I thought the meeting was excellent and one which garnered a great deal of information and learning from one's colleagues.

Regrettably, the date of the next meeting is not one that is possible for me since it conflicts with our Board of Governors meeting in New York City at the same time. If my day lightens up, I will certainly try to get over to your meeting for part of the discussion.

I am presently off for Israel and look forward to the many wonderful problems that face us at the College-Institute, problems of growth and development as well as the more complex problems of the realities of Israel's life and future.

In any event, I look forward to seeing you whenever possible and as often as possible. You are a real inspiration.

With kindest regards,

Sincerely,

Alfred Gottschalk

AG/ns



# HARVARD UNIVERSITY

DEPARTMENT OF NEAR EASTERN  
LANGUAGES AND CIVILIZATIONS

6 DIVINITY AVENUE  
CAMBRIDGE, MASSACHUSETTS 02138  
(617) 495-5757

August 9, 1989

Mr. Morton L. Mandel  
Commission on Jewish Education  
in North America  
4500 Euclid Avenue  
Cleveland, Ohio 44103

Dear Mort:

Upon reading the minutes for our third meeting—the verse Ecclesiastes (IV:12) “and a threefold cord is not quickly broken” immediately came to mind—I found that personal perspectives on the commission’s first year of existence crystallized.

We came to the August meeting with a sense of great expectations; even the defective air conditioning on a very hot day did not affect our mood or produce any flabbiness in our resolve. The idea of a major commission which would focus on the importance and needs of Jewish education was itself a stimulant which we hoped would become a catalyst. That was clearly my reason for accepting your invitation to join. I have no vested interests, personal or institutional. I am driven by our concern for meaningful Jewish continuity, for a Jewish community that is resilient and resourceful, creative and constructive. (Survival, as I indicated, is not a problem; our concern is how many of us will be privileged to participate in the ongoing, confident community enthralled by the beauty of Judaism and the mystery of Jewish history.) Our challenge and responsibility is to help increase the numbers of educated, committed Jewish men and women who are excited by the values and visions of Judaism. The meeting heightened these expectations: the attendance was impressive; the discussion was wise and enthusiastic.

The second meeting started a bit sluggishly, I felt, but the decision to focus on personnel and community, while maintaining our broad definition of education (formal and informal), was constructive and seemed promising. Clarification and confirmation of this decision at our recent meeting were welcome, indispensable steps.

Now, it seems we need to attach primacy to action over contemplation. The one thing we do not need is more research. It is time to move with zeal and determination. I, for one, am less interested in an eloquent report than in ennobling, repercussive action. There is something grandiose about hoping to formulate a report which will set the stage for the next ten or twenty years. Our actions will set the stage; our achievements will deliver a resounding, influential message. The echoes of our commitment will be heard everywhere.

As for the specific question of what should guide the choice of a community, I would suggest three complementary answers: (1) communities with demonstrated success where good schools exist—sustain, strengthen and expand them so they may serve a larger constituency; (2) communities with a glaring need—see to it that schools are established so that the children—and adults—have a chance of joining the survivors; (3) between these two extremes, communities with good will and commitment where new schools have just been established but are not yet firmly ensconced—strengthen and solidify them so that they may succeed in fulfilling their mission. Informal education in each case would be integrated into a plan of action.



You have repeatedly said that the commission belongs to the commissioners. The most important prerequisite for having this statement become a reality is that the commissioners know how much money is available for distribution. Obviously we shall not be able to make any meaningful recommendations without this information. Even if we focus on community action sites, the amount of money to be allocated is relevant to our assessment of sites and the measure of interplay we seek to encourage between personnel and curriculum or related matters. In addition, the commission may feel that it is desirable to suggest some additional projects—small but promising initiatives. Without knowing what sums are available, we shall not be in a position to speak or act intelligently.

Allow me a final suggestion. Israel was excluded from our agenda. Nevertheless, the problems of Jewish education, of continuity and identity, of transmitting, preserving and enhancing our heritage are essentially similar. Even problems of personnel and curriculum are similar. Israelis must also be educated, committed Jews. Moreover, in addition to the fundamental commonality, the Israeli component or connection has frequently surfaced in our deliberations concerning North America. While we should beware of "making many committees" and I, for one, would not want to see you encourage a proliferation of commissions—they have generally plagued Jewish institutional life, as you know—it might be useful to have a small group (five or six commissioners) meet with a small group of Israelis for a day or two of intensive discussion oriented towards some carefully-structured themes.

I trust you are having a pleasant summer.

With best wishes,

AMERICAN JEWISH  
ARCHIVES

Sincerely,

*Isadore*

Isadore Twersky  
Littauer Professor of  
Hebrew Literature  
and Philosophy

T:c





AND THE BUSH וְהַבֹּשֶׁת  
WAS NOT אֵינָהּ  
CONSUMED נֹכַח

THE JEWISH  
THEOLOGICAL  
SEMINARY  
OF AMERICA

3080 Broadway  
New York, NY 10027-4649  
(212) 678-8000

FAX (212) 678-8947

Office of the  
Chancellor  
(212) 678-8071

September 12, 1989

Mr. Morton Mandel  
Commission on Jewish Education  
in North America  
4500 Euclid Avenue  
Cleveland, OH 44103

Dear Mort, AMERICAN JEWISH

I wanted to let you know that I will be able to attend only the morning session of the next meeting of the Commission on Jewish Education in North America on Monday, October 23. For the first time since becoming Chancellor, I am teaching a class in the Graduate School this semester on Monday afternoons and so must leave the meeting early.

With all good wishes for a healthy and happy new year,

Sincerely,

Ismar Schorsch

IS:slk

JW - For  
Attendance  
records.

VFL



COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

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

September 19, 1989

Commissioners

Morton L. Mandel  
Chairman  
Mona Riklis Ackerman  
Ronald Appleby  
David Arnov  
Mandell L. Berman  
Jack Bieler  
Charles R. Bronfman  
John C. Colman  
Maurice S. Corson  
Lester Crown  
David Dubin  
Stuart E. Eizenstat  
Joshua Elkin  
Eli N. Evans  
✓ Irwin S. Field  
Max M. Fisher  
Alfred Gonschalk  
Arthur Green  
Irving Greenberg  
Joseph S. Gruss  
Robert I. Hiller  
David Hirschhorn  
Carol K. Ingall  
Ludwig Jesselson  
Henry Koschitzky  
✓ Mark Lainer  
Norman Lamm  
✓ 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  
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

prefix first last  
title OB  
company OB  
street  
address

Dear sal :

This will confirm plans for the fourth meeting of the Commission on Jewish Education in North America, to be held on Monday, October 23, 1989 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. 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.

We have reserved a block of single rooms at the Roger Smith Winthrop Hotel (501 Lexington Avenue at 47th Street) for the nights of October 22 and 23. If you would like a room for either or both of these nights, please call the hotel directly at (212) 755-1400. The rooms will be held only until October 18, so please make your reservation before that date. The room rate is \$135 per night, and is non-taxable as long as you indicate that you are with the Mandel Associated Foundations.

Please complete and return the enclosed postcard by October 6, 1989 confirming your plans to attend. I look forward to seeing you there, and send my warmest regards.

Sincerely,

Morton L. Mandel  
Chairman

Enclosure



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ON JEWISH EDUCATION  
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4500 Euclid Avenue  
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September 19, 1989

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✓ 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  
✓ 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 Lainer  
✓ Norman Lamm  
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✓ Matthew J. Maryles  
✓ Florence Melton  
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✓ Lester Pollack  
✓ Charles Rarnier  
✓ Esther Leah Ritz  
✓ 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

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Jonathan Woocher  
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi  
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Sincerely,

Morton L. Mandel  
Chairman

Enclosure

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October 23, 1989.

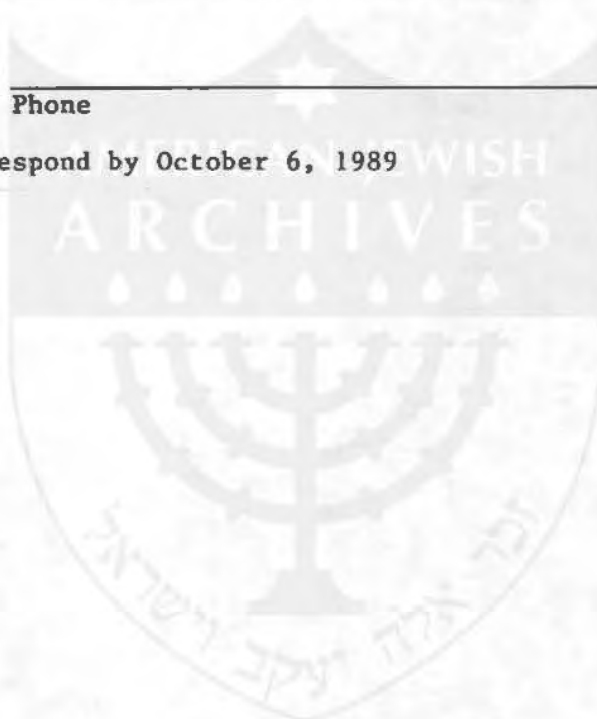
\_\_\_\_\_ Sorry, I am unable to attend.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Address

\_\_\_\_\_  
Phone

\_\_\_\_\_ Please respond by October 6, 1989



'Ms. Virginia F. Levi  
Commission on Jewish Education  
in North America  
4500 Euclid Avenue  
Cleveland, Ohio 44103

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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  
✓ **MARTIN KRAAR**  
Director

~~Arthur J. Naparstek~~

Staff

✓ Virginia F. Levi  
✓ Joseph Reimer  
✓ **MARK GURVIS**

prefix first last  
title OB  
company OB  
street  
address

Dear sal :

The next meeting of the Commission on Jewish Education in North America is scheduled to take place on Monday, October 23, 1989 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City from 10 a.m. to 4 p.m.

This will confirm plans to hold a planning meeting at 7:30 p.m. on Sunday, October 22 at the Harmonie Club, 4 East 60th Street, New York City and a debriefing session on Tuesday, October 24 from 8:30 a.m. to 12:00 noon 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 October 6, 1989.

I look forward to seeing you in October.

Sincerely,

Henry L. Zucker

Enclosure



\_\_\_\_\_ I plan to attend the Senior Policy Advisors planning meeting at 7:30 p.m. on Oct. 22 at the Harmonie Club.

\_\_\_\_\_ I plan to attend the Commission meeting at 10 a.m. on Oct. 23 at the UJA/Federation office.

\_\_\_\_\_ I plan to attend the Senior Policy Advisors debriefing meeting at 8:30 a.m. on Oct. 24 at the JWB offices.


\_\_\_\_\_ Sorry, I will be unable to attend the meeting(s) on:

\_\_\_\_\_ .

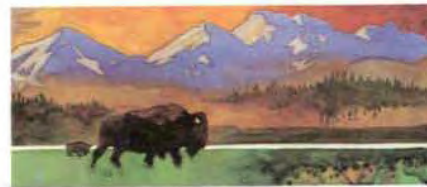
\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

Please respond by October 6, 1989.



Ms. Virginia F. Levi  
Commission on Jewish Education  
in North America  
4500 Euclid Avenue  
Cleveland, Ohio 44103



America the Beautiful USA **15**

Ms. Virginia F. Levi  
Commission on Jewish Education  
in North America  
4500 Euclid Avenue  
Cleveland, OH 44103

\_\_\_\_\_ I plan to attend the Senior Policy Advisors planning meeting at 7:30 p.m. on Oct. 22 at the Harmonie Club.

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\_\_\_\_\_ Sorry, I will be unable to attend the meeting(s) on:

\_\_\_\_\_.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone

Please respond by October 6, 1989.



COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

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

September 19, 1989

Commissioners

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Mona Riklis Ackerman  
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Jonathan Woocher  
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi  
Joseph Reimer

Professor Seymour Fox  
The Jerusalem Fellows  
22A Hatzfira Street  
Jerusalem, Israel 93152

Dear Seymour:

The next meeting of the Commission on Jewish Education in North America is scheduled to take place on Monday, October 23, 1989 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City from 10 a.m. to 4 p.m.

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I look forward to seeing you in October.

Sincerely,

*Henry L. Zucker*

Henry L. Zucker

*Shana Tova*

Enclosure

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Jonathan Woocher  
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi  
Joseph Reimer

Mrs. Annette Hochstein  
Nativ Policy & Planning Consultants  
P. O. Box 4497  
Jerusalem, Israel 91044

Dear Annette:

The next meeting of the Commission on Jewish Education in North America is scheduled to take place on Monday, October 23, 1989 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City from 10 a.m. to 4 p.m.

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I look forward to seeing you in October.

Sincerely,

*Hank*  
Henry L. Zucker

*Happy New Year!*

Enclosure

COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

4500 Euclid Avenue  
Cleveland, Ohio 44103  
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September 20, 1989

Commissioners

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Isidore Twersky  
Bennett Yanowitz  
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David S. Ariel  
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Arthur J. Naporstek  
Arthur Rorman  
Carmel Schwartz  
Herman D. Stein  
Jonathan Wexler  
Henry L. Zucker

Director

Arthur J. Naporstek

Staff

Virginia E. Levi  
Joseph Reimer

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

Dear Steve:

The fourth meeting of the Commission on Jewish Education in North America is scheduled to be held on Monday, October 23, 1989 at the UJA/Federation of Jewish Philanthropies of New York. I hope that you will join us for the entire day or as much time as you are available.

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 October 6, 1989 confirming your plans to attend. I look forward to seeing you there, and send my warmest regards.

Sincerely,



Morton L. Mandel

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 Arnov  
Mandell L. Berman  
Jack Bieler  
Charles R. Bronfman  
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Maurice S. Corson  
Lester Crown  
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David Hirschhorn  
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Senior Policy Advisors

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Stephen H. Hoffman  
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Arthur Rorman  
Carmel Schwartz  
Herman D. Stein  
Jonathan Woocher  
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia J. Levi  
Joseph Rabiner

September 20, 1989

Mr. Philip Wasserstrom  
3176 Falmouth Road  
Shaker Hts., OH 44122

Dear Phil:

The fourth meeting of the Commission on Jewish Education in North America is scheduled to be held on Monday, October 23, 1989 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. I hope that you will join us for the entire day.

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 October 6, 1989 confirming your plans to attend. I look forward to seeing you there, and send my warmest regards.

Sincerely,



Morton L. Mandel

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Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Samuel H. Levi  
Joseph Rorman

October 3, 1989

Mrs. Lawrence Weinberg  
Jewish Federation Council  
of Greater Los Angeles  
6505 Wilshire Blvd.  
Los Angeles, CA 90048

Dear Barbi:

I'm sorry it has not been feasible to arrange a meeting with you and the L.A. leadership to discuss the work of the Commission on Jewish Education in North America and the L.A. Jewish education plans. I've had a thought that might be of interest to you.

We invite you to attend the next meeting of the Commission which will be held from 10:00 a.m. to 4:00 p.m. on Monday, October 23, 1989 at the UJA/Federation of Jewish Philanthropies of New York, 30 East 59th Street, New York City. Background materials for the meeting will be available in about a week and will be sent to you if you can attend the meeting. If you do attend, perhaps you and a few of us could also meet privately while you are in New York.

I hope you will be able to attend and look forward to hearing from you. Best wishes to you and to Larry and your family in the New Year.

Sincerely,



Morton L. Mandel  
Chairman

409 DRURY LANE  
BEVERLY HILLS, CA 90210  
213-550-0137

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Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi  
Joseph Reimer

October 3, 1989

Mr. Frank Saris  
Harmonie Club  
4 East 60th Street  
New York, NY 10022

Dear Mr. Saris:

This letter is to confirm arrangements made with you on September 8 to reserve the Board Room for a meeting being held by Morton L. Mandel. The meeting is scheduled for Sunday, October 22 from 7:30 p.m. to 10:00 p.m. There may be as many as fifteen people present. We will confirm the number closer to the event.

We would like to have coffee, tea, ice water, miniature pastries and cut-up fruit available during the meeting.

Please send me a written confirmation of these arrangements. If you have any questions, please call me at (216) 391-8300.

Thank you for your attention to this matter.

Sincerely,

*Virginia F. Levi*

Virginia F. Levi  
Staff Member

*Lisa - confirmed 10/10*

*3rd Fl.*



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Director

Arthur J. Naparstek

Staff

Virginia E. Levi  
Joseph Reimer

October 3, 1989

Mr. Bennet L. Aaron  
Federation of Jewish Agencies  
of Greater Philadelphia  
226 South 16th Street  
Philadelphia, PA 19102

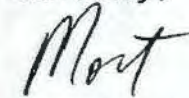
Dear Bennet:

I'm sorry it has not been feasible to arrange a meeting with you to discuss the work of the Commission on Jewish Education in North America and the Philadelphia Jewish education plans. I've had a thought that might be of interest to you.

We invite you to attend the next meeting of the Commission which will be held from 10:00 a.m. to 4:00 p.m. on Monday, October 23, 1989 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. Background materials for the meeting will be available in about a week and will be sent to you if you can attend the meeting. If you do attend, perhaps you and a few of us could also meet privately while you are in New York.

I hope you will be able to attend and look forward to hearing from you. Best wishes in the New Year.

Sincerely,



Morton L. Mandel  
Chairman



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Arthur J. Naparstek

Staff

Virginia E. Levi  
Joseph Reimer

October 4, 1989

Ms. Blanche Rothman  
UJA/Federation of Jewish Philanthropies  
of New York  
130 East 59 Street  
New York, New York 10022

Dear Blanche:

This will confirm plans for the Commission on Jewish Education in North America to hold its meetings at the UJA/Federation of Jewish Philanthropies of New York on Monday, October 23, 1989. You are holding Conference Rooms A, B, and C and the Weiler Room for our use on that date.

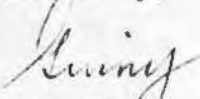
1. Commission staff will plan to arrive between 8:00 and 8:30 a.m. to set up. We will need a registration table in the lobby area. I will bring a list of participants for the guard.
2. The room which will be used for our plenary sessions should be set up with an open square, covered with table cloths, to seat approximately 60. (I will get you an exact count closer to the date of the meeting.) I believe that Alan Treitman is recommending that we use Conference Room B for the plenary session so that we can project slides from a projection booth.
3. We would like coffee, tea, and miniature danish available as people arrive, beginning at 9:30 a.m. The initial plenary session is scheduled to begin at 10:00 a.m.
4. We would like pitchers of water readily accessible on all of the tables throughout the day and request that someone be instructed to check periodically and refill the pitchers, as necessary.
5. We plan to break for lunch in three rooms at 12:30 p.m. We would like Conference Rooms A and C and the Weiler Room set up conference style with a cloth-covered table large enough to seat 20 in each room. We would like a central buffet table in the open

area outside Conference Room A where participants can pick up their lunches and take them into one of the three rooms. They will meet in smaller groups until 2:00 or 2:30 p.m., at which time they will return to Conference Room B for the rest of the day.

6. Adjacent to the buffet table please arrange to have a set-up for ritual handwashing.
7. We would like to repeat the same luncheon menu we have had in the past: cold fish plate of lox, whitefish, smoked fish, potato salad, cole slaw, dessert and beverage plus cottage cheese and fresh fruit.
8. We will want all of the sessions taped. I have discussed this with Alan Treitman and will be back in touch with him to confirm details later. I will also let him know whether or not we will need a podium and microphones and will work with him on duplicating the tapes at the conclusion of the meetings.
9. By 2:00 p.m. please have soft drinks available so that participants can pick them up as they return to Conference Room B.
10. I assume you are aware that Steve Solender has informed us that we are to be treated as a member agency and billed for the food, but not the facilities.

As always, I appreciate your help in arranging all of these details. Please feel free to call me at (216) 391-8300 to discuss this. I will be in touch with you in about two weeks to discuss last-minute details.

Sincerely,



Virginia F. Levi  
Commission Staff



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Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi

Joseph Reimer

October 11, 1989

prefix first last  
title OB  
company OB  
street  
address

Dear sal :

I am looking forward to the October 23rd meeting of the Commission. Working back from the Commission's projected completion date in June 1990, we can identify concrete agendas for both this upcoming meeting, and the fifth meeting after that scheduled for February 14, 1990.

October 23 - Review of interviews with commissioners, and of research which has been undertaken; discussion of a proposed action plan; strategies for how the Commission might implement recommendations upon completion of its report; progress report on personnel, community, and programmatic options.

February 14 - Review of specific recommendations on personnel, community, and programmatic options.

Based on these broad agendas, we have prepared the enclosed background materials for your review, including a discussion draft of a proposed action plan and an appendix outlining a research plan. The proposed action plan will be the primary focus of our discussions on October 23rd.

The research plan represents efforts to build a knowledge base needed to prepare recommendations for the final report. These recommendations will be more fully covered at the February meeting.

I am truly sorry that you are unable to join us on October 23. Please review the background materials and, if possible, share your thoughts and reactions both before and after the meeting. One of our senior policy advisors will be in touch to share with you the discussions that occur on October 23.

Best wishes for a happy, healthy, and fruitful New Year!

Shana Tova,

Morton L. Mandel  
Chairman

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The research plan represents efforts to build a knowledge base needed to prepare recommendations for the final report. These recommendations will be more fully covered at the February meeting.



I look forward to seeing you on Monday, October 23rd, from 10:00 a.m. to 4:00 p.m. at the UJA/Federation office, 130 East 59th Street in New York City. As usual, coffee and rolls will be available at 9:30 a.m., and we will start the meeting promptly at 10:00 a.m.

Best wishes for a happy, healthy, and fruitful New Year!

Shana Tova,

Morton L. Mandel  
Chairman

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Arthur Roman  
Samuel Schwartz  
Gershom D. Stein  
Jonathan Woscher  
Henry L. Zucker

Director

Arthur I. Naparstek  
Staff

Yoram L. Jaffe  
Jesse H. Kohn

October 12, 1989

Mr. Lester Crown, President  
Henry Crown and Company  
222 North LaSalle Street, Suite 2000  
Chicago, Illinois 60601

Dear Lester:

I am looking forward to the October 23rd meeting of the Commission and hope that you are, too.

Working back from the Commission's projected completion date in June 1990, we can identify concrete agendas for both this upcoming meeting, and the fifth meeting after that scheduled for February 14, 1990.

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Henry L. Zucker

Director

Arthur I. Nussim  
Staff

Samuel Yasa  
Leah Zeldin

October 12, 1989

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

Dear Eli:

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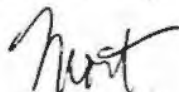
Based on these broad agendas, we have prepared the enclosed background materials for your review, including a discussion draft of a proposed action plan and an appendix outlining a research plan. The proposed action plan will be the primary focus of our discussions on October 23rd.

The research plan represents efforts to build a knowledge base needed to prepare recommendations for the final report. These recommendations will be more fully covered at the February meeting.

I look forward to seeing you on Monday, October 23rd, from 10:00 a.m. to 4:00 p.m. at the UJA/Federation office, 130 East 59th Street in New York City. As usual, coffee and rolls will be available at 9:30 a.m., and we will start the meeting promptly at 10:00 a.m.

Best wishes for a happy, healthy, and fruitful New Year!

Shana Tova,



Morton L. Mandel  
Chairman



COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

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

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Jack Bieler  
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Carole Schwartz  
Herbert D. Stein  
Joseph M. Woolcher  
Henry J. Zucker

**Director**

Arthur I. Naparstek

**Staff**

Barbara L. Lee

Barbara L. Lee

October 12, 1989

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

Dear David:

I am looking forward to the October 23rd meeting of the Commission and hope that you are, too.

Working back from the Commission's projected completion date in June 1990, we can identify concrete agendas for both this upcoming meeting, and the fifth meeting after that scheduled for February 14, 1990.

October 23 - Review of interviews with commissioners, and of research which has been undertaken; discussion of a proposed action plan; strategies for how the Commission might implement recommendations upon completion of its report; progress report on personnel, community, and programmatic options.

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Morton L. Mandel  
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Stephen H. Hoffman  
Arthur I. Kupstak  
Arthur L. Lerman  
Vivian Schwartz  
Herbert D. Stein  
Jonathan Wexler  
Henry L. Zucker

**Director**

Arthur I. Kupstak  
Staff

Advising Council

October 12, 1989

Mr. Lionel Schipper  
22 St. Clair Avenue East, Suite 1700  
Toronto M4T 2S3  
Canada

Dear Mr. Schipper:

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Working back from the Commission's projected completion date in June 1990, we can identify concrete agendas for both this upcoming meeting, and the fifth meeting after that scheduled for February 14, 1990.

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Shana Tova,



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David H. Schimpfer  
David M. Schindler  
Eugene M. Schindler  
Doris Schimpfer  
Margaret W. T. Brennan  
Eugene T. Waks  
Bernard Zuckert  
Evelyn Zuckert

**Dr. G. S. And**  
Executive Director  
National Health Service  
Department of Health  
York and Somerset  
St. Andrew's House,  
St. Andrew's Place,  
London WC2E 7BP.  
Tel: 01-947 8600.

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Mont

Convened by Mandel Associated Foundations, JWB and JESNA in collaboration with CIF



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Arthur J. Naparstek

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Virginia F. Levi  
Joseph Reimer

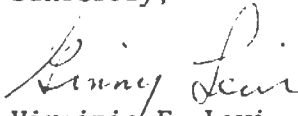
October 16, 1989

Dr. Isa Aron  
Hebrew Union College  
Jewish Institute of Religion  
3077 University Avenue  
Los Angeles, CA 90007

Dear Dr. Aron:

Professor Fox asked me to send you the enclosed materials, prepared for the upcoming Commission meeting.

Sincerely,

  
Virginia F. Levi  
Commission staff

Enclosure

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Director

Arthur J. Naparstek

Staff

Virginia F. Levi  
Joseph Reimer

October 16, 1989

Dr. Aryeh Davidson  
Jewish Theological Seminary  
3080 Broadway  
New York, NY 10027

Dear Dr. Davidson:

Professor Fox asked me to send you the enclosed materials, prepared for the upcoming Commission meeting.

Sincerely,

*Virginia F. Levi*

Virginia F. Levi  
Commission staff

Enclosure

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ON JEWISH EDUCATION  
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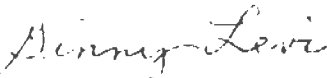
October 16, 1989

Dr. Israel Scheffler  
3 Woodside Road  
Newton, MA 02160

Dear Dr. Scheffler:

Professor Fox asked me to send you the enclosed materials, prepared for the upcoming Commission meeting.

Sincerely,



Virginia F. Levi  
Commission staff

Enclosure



LAW OFFICES  
COHEN, SHAPIRO, POLISHER, SHIEKMAN AND COHEN

PSFS BUILDING, 12 SOUTH 12TH STREET  
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COUNSEL  
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WILLIAM L. WARREN<sup>Δ†</sup>  
DIANE ROSECRANS WENDER  
MARCIA J. WEKBERG

<sup>\*</sup> ADMITTED IN NEW JERSEY  
<sup>Δ</sup> ADMITTED IN NEW YORK  
<sup>†</sup> NOT ADMITTED IN PENNSYLVANIA  
<sup>\*</sup> ADMITTED IN MISSOURI ONLY

ANDREW C. ABRAMS<sup>\*</sup>  
MICHELLE BANKS SPEARMAN<sup>\*</sup>  
RITA M. BOSELLI<sup>\*</sup>  
DAVID W. BUZZELL<sup>\*</sup>  
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MARSHA S. WOLF<sup>\*</sup>  
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ROBERT J. YARBROUGH  
STEPHEN V. YARNELL

DIRECT DIAL (215) 351-2049

REPLY TO:

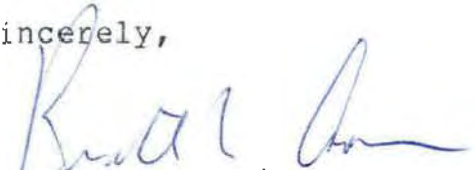
October 18, 1989

Morton L. Mandel, Chairman  
Commission on Jewish Education  
in North America  
4500 Euclid Avenue  
Cleveland, Ohio 44103

Dear Mort:

As I mentioned to Betsy in our telephone conversation of October 17, 1989, I will be unable to attend the meeting on October 23rd since Carol and I are leaving for Israel on the evening of October 22nd. I would be delighted to attend a meeting of the Commission and perhaps spend a few minutes with you. If you will let me know when this is scheduled, I will put it on my diary. In the meantime, perhaps we will have an opportunity to meet at another time and place.

Sincerely,

  
BENNETT L. AARON

BLA/mz

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

October 26, 1989

Dear Bennett:

Thanks for your letter of October 18th explaining why you were not available for the Commission's meeting on October 23rd. I understand that the invitation was given on short notice. The meeting itself went very well, and I have asked our staff to send you a copy of the minutes when they are put in final shape.

The fifth meeting of the Commission will take place in March, probably the evening of March 4th and day of March 5th. The specific date will be confirmed later, and I hope that you will be available to participate.

The meeting in March will address the major recommendations which the Commission will be asked to consider. We will also review the plans for our final report which is scheduled to be prepared for a June meeting.

I certainly will be glad to meet with you personally at that time, or hopefully we will have an opportunity to meet before that.

I look forward to your and Philadelphia's close association with the work of the Commission.

Sincerely,



Morton L. Mandel

Mr. Bennett L. Aaron  
Cohen, Shapiro, Polisher, Shiekman and Cohen  
PSFS Building, 12 South 12th Street  
Philadelphia, Pennsylvania 19107

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IN NORTH AMERICA

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Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi  
Joseph Reimer

October 31, 1989

Bea Katcher

JWB

15 East 26th Street  
New York, NY 10010

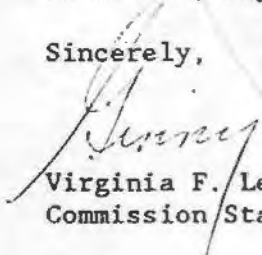
Dear Bea:

Many, many thanks for your work in making the Commission meeting and follow-up senior policy advisors meeting last week flow so smoothly. I really appreciate being able to rely on you to see that everything is running smoothly at these Commission meetings.

I hope you have enjoyed the Indian summer we have been having. It looks as though winter will hit us before the end of the week.

I will be in touch as plans firm up for the next meeting.  
Meanwhile, Happy Halloween.

Sincerely,

  
Virginia F. Levi  
Commission Staff



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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 F. Levi  
Joseph Reimer

October 31, 1989

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

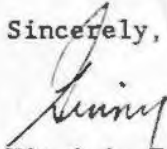
Dear Anita:

Many, many thanks for your work in making the Commission meeting last week flow so smoothly. I really appreciate being able to rely on you to see that everything is running smoothly at these Commission meetings.

I hope you have enjoyed the Indian summer we have been having. It looks as though winter will hit us before the end of the week.

I will be in touch as plans firm up for the next meeting.

Sincerely,

  
Virginia F. Levi  
Commission Staff

file

COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

4507 Euclid Avenue  
Cleveland, Ohio 44103  
(216) 391-8300

Commissioners

Arthur L. Mandel  
Chairman  
Abraham J. Averbach  
Vice Chairman  
David A. Aronson  
Morton L. Berman  
Eugene C. Borovick  
S. David B. Brodetsky  
Isaac C. Coleman  
Morris S. Conson  
Eugene Crown  
David D. Dulin  
Stanley L. Ehrenhaft  
Isaac Elber  
H. N. Evans  
Irwin S. Field  
Max M. Fisher  
Alfred Gottschalk  
Arthur Green  
Irvine Greenberg  
Joseph S. Gross  
Robert J. Heller  
David Hirschhorn  
Carol K. Ingall  
Ludwig Jesselson  
Henry Koschitzky  
Mark Lamer  
Norman Lamm  
Sara S. Lee  
Seymour Martin Lipset  
Haskel Lookstein  
Robert E. Loup  
Matthew J. Mayles  
Florence Melton  
Donald R. Mintz  
Lester Pollack  
Charles Ranner  
Isidor Feish Ritz  
Herbert U. Rosenthal  
Alvin I. Schiff  
Leon H. Schipper  
Eliot Schorsch  
Isidore M. Schulweis  
Daniel S. Shapiro  
Margaret W. Tishman  
Radlow Twersky  
Bennett Yonowit  
Linda Zeldin

Foundation

Senior Policy Advisors

✓ David S. Arel  
✓ Seymour Fox  
✓ Annette Hochstein  
✓ Stephen H. Hoffman  
✓ Arthur I. Niparstek  
✓ Arthur Rotman  
✓ Anne Schwartz  
✓ Herman D. Stein  
✓ Jonathan Woocher  
✓ Henry L. Zucker  
**MARTY KRAAR**  
Director

Arthur I. Niparstek

Staff

✓ Virginia K. Levy  
✓ Joseph Kerner  
**MARK CURVIS**

November 9, 1989

Mr. Arthur Rotman  
Executive Vice President  
JWB  
15 East 26th Street  
New York, NY 10010

Dear Art:

Enclosed are minutes of the October 23 Commission meeting and the October 24 meeting of senior policy advisors, as well as a copy of the cover letter to commissioners which accompanied Commission meeting minutes. The assignment pages will be sent to you soon.

At the October 24 meeting, we talked about rescheduling the fifth Commission meeting from February 14 to March 4 and 5. Subsequently, we have found those dates unsatisfactory with various commissioners, so have returned to February 14 as the only practical date. We will extend the day by beginning at 9:00 a.m. and meeting until 5:00 p.m. Please mark your calendar for Wednesday, February 14. Plan also on meeting at 1:30 p.m. on Tuesday, February 13 and 8:30 a.m. on Thursday, February 15.

We recognize that this change in the timetable places a burden on us to meet the earlier deadline. We are doing all that we can to see that materials are prepared in time to take advantage of input from senior policy advisors.

As a result of this change in the date of the next Commission meeting, we believe that a February 1 meeting of senior policy advisors would be too late. We are working on finding a date in January, and will be in touch with you to work out a date.

The next meeting of senior policy advisors remains as previously announced, on Wednesday, December 6, 10:30 a.m. to 3:00 p.m. at the Sheraton Hopkins, Cleveland. I look forward to seeing you then.

Sincerely,

*Henry L. Zucker*  
Henry L. Zucker

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ON JEWISH EDUCATION  
IN NORTH AMERICA

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

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Mona Riklis Ackerman  
Ronald Appleby  
David Arnow  
Mandell L. Berman  
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Charles R. Bronfman  
John C. Colman  
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Isadore Twersky  
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In Formation

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Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi  
Joseph Reimer

November 9, 1989

Mrs. Virginia F. Levi  
Program Director  
Premier Industrial Foundation  
4500 Euclid Avenue  
Cleveland, Ohio 44103

Dear Ginny:

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Sincerely,



Henry L. Zucker



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Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia F. Levi  
Joseph Reimer

November 2, 1989

prefix first last  
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address

Dear sal :

Enclosed are the minutes of the October 23rd meeting of the Commission on Jewish Education in North America.

This was another excellent meeting of the Commission. There was full participation from all of the persons present. I am more and more enthusiastic about the work of the Commission and about the complete dedication of so many commissioners.

We are about to enter the crucial part of the Commission's work, namely determining our findings and recommendations. Also, we have begun to consider what we must do to see that our findings and recommendations are implemented. We want Jewish education to be firmly established as a very high priority for the North American Jewish community, with the full moral and financial support of the community. And we want the good ideas of the Commission to be translated into action.

The next meeting of the Commission will be devoted to our findings and plans for their implementation. Specific information on time and place will be forthcoming as soon as possible. Between now and the next meeting we will send you a good deal of advance material which we hope you will read and consider before you come to the meeting. We look forward to involving you in the process of developing concrete findings and recommendations for our final report.

It continues to be a pleasure to work with you.

Morton L. Mandel

MINUTES  
COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA  
OCTOBER 23, 1989  
AT UJA/FEDERATION OF JEWISH PHILANTHROPIES  
NEW YORK CITY  
10:00 a.m. - 4:00 p.m.

Attendance

Commissioners: Morton L. Mandel, Chair, David Arnow, Jack Bieler, Charles Bronfman, John Colman, Maurice Corson, Lester Crown, David Dubin, Joshua Elkin, Eli Evans, Arthur Green, Robert Hiller, David Hirschhorn, Carol Ingall, Norman Lamm, Sara Lee, Matthew Maryles, Florence Melton, Lester Pollack, Esther Leah Ritz, Harriet Rosenthal, Alvin Schiff, Ismar Schorsch, Bennett Yanowitz

Policy Advisors and Staff: Seymour Fox, Mark Gurvis, Annette Hochstein, Stephen Hoffman, Martin Kraar, Virginia Levi, Ken Myers, Joseph Reimer, Arthur Rotman, Herman Stein, Jonathan Woocher, Henry Zucker

Guests: Susan Crown, Kathleen Hat

-----

I. Introductory Remarks

Mr. Mandel called the meeting to order at 10:10 a.m. He welcomed participants and introduced first-time attendees and guests: Susan Crown, President, The Arie and Ida Crown Memorial; Mark Gurvis, Assistant Planning Director of Jewish Community Federation of Cleveland; Kathleen Hat, Administrator of Charitable Contributions of the Riklis Family Foundation; Martin Kraar, CJF Executive Director-elect; Ken Myers, public relations consultant.

Mr. Mandel reported that the purpose of this fourth Commission meeting was to review a proposed action plan and to elicit reactions and commissioner recommendations regarding implementation. An action plan and a final report reflecting Commission findings and recommendations are the two anticipated major outcomes of the Commission. Hopefully, this will help set the agenda for Jewish education in the next decade.

Mr. Mandel reported that a plan for outreach to the significant constituencies is under way. Commission representatives have met with planners and executives of key community federations and are scheduled to meet with federation presidents and executives at the November meetings of the CJF's General Assembly. Mr. Mandel addressed hundreds of Jewish educators at the National CAJE Conference in Seattle in August. Meetings have been held with the presidents of three seminaries as a first step in establishing a fuller dialogue with the denominations.

Mr. Mandel stated that implementation of the recommendations of the Commission will require considerable additional funding. It is anticipated that federations will be a significant long-term source of funding. A major potential source of early support can be private foundations. Meetings will be held with representatives of several foundations to ascertain their willingness to participate and their areas of interest.

## II. Review of Proposed Action Plan

Annette Hochstein, consultant to the Commission, briefly summarized the proposed action plan. The proposed plan for action includes seven elements.

- A. Mobilize the community for implementation and change by recruiting more top leadership to work for Jewish education, improving community structures, and generating significant additional funding.
- B. Develop strategies for building the profession of Jewish education, including increasing the capacity of training programs and finding improved methods of recruitment and retention.
- C. Establish Community Action Sites in which to implement new ideas, test practices which have been identified as effective, and explore innovations in personnel and community support.
- D. Initiate continental strategies to deal with issues such as training, salaries, research and recruitment to complement local efforts.
- E. Develop an agenda for dealing with the programmatic options by offering a general overview of the needs, problems, scope, and key opportunities for intervention.
- F. Build a research capability to support informed decisions for Jewish education in North America.
- G. Design a mechanism for implementation to accomplish the following:
  1. Facilitate the establishment of Community Action Sites,
  2. Serve as a broker between continental and local expertise,
  3. Encourage foundations to support innovation and experimentation,
  4. Facilitate the implementation of continental strategies,
  5. Assist in developing approaches to the programmatic options,
  6. Develop a research capability,
  7. Report annually on the progress of the mechanism.



### III. General Discussion

The group was asked to comment on the proposed action plan and whether the elements identified should be the major components of the plan.

Initial discussion centered on the issue of best practices and how they could be introduced into the action plan. Several suggestions were considered.

There was an extensive discussion on research and its importance to the action plan and the implementation mechanism. In a special presentation to the group in which he shared his ideas about research, David Hirschhorn emphasized the need for research and evaluation and their importance in helping the North American community decide how to invest its energy and resources more effectively. It was noted that Community Action Sites provide us with an opportunity to experiment with current practices and, through evaluation and assessment, to improve upon them.

Representatives of JWB, CJF, and JESNA, three organizations with which we are cooperating and collaborating, were asked to comment on the extent of their involvement in the work of the Commission.

- A. CJF is finding that Jewish education is rising on the agenda of many communities. Already, 13 local communities are engaged in serious efforts to study and upgrade Jewish education. Jewish community center leaders and other local community leaders are working together in varying degrees in conducting these studies. For CJF the Commission has come along at the right time and is a source of major encouragement to local federations.
- B. JWB has been working closely with local JCC's to develop programs and to train staff and lay leadership for new intensive approaches to Jewish education and Jewish continuity. JWB expects to be very involved in Commission implementation activities.
- C. JESNA, as the continental educational arm of the organized Jewish community, helps to implement local Jewish education agendas. It works directly with federations and often serves as a bridge between federations and local educational organizations within a community. Its goal is to provide continental leadership. JESNA also expects to be very involved in implementing Commission recommendations.

### Implementation Mechanism

The Commission itself is envisioned as a major step in an ongoing process. What has emerged is the need for a mechanism to carry out the recommendations of the Commission.

It was suggested that this mechanism would play an important role in facilitating and encouraging communities to participate in the implementation of the Commission's findings. It was reported that the Commission has already been approached by several communities which have expressed an interest in participating in our work as possible Community Action Sites.

It was suggested that activities undertaken in Community Action Sites should be carefully monitored and evaluated in order to permit adaptation and replication in other communities.

It was suggested that at the next meeting of the Commission we review several potential models for the mechanism for implementation and Community Action Sites.

#### Discussion Groups

Discussion continued in three smaller groups. Reports of these group discussions were presented to the full Commission.

#### A. Group A - Charles R. Bronfman, Chair; Bennett Yanowitz, Co-Chair

Mr. Bronfman reported the following points in summarizing the discussion of Group A.

1. In order to attract more talented educators to the field, they need to be assured of a career path and a sense of empowerment and impact.
2. Ideas often will be generated and action initiated at the local level. Implementation and dissemination should be the responsibility of continental bodies.
3. One role of the implementation mechanism might be to develop and promote an annotated bibliography on curriculum and methods for Jewish education.
4. The Commission should consider projects initiated by denominations, some of which might be used by other denominations.
5. We need a clear definition of Community Action Sites. A process for evaluating Community Action Sites will be important and should be in place from the beginning.
6. Implementation might be handled by more than one organization. Whether the Commission or some other organization should be responsible for raising additional funds remains an open question.

B. Group B - Lester Crown, Chair; Lester Pollack, Co-Chair

Henry L. Zucker was asked to report for this group and reported that there was agreement on the need for an implementation mechanism--a small new organization with a high degree of autonomy. This organization would work with Community Action Sites on problems of personnel and community/financing, and would also work with other continental bodies. It would help communities and funding organizations to decide what to do with appropriate programmatic options and help create conditions within each community where leadership believes that Jewish education is a major issue.

Financing could be developed through the support of family foundations during the first five to ten years and could be sought from federations for the long-term. The group expressed optimism about attracting substantial sums for creative new work.

C. Group C - Ester Leah Ritz, Chair; John Colman, Co-Chair

Mrs. Ritz reported that the seven elements of the action plan need not be ranked, but together represent a systematic approach. The Community Action Site concept offers the opportunity to mobilize leadership to develop programs for other communities, and to undertake evaluative research. Interaction with continental bodies is essential.

Reference was made to a concern voiced about creating a new mechanism and about the validity of the Community Action Site as the appropriate approach. However, the group favored both of these concepts. It was suggested that the Community Action Site might take on a different character in each community, appropriate to that community's needs.

The implementation mechanism should work on the continental level for the recruitment of senior personnel, to carry resources from one community to another, to take advantage of training opportunities in Israel, and to provide resources and evaluation.

Jewish education does not now attract enough top leadership. An outcome of this Commission will be to convey a sense of importance which will encourage more top leaders to become active in the field.

Jewish educators are not presently dealing effectively enough with lay leadership. This should be addressed as we work to build the profession.

D. General Discussion

It was suggested that the time has come to move from the theoretical to the specific. It was suggested that the implementation mechanism must balance continental and local interests. A continental body can



help to support local programs and organizations by providing supplemental funding and guidance. Local communities should be consulted on what a continental body should provide for them.

In an effort to involve top lay leadership, it was suggested that an ongoing forum be established for continuous education and upgrading of lay leaders.

In summarizing, the chair noted that research is an important element of the implementation mechanism, reflecting our concern for measurement, evaluation, and accountability. He noted further that careful planning must be balanced with learning through experience and suggested that it is time to prepare final recommendations for action.

#### IV. D'var Torah

The meeting concluded with an inspirational D'var Torah delivered by Rabbi Arthur Green, President of the Reconstructionist Rabbinical College.

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Information

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Virginia E. Levi  
Joseph Reimer

November 2, 1989

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Enclosed are the minutes of the October 23rd meeting of the Commission on Jewish Education in North America.

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We are about to enter the crucial part of the Commission's work, namely determining our findings and recommendations. Also, we have begun to consider what we must do to see that our findings and recommendations are implemented. We want Jewish education to be firmly established as a very high priority for the North American Jewish community, with the full moral and financial support of the community. And we want the good ideas of the Commission to be translated into action.

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It continues to be a pleasure to work with you.

Morton L. Mandel

MINUTES: Senior Policy Advisors, Commission on Jewish Education  
in North America

DATE: October 24, 1989

DATE MINUTES ISSUED: November 1, 1989

PRESENT: Morton L. Mandel, Chair, Seymour Fox, Mark Gurvis,  
Annette Hochstein, Stephen H. Hoffman, Martin S. Kraar,  
Ken Myers, Joseph Reimer, Arthur Rotman, Herman D.  
Stein, Jonathan Woocher, Henry L. Zucker, Virginia F.  
Levi (Sec'y)

COPY TO: David S. Ariel, Carmi Schwartz

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I. Impressions of the October 23 Commission Meeting

Senior policy advisors were asked for their reactions to the Commission meeting of the previous day. There was general agreement that the meeting went very well, that participants were involved and expressed their concerns openly. Some surprise was expressed at the lack of intensity or tension in the discussion of issues.

Commissioners were supportive of the action plan as presented, although they were not always clear on the specifics intended. Specific recommendations for the design of an implementation mechanism and definition of Community Action Sites will be important for the next meeting.

The significance of research to many commissioners was noted. Monitoring, evaluation, and analysis were used interchangeably in referring to research. This should be clarified for the recommendations.

It was suggested that the emphasis on research was indicative of the desire of the group to focus on the concrete. Commissioners are engaged and anxious to move ahead.

Assignment

Concern was expressed at the absence of certain commissioners. AH and VFL will chart the absences so that staff can recommend corrective action.

Commissioner interest in best practices was also noted. We may wish to consider presenting some concrete examples of best practices at the next meeting.

It was suggested that some of the terms which have been developed during the life of the Commission (e.g., community action site, research, continental body, implementation mechanism, and Jewish education) need to be clarified. This will be especially important as the final report is drafted.



It was generally agreed that commissioners left the meeting feeling positive about progress to date and ready to see concrete products.

## II. Follow-up to Meeting

### A. Action Needed

There was discussion about whether the Commission could conclude after one more meeting or whether two are required. An alternative of regional meetings was suggested, but discarded. Following discussion, it was concluded that we do need two more meetings-- one at which to present a draft of final recommendations for commissioner reaction, highly focused on decisions, and a final meeting for presentation of the final report and launching of the implementation mechanism.

It was suggested that the next meeting of the Commission be held in March rather than February and that a meeting of senior policy advisors be scheduled a month in advance of the meeting. At that time, senior policy advisors would have an opportunity to react to the document proposed for mailing to commissioners.

It was proposed that a new format be considered for the next Commission meeting. Commissioners should be presented with concrete issues to which to respond. There should be small group meetings with well-prepared group leaders. It was suggested that the meeting be held over a two-day period, beginning on a Sunday at 4 p.m. and going through dinner followed by a full day of meetings on Monday. There will be a major agenda with significant decisions to be made.

It was suggested that the senior policy advisors meet, as scheduled, on Wednesday, December 6, 10:30 a.m. to 3:00 p.m. in Cleveland. At this point, an outline of the recommendations for the final report will be presented, including an outline of the implementation mechanism.

A second meeting of senior policy advisors was tentatively scheduled for Thursday and Friday, February 1 and 2, possibly in Florida. At this meeting, the group will have an opportunity to review a first draft of the final report, including recommendations for action. Following this meeting, the draft will be revised for mailing to commissioners in advance of a Commission meeting tentatively set for Sunday and Monday, March 4 and 5. (This is currently under review and senior policy advisors will be notified as soon as possible.)

### B. Follow-up with Commissioners

The minutes and a carefully drafted cover letter will be sent to all commissioners as soon as possible. Senior policy advisors were encouraged to call or write their assigned commissioners, concentrating especially on those who were not present. A plan for communication with commissioners to take place between October and March will be developed and presented to senior policy advisors.

Assignment  
Assignment

Assignment

### III. Research Update

It was reported that Isa Aron and Aryeh Davidson are proceeding with their research and should be ready with some preliminary findings by December 6.

Assignment The proposed paper on the organizational structure of Jewish education in North America will be reconsidered.

Assignment Assignment It was agreed that programmatic options will be combined where feasible and that a three to four page overview of each will be completed for possible inclusion as an appendix to the final report. It was suggested that experts identified by CAJE and others be convened in Cleveland in early December to develop an agenda indicating basic data, trends, potential impact, problems, and recommendations for the programmatic areas. This agenda would be turned over to the implementation mechanism for further action.

Assignment This proposal elicited detailed discussion among the senior policy advisors. The two primary approaches under discussion were to develop each remaining option for presentation in an appendix or to do an in-depth analysis of a small number (1 to 3) of the programmatic areas and to indicate that the implementation mechanism would proceed in the same manner with the other areas. SF and AH will review the alternatives and recommend further steps.

### IV. A. Outreach/Public Relations

It was reported that meetings have been scheduled or are being planned to inform or update critical constituencies about the progress of the Commission. These include presentations to the JESNA board, the JWB board, federation planners, federation executives and presidents, bureau directors, the training institutions, COJEO, and the three denominations.

It was reported that we are taking advantage of organization publications to disseminate news about the Commission and have submitted the first in a series of press releases to the Jewish press.

### B. Hillel Involvement

Assignment It was suggested that Martin Kraar meet with Richard Joel, new international director of Hillel, to inform him of the activities of the Commission and to propose that he agree to consult with staff on the writing of the option paper on college youth.

### V. Good and Welfare

Assignment A. It was agreed that a "process and an event" for the presentation of the final report to the public will be discussed at the December meeting of senior policy advisors. It was suggested that we review the approach taken to the publication of the Carnegie Report.

- B. It was noted that the term "programmatic options" is no longer applicable and that a new term should be found.

Assignment

- C. It was suggested that a subcommittee or task force be established to work on an approach for developing federation support for the Commission product.
- D. Participants were reminded that the next meeting of the senior policy advisors is scheduled for Wednesday, December 6, 10:30 a.m. to 3:00 p.m. at the Sheraton Hopkins, Cleveland.