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Series B: Commission on Jewish Education in North America (CJENA). 1980–1993.
Subseries 1: Commission Meetings, 1988–1990.

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14 February 1990 Meeting. Commissioner correspondence,
November 1989–March 1990.

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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
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Joshua Elkin
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Henry L. Zucker

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

November 16, 1989

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

Dear Ginny:

The next meeting of the Commission on Jewish Education in North America will take place on Wednesday, February 14, 1990 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York, NY 10022. We anticipate a full agenda for this meeting and plan to begin promptly at 9:30 a.m. (refreshments will be served at 9:00 a.m.) and meet until 5:00 p.m. Please note the change in meeting times from previous meetings.

At this meeting, we will consider recommendations and findings for the Commission's report, including a proposed mechanism for implementing the action plan considered at our meeting last month. Your input at this meeting will be critical. Please mark your calendar now and plan to attend.

Details and draft materials will be sent in advance of the meeting.

Sincerely,

Morton L. Mandel

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Joseph Reimer

November 16, 1989

prefix first last
title OB
company OB
street
address

Dear sal : AMERICAN JEWISH

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Sincerely,

Morton L. Mandel

Sent to all commissioners, senior policy advisors,
Stephen Solender, Barbi Weinberg, Philip Wasserstrom,
Bennett Aaron

LAW OFFICES

COHEN, SHAPIRO, POLISHER, SHIEKMAN AND COHEN

PSFS BUILDING, 12 SOUTH 12TH STREET
PHILADELPHIA, PENNSYLVANIA 19107

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TELECOPIER: (215) 592-4329

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PRINCETON PIKE CORPORATE CENTER

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(609) 895-1600

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* ADMITTED IN NEW JERSEY
† ADMITTED IN NEW YORK
‡ NOT ADMITTED IN PENNSYLVANIA
* ADMITTED IN MISSOURI ONLY

DIRECT DIAL:

(215) 351-2049

REPLY TO:

November 21, 1989

Commission on Jewish Education
in North America
4500 Euclid Avenue
Cleveland, Ohio 44103

Attention: Morton L. Mandel

Dear Mort:

I'm pleased we had an opportunity to chat briefly in Cincinnati. I received your letter dated November 16, 1989 when I returned and look forward to attending the meeting scheduled for February 14, 1990.

Sincerely,

BENNETT L. AARON

BLA/mz

Fast pro, Phil Fed

412
SCHIPPER ENTERPRISES INC.

SUITE 1700
22 ST. CLAIR AVENUE EAST
TORONTO, ONTARIO M4T 2S3

LIONEL H. SCHIPPER
PRESIDENT

TELEPHONE (416) 961-5355
FAX (416) 961-7011

November 22, 1989.

Mr. Morton L. Mandel,
Commission On Jewish Education
In North America,
4500 Euclid Ave.,
Cleveland, Ohio. 44103

Dear Mr. Mandel:

I acknowledge with thanks receipt of your letter of November 16th. Regrettably I have a conflict on the afternoon of February 14, 1990 which will make it impossible for me to attend the meeting of the Commission on Jewish Education if it is held that day.

Yours truly,



Lionel H. Schipper

LHS:jz.

STANFORD UNIVERSITY, STANFORD, CALIFORNIA 94305

SEYMOUR MARTIN LIPSET
CAROLINE S. G. MUNRO PROFESSOR
OF POLITICAL SCIENCE, PROFESSOR OF
SOCIOLOGY, AND SENIOR FELLOW,
HOOVER INSTITUTION

213 HOOVER MEMORIAL BUILDING

December 14, 1989

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

Dear Mort:

I will probably see you in Jerusalem before you get this letter in Cleveland. I regretfully must report that I will be unable to attend the February 14th meeting of the Commission. Unfortunately, I have been committed for some time to lecture on the values of Canada and the United States for the Young Presidents' Organization, which is meeting in British Columbia.

12-21
BF
advised
VFL

I am very sorry about this, since I know the February meeting is the penultimate one. I hope I can make some input in writing.

Cordially,

Marty
Seymour Martin Lipset

SML/jss

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Henry L. Zucker

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia E. Levi
Joseph Reimer

January 10, 1990

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Dear sal :

Work is proceeding at a rapid pace as we prepare recommendations for consideration at the next Commission meeting on February 14.

We had a very good meeting with federation representatives on November 17 at the CJF General Assembly in Cincinnati. Over fifty communities were represented, and the response to the work of the Commission and the opportunity it represents is very positive. I am optimistic that many communities will respond positively to our report and to implementing its recommendations.

We have commissioned a series of research papers, a review of which is enclosed. Several of the papers will be ready between now and February 14 and will be shared with you as they are ready.

Discussions at our February 14 meeting will focus on recommendations the Commission might make. Background materials will be sent to you prior to February 14. One of our staff members or senior policy advisors will try to interview each commissioner in the interim. This is an important opportunity to pre-screen the ideas before they are reviewed at the Commission meeting.

I want to share additional developments with you before the February 14 meeting. Reminder: The meeting is scheduled for 9:00 a.m. to 5:00 p.m. on Wednesday, February 14 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York. Please complete and return the enclosed reply card by February 2 confirming your plans to attend. I look forward to seeing you there.

Sincerely,

Morton L. Mandel
Chair

(Sent to all commissioners)

_____ I plan to attend the Commission meeting on
February 14, 1990.

_____ Sorry, I am unable to attend.

Name

Address

Phone

Please respond by February 2, 1990.

AMERICAN JEWISH
ARCHIVES

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

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Henry L. Zucker

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January 11, 1990

Mrs. Barbi Weinberg
409 Drury Lane
Beverly Hills, CA 90210

Dear Barbi:

Work is proceeding at a rapid pace as we prepare recommendations for consideration at the next Commission meeting on February 14.

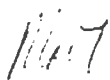
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I want to share additional developments with you before the February 14 meeting. Reminder: The meeting is scheduled for 9:00 a.m. to 5:00 p.m. on Wednesday, February 14 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York. Please complete and return the enclosed reply card by February 2 confirming your plans to attend. I look forward to seeing you there.

Sincerely,



Morton L. Mandel
Chair

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January 11, 1990

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

Dear Bennett:

Work is proceeding at a rapid pace as we prepare recommendations for consideration at the next Commission meeting on February 14.

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Sincerely,

M. L. Mandel

See you on the 14th

Morton L. Mandel
Chair

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January 11, 1990

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

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January 11, 1990

Mr. David Finn
Ruder Finn & Rotman, Inc.
301 East Fifty-Seventh St.
New York, NY 10022

Dear David:

Work is proceeding at a rapid pace as we prepare recommendations for consideration at the next Commission meeting on February 14.

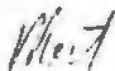
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Henry L. Zucker

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

February 7, 1990

Rabbi Robert Abramson
Jewish Theological Seminary
3080 Broadway
New York, NY 10027

Dear Rabbi Abramson:

I was pleased to learn that you will be attending the meeting of the Commission on Jewish Education in North America scheduled for February 14th in New York. Enclosed are the background materials which have been sent to commissioners for review prior to the meeting.

The meeting, which will take place at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street is scheduled to begin promptly at 9:30 a.m. and to conclude at 5:00 p.m. Coffee, tea, and pastries will be available at 9:00 a.m.

I look forward to meeting you on the 14th.

Sincerely,

Virginia F. Levi

Virginia F. Levi
Commission staff

Enclosure

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

January 10, 1990

Dear Susan:

I am delighted that you can join us for the next meeting of the Commission on Jewish Education in North America. At this important meeting, we will discuss the recommendations to be incorporated in the Commission's final report. A draft of the recommendations will be sent to you prior to the meeting.

The meeting is scheduled to take place on Wednesday, February 14, from 9:00 a.m. - 5:00 p.m. at the UJA/Federation of Jewish Philanthropies, 130 East 59 Street, New York. I look forward to your participation in the meeting.

Cordially,



MORTON L. MANDEL

Ms. Susan Crown
222 North LaSalle Street, #2000
Chicago, Illinois 60601

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

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Henry L. Zucker

Staff

Mark Gurvis
Virginia E. Levi
Joseph Reimer

January 11, 1990

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

Dear Phil:

Work is proceeding at a rapid pace as we prepare recommendations for consideration at the next Commission meeting on February 14.

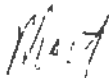
We had a very good meeting with federation representatives on November 17 at the CJF General Assembly in Cincinnati. Over fifty communities were represented, and the response to the work of the Commission and the opportunity it represents is very positive. I am optimistic that many communities will respond positively to our report and to implementing its recommendations.

We have commissioned a series of research papers, a review of which is enclosed. Several of the papers will be ready between now and February 14 and will be shared with you as they are ready.

Discussions at our February 14 meeting will focus on recommendations the Commission might make. Background materials will be sent to you prior to February 14. One of our staff members or senior policy advisors will try to interview each commissioner in the interim. This is an important opportunity to pre-screen the ideas before they are reviewed at the Commission meeting.

I want to share additional developments with you before the February 14 meeting. Reminder: The meeting is scheduled for 9:00 a.m. to 5:00 p.m. on Wednesday, February 14 at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York. Please complete and return the enclosed reply card by February 2 confirming your plans to attend. I look forward to seeing you there.

Sincerely,



Morton L. Mandel
Chair

JAN 19 1990

VFL ✓
HLZ ✓

COHEN, SHAPIRO, POLISHER, SHIEKMAN AND COHEN

PSFS BUILDING, 12 SOUTH 12TH STREET
PHILADELPHIA, PENNSYLVANIA 19107

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TELECOPIER: (215) 592-4329

CABLE: COBAC

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PRINCETON PIKE CORPORATE CENTER

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DIANE ROSECRANS WENDER
MARCIA J. WEXBERG^{*} ADMITTED IN NEW JERSEY
^Δ ADMITTED IN NEW YORK
[†] NOT ADMITTED IN PENNSYLVANIA
^Δ ADMITTED IN MISSOURI ONLYANDREW C. ABRAMS^{*}
MICHELLE BANKS-SPEARMAN^{*}
RITA M. BOSELLI^{*}
DAVID W. BUZZELL^{*}
VERNON R. BYRD, JR.
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SUSAN WOLPER^{*}
ROBERT J. YARBROUGH
STEPHEN V. YARNELL

DIRECT DIAL:

(215) 351-2049

REPLY TO:

January 16, 1990

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

Dear Mort:

Thanks for your letter dated January 11, 1990 inviting me to the Commission Meeting on February 14th. I had hoped to attend this meeting. However, I am committed to attend meetings of the Budget and Finance Committee of the Jewish Agency and the Board of Governors Meetings to be held in Israel that week. My schedule requires me to leave the U. S. on February 13th.

I am sending a copy of your letter to Miriam Schneirov, the President of the Federation of Jewish Agencies of Greater Philadelphia. I know Mimi is most anxious for a representative of the Philadelphia community to be in attendance at the meeting. I anticipate she will be in touch with you in this regard.

Sincerely,


BENNETT L. AARON

BLA/mz

HL2
Mrs. Florence Melton
1180 South Ocean Boulevard, 9B
Boca Raton, Florida 33432

Jan.21/1990

Dear Mort:

I am writing to tell you that I am sorry that I will be unable to attend the Commission meeting in Feb. Something has come up and I must go to California on an important Family matter.

I read the report that came in the mail and I must confess that in my opinion there is too much on the plate, and I fear that any clear cut plan is nigh to impossible.. There seems to be an implied perception that acceptance of our recommendations from whatever the centralized unit that we establish will be respected and accepted. If the Federations in this country become at least involved in the process of development, and their input is an ongoing component, then we may have a chance to get their cooperation in getting the right players together for experimental programming and funding.. whether it deals with one aspect of our mutual concerns or with the many segments we are wrestling with in Jewish Education. For example what if one Community were involved in working with us to tackle the Teacher retention problem in their community. This would automatically make them a part of the problem solving process, and as a team we then could give them insight into our Broader goals.

I think it might work well to assign for example to a consortium of Federations the responsibility to become a task force for investigating existing training policies in the preparation of teachers for Jewish Education.. working with a professional they could learn first hand about what needs to be done to improve existing methods and procedures.


I'm afraid that these few thoughts do not convey in any measure the many ideas as well as the many questions I have. But at past meetings

Mrs. Florence Melton
1180 South Ocean Boulevard, 9B
Boca Raton, Florida 33432

2/
and at the interviews it seems to me I have made my views clear. I would suggest to you that it is my sincere hope that the Commission will not see itself as the answer to all the problems, but that we will wisely select the three most critical areas for in depth critical analysis and take them on to do long range battle. To me No. 1 is the infrastructure in Jewish Ed. which deals with Training Centers. No. 2 is early recruitment of possible Candidates (High School preferably) with Scholarship and Guidance ongoing. No. 3 is the planning for ongoing Community top leadership information and learning. It must be incorporated into the Community Educational training programs of Federations. Remember no matter what Agency in the Community allocates the Funds, the money must come from Funds raised by the Federation or Foundations.

I really hope that the Commission will finalize their work with a feasible plan. I only fear we are trying very hard to do too much.

With all good wishes for a fruitful meeting,


Sincerely,

IRWIN S. FIELD P. O. Box 4236; Cerritos, CA 90703

January 22, 1990

Mr. Morton L. Mandel
COMMISSION ON JEWISH EDUCATION
IN NORTH AMERICA
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Mort:

While I had every intention and had made plans to attend the next meeting of the Commission, I now find that I unfortunately must decline.

After the Jewish Agency Executive meeting in New York last week, it became clear, given the demands on the Jewish Agency from current and forecasted immigration into Israel, that it is essential that I attend meetings scheduled for the 15th of February in Jerusalem.

I have followed the work of the Commission closely and with interest. I look forward to reading the background materials for the upcoming meeting and hopefully sharing my views with a member of the staff prior to the meeting.

With best wishes for continued success in this important endeavor.

Sincerely,



Irwin S. Field

ISF:slp

Henry Koschitzky
57 York Downs Drive
Downsview, Ontario
M3H 1H7

JFL
H62
JW

January 30, 1990

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

Dear Mort:

I regret that I will not be able to attend the meeting scheduled for February 14.

I made arrangements to go to Israel and have not been able to make alternate arrangements which are convenient for my family.

Sincerely,



Henry Koschitzky

MAX M. FISHER
920 NORTH LAKE WAY
PALM BEACH, FLORIDA 33480

HL2 ✓
KFL —

215-8011

January 31, 1990

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

Dear Mort,

Sorry that I will be unable to be with you
on June 12, as I am leaving for Israel for the
Jewish Agency meeting.

Keep me informed.

Kindest regards,


Max M. Fisher

MMF/mpv

Why didn't you call
on P. Berman

13 - TALKED TO
MAX BY PHONE. HE
IS VERY INTERESTED
IN JEWISH EDUCATION. I
BELIEVE HE WILL ACTIVELY
SUPPORT US. WE'LL SEE.
-man

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IN NORTH AMERICA

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

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✓ Ronald Appleby
✓ David Arnow
✓ Mandell L. Berman
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Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

February 1, 1990

prefix first last
title OB
company OB
street
address

Dear sal :

I am pleased to enclose background materials for our February 14th meeting in New York. The materials outline a series of recommendations that we will discuss at the meeting. As I reviewed the materials, I was very excited about the scope of what we have discussed during the past year and one-half, and the opportunities that present themselves out of our work together.

We have asked for an extended meeting date from February 14th because of the volume of material and the range of ideas that need to be digested. No matter how much time is available, however, I am concerned that some points might be missed. Therefore, we welcome your written comments on the entire document, both substantive and editorial, in advance of February 14.

Remember, we will be starting the meeting promptly at 9:30 a.m. at the New York Federation office. Coffee, tea, and pastries will be available at 9:00 a.m.

Morton L. Mandel
Chairman

Also sent to Susan Crown, Robert Hirt, Stephen Solender

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

February 1, 1990

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Morton L. Mandel
Chairman

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Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

February 2, 1990

prefix first last
title OB
company OB
street
address

Dear sal :

I am pleased to enclose background materials for the February 14th meeting of the Commission on Jewish Education in North America. The materials outline a series of recommendations that we will discuss at the meeting.

I am truly sorry you are unable to attend the meeting, and I ask you to review all the enclosed materials and try to share your reactions with us. Your comments will be helpful, especially if received before the February 14th meeting.

If your plans should change, please do join us at the meeting at 9:00 a.m. at the office of the UJA/Federation, 130 E. 59th Street, New York City.

Warmest personal regards.

Morton L. Mandel
Chairman

Letter sent to: Appleby, Berman, Crown, Dubin, Eizenstat
Field, Fisher, Jesselson, Koschitzky,
Lipset, Melton, Mintz, Schipper, Schulweis,
Tishman

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

February 6, 1990

Dear Max:

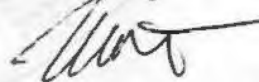
I am very sorry that you are unable to get to the February 14 meeting of the Commission on Jewish Education in North America, but fully understand that you had to give the priority to the Jewish Agency Executive meeting.

I truly believe that we have a great chance to bring about enormous improvement in Jewish education and in community and individual support for it. Your help in this regard will be invaluable, as it is in every aspect of Jewish life in America.

Please put on your calendar now the date of June 12 for the final meeting of the Commission. That meeting will be devoted to the approval of the Commission's report, and to making plans for implementing the Commission's findings and recommendations.

Warm regards and all the best.

Sincerely,



Morton L. Mandel

Mr. Max M. Fisher
920 North Lake Way
Palm Beach, FL 33480

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

February 6, 1990

Dear Irwin:

Thanks for your letter explaining your inability to attend the February 14 Commission meeting. I fully understand the priority you have to give to the Jewish Agency Executive meeting.

I am glad to know that you are following the Commission's work closely, and look forward to your help in implementing the Commission's recommendations. We are now planning the final meeting of the Commission on June 12 in New York City, and I hope you will be with us. This meeting will be asked to approve the Commission's report which you will see several weeks before the Commission meeting. I have high hopes for the report, and for the opportunity which we will have to make an important contribution to improving Jewish education in North America.

Warm regards.

Sincerely.


Morton L. Mandel

Mr. Irwin S. Field
P. O. Box 4236
Cerritos, CA 90703

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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Virginia F. Levi
Joseph Reimer

February 7, 1990

Dr. Paul M. Steinberg
Vice President and Dean of Faculty
Hebrew Union College
Brookdale Center
One West 4th Street
New York, NY 10012

Dear Dr. Steinberg:

I was pleased to learn that you will be attending the meeting of the Commission on Jewish Education in North America scheduled for February 14th in New York. Enclosed are the background materials which have been sent to commissioners for review prior to the meeting.

The meeting, which will take place at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street is scheduled to begin promptly at 9:30 a.m. and to conclude at 5:00 p.m. Coffee, tea, and pastries will be available at 9:00 a.m.

I look forward to meeting you on the 14th.

Sincerely,

Virginia F. Levi

Virginia F. Levi
Commission staff

Enclosure

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ON JEWISH EDUCATION
IN NORTH AMERICA

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Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

March 2, 1990

Dear

I believe we were able to cover a lot of ground at the February 14 meeting of the Commission. The very rich and full discussions we had will shape our progress in the next few months.

Enclosed are minutes of the meeting. You can also expect, over the next two months, to receive copies of the research papers we have commissioned. As you read through the papers, feel free to share your reactions with staff.

At this point in time, we hope to submit the Commission's draft report at our final meeting on June 12 in New York. Please note the date on your calendar and plan to be with us.

Morton L. Mandel
Chairman

Enclosure

Mailed to all commissioners

MINUTES
COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA
FEBRUARY 14, 1990
AT UJA/FEDERATION OF JEWISH PHILANTHROPIES
NEW YORK CITY
9:30 a.m. - 5:00 p.m.

Attendance

Commissioners: Morton L. Mandel, Chair, David Arnow, Jack Bieler, John Colman, Maurice Corson, Joshua Elkin, Eli Evans, Alfred Gottschalk, Arthur Green, Irving Greenberg, Robert Hiller, David Hirschhorn, Carol Ingall, Mark Lainer, Norman Lamm, Sara Lee, Haskel Lookstein, Matthew Maryles, Lester Pollack, Charles Ratner, Esther Leah Ritz, Harriet Rosenthal, Alvin Schiff, Ismar Schorsch, Daniel Shapiro, Isadore Twersky, Bennett Yanowitz

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

Guests: Robert Abramson, Susan Crown, David Finn, Kathleen Hat, Robert Hirt

I. Introductory Remarks

Mr. Mandel called the meeting to order at 9:40 a.m. He welcomed participants and introduced first-time attendees and guests: Rabbi Robert Abramson, Director of United Synagogue Commission on Jewish Education; David Finn, Partner in Ruder & Finn, the firm assisting in editing the Commission's final report; Dr. Robert Hirt, Vice President for Administration and Professional Education at the Rabbi Isaac Elchanan Theological Seminary of Yeshiva University.

The Chair noted that this Commission had been convened on the assumption that the time was right to address the concerns of the North American Jewish community for Jewish continuity and Jewish education. Could we convene a high-powered, pluralistic group, which could agree on a common basic agenda for Jewish education in North America?

We have learned that the answer is yes! Commissioners have agreed on two major priorities: addressing critical personnel needs and enhancing the role of community and financial leadership in support of Jewish education. It is now felt that this Commission may be able to make a difference by identifying these central issues, and causing steps to be taken to bring about important change in these areas.

The purpose of today's meeting was to elicit commissioners' thoughts on the recommendations for action set forth in the background materials. These responses would then be factored into the Commission's recommendations and final report.

A systematic approach is being followed to reach out to interested "publics." Meetings have been held or are scheduled with federation leadership, the national Jewish press, leaders of denominational education groups, and with a number of communities seeking assistance as they focus on their own local education planning process. In addition, meetings have occurred with a variety of associations related to Jewish education and finally, with the leadership of JWB and JESNA.

A number of research papers have been commissioned as background to the Commission's work. These will be circulated to Commission members as they are completed. Raw data (not yet analyzed) from a recent Gallup poll suggests that the relationship of intermarriage to a declining commitment to Judaism may be even greater than previously thought.

Mr. Mandel concluded his remarks by noting that he is encouraged about the future of Jewish education in North America.

II. Vision for the Future--The Commission's Recommendations

Annette Hochstein, consultant to the Commission, briefly summarized the proposed action plan.

A. The plan contains four elements:

1. Mobilizing the community for Jewish education.
2. Building the profession of Jewish education in North America.
3. Intervening in promising programmatic arenas.
4. Establishing a research capability.

B. The plan contains the following concrete recommendations:

1. Involve top lay leadership in support for local Jewish education and identify both private and community sources of funding to support these efforts.
2. Facilitate various strategies for improving personnel, including development of training opportunities, recruitment of appropriate candidates, increasing salaries and benefits, and improving the status of the profession of Jewish education in North America.
3. Establish a facilitating mechanism to implement the Commission's recommendations. This body, to be in place before the completion of the Commission's work, is seen as the catalyst to implementing the Commission's recommendations.

4. Develop a research capability for Jewish education in North America. There is a need to develop a broader knowledge base for Jewish education, including gathering data, and monitoring and evaluating programs which have been undertaken.
5. Develop criteria for, and identify and establish community action sites. The facilitating mechanism will work with local communities to identify needs and opportunities with respect to personnel and community leadership, and will help those communities begin to address those needs. The facilitating mechanism will help structure ways for other communities to implement the lessons learned in community action sites.
6. The Commission has identified a number of programmatic areas within the field of Jewish education which require further study and intervention. Initial studies have been undertaken of several of these areas. It is anticipated that the facilitating mechanism will continue to develop this agenda and to facilitate further work by local communities and a variety of Jewish education institutions. It will also serve as an "honest broker" between projects and potential funders.

III. General Discussion

Discussion of the proposed recommendations followed.

It was suggested that we must create an atmosphere in which Jewish education is a high priority. Our task is to increase the numbers and leadership quality of people committed to Jewish continuity. The enabling options--personnel and community--depend on each other. Jewish education is a value in itself and should be enhanced for itself rather than only for Jewish continuity.

A. Community

The following points were made regarding community leadership:

1. Community support is the over-arching enabling option, essential to allowing us to focus on personnel, and other objectives.
2. We must educate potential leadership to the importance of Jewish education for developing future generations of leaders.
3. The support of local lay leadership is necessary to improve standards and compensation for education personnel.
4. The report should clearly define community leadership to include scholars, educators, and rabbis, in addition to lay leadership. Educators, in particular, need to be involved at all levels.

5. In response to comments on the importance of forming coalitions of community organizations, the Cleveland approach to Jewish education was described as follows:
 - a. The Cleveland commission began by building coalitions among the bureau of Jewish education, the J.C.C., the local College of Jewish Studies, synagogues, and the Federation.
 - b. It determined that personnel and profession building were the keys to change. (Money alone could not accomplish the goals.)
 - c. The Commission decided to work toward elevation of salaries in day schools to match those in public schools, while working to build the profession with special incentives for teachers to participate in training opportunities.
 - d. It also established the Cleveland Fellows Program to prepare a small number of highly trained professionals to work within the community, raising the status of Jewish education.

B. Personnel

The following points were made with respect to personnel:

1. Initial funding should be directed specifically toward personnel.
2. We should consider establishing national standards for salaries. Fringe benefit issues such as health insurance and retirement benefits might be handled nationally; a funding source might be identified to establish a benefit plan similar to the Teachers Insurance Annuity Association/College Retirement Equity Fund.
3. The average Jewish communal worker or religious school educator completes his schooling with a debt of \$50,000 to \$60,000 and a starting salary of \$18,000 to \$22,000. We must develop fellowship and scholarship support, plus partial or full debt forgiveness, to attract more capable people to the field.
4. The creation of more full-time positions depends in part on the professionalization of the field.
5. Problems of retention should be addressed in a variety of ways, including continuing education.

C. Mechanism for Implementation

In discussing the implementation mechanism, the following points were made:

1. There was wide agreement that an implementation mechanism is appropriate.
2. Concern was expressed that we not establish "another bureaucracy." While some commissioners spoke in favor of incorporating the mechanism into an existing national organization, most argued for keeping it independent.
3. Helping to educate local leadership to the urgency of a national recruitment effort is also a responsibility of the implementation mechanism. It was suggested that funding might be available to support a national recruiting effort.

D. Report

The following suggestions were made regarding the Commission's final report:

1. Begin with a description of the genesis of the Commission, including how commissioners were selected and why they accepted. Go on to list the Commission's accomplishments: (a) establishment of funding to enable us to begin to implement goals with respect to personnel and community, (b) establishment of an implementation mechanism, and (c) other projects which have already been accomplished. Conclude with a call to the North American Jewish community to join in these urgent efforts.
2. Clarify what is meant by Jewish education--that it includes the informal as well as the formal.
3. Capture the importance of involving the total community.
4. Focus on the need for excellence in Jewish education for its own sake, not just for Jewish survival.
5. Focus on a need for improvement or enhancement of Jewish education, rather than just change.
6. Take a positive approach to personnel, in addition to making the need for improvement clear. It is possible to include the many positive things happening in Jewish education today and the opportunities for qualified personnel now existing within the field.
7. Maintain a balance among the importance of teacher training, service delivery at the local level, and research and the training of professors of Jewish education.

8. Refer to literature on general education, which indicates that salaries alone are not the answer.
9. Address new technology.
10. Include projected costs for achieving various recommendations.
11. Serve as an advocacy document.
12. The issue of timing should be considered. The Commission's report will be released in the midst of efforts to fund the absorption of Soviet Jews. On the other hand, there will always be crises in the Jewish world, so the time to issue a report is when it is ready.
13. The use of a ten-year time frame was questioned. Do we need to do this? It would require the establishment of measurable goals and, therefore, might not be a good idea unless we are prepared to set such goals at this point in time.

IV. Reports of Discussion Groups

Discussion then continued in three separate groups. Each group was asked to discuss recommendations relating to the implementation mechanism and community action sites, and also to discuss one or more of the recommendations of the proposed report, as indicated below. Reports of these group discussions were later presented to the full Commission.

A. Group A--Research and the Programmatic Arenas--Eli Evans, Chair

Mr. Evans reported that the group recommended that this section of the final report should be rich, varied, and detailed. A study of best practices might provide a basis for treating the programmatic arenas. Group members encouraged a focus on preschoolers and early teens, with an important focus on involving the family. Others suggested a look at the later teenage years as an area not now receiving adequate attention. The role of research will be especially important as we learn how to assess and evaluate our impact on these programmatic areas.

B. Group B--Personnel--Sara Lee, Chair

Mrs. Lee reported that the group looked at the four assumptions presented in the background materials and suggested that these be placed in the context of the urgency to act now and of the goals to be achieved. The group found in-service education and training to be a high priority, noting that Jewish educators already on hand need an opportunity to grow and improve. It was suggested that the needs of Jewish educators be looked at comprehensively as we consider the kind of professional education current teachers need to meet the demands of the future. It was also suggested that salary and benefits be treated as incentives to encourage continuing commitment and quality.

There is a critical need for training Jewish education personnel. The group suggested that a cooperative effort be developed among colleges of Jewish studies, seminaries, and secular colleges and universities for this purpose.

Recruitment must be addressed immediately and comprehensively, and profession building, essential for effective recruitment, must be addressed simultaneously.

The group also discussed community action sites and the challenge of working with the many institutions and organizations which exist in any community. It suggested the importance of clarifying the goals of the community as an important first step.

Finally, the group questioned the use of a ten-year time frame as noted in the Commission's background report.

In addition, one member of the group suggested that people who devote their lives to Jewish education should be provided a free Jewish education for their children.

C. Group C--Community and Financing--Morton L. Mandel, Chair

Mr. Mandel reported that this group believes that detailed planning is now called for to enable the recommendations to be implemented, and that the completion of the Commission's work is just the beginning of making an impact on Jewish education.

It is important that all segments of a community be included in the planning process. The report should urge federations to give leadership to seeing that the proper elements in a community are all convened to focus on Jewish education.

Community action sites should be distributed geographically and demographically. The group felt that a community action site could also be a "cut" into a community, e.g., a focus on the supplementary school. Top lay leadership of the community will play a critical role in the community process and must, therefore, be involved and committed, if a community action site is to be a successful project.

The facilitating mechanism is envisioned as an organization with a small, highly qualified staff, which would accomplish its goals largely by working through other organizations such as JWB, JESNA, CJF, the denominations, etc. It would play a facilitating and advocacy role rather than be a major service provider, and would also seek to ensure that an evaluation system is in place. Its primary purpose would be to help "energize the system."

D. Funding Possibilities

Mr. Mandel noted that over the long term, federations and community endowment funds are the most likely source of increased support. However, during the period in which federations step up to this challenge, it is anticipated that initial funding and some ongoing funding for implementation will come from private family foundations and endowment funds.

Mr. Mandel reported that he has been in touch with a few large family foundations about setting aside sums of money to support implementation of the Commission's recommendations. Three have already or will set aside \$5 million each over a period of 5 years for this purpose, subject to the individual foundation's control. Mr. Mandel noted that he is seeking a total of \$25 to \$30 million for early funding and believes that this will be attainable.

In addition, a few family foundations have agreed to assist in underwriting the facilitating mechanism. Some have expressed an interest in working through the mechanism to fund appropriate projects. Other potential funders will be convened in the months ahead for the purpose of discussing this funding further.

E. General Discussion

It was suggested that the facilitating mechanism should work closely with existing organizations. It should take the lead in involving local communities as extensively as possible, with an eye toward continuing implementation of the Commission's goals most effectively at the local level. The mechanism, as an independent body, should be able to work with a range of constituents. It should work closely with continental bodies, and the communities. It should serve as a catalyst.

Most commissioners saw the mechanism as a free-standing organization with its own board and its own source of funding.

It was suggested that the term "mechanism" may be too neutral. One commissioner suggested that it be described as a "force" to disseminate the message of the Commission. Another suggested that it be viewed as a vehicle to facilitate change by enhancing existing institutions. Its functions could include advocacy, standard setting, conducting research and evaluation, and perhaps establishing a national benefits program.

It was suggested that the final report should be written for supporters of the Commission's recommendations as well as for potential implementers. For both purposes, it should set high but realistic goals, should clearly state the steps we recommend to achieve those goals, and should indicate the Commission's readiness to promote financial backing to accomplish these goals. The report

should be very specific in describing the mechanism and should try to set a timetable for accomplishing its goals. The report should list its recommendations, and the actions to be taken, such as the establishment of the facilitating mechanism, of community action sites, and of an early availability of funds.

In summarizing, the Chair noted that many issues have been illuminated at this meeting which will require careful consideration in the weeks ahead. He noted that Stephen Hoffman, currently Executive Vice President of the Jewish Community Federation of Cleveland, has agreed to serve as interim director of the facilitating mechanism on a part-time basis, to help define that body, to help develop a governance process and board, and to begin to answer questions about its role relative to national and local bodies. He noted further that David Finn will assist in the process of writing a final report, translating the many views expressed into the final document. He noted, finally, that at the next meeting of the Commission, scheduled for Tuesday, June 12, 1990, commissioners will have an opportunity to discuss a draft of the final report, which will be mailed to the commissioners prior to the meeting.

V. D'var Torah

The meeting concluded with an inspirational D'var Torah delivered by Rabbi Haskel Lookstein, Principal of the Ramaz School and Rabbi of Congregation Kehilath Jeshurun.

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

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Chairman
Mona Riklis Ackerman
Ronald Appleby
David Arnow
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Jack Bieler
Charles R. Bronfman
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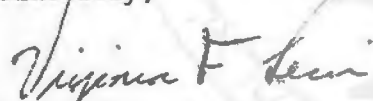
March 6, 1990

Mr. Herb Millman
104 Hix Avenue
Rye, NY 10580

Dear Mr. Millman:

Morton Mandel has asked me to send you a copy of the minutes of the most recent meeting of the Commission on Jewish Education in North America. I hope that they will be of interest.

Sincerely,



Virginia F. Levi
Commission staff

Enclosure

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Joseph Reimer

March 6, 1990

Mrs. Barbi Weinberg
409 Drury Lane
Beverly Hills, CA 90210

Dear Mrs. Weinberg:

Morton Mandel has asked me to send you a copy of the minutes of the most recent meeting of the Commission on Jewish Education in North America. I hope that they will be of interest.

Sincerely,

Virginia F. Levi
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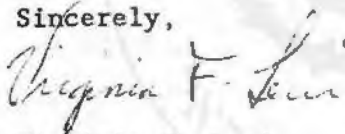
March 6, 1990

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

Dear Mr. Solender:

Morton Mandel has asked me to send you a copy of the minutes of the most recent meeting of the Commission on Jewish Education in North America. I hope that they will be of interest.

Sincerely,



Virginia F. Levi
Commission staff

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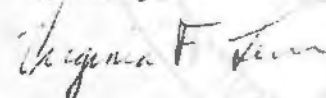
March 6, 1990

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

Dear Mr. Aaron:

Morton Mandel has asked me to send you a copy of the minutes of the most recent meeting of the Commission on Jewish Education in North America. I hope that they will be of interest.

Sincerely,



Virginia F. Levi
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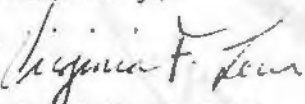
March 6, 1990

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

Dear Mr. Wasserstrom:

Morton Mandel has asked me to send you a copy of the minutes of the most recent meeting of the Commission on Jewish Education in North America. I hope that they will be of interest.

Sincerely,



Virginia F. Levi
Commission staff

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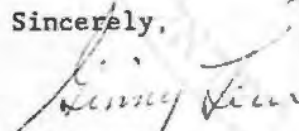
March 6, 1990

Mr. David Finn
Ruder Finn & Rotman, Inc.
301 East Fifty-Seventh St.
New York, NY 10022

Dear Mr. Finn:

Enclosed are the minutes of the February 14 meeting of the Commission on Jewish Education in North America and the February 15 meeting of senior policy advisors. Please let me know if you need any additional information.

Sincerely,


Virginia F. Levi
Commission staff

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MEMO TO: Bureau Directors
FROM: Mark Gurvis *MG*
DATE: March 12, 1990
SUBJECT: February 14, 1990 Commission Meeting

The February 14th meeting of the Commission on Jewish Education in North America focused on discussion of the recommendations to be included in the Commission's final report. Enclosed is a copy of the background materials prepared for the meeting. The Commission is now working towards approval of its report at its June meeting. Following are a couple of items I wanted to highlight for you:

1. The Commission will create a successor mechanism to facilitate implementation of its recommendations. This implementation mechanism would be an independent body, not housed within the administrative structure of one of the national agencies. However, it would be structured to continue the partnership that has evolved between private foundations, CJF, JESNA, and JWB, and would also seek to strengthen ties to the denominations and other institutions in the education arena. Its staff would be kept small by design. Its role would be to facilitate cooperative efforts between institutions and potential funders, to strengthen existing entities and focus their energies and resources on a common agenda in Jewish education.
2. The determination to create a number of community action sites has been ratified and strengthened. Criteria for selection of sites will be left to the successor mechanism to define in its initial planning.
3. A series of research papers commissioned this past year are nearing completion. I will share them with you as they are available and approved for a distribution. A listing of the papers is included at the end of the background materials.

Please feel free to call me with any reactions or questions you may have.

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