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**MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.**  
Series B: Commission on Jewish Education in North America (CJENA). 1980–1993.  
Subseries 2: Commissioner and Consultant Biographical Files, 1987–1993.

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Box	Folder
5	32

Hirschhorn, David, 1988-1990.

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HL2

June 20, 1988

Dear Mr. Hirschorn:

The Mandel Associated Foundations is in the process of organizing a Commission on Jewish Education in North America. The Commission will function in cooperation with the JWB and JESNA and in close cooperation with the CJF.

The purpose of this Commission is to bring together the best lay and professional minds we can assemble to make a positive impact on the quality of Jewish education in the United States and Canada.

We believe that Jewish education needs a great deal of improvement if it is to make its appropriate contribution to the constructive continuity of the Jewish people. We believe that our Commission has a good chance to bring about important results, because American Jewish leadership is now sufficiently concerned to make this a high priority, and because there are important new financial resources available for Jewish education if we show how these resources can be utilized to good effect.

I hope that you will serve as a member of this Commission. The Commission will meet four to six times over a period of eighteen months to two years. It will have the benefit of a professional staff and consultants who will do the research directed by the Commission, and staff the Commission and its subgroups. The first meeting of the Commission is scheduled to be held on August 1st in New York City.

*Henry Kochinsky*

*David Hirschorn*

Thus far everyone asked has agreed to serve including Mandell Berman, Jack Bieler, Charles Bronfman, John Colman, Lester Crown, David Dubin, Stuart Eizenstat, Joshua Elkin, Eli Evans, Max Fisher, Alfred Gottschalk, Rabbi Irving Greenberg, Robert Hiller, Carol Ingall, Mark Lainer, Norman Lamm, Sara Lee, Seymour Martin Lipset, Robert Loup, Matthew Maryles, Florence Melton, Donald Mintz, Lester Pollack, Charles Ratner, Harriet Rosenthal, Esther Leah Ritz, Alvin Schiff, Ismar Schorsh, Daniel Shapiro, Yitzak Twersky, and Bennett Yanowitz.

I know that you can be an important addition to the work of the Commission and I hope that you will wish to participate.

Sincerely,

MORTON L. MANDEL

Mr. David Hirschorn  
c/o American Trading Corporation  
Blaustein Building  
Baltimore, Maryland 21201

Hirschorn phone no. (301) 347-7200

*then call RSH = 301 7274828  
or  
res 301 653-1442*

*6/27 not in today. May return call early Tues  
am 6/28. Otherwise, Z. to call him.  
6/28 Tel Hirschorn. He agreed to serve - very interested.*

AUG 9 1988

*ajh no reply*

DAVID HIRSCHHORN

BLAUSTEIN BUILDING  
BALTIMORE, MD. 21201

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

August 3, 1988

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

Dear Morton:

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

*Herman Stein  
could address  
the subject of  
program  
evaluation.*

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

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

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

Sincerely,

*David*

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

TO: Morton L. Mandel  
Arthur J. Naparstek ✓  
NAME  
DEPARTMENT/PLANT LOCATION

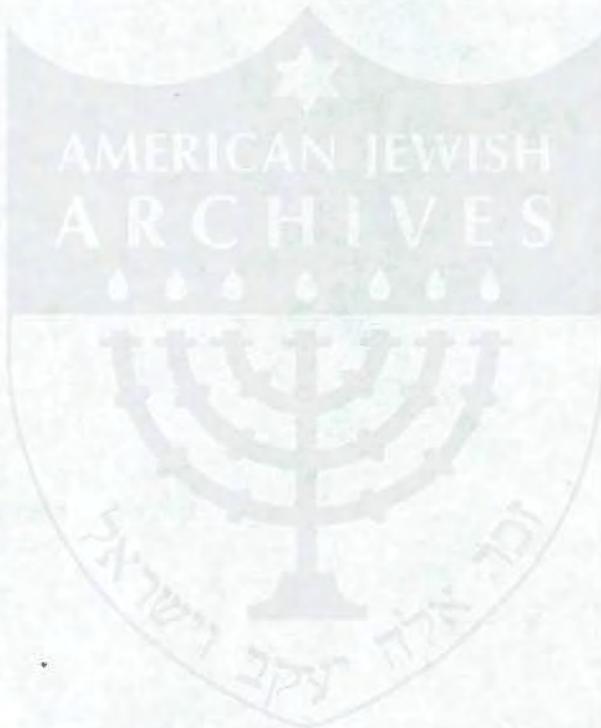
FROM: Henry L. Zucker  
NAME  
DEPARTMENT/PLANT LOCATION

DATE: 8/15/88  
REPLYING TO  
YOUR MEMO OF: \_\_\_\_\_

*HLZ*

SUBJECT:

David Hirschhorn, in his August 3rd letter to MLM, has suggested adding to the Commission's agenda the subject of evaluation of programs in Jewish education. A definitive statement on this subject would be useful. It probably should be developed by one of our consultants. For example, I believe Herman Stein could do it very well.



INFORMATION OFFICE

## TOWARDS THE THIRD COMMISSION MEETING

## INTERVIEW OF COMMISSIONERS

COMMISSIONER NAME: DAVID HIRSCHHORN  
INTERVIEWER: PROF. SEYMOUR FOX  
DATE: APRIL 3, 1989  
PLACE: BALTIMORE, MD.

Summary:

I had a meeting with Mr. Hirschhorn at the Blaustein Building in Baltimore where we discussed the ideas he had presented at the previous Commission meeting on the importance of research and evaluation.

This was a very enjoyable three-hour meeting and I will give a more complete report after I see Mr. Hirschhorn again on May 5th.

I did begin to sketch the concept of demonstration site and the need for some implementation instrumentality to help build and develop the demonstration site.

I discovered that Mr. Hirschhorn is particularly interested in the work of the Reform Movement, and I believe that his foundation, and he personally, would be very much interested in participating actively in the work of the Commission and in its outcomes.

hirsch/1FOX-W

## TOWARDS THE THIRD COMMISSION MEETING

## INTERVIEW OF COMMISSIONERS

COMMISSIONER NAME: MR. DAVID HIRSCHHORN  
INTERVIEWER: SEYMOUR FOX  
DATE: MAY 3, 1989 -- 3:00-5:00 P.M.  
PLACE: BALTIMORE, MD.

Summary:

This was my second meeting with Mr. Hirschhorn. It was another excellent meeting. Mr. Hirschhorn definitely wants to be involved in the work of the Commission and has particular interests which fit within the general work of the Commission, and particularly the work of the ii.

I reviewed with him the conception of demonstration site, leaving open the exact definition, with the possibilities ranging from a whole community to several schools in different communities. He made some important points regarding the politics of working with any particular community.

He understood the need for a mechanism to carry this out, and is very supportive of the idea of the ii. Again, he returned to his two major interests which are research-evaluation goal setting, and encouraging the various denominations to work out their goals, to articulate them, and to decide what practice is likely to lead to their goals.

He saw the evaluation and monitoring aspect of the work of the ii as very important, and I think he would be particularly interested in being involved with this.

He brought up the question of federation grant-giving and its relationship to Jewish education. He is concerned about the fact that we have very little by way of evaluation to guide federations as they make decisions. He continuously referred to his own role in the Baltimore Federation.

Another topic that is of importance to him is the supplementary school and he wants to find out how much can be done in a supplementary school. We discussed the fact that there are several supplementary schools in the United States that appear to be successful. He thought it would be useful to study those schools, to see what it is that makes them "successful" and decide whether they could be replicated.

He would be happy to participate in small group meetings related to the issue of research or the supplementary school. He was ready to speak at the next meeting of the Commission on the issue of research and the supplementary school. I promised to get back to him to tell him whether this would be useful.

He mentioned the importance of bringing Bob Hiller into the inner group. Mr. Hirschhorn is also concerned with the issue of profession-building and thought that this was going to be one of the key issues and challenges for the Commission.

I think we have a very supportive member of the Commission who is happy to participate and be active.

At the end of the interview, Mr. Hirschhorn thought it would be useful for me to meet with several other members of the Blaustein family. He proceeded to discuss with them the work of the Commission and described it, I thought, very effectively.

Mr. Hirshhorn is expecting to attend the meeting on the 14th.

COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

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

May 30, 1989

Commissioners

Morton L. Mandel  
Chairman  
Mona Riklis Ackerman  
Ronald Appleby  
David Arnow  
Mandel L. Berman  
Jack Boker  
Charles R. Bronfman  
John C. Colman  
Maurice S. Corson  
Lester Crown  
David Dublin  
Stuart E. Fixenstat  
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 Lamer  
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  
Isidore Twersky  
Benjamin Yanowitz  
Isaiah Zeldin

In Formation

Senior Policy Advisors

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

Director

Arthur J. Naparstek

Staff

Virginia E. Levi  
Joseph Reimer

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

Dear David:

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

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

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

*Mort*

Morton L. Mandel  
Chairman

hirsch/2FOX-W

THE COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA  
TOWARDS THE THIRD MEETING OF THE COMMISSION

INTERVIEW OF COMMISSIONER

1. COMMISSIONER: MR. DAVID HIRSCHHORN
2. INTERVIEWER: PROF. SEYMOUR FOX
3. DATE: AUGUST 22, 1989
4. SETTING: BALTIMORE, MD.
5. DURATION: TWO AND A HALF HOURS
6. SUMMARY:

Mr. Hirschhorn participated in this meeting despite the fact that his wife had recently undergone surgery.

I found David Hirschhorn's interest deepen with each meeting of the Commission. He raised the question of the politics involved in establishing a Community Action Site. Mr. Hirschhorn is concerned that the federation in many communities may not be the appropriate group to lead the building of a wall-to-wall coalition.

He quoted Bob Hiller who, despite his many years of association with the Federation Movement and CJF, also questioned whether many federations are now ready to place Jewish education very high on their list of priorities.

Mr. Hirschhorn again indicated how important he thought it was to undertake serious evaluation as well as discussion about goals before we proceeded too far.

I then began to discuss with him the fact that it was our intention to try and convince various individuals or foundations to develop areas such as evaluation, early childhood, etc. He thought that this was a very good idea and indicated that he looked forward to discussing this with Mr. Mandel.

I left the meeting with the feeling that David Hirschhorn is someone who can play a very important role in the future work of the Commission and any successor mechanism.

He will be attending the next meeting of the Commission.

October 20, 1989

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

Dear David:

You have told this to me several times much more effectively. I think the message will be responded to seriously and will result in evaluation being built into the work of the Commission. I believe that there will be many communities that will be influenced by our report and therefore, it is even more important for us to act on your thoughts. With best regards and looking forward to seeing you on Monday, I will give you a call over the weekend.

Sincerely,

  
Seymour Fox

P.S. I am enclosing a copy of your letter to Mr. Morton Mandel on this topic.

April 18, 1990

Dear David:

You have pointed out, correctly, that we know very little about what works in Jewish education and that it is futile to "throw money" at Jewish education until we find out. Very little has been done to study the effectiveness of program content and curriculum, to compile data on costs and research on cost effectiveness, and in general, to monitor and evaluate programs. In short, there is a paucity of good research in the field of Jewish education, and not even a basic bank of data to assist policy-oriented analysis.

We need to develop a research capability, which will identify what works in Jewish education, and which will make it possible to be more accountable for the funds which we raise and allocate.

What is proposed now is that this problem be addressed as part of the implementation program of the Commission on Jewish Education in North America. I hope that you will be willing to take the leadership in this regard. Specifically, would you be willing to chair a task force on research in Jewish education, to bring together a group of lay and professional leaders who are capable of assessing what effective research is now being done, and what needs to be done, and by whom? Are there organizations currently doing useful research, and are they capable of expanding these activities?

We are prepared to help develop an agenda for such a task force, and to suggest persons who would be willing to work with you in this endeavor.

I would be glad to discuss this subject with you, personally, in company with Hank Zucker and/or Steve Hoffman, the acting executive of the implementation mechanism. Please let me know if I should arrange a suitable time for us to get together.

Warm regards.

Sincerely,

MORTON L. MANDEL

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

MAY 21 1990

DAVID HIRSCHHORN

BLAUSTEIN BUILDING  
BALTIMORE, MD. 21201

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

May 10, 1990

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

Dear Mort:

I have delayed responding to your April 18 letter in view of my uncertainty as to my ability to undertake the Task Force leadership which you suggest.

As you know, I am most interested in the purpose of the Task Force and I appreciate the confidence you have expressed in me. However, my involvement presently in a large variety of matters will not enable me to find the time which I believe is required to give appropriate leadership to this proposed Task Force. Regretfully, I must decline the invitation.

My interest in the work of the Commission continues. If asked, I will be pleased to serve as a member of the Task Force.

Warm regards.

Sincerely,



DH:ez

HENRY L. ZUCKER  
4500 Euclid Avenue  
Cleveland, Ohio 44103

June 4, 1990

Dear David:

I am sorry to learn that you won't be able to head up the research task force. We will keep looking for a chairman and I'll remember that you are willing to serve as a member. It probably will be some time before we're ready to organize this task force.

We are heading for our final meeting on June 12 and, hopefully, we shall authorize the production of the Commission's final report. Tentatively, we are planning to have a celebratory event in October or November to issue the printed report, and to focus on its follow up.

I'd like to discuss your part in the mechanism which we will be setting up for you and me to follow up on the recommendations of our report. We'll telephone you to try to set up a date.

It's been a pleasure to work with you in the Commission, and I hope that's only a beginning of our work together.

Warm regards.

Sincerely,

  
MORTON L. MANDEL

Mr. David Hirschhorn  
Blaustein Building  
Post Office Box 238  
Baltimore, MD 21203