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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 2: Commissioner and Consultant Biographical Files, 1987–1993.

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Lookstein, Haskel, 1988-1990.

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Commissioner Contact Sheet

Name Haskel Lookstein Assigned to AJN?
 Mailing Address _____ Off. phone _____
 _____ Home phone _____
 Fax _____ Telex _____

Comments Principal of Ramat School, interested in
personnel for day schools

Date	Nature of Contact/Status	Next Steps/Action Needed
8/3/88	AM call - Pre 8/1 interview	
8/8/88	SF call - Follow up on 8/1	
8/8/88	Letter from HL to AJN	
9/8/88	Letter from AJN to HL	
10/25/88	DM call - input on Options paper	
11/2/88	AJN Visit - pre 12/13 interview	
12/27/88	AM visit - follow up on 12/13 (Jerusalem)	

COMMISSIONER CONTACT SHEET

Name	Haskel Lookstein	Assigned to	AJN
Mailing Address	Ramaz School 125 East 85th Street New York, NY 10028	Off. phone	212-427-1000
Fax		Home phone	
		Telex	
Comments	Principal of Ramaz School, interested in personnel for day schools		

Date	Nature of Contact/Status	Next Steps/Action Needed
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RAMAZ

M.M. file Accession
FYI *PD*

VFL

ישיבת רמז

PRINCIPAL'S LETTER

March 21, 1988
Nisan 3, 5748

Dear Parents:

There are a number of items which I would like to call to your attention at this season of the year.

I. LOWER SCHOOL EVALUATION

For the past two years the faculty and administration of the Lower School has engaged in a self-evaluation project, examining our goals and methods, analytically and critically. Now we are ready for the final stage in which we are inviting a committee of educators from outside the school to look at what we have concluded and also to examine the entire Lower School and give us the benefit of their objective observations and conclusions. The committee which will be visiting the school during the last week of April and the first week of May, is composed of the following people:

Dr. Clara Loomanitz, Prof. of Education at Brooklyn College and head of the Early Learning Center there.

Mrs. Roanna Shorofsky, Director of the pre-school program at the YMHA and a Trustee and former parent in our school.

S. Maurice Plotnick, founder and former headmaster for many years of the Westchester Day School. He will be a generalist on the committee and he will also analyze specifically our mathematics program.

Rabbi Nachum Muschel, founding principal of ASHAR (formerly the Hebrew Institute of Rockland County) in Monsey. He, too, will be a generalist but he will also analyze, specifically, the Judaic studies program.

A specialist in reading and language arts in elementary schools.

Dr. Ruth Livne, Director of the Hebrew language division in the Culture Department of the Jewish Agency.

Chani Lichtiger, Director of the Computer Resource Center, Board of Jewish Education.

A specialist in science education in elementary schools.

One of the nicest aspects of this entire process has been the uniform reaction of each educator whom I have approached to serve as an evaluator. Each was exceptionally impressed with the process we have undertaken thus far and the fact that we are determined to look at our school in an objective and self-critical way. They were all enthusiastic about participating in the process. We look forward to their observations, conclusions and oral and written reports.

II.

Last Thursday one-third of the Upper School student body fasted for at least half a day in solidarity with Yuli Kosharovsky who was observing the 17th anniversary of his first refusal to leave the Soviet Union. The effort in behalf of Yuli in our school was led by the eight students and three members of the faculty who visited the Soviet Union during the winter vacation. As I write this letter, the Upper School is preparing to conduct a daily minyan on 67th Street and Lexington Avenue, opposite the Soviet Mission to the United Nations, in support of Yuli and Inna Kosharovsky as they conduct a hunger strike to attract world attention to their plight. Ramaz parents will recall that we did the same thing for Anatoly Scharansky in the fall of 1982.

I am proud to include in this Principal's Letter part of the brief statement made by a junior at Ramaz, Shai Held, which he delivered at the rally last Thursday.

"It is with great fear and trepidation that I address you today - Fear, for our many brothers trapped behind the Iron Curtain. Trepidation, for their faces are being hidden behind the Red Veil of Secrecy.

Anatoly Shcharansky, Vladimir Slepak and Ida Rudel have left. But we are not deceived. We know that these are but a token few. What I saw while in the Soviet Union is that Borra Weinstock, David Schwartzman and Ilya Shostokovsky remain behind. That Yelena Keys and Olga Kagan receive refusal after irrational refusal and that, for Soviet Jews, Glasnost is but a tremendous fraud.

Just what is Glasnost when aged mothers long to see their children at long last? When Boris Orlov is deprived of one opportunity to see the land he calls home? When Yuli Kosharovsky, for whom we are here today, must live a lifetime of refusal and degradation? When his three children - Mikhael, Elie and Matti - must live their entire lives locked in the world's largest prison - the USSR?

Mikhael Gorbachev, for how much longer do you intend to let this mockery continue? Be assured that we in the West have not forgotten Yuli Kosharovsky. We will not allow him or his name to fade away while you smile and charm the press. We stood year after year with Avital while she fought valiantly for her husband. WE STAND TODAY AND WE SHALL CONTINUE TO STAND AS LONG AS IT TAKES FOR YULI AND HIS WIFE INNA.

III. A MENSCHLICH BASKETBALL TEAM

Our high school basketball team traveled to Boston last month and

emerged victorious in a basketball tournament held at the Maimonides School, the Day School founded by Rabbi Joseph B. Soloveitchik in Boston. While we are proud of the teams' athletic success, we are even more proud of a public statement which was posted on the bulletin boards in the Upper School a few days after the trip. It read as follows:

A MESSAGE FROM THE VICTORS

We are pleased to announce that the Ramaz Boys' Varsity Basketball team has won the 1988 Maimonides Invitational Tournament. This victory involved more than just the contributions of the team members. We would like to acknowledge and thank the members of our administration who made this all possible. We especially thank Mrs. Ritterband who encouraged us from the beginning, and provided us with the spirit to go to Boston and compete. We thank Dr. Shudofsky who played a large role in making the subsidy possible. We would also like to thank Mr. Harvey Blech for once again accepting responsibility for the team as chaperone, and Coach Randy Dulny whose guidance and support has led us through our entire successful season.

Winning the tournament was our primary goal; however, we achieved a lot more along the way. We all learned a great deal from the Shabbaton experience and made friends from cities across the nation. We are very proud of ourselves for winning the tournament, but more importantly for the way in which we represented our school. We hope that as a result of the example we set, Ramaz will be invited to these types of tournaments in the years to come.

Sincerely
The Ramaz Boys' Varsity
Basketball Team

Last week the varsity played in the finals of the Inter-Yeshiva League Playoff at Madison Square Garden, prior to the Knick game. We lost in a closely fought game to the Frisch School. In my book, however, our young men are already champions in the most important league, the league of menschen.

IV. RAMAZ IN ISRAEL

In the first week of January I traveled to Israel as a member of the National Rabbinic Cabinet of Israel Bonds. While there I had a chance to see most of the 35 students of last year's graduating class who are currently studying in Israel. What an absolutely delightful experience! It was enormously impressive to see that what our kids are accomplishing and how they are developing. It was exceptionally gratifying to hear from several heads of institutions that Ramaz students stand out from the crowd in terms of their seriousness and their very fine human qualities.

While on the subject of Israel, we just received a letter from Pearl Steinmetz Herskowitz - Class of 1972 - who made aliyah one and a half years ago. She and her husband and two children have just moved

into their new apartment in Petach Tivka. Among the many beautiful lines in her letter is the following which means so much to us: "Ramaz - you're wonderful - and it's partly because of you that I'm here."

V. TUITION SCHEDULE 1988-89

Finally, I am enclosing with this letter a copy of our new tuition schedule for 1988-89. It contains a modest rise over last year and it represents the best effort of the Administration of the school, the Executive Committee and the Board of Trustees to keep our tuition within reasonable bounds. The major factor which determines Ramaz tuition is our teachers' salaries. The average salary for a Ramaz teacher in 1988-89 will be around \$30,000. We are proud of that figure. It represents a statement on the part of Ramaz parents that Jewish education is the most important priority for the Jewish community today, a statement that expresses clearly our conviction that people who are charged with the responsibility for giving a Jewish education should be paid a wage commensurate with their commitment, ability and importance.

It is not an accident that almost 85 percent of Ramaz teachers have advanced degrees, that 15 percent have Ph.Ds and that another 15 percent have s'micha. Most of our faculty is tenured and the turnover from year to year becomes less and less. All of this is a result of decisions made by our lay and professional leaders to make the profession of Jewish education a dignified and reasonably remunerative one. This necessarily has an impact on tuition, a impact which we feel is proper and which we know Ramaz parents support.

One further word: Included in your tuition materials there is a separate page which speaks about Scholarship Entitlements. Please read that page carefully. It represents our best attempt to say to Ramaz parents that if our tuition is beyond their means they are entitled to a scholarship. We feel that it is our task to make the education at Ramaz the best that it possibly can be and to make sure that our educators are compensated as generously as possible. At the same time, we are committed to the proposition that every child who is admitted to Ramaz is entitled to benefit from our school. We invite parents to join us in that total commitment.

These are very difficult days for the Jewish people. We are under siege in Israel and in the world press and communications media. I thought it would be helpful to include with this letter a translation of a statement of Elie Wiesel which appeared originally in the Israel newspaper Yediyot Achronot. We are proud of the statement and of the fact that it has been made by a Ramaz parent who represents not alone our community but Jews all over the world. We hope that in the aftermath of the celebration of Purim and on the eve of the beginning of Nisan, the month of redemption, the current crisis will pass, the riots in the Land of Israel will cease, and the difficult questions will be approached through peaceful and reasoned negotiation.

Very cordially yours,


Rabbi Haskel Lookstein
Principal

P.S.: The tuition materials are for information purposes only. There is no need to send tuition now. You will receive contracts in the mail.

1988 - 1989

TUITION FEES*

LOWER SCHOOL

Nursery 3 (Hours 9-12)	\$ 3550
Nursery 4 (Hours 8:30-1:00 P.M. Lunch included)	\$ 4050
Kindergarten	\$ 4450
Grades One, Two and Three	\$ 4550
Grades Four, Five and Six	\$ 4950

UPPER SCHOOL

Forms I and II	\$ 5500
Forms III through VI	\$ 5600

OTHER FEES

SCHOOL LUNCH FEE	\$ 500
LUNCHROOM FEE	

(for those not on the School Lunch Program; Kindergarten excluded)	\$.75
Application and Testing Fee	\$ 75
Parents Council Membership Fee	\$ 25
Registration Fee	\$ 500

This fee is an annual fee for all students. It will not be refunded in case of withdrawal.

STUDENT ACTIVITIES FEE

For all students in Grades K through 6	\$ 150
For all students in Forms I through VI	\$ 175

Does not cover an off-campus activity more than one day in duration.

High School Senior Fee	\$ 200
Bar Mitzvah Preparation (for those requesting it)	\$ 300

** Included are most Books and Materials, Student Accident Insurance Premium, Arts and Laboratory Fees as applicable to the grade level.*

Special education services per discussion with Administrator of the school.

1988 - 1989

CAPITAL EXPENDITURE FUND

Suggested minimum contribution to the Ramaz Capital Expenditure Fund
for each child \$2,000

Checks should be payable to:

RAMAZ CAPITAL EXPENDITURE FUND

(K-VI)

RAMAZ SCHOOL

Policy Statement on Tuition Schedule 1988 - 1989

The interests of Ramaz as a religious, educational institution are served best by a student body drawn from all parts of the Jewish community and from all walks of life. Such a composition of the student body is most consistent with the role of Ramaz as a religious institution which makes available to all who wish it, the opportunity for study of Torah. The educational programs of the School are fulfilled best in an environment where children from all social and economic segments of the Jewish community will feel comfortable.

The enclosed schedule seeks to meet most of the cost of teaching personnel and of the total educational program of the School. Necessarily, the tuition is higher than that which can be met reasonably by many parents. For that reason, we emphasize that parents who feel that the tuition is beyond their means are *urged* to discuss the matter with our Director of Admissions. Parents should understand that tuition schedule reductions, granted as scholarships, are viewed by the School as the *entitlement* of those whose income, expenses or circumstances require such a reduction.

**Mandel
Associated
Foundations**

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

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

July 18, 1988

Dear Rabbi Lookstein:

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

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

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

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

I hope to see you at our first Commission meeting. I look forward, with pleasure, to working with you.

Cordially,



MORTON L. MANDEL

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

Enclosures

**Mandel
Associated
Foundations**

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

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

July 18, 1988

Dear Rabbi Lookstein:

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

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

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

At the meeting we would like to distribute a brief biographical sketch of each commissioner. I would appreciate your sending me information on your background. Please send it by Wednesday, July 20 to Premier Industrial Foundation, 4500 Euclid Avenue, Cleveland, Ohio 44103.

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

Sincerely,

Art Naparstek

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

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

Enclosure

Rabbi Hersh Leubenstein
Spiritual Leader - Cong.

Kehillath Teshuvah
N.Y.C.

Principal, Kiamaz School
N.Y.C.

THE COMMISSION ON JEWISH EDUCATION EDUCATION IN NORTH AMERICA
FOLLOWING-UP ON THE FIRST MEETING:

PHONE CALLS WITH COMMISSIONERS.

1.COMMISSIONER: HASKEL LOOKSTEIN

2.PHONER: ANNETTE ROCHSTEIN

3.DATE: AUGUST 3, 1968

4.SPIRIT: VERY INVOLVED AND THRILLED BY THE MEETING.

5.THE CALL:

HOW TO PROCEED: THOUGH MANY TOPICS ARE IMPORTANT, IF WE DO NOT IMPACT THE QUALITY OF PERSONNEL NOTHING WILL MAKE ANY DIFFERENCE. THE PROBLEM IS NOT THE PRINCIPALS. THE PROBLEM IS THE TEACHERS WHO MAKE THE SCHOOL. "EVERY TIME WE LOOSE A TEACHER I SHUDDER. BECAUSE IT IS IMPOSSIBLE TO FIND A GOOD REPLACEMENT". I DON'T KNOW HOW TO DO IT. SALARIES DO MAKE A DIFFERENCE, BUT I DON'T KNOW HOW TO HANDLE THE PROBLEM OF QUALITY. I WOULD BE READY TO SIT AND HELP THINK ABOUT IT".

[RABBI LOOKSTEIN BROUGHT UP THE PREDICAMENT OF THE CENTRIST ORTHODOX IN AN INCREASINGLY FUNDAMENTALIST AND RIGHT-WING UNIVERSE. HE SPOKE OF SPECIFIC INSTITUTIONS THAT HAVE CLOSED — SUCH AS THE HEBREW SPEAKING CAMP MASSAD. — HE WILL PUT THIS DOWN ON PAPER AND SEND IT TO ART. I POINTED OUT THAT IT WAS PROBABLY PREMATURE TO EXPECT SPECIFIC INTERVENTIONS AT THIS TIME.]

ABOUT THE MEETING:

"I WAS EXHILARATED BY THE MEETING. I HAVE NEVER ATTENDED ANYTHING OF THE KIND. THE DOCUMENTS WERE MARVELLOUS" ETC...

* * * * *

AN

Premier Industrial Foundation

4500 EUCLID AVENUE

CLEVELAND, OHIO 44103

September 8, 1988

Dear Rabbi Lookstein:

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

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

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

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

With regards for a happy New Year.

Sincerely,



Arthur J. Naparstek
President

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

Interview:

1. Commissioner Haskel Lookstein
2. Date: 11-2-88
3. Spirit: Positive, friendly, supportive and committed.
4. Setting: Office at Ramaz Upper School
5. Duration: 3 hours
6. Commissioner's current stand:
 - A. Personnel - yes.
 - B. Community - ambivalent, not really clear on where that would go.
 - C. Programmatic Options - eliminate almost everything except day schools and Camp Masad.
7. Summary:

I began our discussion by bringing him up-to-date on all that has gone on. He was somewhat aware as we have been talking on the telephone, and he has talked with others. His major concern was to keep the momentum going, and his focus was very utilitarian, with a focus on personnel.

Rabbi Lookstein offered the following comments as the interview proceeded.

- I. Personnel - He strongly agrees with personnel. It is the most important issue and must be put in terms of remuneration and fringe benefits. Linked to personnel is staff development and in-service training.

He discussed the notion of effective schools, and feels that we should build on the literature of effective schools.

- II. Community - He is less clear on the role of community. As I talked with him about the issue of community and how we could possibly define it, he said, "If we can create a norm in the community so that parents believe it is fashionable to give children Jewish education and we can get large donors like a Leonard Stern to give their money to Jewish education instead of New York University, it would be a positive." The key issue for him in community is to create a climate. People must understand that if you don't have Jewish education, you don't have Jews. In many ways, he took the same position that Maryles took in terms of the requisite condition for Jewish continuity being Jewish education.
- III. Programmatic Options - Here, he focused on the elements of day schools. He could see a real tug of war between the different orientations in day schools and specifically mentioned the differences in orientation between Lamb and himself. He believes we should pick schools and programs that may have relevance. He then launched into the development of models and in particular, the model that he felt strongest about was the Camp Masad model and pointed me towards the Camp Masad anthology. He spoke about how Masad shaped his life and then talked about the integration of camp and the general community and the lack of mechanisms to integrate the camp experience in the general community. Judaism as he pointed out, cannot be communicated only by camp. It has to also be affected by knowledge. There must be a balance between the socialization dimensions of Judaism and the cognitive

dimensions of Judaism.

- IV. Task Forces - He is not very supportive about task forces. He believes they will distort the process by injecting politics of the different movements into the Commission. However, he does believe that we have to organize ourselves in some way, and he feels very strongly that a task force approach should be staff inspired. He also believes that the program task forces should identify innovative models. He gave us an example - How do you begin to learn how to participate in a beginning service? What are the models?

Rabbi Lookstein is looking forward to attending the meeting of December 13.

INTERVIEW WITH
HASKEL LOOKSTEIN

ARTHUR J. NAPARSTEK
MAY 4, 1989

I opened the interview with a discussion on the overall mission of the Commission. Haskell agrees that the Commission's objectives are to bring about change and implementation. When we talked about how change could come about, Haskell indicated that an ongoing mechanism would be needed.

From that we went into the interview related to the issues that needed to be dealt with.

1. Criteria

He felt that in choosing community action sites, we needed to look at places that were open to new ideas, that were not doctrinaire and would allow for external stimulation. Excellence should guide us in terms of picking places. But the key issue from his point of view is the openness to new ideas from which a lot of different organizations and groups could learn. He said that the major ingredient about the Commission which inspired him was the fact of openness.

2. Quality

How do we guarantee that the projects are of the quality that the Commission aspires to? There, he indicated that we have to choose well and, after choosing, monitor the projects. He said that no program should be guided by a blank check. We should withdraw if need be.

3. Negotiations with Existing Institutions

How will we negotiate with the existing institutions in the community? Here again, different communities will require different styles of negotiation. In New York, Alvin Schiff plays that kind of role. In other communities, it might be the federation.

4. Appropriate Funding

How will appropriate funding sources be matched with specific projects? Leveraging is essential. We need to be careful here so that people are not guided only by funding and that, instead, the funding will lead to programs that can bring about systemic change and are consistent with the Commission's overall objectives.

5. Innovations

How will innovations be diffused from one community action site to other communities? Here Haskel identified monitoring agencies that might be tied to it, and we talked about the possibilities of JWB and JESNA playing those roles.

6. Central Mechanism

How will a central mechanism work with local communities? Lookstein does not have any answers on that other than to say that we cannot have a central mechanism impose its will on local communities.

With regard to the June 14th meeting, Lookstein will attend and would like to see the meeting have more group discussions. That was the only response he gave to that question.

JOSEPH REIMER

9/21/89

INTERVIEW WITH HASKELL LOOKSTEIN

1. Rabbi Lookstein was pleased with the last meeting and with its emphasis on Community Action Sites. He hopes that we continue with a clear emphasis on action.

2. When I read to him the list of papers commissioned, he grew concerned. Will these be academic in tone and substance? Will they be more d'rash than halacha? He hopes not. He wants a continued emphasis on tachlis.

3. Rabbi Lookstein was also concerned about commissioner input into the papers. He wondered "what is there in our three meetings that will make these papers different?" Do they grow out of Commissioner input? I stressed that the commissioners will have much input at this meeting and in reaction to the first drafts, that the final report will emerge from the commissioners' reactions to these papers. He reacted more favorably, but stressed the need for their not being only academic.

4. Speaking of his own expectations, he said that he wanted the commission to give him a clear list of steps of what ought to be done, e.g., to increase the professional satisfaction of Jewish teachers. He'd like to be able to take these findings to his board and say, "Here is what we need to be doing to get these results."

5. Rabbi Lookstein is planning to attend on October 23.

RABBI HASKEL LOOKSTEIN
117-125 EAST 85TH STREET
NEW YORK, N.Y. 10028

THE STUDY
HANOVER 7-1000

January 29, 1990

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

Dear Mort:

I am very pleased to send you, under separate cover, a copy of the 50th Jubilee Volume published by Ramaz. It contains several articles that I think might be of interest to you, particularly the one about a study of what has happened to 2,000 Ramaz graduates as a result of their experience in school. That particular study will probably be a landmark one for other attempts to evaluate the effect of a Day School education, or any other kind of Jewish education, upon students.

I heard from my son-in-law, Shelly Senders, about the decision of the Federation in Cleveland to give a \$10,000 increase to every teacher in the Day Schools in Cleveland next year. What a magnificent step forward! I hope that some of my comments at the Commission meetings have been of some help in stimulating this kind of act.

However, something that he said to me caused me a great deal of concern. He told me that because Bet Sefer Mizrachi is not entitled to Federation funds, because of certain technical reasons and rules that require a rather extensive waiting period, his school will not be able to benefit from this. What an irony! Bet Sefer Mizrachi is already paying higher salaries than some of the other schools. Now they will be placed at a distinct disadvantage because others will be receiving great help in order to increase teacher salaries while they will have to match this from funds they will have to raise. It looks like, unintentionally, the school that is trying to set the pace pays the highest price for it instead of receiving the encouragement and support it deserves.

I hope that something can be done about this either directly through Federation or through your own good offices. The future of centrist Orthodox education in Cleveland probably rests exclusively with this young school, which is forging ahead educationally and financially through the energetic efforts of its wonderful Principal and several of its very devoted lay people, my own son-in-law and daughter included. They really need support and encouragement from the right quarters.

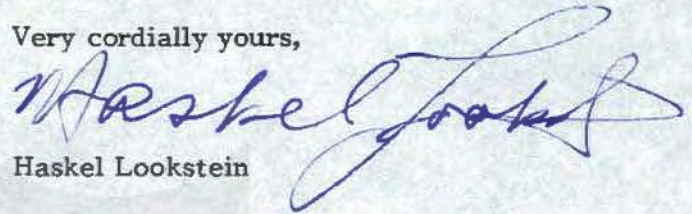
Mr. Morton Mandel

-2-

January 29, 1990

I look forward to seeing you at the Commission meeting on Wednesday, February 15. I already had quite a briefing in Israel from Prof. Fox and Dr. Hochstein. I was thrilled to hear some of the things which you are doing both in the area of planning and solicitation of Commission members, as well as in your own financial commitments. May you - and we - find success and satisfaction in these endeavors.

Very cordially yours,



Haskel Lookstein

HL:ff

AMERICAN JEWISH
ARCHIVES



MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND OHIO 44103

~~11/24/79~~ HLZ

7

in

February 5, 1990

Dear Haskel:

Many thanks for your letter of January 29 and a copy of the wonderful book you sent me about Ramaz. I look forward to reading it, with pleasure.

I also have taken note of the information you gave me about Shelly Senders and the school in which he is interested. I will certainly look into the matter.

I look forward to seeing you soon, and as always, send my warmest personal regards.

Sincerely,

MORTON L. MANDEL

Rabbi Haskel Lookstein
117-125 East 85th Street
New York, NY 10028

file
Lookstein

TO: Joel Fox, Steve Hoffman
FROM: Mark Gurvis *mg*
DATE: February 9, 1990
SUBJECT: Bet Sefer Mizrachi

Mort Mandel recently received the attached letter from Haskel Lookstein regarding Bet Sefer Mizrachi. Henry and I would appreciate your thoughts on how Mort can reply in a way that doesn't conflict with Federation's perspective.

March 15, 1990

MEMORANDUM

TO: Morton L. Mandel

FROM: Mark Gurvis *MG*

RE: Haskel Lookstein's Letter

A draft response is attached for Haskel Lookstein's letter about Bet Sefer Mizrachi. In addition to the issues outlined in the letter, you should be aware of the following.

Bet Sefer attracts the left to moderate segment of the Orthodox community -- those who find the Academy too rigid and traditional in their approach to education. The school's community of parents and supporters are the most likely within the Orthodox community to relate to the rest of the community, participate in communal affairs, and contribute to and work in the campaign.

While ideally we would want to strengthen the links with this segment of the Orthodox community, we have been unable to come up with a basis for policy that would not also require funding Mosdos Ohr Hatorah. Mosdos is at the other end of the ideological spectrum from Bet Sefer.

So, to fund Bet Sefer we end up bringing two new schools into the system, without adding any new kids to day school education, at a time when campaign and endowment funds are stretched to the limit by resettlement and the COJC.

MG/jaos076:g

4/9 - McGURVIS
MARK - I NEVER
SENT THIS. LET'S
JUST HOLD IT, DO
NOTHING NOW.
McGurvis

March 15, 1990

Rabbi Haskel Lookstein

117-125 East 85th Street

New York, NY 10028

Dear Haskel,

I have had an opportunity to talk with Federation leadership regarding the situation at Bet Sefer Mizrachi. There are a couple factors related to why the school has not yet been included in our Commission on Jewish Continuity initiative on day school salaries. While I am certainly sympathetic to the problems this causes for the school, as is the Federation leadership, there are understandable reasons for where things stand.

One important clarification -- the recommendation to raise salaries \$10,000 relates to two of our communally funded schools of relatively modest size. The \$10,000 is to be achieved over a four-year period, with the schools generating 30% of the funds for the increases. With the third communally funded school, we are facing a different situation with respect to recruitment, retention, and training. Although the school is much larger, on a flat dollar basis it is receiving a like amount to the other two schools to use for targeted salary increments and for additional training for some of its faculty.

A number of years ago, when there were only two communally funded day schools in Cleveland, the community reviewed new day schools entering the Federation system as beneficiaries. The policy determination at that time was that beneficiary status would be granted only if a school could demonstrate it

would add new students to the overall day school population. Otherwise, the concern is that we end up fragmenting a relatively small school population.

Nine years ago the Schechter School was created in Cleveland, and at the point where they demonstrated their viability, and their development of a student population new to day schools, they were brought into the Federation system. Given Cleveland's slow campaign growth, we are still working to bring that school to a level of funding comparable to the other two funded schools.

Two new Orthodox day schools have also been created in the past decade. One has been denied beneficiary status on an earlier application because of the issue of fragmentation of the same population. Funding that school would not add a single child to the day school population in our community. Bet Sefer Mizrachi is just applying now for that status, but frankly faces the same issue.

The Continuity Commission program, which encompasses the salary initiative, includes implementation of nine other program recommendations in the areas of personnel, beyond-the-classroom education, and family education. It will cost \$4.3 million new dollars over four years. To keep all this within manageable scope, it was decided to limit the day school initiative to beneficiary agencies of the Federation. Obviously there is no intent to hurt Bet Sefer Mizrachi, but there are limits to what one community can do -- even Cleveland.

I hope the information helps round out the picture of the school's situation. Thanks again for bringing the matter to my attention, and please don't hesitate to contact me further about it.

Warmest regards,

Morton L. Mandel

/jaos075:g

RABBI HASKEL LOOKSTEIN
117 125 EAST 85TH STREET
NEW YORK, N.Y. 10028

THE STUDY
HANOVER 7-1000

August 8, 1990

Dr. Stephen H. Hoffman
Council for Initiatives in Jewish Education
4500 Euclid Avenue
Cleveland, OH 44103

Dear Stephen:

I am writing to you at the suggestion of Mort Mandel following my meeting with him on Monday, August 6, in Cleveland. I apprised him of a new plan on which we are working at Ramaz which we hope will greatly enhance the quality of a Ramaz education and which can have very beneficial implications for Jewish education in North America.

In brief, we are launching a broad effort in the school and beyond to make Ramaz an educational and demonstration center for ourselves and for the benefit of Jewish education in North America. We are developing a long-term planning process which will enable us to address many of the problems and challenges which confront day schools and yeshivot and to do so in a way which will help ourselves and the total educational community of which we are a part.

When next you are in New York I would like to meet with you and give you an outline of our thinking. I hope we can benefit from your reactions to the plan and that you will deem it appropriate to enlist the Council's support for this effort.

Very cordially yours,

Haskel Lookstein

HL:ff

cc: Mr. Morton Mandel

RABBI HASKEL LOOKSTEIN
117-125 EAST 85TH STREET
NEW YORK, N.Y. 10028

THE STUDY
HANOVER 7-1000

August 9, 1990

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

Dear Mort:

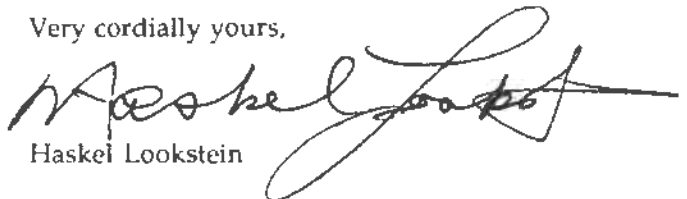
Thank you very much for giving me so much time the other day and for the enthusiasm with which you greeted the new thinking in which the school is now engaged. You have no idea how infectious that enthusiasm is. In effect, what happened was that I expressed my own enthusiasm, you reacted similarly and that raised my own excitement exponentially.

It is always nice to be appreciated and to find approval for one's ideas. It is even better to be inspired.

As I told you, this thinking is a clear result of the investment that you began to make several years ago which led to the creation and the activity of the Mandel Commission. I am sure much more thinking of this kind will go on in many other places, attributable to the process that you started.

I envy you your *nachas* - but you really deserve it. Once again, many thanks for the time, the thought and the encouragement.

Very cordially yours,


Haskel Lookstein

HL:ff