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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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Box  
6

Folder  
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Tishman, Margaret (Peggy), 1988-1989.

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

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COMMISSIONER CONTACT SHEET

Name Margaret W. Tishman

Assigned to \_\_\_\_\_

Mailing Address 1095 Park Avenue  
New York, NY 10028

Off. phone 212-980-1000

Home phone \_\_\_\_\_

Fax \_\_\_\_\_

Telex \_\_\_\_\_

Comments \_\_\_\_\_

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Date	Nature of Contact/Status	Next Steps/Action Needed
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INTER-OFFICE CORRESPONDENCE

TO: Morton L. Mandel FROM: Arthur J. Naparstek DATE: 6/14/88  
NAME NAME  
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION  
REPLYING TO  
YOUR MEMO OF:

SUBJECT: NEW YORK FEDERATION REPRESENTATIVE FOR MINA

*File*

*OK*

I spoke with Steve Solender over the weekend about New York Federation representation on the Commission on Jewish Education in North America. He indicated a clear preference for Peggy Tishman over Billy Tisch.

If you agree with this recommendation, please contact Peggy quickly (home: 212-860-7541 or New York Federation: 212-980-1000). I will follow up with Steve after I hear that the contact has been made.

I also thanked Steve for his generous offer of Federation space for the first meeting, but indicated that we will be meeting at the JWB offices. He understands why it is important to meet at JWB. Steve would like to attend the August 1 meeting, and I thought it might be a good idea to invite the federation executive of the city in which we meet to each Commission meeting. What do you think?

*yes*

*discuss at H12 - He is  
our expert on "Fed  
Exes", and all the  
sensitive*

*D 4-7:30  
all day Univ club*

*July 21-28 - all day - 9:00 -  
22nd*

*Agenda:  
For 12 months*



tishman/2MN-W

MI-NA: TOWARDS THE FIRST COMMISSION MEETING

INTERVIEW OF COMMISSIONER

Commissioner: PEGGY TISHMAN  
Interviewer: Annette Hochstein  
Date: July 5, 1988  
Place: New York Federation offices at 130 East 59th Street  
Duration: 1 1/4 hours  
Focus: Institutions, content, process

Anticipated Participation: all Commission meetings and a suitable task force.

First Meeting Arrangements: Mrs. Tishman would like the meetings to take place at Federation in this cause.

Category: Community leader. President New York Federation.

Summary

1. Mrs. Tishman expressed a number of times the dominant role that the orthodox community plays as consumer of dollars for Jewish education. She expressed both the significant resentment on the part of the conservative and reformed community and the ironic fact that major donors are onservative and reformed yet major beneficiaries are the orthodox. She stressed that we certainly want the orthodox but also pointed to the conflict inherent in the fact that because of their significant commitment they dominate the field of Jewish education they are the only ones for whom it is really the major issue.
2. Mrs. Tishman views the issue of quality as the key issue in Jewish education. She is convinced that day schools are doing a much better job than supplementary schools. She believes the quality of supplementary schools is extremely bad and that participation in them will decline because of this fact. The gap between the high level elite quality secular education given the children and the low level of supplementary schools cannot be maintained.

As long as Sunday school is something you have to live through rather than can enjoy it cannot be valuable.

3. The curriculum for Jewish education must be changed and worked on. The current curriculum is not suitable for today's children.



4. The professionals. The salary situation is such that one cannot presently attract quality professionals to be teachers. Increased salaries would attract them. Mrs. Tishman notes the ironic fact that when parents taught as avocational teachers they did a better job than do the current teachers.
5. Adult education - Education of the kind offered by CLAL, the Center for Leadership Education, Brandeis/Bardine must be replicated and multiplied. This is probably a major area that has to be developed. Adult education given by excellent brilliant scholars should be made available to as many people as possible.
6. P.T. make the link between the lack of Jewish education and the drop in philanthropic activity.
7. Informal education is important because it is painless. JCCs, parents. The JCCs are becoming more and more centers for Jewish education.
8. Israel is the \_\_\_\_\_ of Jewish education. It is the greatest Jewish educational tool we have. Any visit has enormous value, still a good visit has more value than another.

So much of Jewish America has an impoverished Sunday school experience of its only Jewish education.

9. The outcome of the Commission: the outcomes will only be significant if there is no sugar coating, if we admit that Jewish education today is only a lip service priority in the community. One has to evaluate the quality of what is. This has never been done. We want to have an education that is of the same level as say Princeton. We need improved curricula. The leadership is uneducated and has to be educated. We have to analyze the quality of teaching. We must get the adults to participate. The issue is complex. How do you turn people around? How do you make them begin to reflect?

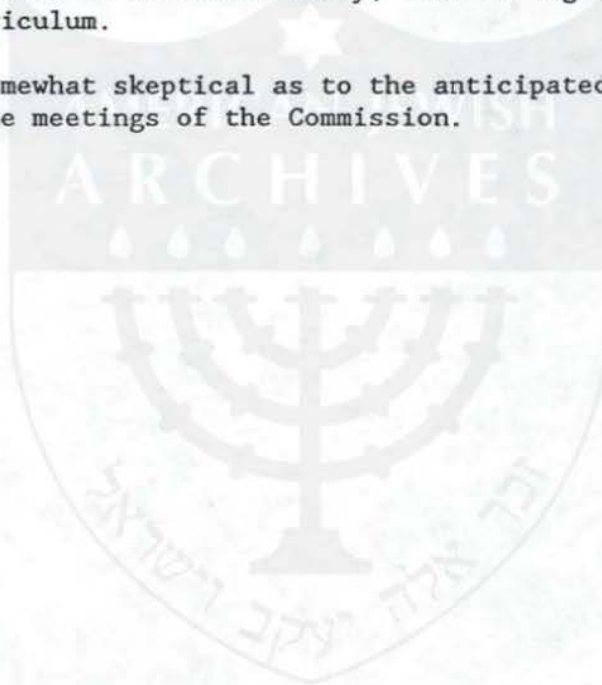
The process of the Commission: Mrs. Tishman suggested that we have a possible list of task forces available but that we should listen to the commissioners' suggestions and work from there.

She suggested that it would not be a bad idea to have an educational psychologist on the Commission, to inform the Commission on what is suitable for various age groups for example.

To summarize. The main points raised were:

1. The orthodox supremacy in the field of Jewish education.
2. The issue of quality (and curriculum).
3. The need to raise the status of the professionals.
4. The central role of adult education.
5. The importance of informal education.
6. The importance of Israel.
7. The process of the Commission should include a hard and honest look at the quality of what is available today, both as regards personnel and as regards curriculum.

Mrs. Tishman was somewhat skeptical as to the anticipated extent of participation in the meetings of the Commission.





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 13, 1988

Dear Ms. Tishman:

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.

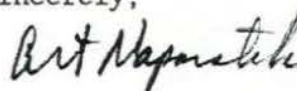
The first meeting of the Commission on Jewish Education in North America will take place on Monday, August 1, from 10:00 a.m. to 4:00 p.m. with a continental breakfast available. The meeting will begin at 10:30 a.m. The location of the meeting is UJA Federation of Jewish Philanthropies of New York, 130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



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

Ms. Peggy Tishman  
1095 Park Avenue  
New York, NY 10028

Enclosure

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

Letter sent  
7/13

June 21, 1988

Dear Peggy:

It was good talking with you about our shared concern for Jewish education in North America. As you consider my invitation to you to join the Commission on Jewish Education in North America, you may find the following information helpful.

The Commission, which is being organized by the Mandel Associated Foundations, will function in cooperation with the JWB and JESNA and in collaboration 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.



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

Ms. Peggy Tishman  
1095 Park Avenue  
New York, NY 10028



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

PHONE CALLS WITH COMMISSIONERS.

1.COMMISSIONER: PEGGY TISHMAN

2.PHONER: ANNETTE HOCHSTEIN

3.DATE: AUGUST 3, 1988

4.SPIRIT: VERY INVOLVED AND TISHMAN-WISE TO THE POINT.

5.THE CALL:

THE SUPPLEMENTARY SCHOOL IS WHERE THE CHILDREN ARE AND THAT'S WHERE THEY MUST BE EDUCATED. THE SUPPLEMENTARY SCHOOL MUST BE BROUGHT ON PAR WITH THE EXCELLENT ELEMENTARY AND HIGH-SCHOOLS WHERE THE KIDS GO FOR GENERAL EDUCATION.

WE MUST DEAL WITH THE QUALITY OF TEACHERS AND WITH THE QUALITY OF MATERIALS.

THE WAY TO FIND OUT WHAT'S NEEDED IS NOT BY TALKING TO X BUT BY TALKING TO THE PARENTS OF THE KIDS WHO DROP OUT. FIND OUT WHAT THEY WANT, WHY THEY DROPPED OUT, WHAT THEY NEED.

[CONVERSATION TRUNCATED WHEN P.T. ANNOUNCED "OK. I MUST GET OFF THE PHONE NOW". I WAS OFF THE NEXT SECOND, AND THINK SHE MAY HAVE WANTED TO SAY A LITTLE MORE. HER GENERAL TONE WAS VERY POSITIVE.]

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**MORTON L. MANDEL**

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

VFL *file* AUG 9 1988

August 8, 1988

Dear Peggy:

I want to thank you again for your very gracious hospitality on August 1. It all worked beautifully.

I think we were fortunate to have picked your setting from every standpoint. I know everyone found it conveniently located and a very professional atmosphere.

Please know how much I appreciate this, personally. It really was very thoughtful and very supportive of you and Steve to be so helpful.

Warmest regards.

Sincerely,

MORTON L. MANDEL

Peggy Tishman  
President  
UJA-Federation of Jewish  
Philanthropies of New York, Inc.  
130 E. 59th Street  
New York, NY 10022

cc: Steven Solender

## Interview

1. Commissioner: Peggy Tishman
2. Interviewer: AJN
3. Date: 11-2-88
4. Spirit: Somewhat subdued and a bit apologetic. Indicated unhappiness with the "Jewish Week" quote. More positive than I have experienced her to date on the subject. Very constructive.
5. Setting: Peggy Tishman's office at the Federation in New York.
6. Duration: 1 hour
7. Commissioner's current stand.
  - A. Personnel  
Yes, but not all that interested.
  - B. Community  
Yes, with the caveat that community means a lot of different things to different people.
  - C. Programmatic Options  
As presented, she did not become excited by them; however, through the interview, she came around.
8. Summary:

We began the interview by reviewing what had taken place since the last Commission meeting. She picked up on it immediately and agrees on the direction in which we are going, and also agrees with the notion of task forces. She feels two groups are pivotal for Jewish education. One, the issue of family; and second, the issue of early childhood and elementary school. Sees conditions for programmatic - options are family and early childhood.



As the interview continued, she offered the following comments.

I. Community - everyone has a different definition of community.

She mentioned the JWB report on community as very helpful and went a long way toward defining community. She concluded that this is a very important area.

II. Personnel - She felt that this is a critical area that runs through all the options. Unless there is personnel in terms of a profession, a sense of esteem, we will not be able to move much further.

III. Programmatic Options - Peggy identified family and early childhood/elementary school as key programmatic options. As she talked about the programmatic options, a thought occurred to me that we may need to assess the programmatic options in a life cycle context. In other words, to assess from early childhood, through late adulthood. In a sense, the family then becomes a requisite condition for a number of the other programmatic options. One way of approaching the 24 or 25 programmatic options would be through a life cycle approach in that we could develop a matrix in which we would look at early childhood through the day school lens or a supplemental school lens, and how media as a tool can move us forward.

IV. Task Forces - Peggy Tishman agrees with task forces and believes people should self select into the task forces. She feels that task force meetings should be at the time of the commission, perhaps the day before if you could get people there. Clearly, she is committed to the third task force, but the focus should be

on childhood and family, and the life cycle approach may be the way of dealing with it.

Peggy Tishman will attend the meeting of December 13.





INTERVIEW WITH  
PEGGY TISHMAN

ARTHUR J. NAPARSTEK  
MAY 4, 1989

Peggy opened the discussion by stating there is a need for an attitudinal change in the Jewish community if the quality of Jewish education is to be improved. She agrees that there is a firm linkage between the national and local role and that any initiative that comes out of the Commission must build on the successes that are already out there. She also feels that we have to reach out to young people and develop strategies for recruitment.

She seemed to have known about our thoughts related to a national mechanism, and preempted my questions by immediately discussing that a national mechanism was a great idea which should become an arm of JESNA; that we should use their administrative infrastructure. That led me into asking her about the various issues that would have to be dealt with if such a mechanism was established, either within JESNA or linked to JESNA or independent of JESNA.

1. Criteria

On the question of criteria, she responded by indicating that small, medium and large cities would be appropriate.

2. Quality Issues

On quality issues, she feels that trial and error is perhaps the way to go and learn from the mistakes we make. The key on quality is for the staff of the IJE and its board to work on setting standards and being flexible. She then moved into another discussion on JESNA and indicated that JESNA should be given an additional mandate, take on the priority of dealing with this mechanism.

3. Negotiations with Existing Institutions

With regard to questions and issues related to negotiations with existing institutions and how they would be conducted, she urged us to consider working through local federations and their boards.

4. Funding

With regard to funding, she indicated that funding will be a problem as so many campaigns are now flat. She did not go further into that other than to indicate that it would be a problem.

5. Monitoring and Evaluation

What kind of monitoring and evaluation should accompany the implementation of the projects? Here again, she did not have any ideas but talked about the need for excellence.

We then moved into a discussion of the June 14th meeting. Her opinion was that there has been unfocused discussion at earlier meetings and that we now had to excite the commissioners. We need to give a series of interesting options that commissioners could consider in personnel and community. What is going on in the field that would be interesting and exciting may be of interest to commissioners.

She saw the morning part of the meeting as being devoted to personnel and community in terms of overview, options, with plenary group discussion. In the afternoon, to begin to break down into small groups or workshops and to begin to examine the options, to begin to look at questions related to how do we implement, the question of national organizations as a way of bringing about change, and coherence to the whole process.





INTER-OFFICE CORRESPONDENCE

TO: Henry L. Zucker FROM: Virginia F. Levi DATE: 10/2/89  
NAME NAME  
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION

REPLYING TO  
YOUR MEMO OF: \_\_\_\_\_

SUBJECT: INTERVIEW WITH PEGGY TISHMAN

Annette Hochstein asked that I arrange a meeting time for her with Peggy Tishman following Annette's arrival in the United States in mid October. I have learned that there is no mutually convenient time for them to meet and asked Annette if someone else should conduct the interview. She has responded that someone else should interview her, but has not suggested who that might be. I suggest Joe Reimer.

Mrs. Tishman will be in Boston for a Board of Trustees meeting of Wellesley College during the time that Annette is in New York. Joe may be able to see her then or in New York at some other time.

If you agree with my suggestion, I will be in touch with Joe to request that he do this.

