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CAJE/CJENA Joint Researchers/Programmatic Agenda Meeting.
Correspondence and planning, 1989.

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

MEMO TO: Annette Hochstein, Virginia Levi, Joseph Reimer, Henry L. Zucker
FROM: Mark Gurvis *MM*
DATE: September 29, 1989

A number of facets of the work of the Commission are pointing to the need to bring together several groups of Jewish education professionals. It is possible that the multiplicity of Commission needs can be met through a single, carefully structured three day gathering. At this time there are three separate needs that have been indicated:

1. Options papers - Leadership has committed itself to bringing back to the Commission a next generation of ideas on programmatic options and a way of incorporating recommendations on the options into the final report. CAJE has made a recommendation and offer that they convene a process which would bring together five to ten top-level resource people in each of ten option areas where their strength and expertise are strongest. That would be followed by a smaller grouping which would distill the product of each group into useable reports (proposal attached). The senior policy advisors have urged that any such process be convened by the Commission itself, and that CAJE, as well as other groups be invited to suggest participants for each of the option areas chosen for further work.
2. Best practice - Seymour Fox has articulated a process for determining best practice, developed with Seymour Lipset, which involves a gathering of leading Jewish educational professionals, as well as top-level academic scholars in education and social sciences.
3. Meeting of Commission researchers - Seymour Fox and Annette Hochstein have identified a need to bring together the researchers involved in papers recently commissioned at the point when they are submitting initial drafts. This would enable interchange among the researchers to identify overlaps and gaps in the research, and to enable a first round of peer review. This would be a precursor to review of the research by senior policy advisors and panels. This would involve Isa Aron, Aryeh Davidson, Henry L. Zucker, and potentially Joel Fox, Israel Scheffler, and Walter Ackerman.

A combined gathering could have other important benefits in addition to accomplishing the above tasks. First, it could provide an excellent opportunity for interim involvement between Commission meetings for those members of the Commission who are professionals and academic scholars. Second, bringing together such a grouping of leading professionals, under Commission auspices, could electrify the Jewish education community and rivet attention throughout North America on the Commission and its work.

Proposal

I recommend the Commission consider convening a three-day meeting in Cleveland involving 35 to 40 leading Jewish education professionals and academic scholars. Location in Cleveland would be essential to ensure control of logistics and cost.

Day 1 - Day sessions focusing on structured determination of best practice; evening used for a meeting of researchers.

Day 2 - Full day and evening session for five groups working on programmatic options; concurrent evening meeting of researchers if necessary.

Day 3 - Full day on options papers, concluding in late afternoon.

Projected Expenses:

Transportation/air fare:	40 @ \$350	-	\$14,000
Hotel:	40 @ \$40	-	1,600
Meals:	60 dinners @ \$20	-	1200
	80 lunches @ \$12	-	960
	70 breakfasts @ \$8	-	<u>560</u>
			2720
	Total meals	-	2,720
Miscellaneous: office supplies, airport transfers, clerical support during three-day meeting		-	<u>1,500</u>
Total expenses:		-	\$19,820

Based on timing of the Commission process, early December or early January would be the best time for this gathering. Early December would be better for the Commission process, but early January might be a time when the people needed would be better able to attend.

TO: Mark Gurvis
FROM: Seymour Fox and Annette Hochstein
FAX NO.: 001-216-361-9962

October 31, 1989

Dear Mark,

As promised, this memo will outline a suggested format for the gathering in Cleveland on December 4-5, 1989. The gathering will have two components, taking place simultaneously:

- a meeting to review the Commission's research program
- task forces to develop the programmatic agenda

A. Research Program

You will remember from our conversation in New York that we suggest that a three-hour session be allotted to each of four research topics:

- Joe Reimer: The Synagogue as a Context for Jewish Education
- Aryeh Davidson: An Inventory of Current Training Opportunities
- Isa Aron: Professionalism in Teaching
- Isa Aron: Analysis of Teacher Census Data (L.A., Miami, Philadelphia)

Presentations by the researchers would be followed by discussion. The first session should take place late afternoon or early evening on December 4th and the next three on the following day.

We may also want to allocate some time to a general discussion of the research program and briefly review the data gathering ("the state of the field" by Isa Aron) and the paper on the relationship between Jewish education and Jewish continuity (I. Scheffler). This could necessitate a fifth session.

Below is a brief status report on each of the topics to be presented.

1. AH met with Aryeh Davidson in New York to review progress and found him far advanced in his work. We believe we that a draft of the paper may be available even before the meeting in Cleveland. AD has some interesting findings, including the recent development of graduate programs in Jewish education at two general universities (in conjunction with BJE's). These significantly affect the numbers of people currently in training, though their meaning to the actual number of people in the field is not clear.

2. AH spoke at length with Isa Aron. A draft of the paper on professionalism may be available for the December meeting. We expect that IA will also have much to report on the teacher census data at that time. It looks like both of the papers will be completed on schedule.

Isa and her assistant are also doing a significant amount of work in getting hold of general data from BJE's, federations, etc. throughout the country. Our sense is that the bases we wanted to cover are being covered, but of course we will only know when we have the results in hand.

We suggest that, in addition to staff and researchers, the following people be invited to participate in the researchers' meeting:

Jack Bieler
Dave Dubin
Josh Elkin
Carol Ingall
Sara Lee
Alvin Schiff
Hannan Alexander
Mike Inbar
Jonathan Woocher
David Ariel
Alan Hoffmann
Barry Holtz
Bernie Reisman
Sharon Feinman-Nemzer
Steven M. Cohen

\$15,000
for research
mtg in
research
budget

We should ask Art Rotman if, given this list, Sol Greenfield should be invited.

If papers are available prior to the meeting, we might decide to circulate them among these people. We are attaching a list of the suggested panels who will also be asked to read the papers.

You will notice that we have only related here to the papers on personnel. As for those on community, we will follow your suggestions.

B. Programmatic Agenda

We suggest that preparing the programmatic agenda involves three tasks:

- To reduce the number of options.
- To brief the participants.
- To work in task forces.

share

a. To reduce the number of options.

We propose to rewrite the list of options in the following way:

1. To Develop Early Childhood Programs
2. To Develop and Improve the Supplementary School (elementary and high school)
3. To Develop and Improve the Day School (elementary and high school)
4. To Focus Efforts on the College Age Group
5. To Focus Efforts on Adults
6. To Focus Efforts on the Family
7. To Focus Efforts on the Retired and the Elderly
8. To Develop Informal Education
9. To Develop Israel Experience Programs
10. To Focus Efforts on the Hebrew Language
11. To Enhance the Use of Media and Technology
12. To Encourage Innovation in Jewish Education

The rationale for the revised list is as follows:

We have combined the two options on early childhood (developing programs and focusing on the age group) in the broader category of early childhood education.

The age groups of elementary school and high schools will be addressed through the agendas on supplementary school, high school, informal education, Israel Experience and family education. We have deleted these age group options.

Young adults and adults can be combined into one category. Specific needs of young parents will be addressed in the family education agenda.

The issue of integration of formal and informal education should be included in options 2, 3 and 8.

The issues of personnel, the community, additional funding and research (developing a knowledge base) will be dealt with extensively in the final report and do not need to be developed as separate programmatic agendas.

At some point (perhaps in its final report), the Commission might want to suggest a fresh cut into this by age group. (We should discuss this during our phone conversation.)

b. To brief the participants.

On the morning of December 4th we should convene to offer a general briefing to all participants on the Commission as well as option-specific briefings to the individual task forces.

1. General Briefing

The participants will have received background materials on the Commission and on the options. The evolution of the Commission's work will be reviewed, with particular emphasis on the notion of programmatic options and the programmatic agenda. Staff and researchers will be introduced as resources for the duration of the gathering.

b. Option-Specific Briefings

The participants will break into groups for preliminary discussions on their assigned options with perhaps one staff member or policy advisor participating in each group. We expect that people will come prepared (with background data they have collected and perhaps the results of telephone consultations among themselves and with experts). A format for the writing of the programmatic agendas should be presented and agreed upon during this time.

We estimate that the total briefing period should last three hours.

c. The work in task forces.

From mid-day on Dec. 4th until the evening of Dec. 5th, the task forces should be left to work on their assigned options. Two key resource people - hopefully Joe Reimer and Barry Holtz - should be available during this entire period.

We should be careful to make it clear to CAJE that we are not locking them into one framework, but that we will be available to facilitate the work in any way they find useful.

The entire group should perhaps reconvene on the evening of December 5th (if this does not conflict with the researchers' meeting) for reporting and debriefing. If, however, an additional day is needed, the group could reconvene on the evening of the 6th. Whether the final draft will be ready at that time or will be written by a group member following the gathering depends on progress. We would, of course, prefer that drafts be prepared on the spot.

We suggest that CAJE plan to provide people to work on the following options:

- Early Childhood Education
- Family Education
- Adult Education
- Supplementary School
- Media

- narrower focus, not dealt with

Innovations

Innovation in Jewish Education will be dealt with after Joe prepares an option paper.

We will develop our own team for the day school option and should discuss how to deal with the remaining options.

AH is looking forward to discussing this with you today - 9 a.m. Cleveland time. (Home telephone: 972-2-713906).



Proposed Panels to Review Papers

For all papers

Staff:

Seymour Fox
Annette Hochstein
Mike Inbar

Senior Policy Advisors

Authors:

Walter Ackerman
Isa Aron
Aryeh Davidson
Joseph Reimer
Israel Scheffler

For papers on Personnel

Commissioners:

Jack Bieler
Dave Dubin
Josh Elkin
Carol Ingall
Sara Lee
Alvin Schiff

Others:

Barry Chazan
Sharon Feinman-Nemzer
Alan Hoffmann
Barry Holtz
Zeev Mankowitz
Bernie Reisman
Sol Greenfield
Paul Flexner
Steven M. Cohen

For papers on the Community

Commissioners:

Robert Hiller <MLM
Bennet Yanowitz
Charles Bronfman
Lester Crown
David Hirschhorn

Others:

Phillip Wasserstrom

For Joe Reimer's Paper

Hannan Alexander
Steve Huberman or Barry Shrage of Sherry Israel
Joe Lukinsky
Danny Pekarsky
Eddy Rauch

Joe might want to suggest an orthodox panelist.

This is a preliminary list. People have not yet been contacted.



Dec 4-5

Research Mtg

Dec 4 - 5 mtgs
Researcher's - Bills

file Research

Meals Mon dinner 15 @ \$18.80 = 282

Tues lunch 17 @ 4 = 68

Mon dinner 12 @ _____
1 @ \$1.5

Hotel

A. Danden -	44.63	J. Bieler	76.84
A. Hoffman -	38.42	I. Aron	86.48
A. Schuff -	47.17	S. Kermener-Nemer	38.42
H. Alexander -	107.69		

Airfare

Taxis

etc...

Fant - \$11.63

Photography

Resenders

Amount

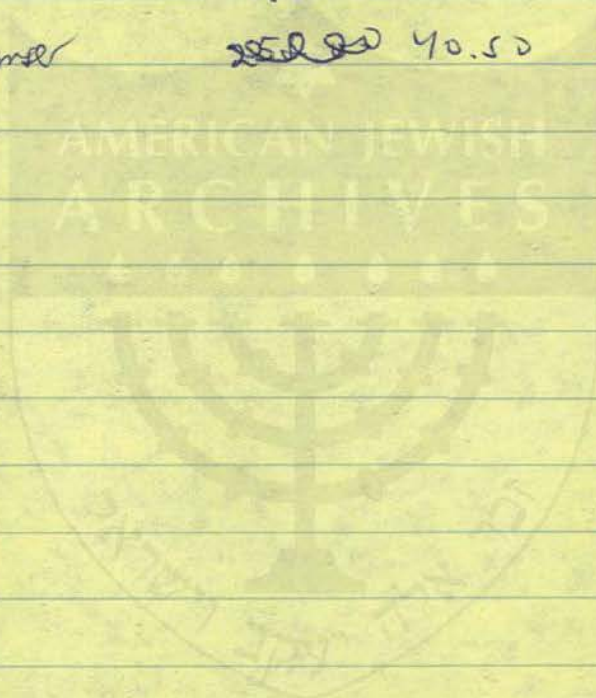
A. Hoffman	190.00
A. Schiff	462.00
H. Alexander	687.00
J. Bieler	306.00
B. Holtz	189.00
I. Aron	698.00
A. Dandson	462.00
S. Fennu-Nasser	4 958.00

AMERICAN JEWISH
ARCHIVES



RESEARCHER - grand transport

J. Bueler	61.90
B. Holtz	101.75
I. Aron	25.00
A. Dandson	120.48
A. Hoffman	68.00
S. Fernman-Nemer	250.00 40.50



THE COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

MEETING OF RESEARCHERS

Cleveland -- December 4 and 5, 1989

SCHEDULE

Monday, Dec. 4

Meetings at Jewish Community Federation
1750 Euclid Avenue -- 216/566-9200

6:00 - 7:00 p.m.	Dinner (with the educators of the programmatic agenda)	Room B. Van from hotel at 6 p.m.
7:00 - 10:00 p.m.	Session I: * Introduction and status report on research * Dr. Isa Aron: Issues of Professionalism in Jewish Teaching	Room A Van to hotel at 10 p.m.

Tuesday, Dec. 5

9:00 - 12 Noon	Session II: * Dr. Aryeh Davidson: The preparation of Jewish educators in North America	Room A
12 Noon - 1:00 p.m.	* Lunch	Room B
1:00 - 4:00 p.m.	Session III: * Dr. Joseph Reimer: the Synagogue as context for Jewish education	Room A
4:00 p.m.	Break	Van to hotel at 4:00 p.m.
7:00 p.m.	Dinner	Bond Court - Rockefeller Room

over...

7:30 p.m.

Session IV:

Bond Court -
VanSweringen
Room

* Dr. Isa Aron: Analysis
of Los Angeles teacher census
data

* The state of the field:
data on Jewish education in
North America

/jaog0858:1



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BOND COURT HOTEL FUNCTION RESERVATION

Date of Booking _____
Tentative _____
Definite 11-24-89
File No. S-2267

Name of Group Premier Industrial Corp
Posting Instructions Premier Industrial Corporation
Person in Charge: Bert Drobic Bill to: Same - BILL TO BE CHARGED TO:
Address 4500 Euclid MANDEL ASSOCIATED FOUNDATIONS
Cleveland, OH 44103 SEND BILL TO BERT DROBNIC
Phone: A.C. No. 391-8300 Booked by RB/CW Room Rental NC

DAY AND DATE	FUNCTION	TIME	ROOM	NO.
Tuesday, December 5, 1989	Dinner	7:00pm	Rockefeller	15

HORS D'OEUVRES	DEPT.	BEVERAGE	DEPT.
Amount	Item	Price	Bartenders
Amount	Item	Price	

REQUIREMENTS

Hollow Square seating
No set up charge - contract group

THERE WILL BE 13 PEOPLE FOR DINNER.
I AM ORDERING (12) BOSTON SCROD.
THE OTHER PERSON IS ORTHODOX AND MUST
BRING HIS OWN DINNER. I CLEARED THAT
WITH ROBIN BARBER.

PARKING - COMP

Meal	Other	Related	Expenses

Dept. 10.00incl Guar. Set

MENU

Dinner - 7:00pm
Tomato Juice
Tossed Garden Salad
Thousand Island &
Creamy Italian Dressing
Boston Scrod
Baby Red Skins
Broccoli
Chocolate Mousse w/Cookie
Rolls, Butter, Beverage
**May need 2 Fruit plates for Vegetarians

128

BOND COURT HOTEL FUNCTION RESERVATION

Date of Booking _____

Tentative _____

Definite 11-24-89

File No. S-2267

Name of Group Premier Industrial Corp.

Posting Instructions Same

Person in Charge: Bert Drobnic Bill to: Same

Address 4500 Euclid
Cleveland, OH 44103

MANDEL ASSOCIATED FOUNDATIONS

Phone: A.C. _____ No. 391-8300 Booked by _____ RB/CW Room Rental _____ NC Contract Group

DAY AND DATE	FUNCTION	TIME	ROOM	NO.
Tuesday, December 5, 1989	Meeting	7:45pm 10:00pm	Van Sweringen	15

HORS D'OEUVRES			DEPT.	BEVERAGE			DEPT.
Amount	Item	Price		Amount	Item	Price	
	*Will advise of Coffee Breaks on 12/1/89						

REQUIREMENTS

Hollow Square

SET UP FOR (13) AT THE MEETING.
THERE WILL BE NO COFFEE SET UP,
IF THERE IS COFFEE LEFT FROM DINNER,
THEY WILL USE WHAT IS LEFT.

Meal	Other	Related	Expenses	Dept.	Guar.	Set
------	-------	---------	----------	-------	-------	-----

MENU

PARKING - Comp

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
Stuart E. Eizenstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gottschalk
Arthur Green
Irving Greenberg
Joseph S. Gruss
Robert I. Hiller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Loup
Matthew J. Maryles
Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

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

Director

Arthur J. Naparstek

Staff

Virginia F. Levi
Joseph Reimer

November 2, 1989

Dr. Betsy Katz
Mr. Eliot Spack
Coalition for the Advancement
of Jewish Education
261 West 35th Street, Floor 12A
New York, NY 10001

Dear Betsy and Eliot:

Thank you very much for your proposal for CAJE's involvement in the work of the Commission on Jewish Education in North America. Based on discussions of our staff and senior policy advisors, we would like to proceed in the following way:

1. The original list of programmatic areas has been reduced to twelve by combining or redefining some of the areas. Of the remaining twelve, we would appreciate CAJE's assistance with the following five:
 - a. to develop early childhood programs,
 - b. to develop and improve the supplementary and congregational school (elementary and high school),
 - c. to focus efforts on adults,
 - d. to focus efforts on the family,
 - e. to enhance the use of media and technology.
2. Each area would be worked on by a small task force (maximum of three people) charged with developing a draft agenda for action in their area. All five groups would meet concurrently on December 4th and 5th in Cleveland. The goal would be to have final drafts completed by late afternoon on December 5.
3. Commission staff would meet with the whole group of participants on Monday morning, December 4, to provide a general orientation and to help groups focus on their task. After the initial orientation, the groups would work on their

1 1/2 hrs.
1pm meeting w/ Betsy & Eliot
@ Message place

own through December 5th. Given the schedule outline the groups would have at least twelve hours of working group time to focus on their task. We would convene a meeting of Commission staff with group leaders at 4:30 p.m. Tuesday afternoon.

4. CAJE would develop a list of potential group leaders and participants and would extend the invitations to participate in the process. Commission staff may have some suggestions to make for participants based on the initial work on options papers. If so, we would provide these within the next week.
5. The setting will be the Jewish Community Federation on December 4 and the Jewish Community Center on December 5. Each facility has enough meeting space for each group to meet in a separate room. Both facilities serve only kosher meals. All participants would stay at the Bond Court Hotel in downtown Cleveland. We would begin on December 4th at 10:00 a.m., which would enable many to arrive that morning from their home town. If necessary, they may wish to fly in on Sunday.
6. The Commission will cover all air fare, hotel, and airport transfer expenses for all participants. Lunch on December 4th and 5th, and dinner on December 4th will be provided at the work group sites. Breakfasts may be charged to the hotel rooms on December 4th and 5th.
7. Joe Reimer and I are available at the General Assembly to discuss logistical preparations with you. We would need to move quickly to invite participants, send them preparatory materials, work with group leaders, etc. We would be glad to work with you to provide whatever logistical support is necessary to pull this off.

I recognize that you will need to review this plan with your leadership. We hope you will be able to work with us on this effort. I look forward to hearing from you as soon as possible.

Sincerely,



Mark Gurvis
Commission Staff

cc: Seymour Fox
Annette Hochstein
Joseph Reimer
Henry L. Zucker

2329

F A C S I M I L E T R A N S M I S S I O N

Nativ Policy and Planning Consultants

Jerusalem

To: Mark Gurvis

From: Annette Hochstein

Date: November 6, 1989

Dear Mark,

Following our telephone conversation today, I will try to summarize the "programmatic agenda" assignment towards your conversations with CAJE leadership.

The purpose of the endeavour is to outline a broad, general agenda for programmatic areas. We believe that case for undertaking a specific option can be made if several aspects of the programmatic area are pointed out. They include:

content
scope
importance
likely impact
feasibility
key opportunities and challenges

We do not intend to offer a detailed plan, but rather to offer the kind of knowledge that may lead someone to decide to initiate planning and implementation in a given programmatic area.

I. What should the individual papers consist of?

Without presuming to dictate a format, I believe the following categories may be useful - though none of this should be considered binding:

- A. A description and overview of the area, including its scope, based on the best available data.
- B. Major challenges and opportunities in that area.
- C. An outline of an agenda: what should and, more importantly, could be done now.

NOV 8 '89 9:14 BBBBBBB 972 2 699951 P.2/4

A. A description and overview of the area, including its scope, based on the best available data.

For example, in the paper on early childhood the description might include the following kinds of statements:

[NOTE: All of the data and examples in the following suggestions are fictitious.]

- There are X00,000 Jewish children between the ages of 2 and 5 in North America; XX,000 are enrolled in Y number of pre-school programs under Jewish auspices. Of these X are in day-care centers that cater to 2-3 year olds and Z are in kindergarten programs. X% of the programs are located in JCCs, Y% in synagogues, etc. A total staff of X
- In addition to these formal programs, a wide array of informal programs is offered for toddlers through the media: television, video films, movies, music, etc. Their content most often includes Jewish holidays, Israeli songs, elementary Hebrew vocabulary, none of these.

This description is but one of many possible ways to describe the field and is, of course, by no means complete. The main point is that a brief description is needed. Joe's option papers (prepared for the background document of December 13, 1988) offer a good basis from which to start the whole work. For many of those papers experts were consulted or asked to respond. Relevant parts may be incorporated into the agenda papers, though their purpose is quite different.

B. Major challenges and opportunities

To continue with the early childhood example:

- Over the past decade there has been significant rise in enrollment and demand for programs due to the changing employment patterns of women. As a result...
- The level of community support for these programs is high. This creates major opportunities to expand programs, etc. Early childhood programs represent an opportunity to involve the whole family in Jewish education. Families drawn in at this early point are likely to continue their affiliation with the Jewish community.
- The quality of programs is often poor, particular in the realm of Jewish content.
- The staff of early childhood programs is generally underpaid (\$X compared to \$Y in general early childhood programs).

- The staff is often poorly trained for the assignment. X% of the staff are not Jewish; Y% have never had any Jewish educational experience themselves and most are unfamiliar with....
- Currently, there is only one training program, which can train only a fraction of the staff needed. JCC's are establishing additional training program for pre-school educators in JCCs, etc.

C. Outline of an agenda

The outline could include major general recommendations. These should be based on state-of-the-art knowledge and on a preliminary assessment of impact and feasibility.

To push the example one step further, an agenda on early childhood could include recommendations of the following kind:

There are significant opportunities for development in the area of early childhood education today. It appears that tens of thousands of additional children could be recruited to participate in formal programs, whereas almost the whole age group is a potential client for a variety of informal programs.

We recommend that over the next decade the following be developed:

- The number of formal programs (institutions) should be increased to accommodate growing demand.
- Outreach efforts should be made to those portions of the population that will not enroll in formal programs. In particular:
- A major effort should be made to increase and develop educational resources for the early childhood age group. Books, videos records, television shows, children museums, games , etc. have been proven to be effective in secular early childhood education. There is a shortage of such resources for Jewish early childhood education.
- Several training programs for early-childhood educators should be developed in various areas throughout North America, with the goal of training at least X00 people each year for the next ten years.
- New materials for the teaching of XXXX should be developed.
- A policy for increasing salaries and benefits by an average of X% should be formulated and implemented nation-wide.

II. How could this be done?

I envisage a three-step process:

1. Data gathering and informal consultations by the key person in the group.

The purpose is to arrive in Cleveland with the necessary background materials and data so that work can proceed on substance. Because CAJE is likely to choose experts in each area to lead the group, state-of-the-art thinking and existing data should be within his/her reach. I imagine that such a person will have access to other experts in the area for telephone consultation and collegial advice, and will find a way to communicate as needed with his/her team-members.

2. The group deliberative process in Cleveland.

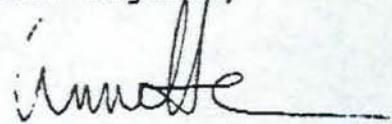
The groups will determine how to conduct their discussion. They may find it useful to use the option paper as a basis or as a point of departure.

3. Final analysis and writing by the key person.

As we discussed, it is certainly acceptable that the writing could be done 8-12 days following the Cleveland gathering, and it does make sense that one person do the written synthesis.

Mark, I hope this is useful to you, but if more detail is necessary please let me know. I am sending this in a hurry so that your further conversations with Elliot will not be held back. I will probably touch base in the near future.

Best Regards,



11/7/89

Family Education

Ron Wolfson
Harlene Appelman
Joan Kaye

Harriet Blumberg

Early Childhood

Mickey Feinberg
Marvel Ginsberg
Rene Rotenberg
Florea Cohen

Bertrice Chankin
Nancy Livingston

Adult Education

~~David Ariel~~
Lavery Darby
Alvin Mars
John Ruskay
Lois Zachary

Elaine Mann
Yehuel Poupko

Media Technology

Eli Evans
Moshe Waldoks
Sharon Rivo
Tamar Ariav
Eric Earl Goldman
Lenny Matanky
Earl Lefkowitz
Jeff Liberman

Daniel Stern
Joel Gershaber
Supplementary School

Ron Reynolds
Susan Wall
Gail Dorph
Saul Wachs
Kyle Epstein
Stan Beiner
Joel Grisaver



Family education

Ron Wolfson - JR/JW
Harlene Appelbaum - JR/JW
Joan Kaye (Boston BQ) - JW

Early Childhood

Mickey Fernberg * SF/JR
~~Mona Ackerman~~ JR
~~Mona Ackerman~~ JR/JW
~~Rena Rostenberg~~ JW
Florence Cohen (NY BQ) JW

Adult Ed

~~Florence Melton~~ * SF/JR
David Ariel JR
Lorey Darby JR
Alvin Marx (Brooklyn) JW
Jon Ruckey (JTS) JW
Luis Zuchow (Syracuse) JW

Media & Tech

El. Evans * SF/JR
Masha Waldoks - JR
Sharon Rivo - JR
Tamar Ariav - JR
Eric Goldman (Ergo Films) - JW
Lenny Matenky (Ches) ^{Assoc. Telnet} - JW
Eul Lefkowitz (Ches) - JW
Jeff Liberman (Boston) - JW

Supple School

Carol Ingall - JR
Ron Reynolds - JR
Angh Daindon * SF/JR
Susan Wall * SF/JR
Gail Dorph * SF/JR
Saul Wachs (Thos. Cole) JW
Kyla Epstein (A. Loe) JW
Stan Bainer (Adelphi) ^{LA} JW
Joel Gruber JW

Day Schools


Steve Brown - Fol. School Phila - JW
David Ackerman - Beth Am LA - JW
Steve Blanchard - Ches? JW
Barbara Steinberg - BQ in Phila JW



15 East 26th Street, New York, NY 10010 - [212] 532-4949

November 8, 1989

To: Art Rotman

From: Leonard Rubin 

Re: Mandel Commission

Adult Jewish Education

Elaine Mann
Assistant Executive Director
JCC of Greater Washington
6125 Montrose Road
Rockville, MD 20852
(301) 881-0100

The Institute for Jewish Life under Mrs. Mann's supervision reaches over 2,000 adults each year many of them in the 21-35 age category in a variety of Jewish educational classes and workshops.

Rabbi Yehiel Poupko
Director of Judaica
JCCs of Chicago
5050 W. Church Street
Skokie, IL 60077
(312) 675-2200

Rabbi Poupko has enhanced the Florence Melton Adult Mini School program and has been a leader in understanding the needs and interest of the adult Jewish learner.

Media and Technology as Educational Tools

Dr. Eric Goldman, President
ERGO
320 Herrick Avenue
Teaneck, NJ 07666
(201) 692-0404

A former Director of The Jewish Media Service, Eric is an expert in the use of film as an educational tool. He has been a consultant to the 92nd Street Y for their film festivals.

Daniel Stern
Director of Humanities
92nd Street YM-YWHA
1395 Lexington Avenue
New York, NY 10128
(212) 427-6000

Coordinator Jewish Film Festival.

✓ Joel Grishaver, President
Tora Aura Productions
4423 Fruitland Ave.
Los Angeles, CA 90056
800 - 238-6724

Joel is a very creative educator who develops media material for both formal and informal education.





JWB 15 EAST 28th STREET . NEW YORK, N.Y. 10010-1579

Jewish Family Education

✓ Harlene Appelman
Coordinator of Jewish Experiences
for Families
6600 West Maple Road
West Bloomfield, MI 48322
(313) 661-0600

J.E.F.F. is a community-wide program under the auspices of the Jewish Welfare Federation of Detroit. Harlene also chairs the CAJE Network on Family Life Education.

Dr. Ronald Wolfson is Fingerhut Assistant Professor of Education of the University of Judaism in Los Angeles. He is Director of the Whizin Institute for Jewish Family Life.
(213) 476-9777

Early Childhood Education

Beatrice Chankin
Early Childhood Director
Valley Cities Jewish Community Center
13164 Burbank
Van Nuys, CA 91401
(818) 786-6310

Bea is a master early childhood teacher and director, is on the faculty of the University of Judaism and is a psychologist specializing in families with young children.

Nancy Livingston
Director, Early Childhood Education
Jewish Community Center
4800 East Alameda Ave.
Denver, CO 80222
(303) 399-2660

Nancy is author of a study examining the Preschool in the Jewish Community Center which was published in the Journal of Jewish Communal Service, Autumn 1978 and which was updated in 1988 and will be published shortly.

Jewish Family Education

Harriet Blumberg
Asst. Director of Judaica
JCCs of Chicago
5050 West Church Street
Skokie, IL 60077
(312) 675-2200

Harriet is a former director of a Solomon Schechter Day School, and is currently focussed on Family Education at the Chicago JCC. She has a great deal of experience working with families in this area.





Brandeis University

Philip W. Lown
School of
Near Eastern and
Judaic Studies

Benjamin S. Hornstein
Program in Jewish
Communal Service
617-736-2990

Waltham Massachusetts
02254-9110

TO: Mark Gurvitz
FROM: Joe Reimer
DATE: 11/3/89
RE: Names of people used in preparing original option papers
(starred are those Seymour suggested, the rest are my own)

Early Childhood

Mickey Feinberg *
(Washington, DC)
Mona Ackerman
Chicago BJE

Supplementary

Carol Ingall
Ron Reynolds (LA - BJE)
Aryeh Davidson * (N.O.)
Susan Wall * (New Haven)
Gail Dorph * (UJ - LA)

Adult

Florence Melton *
D. Ariel
Lavey Derby (CLAL)

Media

Eli Evans *
Moshe Waldoks (Newton, MA)
Sharon Rivo (Brandeis)
Tamar Arieu (JECNA)

Family

Ron Wolfson (UJ - LA)
Helene Appelman (Detroit)

P.S. Please note and tell Ginny as well: our new fax number at
Brandeis is 736-2070.

11/7/89

Family Education

Ron Wolfson
Harlene Appalman
Joan Kaye

Early Childhood

Mickey Feinberg
Marvel Ginsberg
Rene Rotenberg
Floreva Cohen

Adult Education

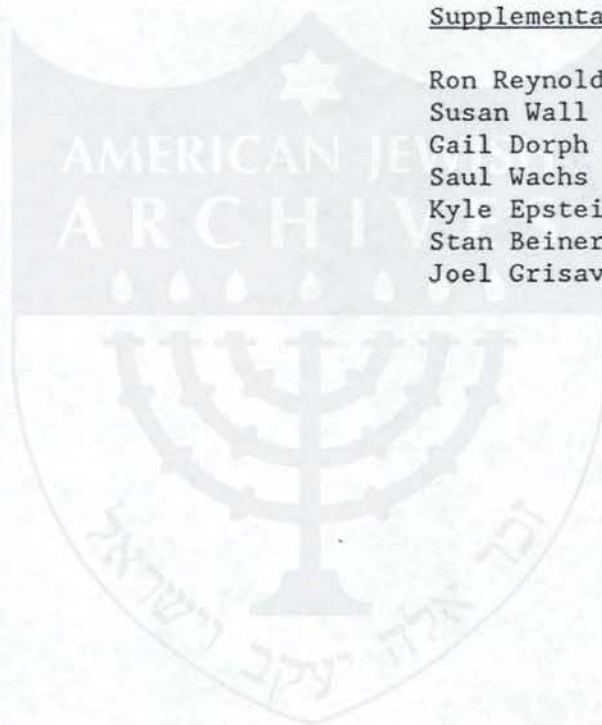
David Ariel
Lavery Darby
Alvin Mars
John Ruskay
Lois Zachary

Media Technology

Eli Evans
Moshe Waldoks
Sharon Rivo
Tamar Ariav
Earl Goldman
Lenny Matanky
Earl Lefkowitz
Jeff Liberman

Supplementary School

Ron Reynolds
Susan Wall
Gail Dorph
Saul Wachs
Kyle Epstein
Stan Beiner
Joel Grisaver



geron litz

Early Childhood

Rena Rotenberg- Baltimore
Floreva Cohen - New York
*Marvel Ginsburg - Chicago
Ruth Pinkerson Feldman - Philadelphia
Lillian Kutz - Formerly Bank Street in Midwest

Family

*Harlene Appelman
*Ron Wolfson
Judith Lichtig
Gerald Bubis
Jeff Schein
Joan Kaye
Vicki Kelman

Day School

Mordecai Schnaidman
Michael Zeldin
Shulamith Elster
*Steve Brown
Larry Scheindler
Golda Och
(Stephen S. Wise Day School)
Susan Wall
Bob Abramson
Steve Garten
Elaine Cohen - Montreal
*Tzvi Blanchard
*Barbara Steinberg
Harvey Well
David Shluker
*David Ackerman (Beth AM, LA)

Supplementary Schools

Zena Sulkes
Dorothy Herman
Steve Chervin
Stu Warner
Nechama Moskowitz
Sara Siegman
Stan Beiner
Ron Reynolds
Dan Syme
Joy Wasserman
Saul Wachs
Joel Grishaver
Kyla Epstein - B'nei Emuna, St. Louis)

Informative Education

Asher Meltzer
Burt Cohen
*Gerald Kaye
*Cindy Chazan
Howard Wasserman
Paul Friedman
Syd Clearfield -BBYO
Walter Ackerman

College

Bob Kaplan
*Richard Israel
Brenda Gevertz
*Michael Brooks
Jonathan Omer-Man
Lubavitch
*Richard Levy - UCLA
David Schoen
Adam Gamoram

Adult Education

Betsy Katz
*David Ariel
Joshua Haberman
Deborah Lipstadt
Ron Brauner
*Alvin Mars
*Lois Zachary
David Elcott
*John Ruskay
Nathan Laufer
Lavey Derby

Retired & Elderly (Senior)

Gladys Rosen
Joan Fuld
Ruben Dobin
Al Schwarz
Irwin Blank

Israel

David Resnick
Paul Reichenbach
David Hartman

Hebrew Language

Tova Shimon
Reuven Yalon
Yossi Gordon
Magda Winter
Peretz Rodman
Orna Lenchner (Vermont)
Rivka Dori (HUC-LA)

Innovation

Barry Shrage
Ruby Strauss
Barry Holtz
Seymour Rossel

Media & Tech

*Eric Goldman
*Lenny Matanky
Jeff Leiberman
Yaakov Reshef
*Earl Lefkowitz
Ruby Strauss
Louis Bernstein
Hillel - (Gesher)



TO: Seymour Fox, Annette Hochstein, Mark Gurvis
FROM: Joe Reimer (11/8/89)
RE: CAJE Educators and the option papers

What do we want the expanded option papers to look like as a result of the input from the CAJE educators?

I'm using the papers on (a) the family and (b) programs for adults as my base in thinking this out. Here are my thoughts:

1. What kinds of programs exist?

I did a quick "survey" of programs to compose these original option papers. It would be helpful to have a more detailed list - with short descriptors (type of program, supporting agencies, population attracted, objectives to be attained) - of types of existing programs. If the educators could expand our "data base" on types of programs, including what are needed and feasible, but not yet in existence, it would be helpful.

2. Target population

If they could give us from their knowledge a clearer sense of who these programs (a) do tend to draw, (b) could draw with better outreach, and (c) are not ever likely to draw under normal circumstances, we could have a finer grasp on the "market" for each option. (If they have numbers to supply on "a", it would be helpful.)

3. Desired outcomes

What aims and objectives do they and their colleagues work with? A deliberation among them about the aims/objectives issue - seeking conceptual clarity - could be helpful. The lists we originally generated are broad and hopeful rather than clear and concise. Prioritizing of objectives would also be helpful.

4. Achieving outcomes

Perhaps the hardest issue for them to tackle given their investment in each area (1) What evidence do they have that the objectives they set are met by the programs? (2) To what degree are they met? What stands in the way of or enhances the possibilities of objectives being met? (3) Of equal importance: what kinds of evaluation research would be actually helpful for gathering good data on these questions of objectives?

5. Personnel

- (1) Concretely - who are the personnel involved in current programming?
- (2) How could their performance be enhanced?
- (3) If the CAJE educators had their wish, who would they want as personnel for their programs?
- (4) How would they train people to become the desired personnel?

6. Materials

- (1) Concretely - what materials do they and their colleagues currently use?
- (2) How could these existing materials be enhanced?
- (3) If they had their wish, what new materials would they like to see produced?
- (4) To what degree are new materials as high a priority as new personnel?

AMERICAN JEWISH

7. Supports: institutional and political funding

- (1) Concretely - where do supports for their programs currently come from?
- (2) How do these institutions express the extent of their support?
- (3) What would it take to build firmer ^{and broader} institutional support for these programs and personnel?

8. Funding and costs

I'd like to see the educators spend an hour or two deliberating on the issue of new funding.

- (1) If they had to advise the funders as to how best to support this area of programming, what would their priorities be, and why?
- (2) What level of funding over what time frame would be realistic?
- (3) What additional benefits could they confidentially predict would result from this additional funding?
- (4) Why should this area be considered a priority for funding in Jewish education?

9. Conclusion

If the educators could be sent the original papers, plus a list of specific questions that will be dealt with - with a request to bring the information they will need to answer these questions - we could have productive sessions (given good leadership in the sessions themselves).



EXECUTIVE OFFICES

November 28, 1989

Premier Industrial Corp.
Bert Drobnic
4500 Euclid
Cleveland, OH 44103

Dear Ms. Drobnic

Thank you for selecting the Bond Court Hotel to hold your upcoming functions on December 5, 1989.

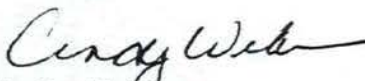
The enclosed function reservation sheets outline our understanding of your requirements. Meal functions are subject to 18% gratuity and 7.0 compounded sales tax (gratuity is taxable in the state of Ohio).

Please review these sheets and return the signed copies to us at your earliest convenience. We will be contacting you 72 hours prior to functions for your final guarantee. If a final guarantee cannot be given at that time, the hotel must automatically guarantee your original estimated figure. This is the minimum figure that you will be charged for.

Should you have any questions or concerns, with regards to this matter, please do not hesitate to contact me.

Again, thank you for your business.

Sincerely,


Cindy Webber
Catering Manager

CW:fb
Enclosures

CASE

MEMO TO: Eliot Spack
FROM: Mark Gurvis
DATE: November 10, 1989

Your question on centralizing travel arrangements has resulted in a new policy decision for the foundation. We have an in-house travel agent who will handle all arrangements. Participants should contact Joan Wade at Premier, (216) 391-8300 to make their arrangements. I'm sorry we don't have an 800 number to use but at least people won't have to lay out anything on the airfare. Following is a form which indicates the information Joan will need to make the reservations. Given the short time frame, people should call Joan, not mail the form. Wednesday, November 22, 1989 is the deadline for making travel arrangements to ensure the lowest possible fare and enough time to mail tickets.

Enclosed is a tentative schedule for what is going on on December 4 and 5. Participants in the programmatic agenda groups will need to be at the Jewish Community Federation by 10:00 a.m., so I suggest no later than a 9:00 a.m. arrival at the airport. If necessary, people may come in earlier and they should let Joan know that as well for hotel reservations. The groups will conclude at 4:00 p.m. on Tuesday, so flights leaving 5:30 p.m. or later will be doable.

We'll deal with local transportation after we see everybody's travel schedule.

See you in Cincinnati!

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA
PROGRAMMATIC AGENDA WORK GROUPS
TRAVEL PLANS

NAME _____

PHONE _____

ADDRESS _____

TRAVEL PLANS

FROM (City) _____

REQUESTED DATE _____ (1st Choice)

_____ (2nd Choice)

PREFERRED TIME _____ (1st Choice)
(Within 3-hour Time Frame)

_____ (2nd Choice)

RETURN

REQUESTED DATE _____

PREFERRED TIME _____

OTHERS TRAVELING FROM THIS CITY

FLIGHTS

FROM _____ TO CLEVELAND
(City)

FROM CLEVELAND TO _____

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
Stuart E. Eizenstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gottschalk
Arthur Green
Irving Greenberg
Joseph S. Gruss
Robert I. Hiller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Loup
Matthew J. Maryles
Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

David S. Ariel
Seymour Fox
Annette Hochstein
Stephen H. Hoffman
Martin S. Kraar
Arthur Rotman
Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia E. Levi
Joseph Reimer

November 14, 1989

*Sent to Ariel, Aron, Bieler, Davidson,
Reimer, Schiff, Woocher
with research schedule + background materials*

Dear :

Thank you for agreeing to participate in the meeting of researchers for the Commission on Jewish Education in North America. The meeting will take place in Cleveland from 6:30 p.m. Monday, December 4 until 10:00 p.m. Tuesday, December 5. Enclosed is a tentative schedule for the meeting.

All participants will be staying at the Bond Court Hotel, 777 St. Clair Avenue in downtown Cleveland (216-771-7600). A reservation has been made for you for December 4-6. The hotel runs frequent shuttles from the Cleveland airport. Dinner on Monday, and lunch and dinner on Tuesday are included in the scheduled program. Breakfast may be charged to your hotel room at the Bond Court.

The meeting will include an opportunity to review and discuss research projects undertaken on behalf of the Commission. Although the order is not yet set, the projects to be reviewed include the following:

1. Isa Aron -- Professionalism as it relates to Jewish education
2. Isa Aron -- Analysis of data on the field of Jewish education
3. Aryeh Davidson -- An inventory of current training opportunities
4. Joseph Reimer -- The synagogue as a context for Jewish education

The papers will be in various stages of completion by December 4th. We will share as much as possible with you about a week before the meeting. Enclosed now are background materials from meetings the Commission on Jewish Education in North America has held to date. I would particularly draw your attention to the appendix and the background materials for the October 23, 1989 meeting, which outlines the research program of the Commission.

Please feel free to call me at (216) 391-8300 with any questions you have about the meeting or its logistics.

Sincerely,

Mark Gurvis
Commission staff

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

Morton L. Mandel
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Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

November 14, 1989

*Sent to Feinman-Hemser, Alexander, A. Hoffman,
Holty
with schedule, design document, 3 background
materials*

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COMMISSION ON JEWISH EDUCATION
IN NORTH AMERICA

Nov. 14, 1989

Research Meeting Schedule

Monday, Dec. 4

Jewish Community Federation
1750 Euclid Avenue

6:30 p.m.

Dinner

7:00-10:00 p.m.

Research presentation #1

Tuesday, Dec. 5

Jewish Community Center
26001 So. Woodland Road

9:00-12 noon

Research presentation #2

12 noon-1:00 p.m.

Lunch break

1:00-4:00 p.m.

Research presentation #3

4:00 p.m.

Break

6:30-7:00 p.m.

Dinner - Bond Court Hotel

7:00-10:00 p.m.

Research presentation #4
Bond Court Hotel



PREMIER INDUSTRIAL CORPORATION

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103 • (216) 391-8300

November 16, 1989

Ms. Robin Barber
Bond Court Hotel
777 St. Clair Avenue
Cleveland, Ohio 44114

Dear Robin:

In regards to the Van Sweringen and Rockefeller Rooms I reserved with you on November 14, 1989 for a meeting and dinner on Tuesday December 5, 1989 at 7:00p.m. for the CJENA Researchers (Premier Industrial Corporation), I would like both rooms set up open square style for 15 people.

I will contact Cindy Weber in the near future with the menu and other details.

Thank you for all your help.

Sincerely,

BERT DROBNIC -- Corporate Office

*Set up for 13 people
12 dinners
1 will be brought in kosher*

11/14/89

RESERVED WITH ROBIN BARBER:

MEETING DEC. 5, 1989 FOR CJENA RESEARCHERS MEETING (PREMIER INDUSTRIAL CORP.)

VAN SWERINGEN ROOM @ 7:00PM. ROOM TO BE SET UP OPEN SQUARE FOR 15 PEOPLE.

ROCKEFELLER ROOM TO BE SET UP OPEN SQUARE FOR 15 PEOPLE FOR DINNER.

MENU TO FOLLOW.

WILL WORK WITH CINDY WEBER.



TO: Seymour Fox, Annette Hochstein, Mark Gurvis
FROM: Joe Reimer (11/16/89)
RE: Meeting at G.A. with E. Spack and B. Katz

Eliot began the meeting by reporting that he had given the assignment of coordinating this effort and electing educators for each of the five programmatic areas to Ron Reynolds (of L.A.) and Roberta Goodman (Toronto) - both of whom are taking it very seriously (and I know them to be serious people). The lists are still in formation - with some people who were asked unable to be free on December 4th and 5th. The names of those accepting were mostly known to me and represent highest quality (e.g. Marvel Ginsberg in early childhood; Ron Wolfson in family; Gail Dorph in supplementary; Lois Zachary and Lifsa Schachter in adult). Getting media people is proving hardest.

Eliot and Betsy made a strong case for giving these educators maximal room to create together their own scenarios and not feeling boxed in or having to fit into pre-ordained slots. Mark and I, respecting their wish for autonomy, also strongly stressed the other pole: producing a product in a form usable to the Commission or future implementation mechanism. I think we came to reasonable compromises.

Ron and Roberta have asked to lead the process for the two days. They have worked out a procedure for the groups that begins with the most open-ended "blue-skying" but then proceeds thru a force field analysis to identify what are the facilitating and blocking factors in the current situation likely to affect moving from "what is" to "what could be" (in communities). We stressed that in all this deliberation, the issue of personnel and training should be considered in terms of "what needs to be done" nationally and locally to get from here to there.

We began working out concretely how the process they propose will fit into the time schedule for those days. We agreed that each small group will have a leader/recorder, that at the end of Tuesday, those leaders will meet with us to debrief us. The leaders will then propose a summary statement of their group's deliberation to be given to Ron and Roberta who will meet together on January 2 in L.A. to edit and get back to us. Their editing will also involve putting the deliberations into a form more usable as expanded option papers. (Eliot wants to further discuss if CAJE at some point can also use and publicize these final versions and how the Commission will use them.)

At the end, we talked about how the educators will prepare for this meeting. They agreed to send the (attached) document I prepared to Ron and Roberta so that they can develop questions to help organize the thinking of all the participants. While it is not realistic to expect the participants to come with written papers or data bases, they can be asked to come with focused thoughts based on their own knowledge and consultation with their colleagues in their field.

Mark will be in further touch with Ron and Roberta who are crucial to this process since Betsy won't be there and Eliot will probably be there only part of the time. I had a good feeling that if we "trust the process" and give appropriate feedback, we'll get a quality product from these deliberations.



TO: CAJE EDUCATORS
FROM: STAFF OF THE COMMISSION
RE: THE EXPANDED OPTION PAPERS

The purpose of the two day meetings - December 4th & 5th - in Cleveland is for the CAJE educators in collaboration with the staff of the Commission on Jewish Education in North America to elaborate upon five of the option papers prepared for the Commission a year ago.

What is an option paper? As you can see from the examples, it is a short policy statement about a given programmatic area within Jewish education (early childhood, supplementary education, etc). It attempts to briefly summarize for a reader what kinds of programs exist for which populations to achieve what objectives or outcomes. It attempts to assess the relative strengths and weaknesses in this area (on criteria such as personnel, materials, funding, support) and then suggest what could be achieved in what time frame if greater resources were available.

The initial option papers were done quickly and provisionally, and though based on much consultation, they certainly could benefit from greater reflection by educators in the field. That is the task of the groups of educators in Cleveland.

To place the educator-participants in the appropriate mind frame for these meetings, let's imagine their roles as consultants to the Commissioners. They are to assume a fiction: that the Commissioners are willing to provide all the needed resources to make this area a shining example of what could be done to achieve excellence in Jewish education. But, the question is, what is needed to be done to achieve such excellence? That is,

- 1) What could be done in the immediate?
- 2) What could be done in the mid-term (next couple of years)?
- 3) What could be done in the long-term (in 10 years)?

To provide reasonable answers to these what-if questions, we need first to provide an overview of what does exist in this area so that we can move from "what is" to "what could be." It would be very helpful to come to Cleveland prepared with as much accurate data as possible in relation to these aspects of your area.

1. PROGRAMS

- a) What kinds of programs (formal and informal, full and part-time, etc.) currently exist in this area?
- b) For each type of program: what are the numbers of programs, the supporting agencies, the population attracted, the objectives to be obtained?
- c) What kinds of programs are not yet in existence, but are needed and feasible to create (in the short or long term) to service which population and meet which objectives?

2. POPULATION

- a) What different populations (e.g. children, parents, or synagogue members vs. non-affiliated Jews) are serviced by each type of program?
- b) Do we know the numbers of people serviced by these programs?
- c) Do we know who could be serviced by expanded or newly-created programs and what numbers could be involved?

3. PERSONNEL

- a) Who are the personnel currently involved in this area? (What do we know about numbers of personnel, level of training, route into the field, turnover vs. opportunities for professional development, etc?)
- b) How could the performance of current personnel be enhanced?
- c) What kind of personnel should be trained or re-trained to substantially improve the personnel picture in this area (over short to long term)?

4. MATERIALS

- a) What are the kinds of materials currently available in this field?
- b) What could be done to enhance the educational usefulness of existing materials?
- c) What kinds of materials should be created or made available to truly enhance this area (in the short to long term)?

5. INSTITUTIONAL SUPPORTS

- a) Currently, what are the main institutional supports for programs in this area? (Financially and otherwise, how do given agencies currently express their support for these programs?)
- b) What kinds of institutional supports should be available to more amply provide for the envisioned programs in this area (in the short to long term)?

6. MAJOR OPPORTUNITIES

- a) Given what we know about this area (its programs, population, personnel, materials, institutional support, etc.), what are the major opportunities for improvement and expansion (in the short to long term)?
- b) What is the estimated feasibility of realizing these opportunities given adequate resources (in the short to long term)?
- c) Are there other questions we need to be asking to judge feasibility?
- d) What are the main benefits or outcomes that the community could expect to see if these opportunities were to be realized?

From major opportunities, it should be possible, once the group is together in Cleveland, to generate a list of major general recommendations over the next decade that are based on state-of-the-art knowledge and a preliminary assessment of impact and feasibility. These recommendations could serve as a basis for a community or a foundation to significantly invest in this area of Jewish education.

Note: This is a lot to prepare for the Cleveland meetings. No one person usually carries all this information in his/her head. Please consult with your colleagues in the field and gather from their experience and knowledge base as well as your own whatever reliable information we have on what currently exists and what could feasibly come to exist in the short to long term.

November 21, 1989

CINDY WEBER

11:00AM

WENT OVER MENU FOR CJENA RESEARCHERS DINNER ON TUESDAY DECEMBER 5, 1989 AT
7:00PM IN THE ROCKEFELLER ROOM.

VEG. JUICE (TOMATO)
BAKED FILLET OF BOSTON SCROD
LITTLE REDSKIN POTATOES
BROCCOLI
TOSSED GREEN SALAD/THOUSAND ISL. & CREAMY GARLIC
CHOC. MOUSSE/THIN WAFER
ROLLS/BUTTER
COFFEE/TEA

COULD POSSIBLY BE (2) FRUIT PLATES.

WILL CALL FRIDAY DEC. 1, 1989 WITH COMPLETE TOTAL.

MEETING TO FOLLOW IN THE VAN SWERINGEN ROOM.

WILL YOU REQUIRE COFFEE SET UP IN THE MEETING ROOM?

IS THIS TO BE CHARGED TO PREMIER?

MAT



TO: Chris Derga FROM: Joan Wade DATE: 11/17/89
NAME NAME
IVI
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION
REPLYING TO
YOUR MEMO OF: _____

SUBJECT:

This is in regard to the airline reservations being made by IVI for attendees of the meetings on December 4 and 5 of the Commission on Jewish Education in Cleveland.

The meeting on Monday, December 4 begins at 10 a.m at the Jewish Community Federation, 1750 Euclid Avenue. Participants will be staying at the Bond Court. We have arranged for a van to leave the Bond Court at 9:30 a.m. to take them to the Federation offices. This means that participants must be at the Bond Court prior to 9:30 a.m. on Monday, December 4.

Persons from New York, Chicago or cities not too far away can fly in on Monday morning. Persons from California, Texas, etc. must come in on Sunday night. They prefer a late flight as indicated on the forms.

The meetings will end on Tuesday, December 5 at 4 p.m. The plans are to have them take a van from the Bond Court at 5:05 p.m to the airport. In this case, their flights need to be late enough for them to get to the airport in time. There may be exceptions, as indicated on the form. Example: Ron Reynolds and Ephraim Buchwald.

Direct flights are preferred.

If you have any further questions, please call me on extension 2329.

INTER-OFFICE CORRESPONDENCE

Do not send
out materials with
? per /colinta Goodman



CASE WORKGROUPS

EARLY CHILDHOOD

- ✓ Marvell Ginsburg
- ✓ Janet Harris
- ✓ Lynda Cohen -

MEDIA & TECHNOLOGY

- ✓ Gary Wexler
- ✓ Stuart Kelman
- Earl Lefkowitz ^{mo}
- Charles Herman ^{MG}

ADULT EDUCATION

- ✓ Lois Zachary
- Lifsa Schachter ^{MG}
- ✓ Ephraim Buchwald
- ~~Larry Darty (?)~~

FAMILY EDUCATION

- ✓ Ron Wolfson
- ✓ Jo Kay
- Harlene Appelman ~~MG~~
- ~~Vivian Kelman (?)~~

Enclose:

- ① design document
- ② Dec 13 mtg - all but appendix

SUPPLEMENTARY SCHOOLS

- Gail Dorph
- ✓ Joy Wasserman
- ✓ Bobi Stern

COORDINATORS

- ✓ Roberta Goodman
- ✓ Ron Reynolds
- Eliot Spack
- (Remove Eliot from this list)

↓
Eliot Spack,
Betty Katz, Champions of CASE
Eliot Spack, Executive Dir. of case

~~69000~~
LIFSA SCHACHTER
26500 SHAKER BLVD
CLEVELAND OH 44122

EARL LEFKOVITZ
2030 SO. TAYLOR RD
CLEVELAND, OH 44118

CHARLES HERMAN
26001 SO. WOODLAND
CLEVELAND OH 44122

HARLENE APPELMAN
6600 W. MAPLE
W. BLOOMFIELD, MI 48322

ELIOT SPARK
CATE
261 W. 35th St. - Floor 12A
NEW YORK, NY 10001

LAVEY DABBY
CLAL
421 SEVENTH AVE
NEW YORK, NY 10001

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
Stuart E. Eizenstat
Joshua Elkin
Eli N. Evans
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Max M. Fisher
Alfred Gottschalk
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Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

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Jonathan Woocher
Henry L. Zucker

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

November 20, 1989

COJEO

ATTN: Regina Feldman
Bureau of Jewish Education
426 W. 58th Street
New York, New York 10019

Dear Ms. Feldman:

The enclosed materials are for distribution to COJEO members for the December 7 meeting, per Jack Sparks' suggestion.

Sincerely,



Mark Gurvis
Commission Staff

Enclosure

11/21

Joan -

The JCC canceled for Dec. 5. Those meetings will also be at the Federation.

Attached is a revised schedule for Bond Ct. vans. Would you please review with Bert & be sure there's 1 master schedule for all transportation arrangements?

Thanks,

Genny

VANS / BOND COURT
TUES. DEC 5

~~8:40~~ 8:40 am - to JCF
35 people 1750 Euclid Ave

4:00 pm JCF to Bond Ct.
25 people

research

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Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

TO:

FROM: Mark Gurvis

DATE: 11/22/89

I look forward to seeing you in Cleveland next week for the research meeting for the Commission on Jewish Education in North America. Enclosed is a copy of Isa Aron's paper on "Issues of Professionalism in Jewish Education." Material from Aryeh Davidson and Joe Reimer will be coming to you in the next few days. Additional material that Isa has prepared on the state of the field of personnel will be shared at the meeting in Cleveland.

If you have not yet shared your travel arrangements with me, please do so as soon as possible so that we can coordinate transportation in and around Cleveland.

Please feel free to call me with any questions (216-391-8300 X2398).

HANAN ALEXANDER
15600 MULHOLLAND DR
LOS ANGELES, CA 90077

DAVID ARIEL
26500 SHAKER BLVD
CLEVELAND, OH 44122

JACK BIEVER
609 WINDNA CT
SILVER SPRING, MD 20902

ABRAHAM DAVIDSON
3080 BROADWAY
NEW YORK, NY 10027

SHARON FIENMAN-NEMSER
MICHIGAN STATE UNIVERSITY
116 ERICKSON HALL
EAST LANSING, MI 48824

ALAN HOFFMAN
1322 BROOKLYN RD
ANN ARBOR, MI 48104

BARRY HOLTZ
3080 BROADWAY
NEW YORK, NY 10027

JOSEPH RIEMER
HORNSTEIN PROGRAM, JCL
BRANDEN UNIVERSITY
WALTHAM, MA 02254

ALVIN SCHIFF

— on Commissioner's list

JONATHAN WOODNER
JESNA
730 BROADWAY
NEW YORK, NY 10003

INTER-OFFICE CORRESPONDENCE

TO: Henry L. Zucker

NAME

DEPARTMENT/PLANT LOCATION

FROM: Mark Gurvis

NAME

DEPARTMENT/PLANT LOCATION

DATE: 11/22/89

REPLYING TO

YOUR MEMO OF:

SUBJECT:

Just want to share with you Art Rotman's concerns and discomfort with the process we are now engaged with on the programmatic areas with CAJE. Art feels that the process with CAJE is wrong for the reasons articulated at the recent senior policy advisors meeting. Particularly, he feels that involving CAJE in the way we have does not guarantee that the right people will be participating in the discussions on the programmatic areas.

In preparation for the December 4 and 5 meetings, I collected suggestions from Art, Jon Woocher, Joe Reimer, and Seymour and Annette for possible participants. These were shared with CAJE leadership with the understanding that CAJE might or might not approach people who were suggested, and that the Commission would not exercise a veto over CAJE's choice of participants. From CAJE's perspective, their contribution is a convening of these groups from their active networks of educators. If the Commission were to convene whomever wished irrespective of CAJE, then there would be no need for CAJE to be involved. From Art's perspective, he did not understand that the invitations to participate would be extended from CAJE leadership, and feels that he ought to have had the opportunity to determine which of his suggested participants would have been approached. In passing along the suggestions, I did not identify to CAJE where each suggestion generated from, and in the end do not actually know who was or was not invited to participate. I only have the resulting list of people who will actually be coming.

On balance, I believe we have an excellent group of people coming in on December 4 and 5 through CAJE, and that their leadership has outlined a process for the two days that should produce an excellent result.

Art is, nevertheless, correct in his frustration that what is occurring on December 4 and 5 is counter to the advice of the senior policy advisors. I think it would be important for you to talk this through with him before the next senior policy advisors' meeting on December 6.

TO: CAJE EDUCATORS

FROM: STAFF OF THE COMMISSION

RE: THE EXPANDED OPTION PAPERS

The purpose of the two day meetings - December 4th & 5th - in Cleveland is for the CAJE educators in collaboration with the staff of the Commission on Jewish Education in North America to elaborate upon five of the option papers prepared for the Commission a year ago.

What is an option paper? As you can see from the examples, it is a short policy statement about a given programmatic area within Jewish education (early childhood, supplementary education, etc). It attempts to briefly summarize for a reader what kinds of programs exist for which populations to achieve what objectives or outcomes. It attempts to assess the relative strengths and weaknesses in this area (on criteria such as personnel, materials, funding, support) and then suggest what could be achieved in what time frame if greater resources were available.

The initial option papers were done quickly and provisionally, and though based on much consultation, they certainly could benefit from greater reflection by educators in the field. That is the task of the groups of educators in Cleveland.

To place the educator-participants in the appropriate mind frame for these meetings, let's imagine their roles as consultants to the Commissioners. They are to assume a fiction: that the Commissioners are willing to provide all the needed resources to make this area a shining example of what could be done to achieve excellence in Jewish education. But, the question is, what is needed to be done to achieve such excellence? That is,

- 1) What could be done in the immediate?
- 2) What could be done in the mid-term (next couple of years)?
- 3) What could be done in the long-term (in 10 years)?

To provide reasonable answers to these what-if questions, we need first to provide an overview of what does exist in this area so that we can move from "what is" to "what could be." It would be very helpful to come to Cleveland prepared with as much accurate data as possible in relation to these aspects of your area.

1. PROGRAMS

- a) What kinds of programs (formal and informal, full and part-time, etc.) currently exist in this area?
- b) For each type of program: what are the numbers of programs, the supporting agencies, the population attracted, the objectives to be obtained?
- c) What kinds of programs are not yet in existence, but are needed and feasible to create (in the short or long term) to service which population and meet which objectives?

2. POPULATION

- a) What different populations (e.g. children, parents, or synagogue members vs. non-affiliated Jews) are serviced by each type of program?
- b) Do we know the numbers of people serviced by these programs?
- c) Do we know who could be serviced by expanded or newly-created programs and what numbers could be involved?

3. PERSONNEL

- a) Who are the personnel currently involved in this area? (What do we know about numbers of personnel, level of training, route into the field, turnover vs. opportunities for professional development, etc?)
- b) How could the performance of current personnel be enhanced?
- c) What kind of personnel should be trained or re-trained to substantially improve the personnel picture in this area (over short to long term)?

4. MATERIALS

- a) What are the kinds of materials currently available in this field?
- b) What could be done to enhance the educational usefulness of existing materials?
- c) What kinds of materials should be created or made available to truly enhance this area (in the short to long term)?

5. INSTITUTIONAL SUPPORTS

- a) Currently, what are the main institutional supports for programs in this area? (Financially and otherwise, how do given agencies currently express their support for these programs?)
- b) What kinds of institutional supports should be available to more amply provide for the envisioned programs in this area (in the short to long term)?

6. MAJOR OPPORTUNITIES

- a) Given what we know about this area (its programs, population, personnel, materials, institutional support, etc.), what are the major opportunities for improvement and expansion (in the short to long term)?
- b) What is the estimated feasibility of realizing these opportunities given adequate resources (in the short to long term)?
- c) Are there other questions we need to be asking to judge feasibility?
- d) What are the main benefits or outcomes that the community could expect to see if these opportunities were to be realized?

From major opportunities, it should be possible, once the group is together in Cleveland, to generate a list of major general recommendations over the next decade that are based on state-of-the-art knowledge and a preliminary assessment of impact and feasibility. These recommendations could serve as a basis for a community or a foundation to significantly invest in this area of Jewish education.

Note: This is a lot to prepare for the Cleveland meetings. No one person usually carries all this information in his/her head. Please consult with your colleagues in the field and gather from their experience and knowledge base as well as your own whatever reliable information we have on what currently exists and what could feasibly come to exist in the short to long term.

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Mark Gurvis
Virginia F. Levi
Joseph Reimer

TO: Al Feldman
FROM: Mark Gurvis *mg*
DATE: November 22, 1989
SUBJECT: ARRANGEMENTS FOR DECEMBER 4 AND 5

The Mandel Associated Foundations will now be having meetings for the Commission on Jewish Education in North America at the Federation building on December 4 and 5. Following are the arrangements that are needed:

1. The meetings run as follows: Monday, December 4, 8:30 a.m. - 10:00 p.m.; and Tuesday, December 5, 9:00 a.m. - 6:00 p.m. An *overview schedule of meeting room use is attached. A guard will be needed for the lobby for Monday evening until about 10:00 p.m. - 10:15 p.m.*
2. I will provide a list of names and expected arrival times for both days.
3. The English class on Tuesday morning in the library will mean that I will need an additional meeting room for the morning. Are there any professionals who are scheduled to be out of the city whose office might be used? My office might be a possibility, but it is very small. Also, there is an SSEP program Tuesday morning. If possible, can that program end by 9:00 a.m. to free up the meeting room? I understand if this is not possible.
4. Lunches have been booked for Monday (25 people) and Tuesday (35 people). Dinner on Monday will be catered by Word of Mouth (36 people). These arrangements are all set.
5. I would like to have coffee, tea, and soft drinks available all day, both days. Pastries should also be available for eight people at 8:30 a.m. on Monday; 20 people at 10:00 a.m. on Monday; and 35 people at 9:00 a.m. on Tuesday.
6. A slide projector is needed in Room C and D at 10:00 a.m. on Monday, and in Room A at 7:00 p.m. on Monday.
7. Participants in the meetings may need access to photocopying, typewriters, and word processing. I would request that either

both okay

Gretchen or Judith serve as a contact point for these needs. Typewriters are available on both the second and third floors. Word processing could be available in either Ann Schor's or Ira Safrin's offices, and I will check with them about this. Small, incidental photocopying can be handled right on the second floor. Anything larger should go to the print room.

8. We will have vans for transportation between Federation and the Bond Court Hotel. However, cabs will probably be needed for airport transfers. I would like to use Federation's vouchers for Americab as needed.
9. Five to six easels are needed for the meetings rooms. We have several at Federation, and I will borrow others from Premier and supply the pads.
10. The Mandel Associated Foundations would expect to be billed for the following: (a) guard for Monday evening, (b) lunches on Monday and Tuesday, (c) coffee, tea, soft drinks and pastry for both days, (d) photocopying, (e) taxi vouchers.

Thanks for your help in coordinating these meetings.



Room reservations at Bond Court

In on Sunday, December 3 - Out on Tuesday, December 5

Lynda Cohen - Jetstream Intl 4074 arr. 6:40 p.m.

Roberta Goodman - USAir 308 arr. 6:09 p.m.

Jo Kay - USAir 389 arr. 10:02 p.m.

Stuart Kelman - TWA 54 arr. 11:21 p.m. - *cancelled*

Barbara Stern - Cont. 726 arr. 6:35 p.m.

Gary Wexler - Made his own reservations - don't know

In on Monday, December 4 - Out on Tuesday, December 5

Harlene Appelman - Comair 3060 arr. 7:59 a.m.

Ephraim Buchwald - Cont. 459 arr. 8:43 a.m.

LAVEY DARBY -

Gail Dorph - USAir 708 arr. 6:05 a.m.

Marvell Ginsburg - United 530 arr. 8:10 a.m.

Janet Harris - United 530 arr. 8:10 a.m.

Leonard Matanky - United 530 arr. 8:10 a.m.

Ron Reynolds - United 530 arr. 8:10 a.m.

Eliot Spack - United 642 arr. 3:05 p.m.

Joy Wasserman - American arr. 9:01 a.m.

Ron Wolfson - USAir 708 arr. 6:05 a.m.

Lois Zachary - USAir 1994 arr. 8:16 a.m.

DEC. 4

9:30 A.M. - VAN FROM BOND COURT TO JEWISH COMMUNITY FEDERATION
1750 EUCLID AVENUE

~~14~~ 15 14 people
13

6:00 P.M. - VAN FROM BOND COURT TO JEWISH COMMUNITY FEDERATION
7 people

~~17~~ 18 17 people
16
9:00 P.M. - VAN FROM JEWISH COMMUNITY FEDERATION TO BOND COURT

10:00 P.M. - VAN FROM JEWISH COMMUNITY FEDERATION TO BOND COURT
12 people

DEC. 5

28
~~28~~ 29 29 people
8:40 A.M. - VAN FROM BOND COURT TO JEWISH COMMUNITY FEDERATION

4:00 P.M. - VAN FROM JEWISH COMMUNITY FEDERATION TO BOND COURT
15 people
15



JOHN:

CJENA RESEARCHERS MEETING - PREMIER INDUSTRIAL CORP.

GUEST WILL BE ARRIVING ON DEC. 3rd & 4th. NAMES AND TIME OF ARRIVAL TO FOLLOW.

DEC. 4th

VAN FROM BOND COURT TO JEWISH COMMUNITY FEDERATION

1750 EUCLID AVENUE 9:30AM (TOTAL TO FOLLOW) —

VAN FROM BOND COURT TO J.C.F. @ 5:30-6:00PM (12-13-TOTAL TO FOLLOW) —

VAN FROM J.C.F. TO BOND COURT 8:45PM (16-17 PEOPLE) —

VAN FROM J.C.F. TO BOND COURT 10:00PM (12-13 PEOPLE) —

DEC. 5th

VAN AT ^{8:40} 8:15AM FOR 30 PEOPLE FROM BOND COURT TO ^{JCF 1750 EUCLID} MANDEL JCC AT ~~26001 S. WOODLAND RD~~
BEACHWOOD, OHIO

FOR 9:00AM MEETING.

^{JCF} 4:00PM VAN PICK UP FROM MANDEL JCC TO BOND COURT (15 PEOPLE) —



Bond Ct. Van - Dec. 3-5 + Room

Dec. 3

Arrivals at Hopkins - throughout day - van to Bond Ct.

Dec. 4

1. Van from Bond Ct. to JCF (1750 Euclid) 9:30
2. Arrivals throughout day at Hopkins - To Bond Ct. (or JCF?)
3. Van from Bond Ct. to JCF ~ 5:30 or 6:00 (12-13 people, men)
4. 8:45 PM - from JCF to Bond Ct. (~16-17 people)
5. 10:00 PM - from JCF to Bond Ct. (~12-13 people)

Dec. 5

1. We'll need to get ~30 people from Bond Ct. to Mandel JCC for 9:00 meeting (leave B.C. ~ 8:15 am).
Is a van (or 2) an option for this?
2. About 15 people will need to leave Mandel JCC at ~4:00 to return to Bond Ct. Van?
- * 3. We need a room for dinner + meeting at Bond Ct. for 7:00-10:00 p.m. - 15 people
(2 tables - 1 for dinner, 1 for mtg.)

Researchers/Programmatic Agenda Meetings
December 4-5, 1989
Travel Arrangements

11/29/89

Book w/Bert

CAJE Consultants	Arrival date/time	Travel from airport to..	Mon. 12/4 9:30 am van to JCF	Mon. 12/4 6:00 pm van to JCF	Mon. 12/4 8:30 pm van to BC	Mon. 12/4 10:00 pm van to BC	Tues. 12/5 8:40 am van to JCF	Tues. 12/5 8:55 am van to JCF	Tues. 12/5 4:00 pm van to BC	Tues. 12/5 Travel to airport from..
X Appelman	12/4 - 7:59 am	8:25 am van to Bond Ct	X		X		X			4:00 pm cab from JCF
- Buchwald	12/4 - 8:43 am	cab, probably to JCF			X		X			1:30 pm cab from JCF
X Cohen	12/3 - 6:40 pm	7:05 pm van to Bond Ct	X		X		X			4:00 pm cab from JCF
- Dorph	12/4 - 6:05 am	cab to Bond Ct w/Wolfson	X		X		X		X	5:05 pm van from Bond Ct
X Ginsburg	12/4 - 8:10 am	8:25 am van to Bond Ct	X		X		X		X	5:05, 6:15 or 7:25 van
X Goodman	12/3 - 6:09 pm	7:05 pm van to Bond Ct	X		X	X	X			6:15 or 7:25 van
Harris	12/4 - 8:10 am	8:25 am van to Bond Ct	X		X		X			4:00 pm cab from JCF
X Kay	12/3 - 10:02 pm	10:35 pm van to Bond Ct	X		X		X		X	5:05 pm van from Bond Ct
X Kelman	12/3 - 11:21 pm	cab to Bond Ct	X		X		X			4:00 pm cab from JCF
X Matanky	12/4 - 8:10 am	8:25 am van to Bond Ct	X		X		X		X	5:05, 6:15 or 7:25 van
X Reynolds	12/4 - 8:10 am	8:25 am van to Bond Ct	X		X	X	X			4:00 pm cab from JCF
- Spack	12/4 - 3:05 pm	cab to JCF			X	X	X			?
X Stern	12/3 - 6:35 pm	7:05 pm van to Bond Ct	X		X		X		X	5:05 pm van from Bond Ct
X Wasserman	12/4 - 9:01 am 10:50 pm	cab to Bond Ct FEDERATION	X		X		X		X	5:05, 6:15 or 7:25 van
X Wexler	12/3 - 6:39 pm	cab to Bond Ct FRIENDS WILL PICK UP	X		X		X			4:00 pm cab from JCF
- Wolfson	12/4 - 6:05 am	cab to Bond Ct w/Dorph	X		X		X			3:00 pm cab from JCF
X Zachary	12/4 - 8:16 am	8:25 am van to Bond Ct	X		X		X		X	5:05 pm van from Bond Ct

Researchers/Staff

Alexander	12/4 - 3:05	3:25 van	X	X	X	X	X
Aron	12/4 - 3:05 pm	3:25 pm van to Bond Ct	X	X	X	X	X
Bieler	12/4 - 6:00 pm	cab to JCF		X	X	X	X
Davidson	12/4 - 2:45 pm	3:25 pm van to Bond Ct	X	X	X	X	X
Feinman-Nemser	12/4 - 5:30 pm	CAB TO JCF	X	X	X	X	X
Fox	12/3 -			X	X		
Hochstein	12/3 -			X	X		
Hoffman	12/4 - 3:25 pm	4:35 pm van to Bond Ct	X	X	X	X	
Holtz	12/4 - No Hotel		X	X	X	X	X
Inbar	12/3 -			X	X		X
Reimer	12/4 - 8:57 am	cab to JCF		X	X		
Schiff	12/4 - 4:39 pm	cab to Bond Ct	X	X	X	X	
Woocher	12/4 - 4:39 pm	cab to Bond Ct.	X	X	X	X	X

8:40 pm van from Bond Ct. 9:35 pm flt. - 12/5

3:15 pm cab to airport

3:15 pm cab to airport



TOLD TO TAKE CAB

HERE IS THE FIRST LIST OF THE ROOMS I BLOCKED OFF:

IN: 12/3 OUT: 12/7SINGLES:

SEYMOUR FOX FLIGHT INFO WILL FOLLOW

ANNETTH HOCKSTEIN "

~~JOSEPH REIMER~~ "

MICHAEL INBAR IN 12/3 OUT 12/6 - TWA 9:05 p.m.

IN: 12/4 OUT: 12/6SINGLES:

HANAN ALEXANDER FLIGHT INFO WILL FOLLOW

✓ISA ARON USA 108 arr. 3:05 p.m.

✓JACK BIELER Cont. arr. 6:00 p.m.

✓AYREH DAVIDSON Cont. arr. 2:45 p.m.

SHARON FEINMAN-NEMSER - CONT 4428 - ARR 5:30 p.m. - CONT. LV 9:35 a.m.

✓ALAN HOFFMAN Northwest 547 arr. 3:25 p.m. - NORTHWEST 1591 4:00 p.m.

BARRY HOLTZ CANCEL

~~MICHAEL INBAR~~

✓ALVIN SCHIFF Cont. 1001 arr. 4:39 p.m. - CONT 298 4:20 p.m.

JONATHAN WOOCHEER

IN 12/4 OUT 12/7

JOSEPH REIMER

Arrival Monday

Dorsh + Wolfson - cab Together

Appelmann - 7:59 a Van 8:25

Ginsberg - 8:10 a "

Harris - 8:10 a "

Mitansky - 8:10 a "

Reynold - 8:10

Zachary 8:16 a "

Buchwald - 8:43 cab to Federation

Spach to Federation - Cab

Arrival Sunday

Cohen - 6:40 p Van 7:05 p.

Gordon - 6:09 p Van 7:05 p

Stern - 6:35 p Van 7:05 p

Katz 10:02 p Van 10:35

Kelman - 11:21 cab

Wasserman 10:50 cab

Wexler ? Cab

Researcher - Mon

Aron 3:05 p Van 3:25

Davidson 2:45 p " "

Schiff 4:39 p cab to Bond Court

Butler 6:00 p cab to Federation

Hoffman 3:25 p Van 4:35

Tentative Schedule for
Consultation on Programmatic Agendas

Monday, Dec. 4, 1989

Jewish Community Federation
1750 Euclid Avenue

10:00 a.m.-1:00 p.m.

General briefing on Commission and
programmatic agendas process
(including lunch)

1:30-8:30 p.m.

Small work group meetings
(dinner break @ 6:00 p.m.)

Tuesday, Dec. 5, 1989

Jewish Community Center
26001 South Woodland Road

9:00 a.m.-4:00 p.m.

Small work group meetings
(lunch break @ 12 noon)

4:00 p.m.-6:00 p.m.

Transfers to airport
Group leaders meeting with
Commission staff

Research Meeting Schedule

Monday, Dec. 4

Jewish Community Federation
1750 Euclid Avenue

6:30 p.m.

Dinner

7:00-10:00 p.m.

Research presentation #1

Tuesday, Dec. 5

Jewish Community Center
26001 So. Woodland Road

9:00-12 noon

Research presentation #2

12 noon-1:00 p.m.

Lunch break

1:00-4:00 p.m.

Research presentation #3

4:00 p.m.

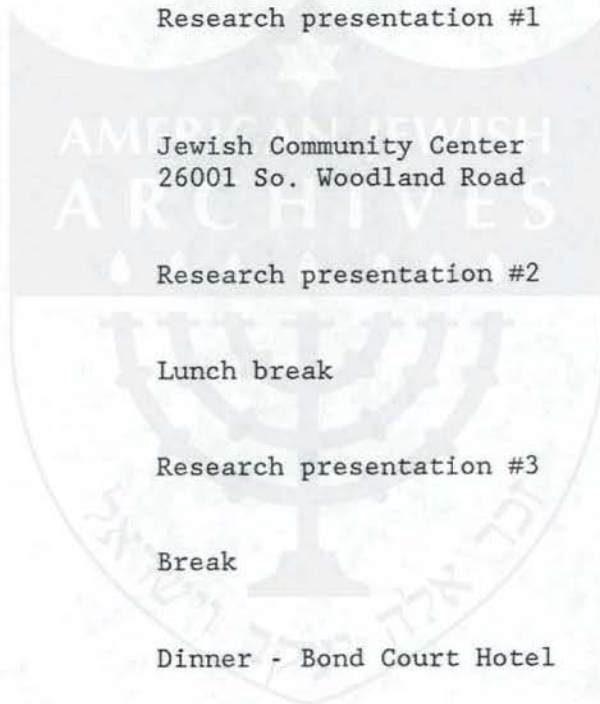
Break

6:30-7:00 p.m.

Dinner - Bond Court Hotel

7:00-10:00 p.m.

Research presentation #4
Bond Court Hotel



Researchers/Programmatic Agenda Meetings
December 4-5, 1989

Monday, Dec. 4

Jewish Community Federation

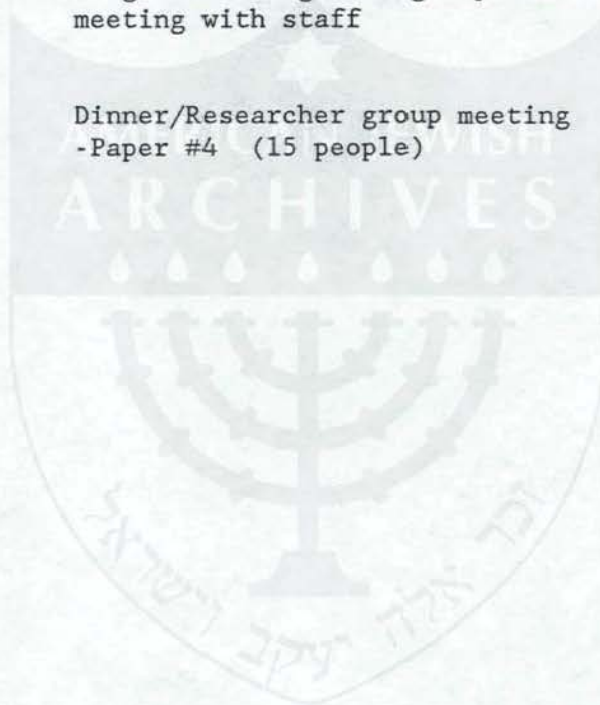
<u>Time</u>	<u>Topic</u>	<u>Notes</u>
8:30-9:30 a.m.	Meeting of select staff/policy advisors on programmatic agendas	Van from Bond Court at 8:10 a.m. Coffee, tea and pastries; meeting in Room 204
10:00 a.m. - 1:00 p.m.	General briefing on programmatic agendas process, including small group discussion. (lunch to be served @ 12:00 noon for 25 people in Room B)	Meeting in Room C & D. Coffee, tea, soft drinks available all day
1:30-8:30 p.m.	Programmatic Agendas - meeting by group to include dinner break @ 6:00 - 6:30 p.m.	Room A, B, C, D, Library. Vans to Bond Court at 8:45 p.m.
4:00-5:45 p.m.	Researchers' group meeting -general review of research program	Room 204
6:00-6:30 p.m.	Dinner for entire group (35 people)	Room B
6:30-9:30 p.m.	Researchers' group meeting -Paper #1	Room 204 Van to Bond Court at 9:40 p.m.

Tuesday, Dec. 5

Jewish Community Center

9:00 a.m. - 4:00 p.m.	Programmatic Agendas - meeting by group to include lunch break @ 12 noon	Van to JCC at 8:15 a.m. Meeting rooms 1, 2, 3, and Plenary A & B. Coffee, tea, soft drinks available all day.
9:00 a.m. - 12 noon	Researchers' group meeting -Paper #2	Administrative Conference Room

<u>Time</u>	<u>Topic</u>	<u>Notes</u>
12 noon	Buffet lunch for 35 people	Plenary A
1:00-4:00 p.m.	Researchers group meeting -Paper #3	Administrative Conference Room
4:00 p.m.		Van to Bond Court; airport transfers
4:30-6:00 p.m.	Programmatic Agendas-group leaders meeting with staff	Meeting room 1
7:00-10:00 p.m.	Dinner/Researcher group meeting -Paper #4 (15 people)	Bond Court





PREMIER INDUSTRIAL CORPORATION

REQUEST FOR TELEX/MAILGRAM/FAX

72343 (REV. 2/88) PRINTED IN U.S.A.

SPECIFY HOW TO SEND MESSAGE

DATE REQUESTED

11-28-89

☐ TELEX NO.☐ MAILGRAM☒ FAX NO. 212-265-5098NO. OF PGS. 4
(INCL. COVER SHEET)☐ URGENT - Time sensitive - must go at once☒ REGULAR - Send at time rates are most economical

TYPE (USING DOUBLE SPACES) OR PRINT CLEARLY

TO:

NAME

Seymour Fox

COMPANY

Mayflower Hotel

STREET ADDRESS

CITY, STATE, ZIP

PHONE NUMBER

212-265-0060

FROM:

NAME

Ginny Levi

COMPANY

Premier

DEPARTMENT

Fdn

COST CENTER

090

TELEX NO.: 6873015 PREMI UW

FAX NO.: 212-265-5098

TIME SENT:

MESSAGE: 1. Twersky will see you at 9:00 am on Thurs., 11/30 at the Weidner Library, room 745.

2. MG spoke with B. Reisman, who is trying to rearrange his schedule to come to Cleveland. Mark suggests you call him at home: (617-244-6439) or work: (617-736-2990).

3. Remember to call Josh Elkin - home: (617-332-2406) or work: (617-964-7765).

4. List of CASE participants is attached.

5. Welcome to the States.

CAJE CONSULTATION ROSTER

Early Childhood

Lynda Cohen
Dayton Jewish Center
450 Donlinger
Dayton, OH 45426

Marvell Ginsberg
BJE of Greater Chicago
618 So. Michigan Ave.
Chicago, IL 60605

Janet Harris
Central Agency for Jewish Education
401 Grand Ave.
Oakland, CA 94610

Adult Education

Ephraim Buchwald
485 5th Ave., Suite 212
New York, NY 10017

Lavey Derby
CLAL
47 W. 34th St.
New York, NY 10001

Lifsa Shachter
Cleveland College of Jewish Studies
26500 Shaker Blvd.
Beachwood, OH 44122

Lois Zachary
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Fayetteville, NY 13066

Media

Charles Herman
Jewish Community Center
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Cleveland, OH 44122

Stuart Kelman
Central Agency for Jewish Education
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Oakland, CA 94610

Earl Lefkowitz
Cleveland Bureau of Jewish Education
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Cleveland, OH 44118

Gary Wexler
4919 Morella Ave.
North Hollywood, CA 91607

Lenny Matenky
Assoc. Talmud Torah - Chicago
Family Education

Harlene Appleman
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W. Bloomfield, MI 48033

Jo Kay
Rodef Sholom School
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New York, NY 10024

Ron Wolfson
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Los Angeles, CA 90077

Supplementary Schools

Gail Dorph
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Los Angeles, CA 90077

Bobbi Stern
112 Shavano Dr.
San Antonio, TX 78231

Joy Wasserman
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Facilitators

Roberta Goodman
25 Cornish Rd.
Toronto, Ontario Canada M4T 2E3

Ron Reynolds
6505 Wilshire Blvd.
Los Angeles, CA 90048

Eliot Spack
261 W. 35th St., Floor 12A
New York, NY 10001

AMERICAN JEWISH
ARCHIVES





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☐ TELEX NO.☐ MAILGRAM☒ FAX NO. 212 265 5098NO. OF PGS. 7
(INCL. COVER SHEET)☒ URGENT - Time sensitive - must go at once☐ REGULAR - Send at time rates are most economical

TYPE (USING DOUBLE SPACES) OR PRINT CLEARLY

TO:

NAME

ANNETTE HOCHSTEIN

COMPANY

MAYFLOWER HOTEL

STREET ADDRESS

CITY, STATE, ZIP

NEW YORK

PHONE NUMBER

FROM:

NAME

GINNY LEVI

COMPANY

PREMIER

DEPARTMENT

COST CENTER

090

216 361 9962

TELEX NO.: 6873015 PREMI UW

FAX NO.: 2163918327

TIME SENT:

MESSAGE:

Annette - Here are the schedule for the 4th + 5th and Reimer's paper. There are 2 articles which accompanied it + which were sent to SF.

On the 6th we're meeting at the Sheraton Hopkins, 9:30 - 5:00.

Genny

11/30/89

Researchers/Programmatic Agenda Meetings
December 4-5, 1989
Jewish Community Federation

Monday, Dec. 4

Jewish Community Federation

<u>Time</u>	<u>Topic</u>	<u>Notes</u>
8:30-9:30 a.m.	Meeting of select staff/policy advisors on programmatic agendas	Coffee, tea and pastries; meeting in Room 204
10:00-11:00 a.m.	General briefing on programmatic agendas process, including small group discussion.	Van from Bond Court at 9:30 a.m. Meeting in Room C & D. Slide projector needed. Coffee, tea, soft drinks available all day
11:00-1:00 p.m.	Initial group meetings--ensure clarity of task. (lunch to be served @ 12:00 noon for 25 people in Room B)	Room A, C, D, 203 and 204
1:00-6:00 p.m.	Programmatic Agendas - meeting by group	Room A, C, D, 204 and the Library.
2:00-5:00 p.m.	Commission staff meeting	Room B
6:00-7:00 p.m.	Dinner for entire group (35 people)	Room B. Van from Bond Court at 6 pm
7:00-?	Programmatic Agendas - meeting by group	Room B, C, D, 204 and Library Van to Bond Court (?)
7:00-10:00 p.m.	Researchers' group meeting -Paper #1	Room A Slide Projector Van to Bond Court at 10:00 p.m.

<u>Time</u>	<u>Topic</u>	<u>Notes</u>
<u>Tuesday, Dec. 5</u>		
7:30-8:30 a.m.	Programmatic Agendas - group leaders meeting with Commission staff	Bond Court Hotel
9:00 a.m. - 12 noon	Programmatic Agendas - meeting by group	Van to JCF at 8:40 a.m. Meeting Rooms B, C, D, 203 and 204. Coffee, tea, soft drinks available all day
9:00 a.m. - 12:00 noon	Researchers' group meeting -Paper #2	Van to JCF at 8:55 a.m. Room A
12 noon	Buffet lunch for 35 people	Room B
1:00-4:00 p.m.	Programmatic Agendas -meeting by group	Room B, C, D, 204 and Library
1:00-4:00 p.m.	Researchers group meeting -Paper #3	Room A
4:00 p.m.		Van to Bond Court; airport transfers
4:30-6:00 p.m.	Programmatic Agendas - available participants meeting with Commission staff	Room A
7:00-10:00 p.m.	Dinner/Researcher group meeting -Paper #4 (15 people)	Bond Court

THE SYNAGOGUE AS A CONTEXT FOR JEWISH EDUCATIONIntroduction

The following is an interim report on the research project I am conducting on "The Synagogue as a Context for Jewish Education". The research was commissioned by The Mandel Associated Foundations of Cleveland to serve as background to the writing of the final report for The Commission on Jewish Education in North America. A first draft report on this research will be submitted by the first week of January, 1990. The purpose of this interim report is to elicit critical feedback to my thinking as it is evolving. The focus here is more on a conceptual scheme on System and Subsystem than on an analysis of data.

The Jews of North America are accustomed to hearing bad news about the supplementary school in their local synagogue. Not only do lay people often report having had bad or indifferent experiences in these schools, but recent research reports (such as BJE, 1988; Schoem, 1979) have also added doubt as to the ability of these schools to reach even minimal goals in educating young Jews. It has reached a point where serious people are questioning if the community ought to invest further in trying to improve supplementary education or whether it would be wiser to invest in other forms of Jewish education - such as day schools, informal education, the Israel experience, media - to offset the weakness of the supplementary school experience.

This research begins from a different perspective. It is an inquiry into systems and subsystems. It begins from the following diagram:



A vast majority of supplementary schools are "located within" synagogues. But what is the nature of that location within? Is the school housed within? Is it supported by the synagogue? Is it a department within an agency or more a member of a family? Is it, to borrow a metaphor, a viable entity in its own right, or is it so bound to the host environment that it cannot be thought of except as part of that environment?

However these questions are answered, they point to the importance of carefully considering the relationship between school and synagogue. They further imply that to focus on the supplementary school in its own right may involve a conceptual error. It may be that the concern for the viability of these schools is best reformulated as a concern for the host environment, the synagogue, and its capacity to host or carry the school into the future.

The synagogue is "located within" the community, but in a different sense than the school is "located within" the congregation. The boundaries of this relationship are less clearly defined and hence more fluid. Yet, how the local synagogue "fits into" the larger picture of the local Jewish community (as well as "into" other local and national communities) may be an integral part of the conceptual work we need to be doing in thinking about the viability of the school "within" the synagogue. This perspective invites us to consider how interactions between the synagogue and the community affect the place of the school "within" the congregation. For example, when help or support for educational programming is offered from without, how does the congregation mobilize to draw upon or resist that offer? When population shifts occur, how does the congregation mobilize to deal with those changes in the community?

On Differences

The language of "system, subsystem" is appealing insofar as it invites consideration of the interactive nature of the relationship of "parts" and "wholes". In considering the school-synagogue-community network of relationships, it is important to stress the dynamic nature of the systems involved. While there are structural constants and real-world constraints on how these relationships are defined, there is also much room for latitude of definition, for how synagogues "choose" to relate to the school "within" and the community "without." So, too, there is room for the school and the community (represented by its institutions and individual members) to "choose" how to relate to the synagogue.

What the systems perspective concretely translates into in the case of this research is a set of observations on differences in how congregations, even within the same community and denomination, have set up these relationships. They host the school within differently and greet communal changes and initiatives differently; and these differences seem to be related to differences in the quality of the educational programs offered.

Consistent with a systems perspective, this research avoids identifying synagogue variables that may impact the supplementary educational programs. Rather, it attempts to describe the elements of a relationship to highlight how, when the elements are handled differently, the relationship evolves differently.

On Goodness

Lightfoot's The Good High School (1983) is appealing to this descriptive effort in its use of "portraits of character and culture" and its willingness to talk of "goodness" in relation to schools.

The description in the literature of the congregational school (is this not a preferred label?) has been so negative that it may be time to highlight "goodness": schools within congregations that seem to stand out in terms of their quality. The problem is that the judgment of goodness - as in Lightfoot's case - is clinical, based on the eye of the seasoned observer, and not on objective criteria.

On Methodology

This is a qualitative study of three synagogues and their schools within the Boston area. It relies on observations and interviews. It will attempt to yield a portrait of the synagogue-school relationship within this Jewish community and highlight how differences in constructing that relationship relate to the goodness of the congregational school.

References

1. Board of Jewish Education of Greater New York, Jewish Supplementary Schooling: An Educational System in Need of Change. New York, 1988.
2. Lightfoot, Sara Lawrence. The Good High School: Portraits of Character and Culture. New York; Basic Books, 1983.
3. Schoem, David L. Ethnic Survival in America: An Ethnography of a Jewish Afternoon School. Unpublished Doctoral Dissertation, University of California, Berkeley, 1979.



COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

DECEMBER 4-5, 1989 MEETINGS

Logistics and Resources

REFRESHMENTS

- Lunch on Monday and Tuesday provided at Federation. Dinner on Monday at 6:00 p.m. at Federation; Tuesday at 7:00 p.m. for research group at Bond Court Hotel.
- Coffee, tea, soft drinks, pastry and fresh fruit will be available throughout in Federation's second floor lobby.

PHOTOCOPYING

- For small items use the photocopy machines on the second floor (near rooms 203 and 204) or on the first floor (Library).
- For more extensive copying see Judith Oscker or Gretchen Corsillo in the second floor secretarial pool.

TYPING/WORD PROCESSING

- Typewriters are available for use on the second floor and third floor in the secretarial pool areas.
- PC's that are AT compatible with "Q & A" word processing software are available on the third floor (room 310, Am Schorr's office) and fourth floor (DPD Dept, Ira Safrin's office).

GENERAL

- For general assistance with air travel arrangements, use of fax, telephone, taxis, etc...see Judith Oscker or Gretchen Corsillo in the second floor secretarial pool.

GETTING AROUND

--Vans are scheduled between Federation and the Bond Court Hotel as follows:

Monday, 9:30 a.m.	Bond Court to Federation
Monday, 6:00 p.m.	Bond Court to Federation
Monday, 9:00 p.m.	Federation to Bond Court
Monday, 10:00 p.m.	Federation to Bond Court

Tuesday, 8:40 a.m.	Bond Court to Federation
Tuesday, 4:00 p.m.	Federation to Bond Court

The regular schedule for shuttle service between the Bond Court and the airport is listed below.

The van will be at the lower level, exit 2 of the airport. Any questions concerning the van transportation can be answered at the front desk or bellstand.

SATURDAYS and SUNDAYS

Leave Hotel	Arrive Airport	Leave Airport
8:30 am	9:00 am	9:15 am
9:30 am	10:00 am	10:15 am
10:30 am	11:00 am	11:15 am

SUNDAYS

12:35 pm	1:00 pm	1:15 pm
1:45 pm	2:10 pm	2:25 pm
2:55 pm	3:20 pm	3:35 pm
4:05 pm	4:30 pm	4:45 pm
5:15 pm	5:40 pm	5:55 pm
6:25 pm	6:50 pm	7:05 pm
7:35 pm	8:00 pm	8:15 pm
8:45 pm	9:10 pm	9:25 pm
9:55 pm	10:20 pm	10:35 pm
(last run)		

MONDAY — FRIDAY

Leave Hotel	Arrive Airport	Leave Airport
6:35 am	7:00 am	7:15 am
7:45 am	8:10 am	8:25 am
8:55 am	9:20 am	9:35 am
10:05 am	10:30 am	10:45 am
11:15 am	11:40 am	11:55 am
12:25 pm	12:50 pm	1:05 pm
1:35 pm	2:00 pm	2:15 pm
2:45 pm	3:10 pm	3:25 pm
3:55 pm	4:20 pm	4:35 pm
5:05 pm	5:30 pm	5:45 pm
6:15 pm	6:40 pm	6:55 pm
7:25 pm	7:50 pm	8:05 pm
8:40 pm	9:10 pm	9:25 pm
10:00 pm	10:30 pm	10:45 pm
11:15 pm	11:35 pm	11:45 pm
(last run)		



The Coalition for the Advancement of Jewish Education

261 West 35th Street, Floor 12A
New York, NY 10001 • 212-268-4210
Fax 212-268-4214

December 7, 1989
9 Kislev, 5750

Mark Gurvis
Cleveland Jewish Federation
1750 Euclid
Cleveland, OH 44115

Dear Mark:

The whirlwind consultation is now over. All that remains is the preparation of the report and (I suspect) some Fax transmissions between us and Annette. I think everything went quite smoothly which is certainly a tribute to your stewardship and careful attention to everyone's needs. You were both efficient and unobtrusive and your preparation contributed significantly to our efficiency.

I am pleased that CAJE was finally given this opportunity to feed into the Commission's deliberations. I'm also pleased that your colleagues were impressed with the quality of our consultants. This certainly helps to offset the negative images of today's Jewish educators.

Thanks for all your cooperation. I hope we can be kept in the pipeline.

B'shalom,

Eliot G. Spack
Executive Director

cc: Henry Zucker

ללמוד וללמד

Chairperson Betsy Dolgin Katz
Program Chair Shirley Barish
Development Chair Gerard Kaye
Membership Chair Carolyn Starman Hessel
Treasurer Lester Bronstein
1990 Conference Chair Carol Folkerth
1991 Conference Chair Jack F. Gruenberg
Past Conference Chair Carol Oseran Starin

Members-At-Large Sylvia Abrams
Frances Pearlman
Ron Reynolds
Livia Straus

Regional Representatives Marsha Cohen—Southern
David Goldstein—Eastern
Frieda Huberman—Western
Patti Kroll
Michael A. Weinberg—Central

Publications Chair Richard Wagner

Past Chairpeople Jerry Benjamin
Stuart Kelman
Cherie Koller-Fox
Dan Syme

Executive Director Eliot G. Spack
Director of Development Heidi L. Heft
Conference Coordinator Paul A. Lichtman

CATE

THE COALITION FOR THE ADVANCEMENT OF JEWISH EDUCATION

Group Consultation
on behalf of
The Commission for Jewish Education in North America

Cleveland, Ohio
December 4-5, 1989

AMERICAN JEWISH ARCHIVES SCHEDULE

Monday, December 4, 1989

10:00 AM Greetings, Introductions, Orientation

10:45 AM Small Groups - Session #1

When you speak of good and/or effective Jewish education in your designated area, what do you mean?

Which factors differentiate good/effective programming, practice and personnel (in your designated area) from poor/less effective programming, practice and personnel?

12:00 Noon Lunch

1:00 PM

Small Groups - Session #2

How will good/effective programs, practices and personnel in your designated area enhance:

- Jewish education (in general; your designated area; people in the profession)?
- Jewish continuity and Jewish Life?

2:30 PM

Small Groups - Session #3

What is the current "state of the field" in your designated area?

Generate a comprehensive list of programs, structures, etc. Then, create a typology or classification system which explains variations.

4:30 PM

"Large" Group Session

Read and react to the relevant Commission Option Papers. Suggest format for CAJE report.

6:00 PM

Dinner

7:30 PM

Small Groups - Session #4

Given the current state of the field, how might we best facilitate better and more effective programs, practices and personnel?

What are the blocking factors?

What are the enabling factors?

9:00 PM

Time to Relax

Tuesday, December 5, 1989

9:00 AM

Small Groups - Session #5 (preceded by 5-minute orientation...whole group)

Designing Model Community Approaches to Enhancing the Field

With respect to your designated area, conceptualize the manner in which A.) Smaller Communities*, B.) Larger Communities, and C.) Continental Planners might organize resources to most effectively address needs associated with:

Program
Personnel
Audience
Materials
Institutional Support/Networking

*"Smaller" and "larger" communities are differentiated by the presence of national Jewish educational training institutions in "larger" communities.

12:00 Noon

Lunch

1:00 PM

"Community-Groups"

Identifying organizational commonalities across designated areas.

Focusing "Major Opportunities"

3:00 PM

Small Groups - Session #6

Did we miss anything?

What do we want the report to emphasize most?

3:30 PM

Debriefing, Evaluation and Parting Shots

4:00 PM

Shalom

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
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Alfred Gottschalk
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Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Loup
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Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
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Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

David S. Ariel
Seymour Fox
Annette Hochstein
Stephen H. Hoffman
Martin S. Kraar
Arthur Rotman
Carmi Schwartz
Herman D. Stein
Jonathan Woocher
Henry L. Zucker

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia E. Levi
Joseph Reimer

December 13, 1989

Roberta Goodman
25 Cornish Road
Toronto, Ontario
Canada M4T 2E3

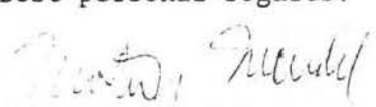
Ron Reynolds
Bureau of Jewish Education
6505 Wilshire Boulevard
Los Angeles, CA 90048

Dear Roberta and Ron:

Thank you for the leadership role you played in the CAJE consultation with the Commission on Jewish Education in North America. You assembled an outstanding group of educators on short notice and developed a process for the consultation that was very effective. I believe that the results of the consultation will yield a significant contribution to the work of the Commission.

I know that your efforts on behalf of this project are part of your volunteer activities with CAJE, and represent your commitment of time and energy above and beyond your professional position. I appreciate this personal contribution of effort on your part.

Best personal regards.


Morton L. Mandel
Chairman

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
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Ismar Schorsch
Harold M. Schulweis
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Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

David S. Ariel
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December 13, 1989

Betsy Katz
325 Prospect Avenue
Highland Park, IL 60035

Eliot Spack
CAJE
261 W. 35th St, Floor 12A
New York, NY 10001

Dear Betsy and Eliot:

As I have expressed to the individual participants in the recent CAJE consultation with the Commission, I want to thank you and all of CAJE's leadership. I am pleased that we were able to work out a substantive way for CAJE to contribute to the work of the Commission.

It is to your credit that Roberta Goodman and Ron Reynolds did such an outstanding job of recruiting an excellent group of educators and constructing an effective process for the two-day meeting. The fact that Ron and Roberta and all the participants volunteered their time gives me great encouragement about the talent and commitment that exists among Jewish educators.

I look forward to seeing the results of the two-day consultation next month. Please extend my thanks to the CAJE Board for agreeing to undertake this project with us.

Warmest regards,

Morton L. Mandel
Morton L. Mandel
Chairman

*Eliot -
It's very gratifying
to see this all unfold.
Thanks for being so
cooperative. It's good to work
with you. -Mort*

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IN NORTH AMERICA

4500 Euclid Avenue
Cleveland, Ohio 44103
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December 13, 1989

Dr. Alvin Schiff
Board of Jewish Education of Greater NY
426 West 58th Street
New York, NY 10019

Dear Alvin:

I want to thank you for participating in the recent consultation of researchers for the Commission on Jewish Education in North America. Your willingness to join us in Cleveland on relatively short notice is deeply appreciated.

Research has evolved into a very important component of the work of the Commission. The involvement of leading Jewish education experts is of invaluable assistance, and I hope that we will be able to call on you in the future.

M
Morton L. Mandel
Chairman

*AC - IT'S A PLEASURE
TO SEE THE PROGRESS
BEING MADE - YOU'D
WILL THERE AT THE (NEW)
BEGINNING!*

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December 13, 1989

Dr. Barry Holtz
Melton Research Center
Jewish Theological Seminary of America
3080 Broadway
New York, NY 10027

Dear Barry:

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December 13, 1989

Mr. Alan Hoffman
1322 Brooklyn Street
Ann Arbor, MI 48104

Dear Alan:

I want to thank you for participating in the recent consultation of researchers for the Commission on Jewish Education in North America. Your willingness to join us in Cleveland on relatively short notice is deeply appreciated.

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Morton L. Mandel
Chairman

Alan - I need
to see more
of you - can
we arrange a
trip to Cleveland
- sometime?
- HLT

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December 13, 1989

Dr. Sharon Feinman-Nemser
Department of Education-Ericson Hall
Michigan State University
East Lansing, MI 48824

Dear Sharon:

I want to thank you for participating in the recent consultation of researchers for the Commission on Jewish Education in North America. Your willingness to join us in Cleveland on relatively short notice is deeply appreciated.

Research has evolved into a very important component of the work of the Commission. The involvement of leading Jewish education experts is of invaluable assistance, and I hope that we will be able to call on you in the future.

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December 13, 1989

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

Dear Aryeh:

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December 13, 1989

Rabbi Jack Bieler
Hebrew Academy of Greater Washington
2010 Linden Lane
Silver Spring, MD 20910

Dear Jack:

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December 13, 1989

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

Dear Isa:

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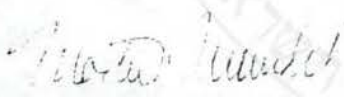
December 13, 1989

Dr. Hanan Alexander
University of Judaism
15600 Mulholland Drive
Los Angeles, CA 90077

Dear Hanan:

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December 14, 1989

Ms. Bobbi Stern
112 Shavano Drive
San Antonio, TX 78231

Dear Bobbi:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

I look forward to seeing the results of your deliberations in Cleveland, and hope that you found the investment of your time and energy worthwhile. Thank you, again.



Morton L. Mandel
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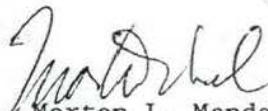
December 14, 1989

Ms. Gail Dorph
15600 Mulholland Drive
Los Angeles, CA 90077

Dear Gail:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

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December 14, 1989

Mr. Ron Wolfson
15600 Mulholland Drive
Los Angeles, CA 90077

Dear Ron:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

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December 14, 1989

Ms. Jo Kay
Rodef Sholom School
10 West 84th Street
New York, NY 10024

Dear Jo:

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I look forward to seeing the results of your deliberations in Cleveland, and hope that you found the investment of your time and energy worthwhile. Thank you, again.


Morton L. Mandel
Chairman

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Cleveland, Ohio 44103
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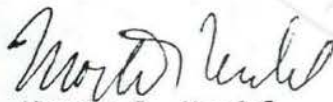
December 14, 1989

Ms. Harlene Appleman
6600 W. Maple Road
W. Bloomfield, MI 48033

Dear Harlene:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

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December 14, 1989

Rabbi Leonard Matanky
2829 W. Pratt Avenue
Chicago, IL 60645

Dear Lenny:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

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December 14, 1989

Mr. Gary Wexler
4919 Morella Avenue
North Hollywood, CA 91607

Dear Gary:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

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December 14, 1989

Mr. Earl Lefkovitz
Cleveland Bureau of Jewish Education
2030 South Taylor Road
Cleveland, OH 44118

Dear Earl:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

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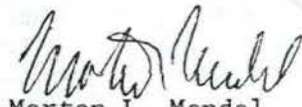
December 14, 1989

Mr. Charles Herman
Jewish Community Center
26001 So. Woodland
Cleveland, OH 44122

Dear Charles:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

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December 14, 1989

Ms. Lois Zachary
12 Meadow Drive
Fayetteville, NY 13066

Dear Lois:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

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December 14, 1989

Ms. Lifsa Shachter
Cleveland College of Jewish Studies
26500 Shaker Boulevard
Beachwood, OH 44122

Dear Lifsa:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

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December 14, 1989

Mr. Lavey Derby
CLAL
47 W. 34th Street
New York, NY 10001

Dear Lavey:

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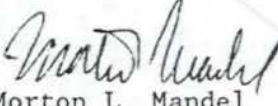
December 14, 1989

Mr. Ephraim Buchwald
485 5th Ave., Suite 212
New York, NY 10017

Dear Ephraim:

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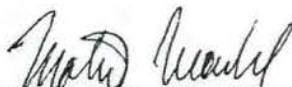
December 14, 1989

Ms. Janet Harris
Central Agency for Jewish Education
401 Grand Avenue
Oakland, CA 94610

Dear Janet:

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December 14, 1989

Ms. Marvell Ginsberg
BJE of Greater Chicago
618 So. Michigan Avenue
Chicago, IL 60605

Dear Marvell:

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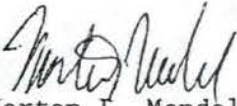
December 14, 1989

Ms. Lynda Cohen
Dayton Jewish Center
450 Donlinger
Dayton, OH 45426

Dear Lynda:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

I look forward to seeing the results of your deliberations in Cleveland, and hope that you found the investment of your time and energy worthwhile. Thank you, again.


Morton L. Mandel
Chairman

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

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Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

December 14, 1989

Ms. Joy Wasserman
Congregation B.J.B.E.
901 Milwaukee Avenue
Glenview, IL 60025

Dear Joy:

On behalf of the Commission on Jewish Education in North America, I want to thank you for your participation in the recent consultational programmatic areas. Your willingness to join us in Cleveland on relatively short notice for the intensive work sessions is deeply appreciated. I am particularly pleased that we have been able to create an opportunity for CAJE to contribute to the work of the Commission.

I look forward to seeing the results of your deliberations in Cleveland, and hope that you found the investment of your time and energy worthwhile. Thank you, again.



Morton L. Mandel
Chairman

IMPORTANT MESSAGE

FOR _____

DATE

12/1

TIME

11:45

A.M.
P.M.

WHILE YOU WERE AWAY

M.

STUART KELMAN

OF _____

AMERICAN JEWISH

PHONE NO.

415-839-2900

TELEPHONED	<input checked="" type="checkbox"/>	PLEASE CALL	<input type="checkbox"/>
CALLED TO SEE YOU	<input type="checkbox"/>	WILL CALL AGAIN	<input type="checkbox"/>
WANTS TO SEE YOU	<input type="checkbox"/>	RETURNED YOUR CALL	<input type="checkbox"/>

RUSH ☐

MESSAGE

CANNOT COME TO
MEETINGS BECAUSE
OF HEALTH REASONS
WILL RETURN TICKETS

SIGNED

JW