



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.
Series B: Commission on Jewish Education in North America (CJENA). 1980–1993.
Subseries 3: General Files, 1980–1993.

Box
9

Folder
8

Commissioner interviews. Reports and summaries,
September 1989-February 1990.

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

MEMO TO: David Ariel, Seymour Fox, Mark Gurvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Joseph Reimer, Arthur Rotman, Herman D. Stein, Jonathan
Woocher, Henry L. Zucker

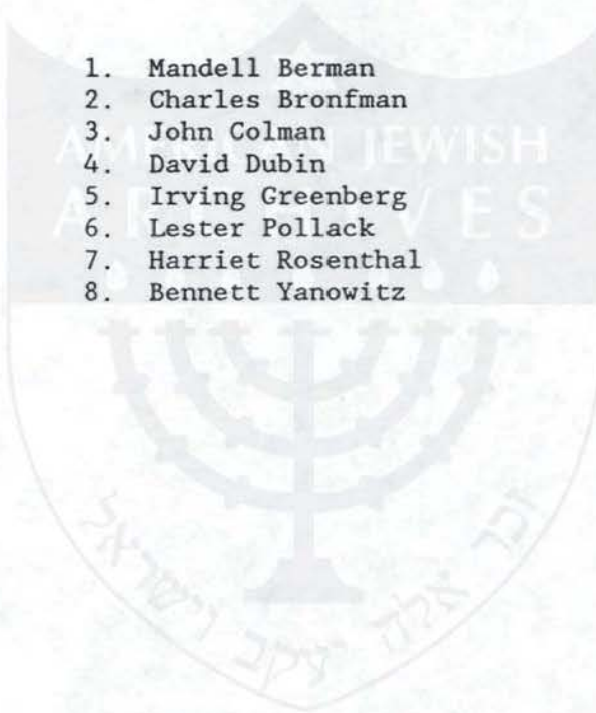
FROM: Virginia F. Levi

Ginny

DATE: September 21, 1989

Attached, for your information, are reports on interviews of the following
commissioners conducted by Seymour Fox, Jonathan Woocher and Henry L. Zucker.

1. Mandell Berman
2. Charles Bronfman
3. John Colman
4. David Dubin
5. Irving Greenberg
6. Lester Pollack
7. Harriet Rosenthal
8. Bennett Yanowitz



REPORT OF INTERVIEW WITH LESTER POLLACK -- 9/6/89
By Jon Woocher

Despite missing the last meeting, LP remains very positive about the Commission's direction and especially the notion of the Community Action Sites as catalytic agents for change.

With regard to an implementing mechanism, LP starts with a bias against creating any new Jewish organizations. However, creating an entity with a specific, limited focus, a funding capability, and the mission of providing resources to existing institutions to implement change may not be a bad idea. He would envision this as an "institute for Jewish educational development," national in scope, which would be focused on helping organizations through a targeted learning process and the development of a feedback and networking system.

The JWB Maximizing implementation process may provide a model. Local sites took on different forms and local leadership was kept energized. As a side benefit, even communities not involved as CAS begin to think about the issues.

We need to develop a process roadmap for implementation focusing on the question: how do we energize the communities? JWB's site visits by teams of leaders may be a model. The recommendations must be community-oriented to get action sites to take on action.

The implementing mechanism will have to be proactive to get things going. We can't simply assume that the federation will step forward in each community, but the federation should be the convener.

In general, he prefers to start by seeking the optimal functional ideal, then "scaling down" the process and mechanism to meet real world considerations of turf, etc.

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

INTERVIEW OF COMMISSIONER

1. COMMISSIONER: CHARLES BRONFMAN
2. INTERVIEWER: PROF. S. FOX
3. DATE: JULY 9, 1989
4. DURATION: ONE AND A HALF HOURS
5. SETTING: JERUSALEM
6. SUMMARY:

In addition to Charles Bronfman, two members of his staff were present: Janet Aviad, who is the director of his Israel office and Stan Urman, a consultant to Mr. Bronfman in Montreal.

Mr. Bronfman reported on his positive reactions to the third meeting of the Commission, though he indicated that he had to leave early to fly off to Kansas City. He was pleased with the way the small group meetings were handled, and was particularly impressed with the contribution of several members of his group, Dan Shapiro, Prof. Twersky, Prof. Gottschalk and Harriet Rosenthal.

Charles repeated his concern about tachlis, when the Commission would be able to take decisions. He also brought up the question of how we could solve the problem of funding -- when each of the foundations had their own particular agendas. "Is there some way we can all work together?" was a theme that he returned to several times in this conversation as he has in previous conversations.

I had met with Stan Urman the night before and Stan suggested that we try and find a particular area of focus for Charles within the agenda of the Commission where he could take leadership. I asked Stan whether he thought that a proper approach would be to ask Charles to chair a group that would deal with the Israel Experience and come up with a report on how to increase the number of young people and the impact of Israel programs for Jewish education in North America. Stan thought that was a very good idea. Therefore, at the meeting I asked Charles

what he thought about the possibility of taking leadership in the area of the use of Israel as a resource for Jewish education. He broadened this to Israel-Diaspora relations (he was not clear as to exactly what he meant). He indicated that he was willing to take leadership in some area related to Israel; I might even say that he was a bit enthusiastic about the possibility. I mentioned that if he took leadership, I believed that key members of the Commission might be willing to join with him to discuss this matter. He thought that this was a good idea and worth pursuing.

It was clear that Charles was looking for a way for his interests in Israel to find an appropriate role within the agenda of the Commission and yet for him to be able to keep his foundation's identity.

I returned to the concept of how the Israel Experience could make a significant difference in a community action site, and how the work in a community action site could then be replicated in other communities throughout North America. He seemed to like this idea, and indicated that he was ready to pursue the suggestion of a small group, taskforce, etc. that he would lead or chair.

Charles indicated that he wants to come to the next meeting of the Commission, was concerned about whether it might compete with the World Series. He finished the meeting in praise of the Commission and the impact that it is having on its members and on the agenda of the North American Jewish community.



REPORT OF INTERVIEW WITH BILL BERMAN -- 9/13/89

By Jon Woocher

BB sees the work of the Commission as having two foci:

- 1) identifying promising ways of dealing with Jewish identity issues -- this has largely been done in the development of the materials thus far (though not in detail at the programmatic level)
- 2) focusing dollars to implement these ideas

This does not really require another major "study" of Jewish education.

The Commission's role is to excite and educate the leadership who can make a difference, i.e., individuals and foundations, and bring them up to speed.

BB sees the implementation process as requiring that a pool of several million dollars be created which would be used to leverage leadership buy-in on the local level. A pool of \$5 million could be expended at \$1 million per year for infrastructure and grants over a 7-8 year period. If the model was working, the funders could be asked to contribute again to continue the process.

Four or five key areas should be selected, e.g., family education, campus work, teacher training. The programs with the highest potential in these areas should be identified. Local sources (federation and others) should be approached with the offer of matching funds for a period of time to implement these programs. The programs should be monitored, and if they are successful, the local community should take them over.

The Commission or successor must be in the local communities to get the buy-in and should draw from what is being done in the field to find the high potential programs. Its role should be to stimulate the further development of such programs, but not to operate them.

BB believes that creating new institutions to carry out the implementation is wrong. Existing institutions are starving for money and leadership.

The Commission has to be the funding arm and come up with the money to leverage community action. It may need a subsidiary with a small staff to implement this, or might put such staff into JESNA, which has the grass-roots links with the communities.

The federations are looking to make this happen. We should work with them to identify the programs to be developed and the buy-in.

Program monitoring should come from a non-denominational, non-partisan source. JESNA is the best possibility, or, if the

programs are Center-based, JWB.

To set standards for programs to be funded, representatives of the funding sources should meet together with some experienced people in the field. The emphasis should be on funding programs that are working already.

BB will not be at the next meeting (he'll be in Hungary). He recommends that operational options to implement the overall concept of CAS be presented, and that there should be discussion about these. The key is to give the Commissioners who will need to come up with the money feel that they are making the implementation decision so that they will buy-in.

Presnetation of position papers will bore many of the participants. They are interested in making something happen.



TO: Virginia F. Levi
NAME
DEPARTMENT/PLANT LOCATION

FROM: Henry L. Zucker
NAME
DEPARTMENT/PLANT LOCATION

DATE: 9/13/89
REPLYING TO
YOUR MEMO OF: _____

SUBJECT:

I interviewed John Colman on September 5 in my office to get the update on his views of the work of the Commission.

He is very positive about the work of the Commission. He feels each of the meetings has been on target, and that the Commission has good momentum.

We spent most of our time talking about the next meeting on October 23 which he plans to attend. He believes that we are ready to begin to consider the implementation phase of the Commission's work. He is much interested in our ideas on financing, which would put the financial emphasis on federations for the long term and on family foundations for the next five years. As the new president of the Chicago Federation, he will be involved in helping to guide priority-setting in the direction of Jewish education.

Colman emphasized that federations like the Chicago federation, which have a heavy current financial obligation in the resettlement of Russian Jews in Chicago, are faced with a critical financial problem which will make it difficult to finance other important programs. He believes that the general problem of resettling Russian Jews faces a total American Jewish community which has not distinguished itself in arrangements up till now.

Colman believes that a very important aspect of the Commission's work is to encourage research into the effectiveness of education programs. He believes that it is crucial for communities to evaluate what they are already doing in Jewish education to see whether organization for Jewish education can be improved, and whether some programs can be changed or given up in favor of new and better ideas. Evaluation of programs and accountability to the public should be high on our list of emphases.

It is clear that Colman is an enthusiastic and thinking member of the Commission and will continue to be very helpful, both in the work of the Commission and in our implementation period.

INTER-OFFICE CORRESPONDENCE

REPORT OF MEETING WITH DAVID DUBIN -- 9/19/89

By Jon WOOCHER

DD believes that the implementation process will require some type of oversight board, probably smaller than the current Commission.

There will also need to be an action agent, since existing agencies may not pick up fast enough on what needs to be done. This brokering agency will need to go into communities to stimulate activity.

DD believes that it is important to begin the communication with the communities. He favors developing an initial menu of 10-20 existing program strategies. These can be introduced to the communities, and additional ideas solicited from them. These should be programmatic options that relate to personnel and/or community. Examples would be: an invitational training program for top level community leadership; a community educators program; a resident scholar program.

Ideas like these are needed to animate and illustrate what the Commission is trying to do.

The Commission can suggest a comprehensive planning process be undertaken, but must also give communities concrete programs that demonstrate what outcomes might emerge. Lay leaders are turned on by specific initiatives. We need to sell them by outlining the programs that might result from a planning process. The process alone is too vague and remote. In addition, communities may say that they have been doing planning, so they don't need another process.

DD will be at the next meeting.

He suggests that it discuss:

1. what to do after the Commission? what type of continuing structure should exist and how should it relate to implementation? We should reach a decision on this.
2. what do we offer to the communities and how do we offer it? just a planning process or specific services and programs that are being recommended?
3. how do we communicate with the communities if we decide to offer new initiatives and programs? how do we market these?

DD suggests that one page writeups of some specific projects, based on the problems we have identified and meeting identified needs, be presented to the Commissioners. We could then take one illustrative project and show how the idea would be worked through from conception to implementation. This would be a scenario of a success story to show what impact the Commission might have.

REPORT OF MEETING WITH DAVID DUBIN -- 9/19/89

By Jon Woocher

DD believes that the implementation process will require some type of oversight board, probably smaller than the current Commission.

There will also need to be an action agent, since existing agencies may not pick up fast enough on what needs to be done. This brokering agency will need to go into communities to stimulate activity.

DD believes that it is important to begin the communication with the communities. He favors developing an initial menu of 10-20 existing program strategies. These can be introduced to the communities, and additional ideas solicited from them. These should be programmatic options that relate to personnel and/or community. Examples would be: an invitational training program for top level community leadership; a community educators program; a resident scholar program.

Ideas like these are needed to animate and illustrate what the Commission is trying to do.

The Commission can suggest a comprehensive planning process be undertaken, but must also give communities concrete programs that demonstrate what outcomes might emerge. Lay leaders are turned on by specific initiatives. We need to sell them by outlining the programs that might result from a planning process. The process alone is too vague and remote. In addition, communities may say that they have been doing planning, so they don't need another process.

DD will be at the next meeting.

He suggests that it discuss:

1. what to do after the Commission? what type of continuing structure should exist and how should it relate to implementation? We should reach a decision on this.
2. what do we offer to the communities and how do we offer it? just a planning process or specific services and programs that are being recommended?
3. how do we communicate with the communities if we decide to offer new initiatives and programs? how do we market these?

DD suggests that one page writeups of some specific projects, based on the problems we have identified and meeting identified needs, be presented to the Commissioners. We could then take one illustrative project and show how the idea would be worked through from conception to implementation. This would be a scenario of a success story to show what impact the Commission might have.

REPORT ON INTERVIEW WITH IRVING (YITZ) GREENBERG -- 9/19/89
By JON WOOCHEE

YG still has some concerns about focusing almost entirely on action at the community level. With respect to personnel, e.g., this could result in cannibalization -- one community strengthening itself at the expense of others -- unless the underlying continent-wide issues are addressed. We must recognize the need for action at the national level to expand the supply.

With respect to implementation of the CAS process, YG believes that JESNA is the logical instrument, in partnership with the academic institutions. Creating a small implementing instrumentality is an option, either as fully independent or attached to JESNA. If an independent instrumentality is created, there will be an issue of how it relates to the existing infrastructure. Will it have the necessary networks?

YG remains concerned about the issue of how to balance the need for the implementing instrumentality to develop collaborative relationships with all the partners, and the need for it to be able to rock the boat when institutions are not operating at the highest levels of excellence. This may be especially true with respect to the religious institutions, which are vital to the success of the venture, but are often mediocre today. The person at the top of the implementation process will have to set and maintain the standard.

With respect to the final outcomes of the Commission, YG sees in addition to the report and action plan, the need for a major funding initiative, announced at the same time. He agrees that the report should touch on areas other than community and personnel, and should call on communities and others to act in these areas as well.

He will not be at the next meeting (he'll be in Israel). He believes that the meeting should include discussion on:

1. the balance of emphasis between CAS and national initiatives on personnel
2. the outline of the report
3. the framework for implementation
4. dollars and how to achieve the impact desired

He noted that it is important to build a pool of information on the best of what is being done in order to develop a sense of what are the standards of excellence to which we aspire.

REPORT ON INTERVIEW WITH HARRIET ROSENTHAL -- 9/13/89

By Jon Woocher

HR believes that we must agree on a definition of "community" with respect to CAS. For her, "community" means a group of organizations linked to a Federation in a locality. This includes the synagogues. This approach may not immediately include the unaffiliated, but they will enter in, if at all, somewhere through this system.

HR is not in favor of spreading money around in a number of small research projects. She suggests pouring a sizable amount into one CAS, where the leaders could really be stirred to action. The aim should be to move a community to turn out really good Jewish education. The community chosen can't be in crisis, and can't be either too small or too large.

The Commission should be the basic implementing tool. Groups should come in and meet with local leadership. This will get people thinking. If we have "best models" available, we can help the community define what it needs to create a good educational system, and then develop a funding match.

The existence of the process will stimulate other communities to look at themselves.

To develop substantive recommendations, we may want to send Commissioners into communities to elicit their recommendations. The report will then include what communities themselves are saying.

HR also believes that one outgrowth of the Commission should be a computerized system to accumulate and access what we do know about Jewish education to reduce guesswork. This would include statistical information, information about programs, etc. She sees this as located in JESNA with software to access the information made available to local agencies.

For the next meeting, she sees the following as key agenda items:

1. updating the Commissioners on the progress of the report writing -- involvement is not really needed at this time
2. a decision to continue the Commission, at least for a while, to monitor implementation
3. a basic plan for the CAS process -- there should not be RFPs; the Commission should invite selected communities to be involved
4. a decision to reach out and solicit input from others "out there" -- need to begin to get their "buy-in"
5. agreement that we are talking about communities, not a single denominational system, as implementing focus

HR likes breaking into groups. The groups might be asked to formulate criteria for the CAS.

HR expects to be at the meeting.

REPORT OF INTERVIEW WITH BENNETT YANOWITZ - 9/11/89
BY JON WOOCHEK

BY thought the last meeting was well structured. With good professional preparation setting the framework.

In his mind, "community action" means: assisting communities in funding the development of comprehensive educational plans, including new programs.

One of the key questions is how will we (i.e., the Commission or whatever implementing mechanism is developed) have a role in recommending or approving new programs in the communities? What will the validating process be? What will happen if the communities and we disagree about the merits of proposed initiatives?

A second major concern he has is in the area of evaluation, especially in light of the areas -- personnel and community -- we have chosen to focus on. Many of the initiatives that may emerge in communities will aim at long-term effects that are difficult to quantify. E.g., how do we measure an enhanced climate of community support: increased federation allocations? a better quality of leadership on the BJE board? If we are seeking to evaluate individual programs with an eye toward replicability, this may not be easy.

What are the criteria for success? How do we set a time frame if we are looking for a long term effect on personnel development and community climate? Will people be patient enough?

Since the heart of implementation will be a funding process as well as encouraging community-wide planning, we must be prepared to deal with these two issues.


BY will be at the next meeting.

MEMO TO: David Ariel, Seymour Fox, Mark Gurvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Joseph Reimer, Arthur Rotman, Herman D. Stein, Jonathan
Woocher, Henry L. Zucker

FROM: Virginia F. Levi

DATE: September 25, 1989

Attached, for your information, are reports on interviews of the following
commissioners conducted by Seymour Fox and Arthur Rotman.

- 
1. Stuart Eizenstat
 2. Eli Evans
 3. Alfred Gottschalk
 4. David Hirschhorn
 5. Seymour Martin Lipset
 6. Charles Ratner
 7. Isadore Twersky

NORTH AMERICAN COMMISSION ON JEWISH EDUCATION

Date of Interview: September 19, 1989
 Interview with: Stuart Eisenstadt Location: Washington, DC
 Interviewer: Art Rotman Duration: One Hour

Stuart Eisenstadt was full of praise for the staff work of the Commission. He had rarely participated in any meeting where the staff work was as thorough.

As to the problems facing the Commission's successor, he identified relations with the synagogues and the denominations as the "toughest nut." From his experience the synagogues are not only jealous of any non-synagogue entity but are even jealous of one another, and in his community three conservative synagogues, for example, have not been able to come together to operate a common school, as desirable as that would obviously be. This is an indication of the difficulties that would be faced in trying to get various groupings in the community to come together which Eisenstadt feels will be crucial to the success of the Commission.

Eisenstadt is very intrigued with the idea of a Community Action Site. He cautions that we should not spread ourselves too thin. Better to have fewer sites but provide each one with the proper resources. This approach would call for no more than about three or four sites and not more. More than that would dissipate the funds and energies available so that we would end up just doing somewhat more of the same. Eisenstadt feels that it's not an incremental change that's called for, but a dramatic change which can only be made possible by a concentration of resources.

Washington would be ideal for one of the community action sites. The current president of the Federation is the past president of the JCC and is familiar with the Jewish educational thrusts, at the nursery school, some in the adult education programs and its day camps. In other words, the CAS, if located in Washington, would be assured of a sympathetic voice at Federation.

A problem locally, as he sees it, is that the Federation does not have the resources to be helpful. The campaigns have been flat, after taking inflation into account. This does not allow for any expansion or any increase of allocations to any of the functional agencies. This has inhibited the development of creative programming.

Eisenstadt understands very well the catalytic mission of the CAS in each community. He thinks that the "carrot" approach could do wonders in bringing various elements of the community together.

The Commission is on the right track in selecting personnel and community as its targets. He agrees completely and suggests that we stick to those targets for at least the first few years since success in these areas would enable other things to happen.

*a challenge
 maybe a
 some best practices
 examples*

NORTH AMERICAN COMMISSION ON JEWISH EDUCATION

Date of Interview: 9/14/89 Location: Revson Foundation
Interview with: Eli Evans New York City
Interviewer: Art Rotman Duration: One Hour

Evans had obviously prepared for the interview. He had asked me a few days before the interview for additional background material and it was evident from the discussion that he had read it and was familiar with the minutes of the last meeting.

Evans had a number of what he referred to as "questions" but which were really points of disagreement.

1. The governance of the "successor" to the Commission. He understood very well the necessity for having the mix of Commission members that we had including philanthropists, educators and academics. However, he was concerned that there seems to be an assumption that the work of whatever successor would emerge from the Commission would be composed in the same way. He thought that this would be disastrous. "Form follows function." In other words, the form that was suitable for the work of the Commission is not at all the form which should apply in the case of the "successor" as its function is completely different. Evans sees the function as being one of creating new opportunities, negotiating on a local and national level, etc. It is his opinion that this can best be done by a small Board of no more than 10 to 12 people and the personnel should be picked "ad persona." Consideration of representing various points of view should be secondary. We should avoid involving people who represent particular interests and/or who are diplomatic in their views. He suggests that MLM should convene a small group in consultation with some of the members of the current Commission, but that, in his experience, one person alone making these decisions is the best route. He wouldn't necessarily exclude people who are currently members of the Commission but, on the other hand, he would also not be limited by the Commission roster. People should be selected "ad persona" whether or not they had been members of the Commission.
2. Evans basically disagrees with the Community Action Sites as a starting point with a national entity almost as an afterthought. He doesn't think that the Commission leadership, both lay and professional, realize how "tough" it is to operate in a local community on behalf of a foundation. He has had considerable experience in his

career in doing this and does not underestimate the difficulties. It is also, he feels, an "extremely expensive" way to go and would not provide in the long run what the Commission is after.

The difficulties on the local scene could be anticipated. While many in the community leadership will be pleased that their community had been selected as a site, there would be many who would be negative. The local community would no doubt be asked to come up with a portion of the funding for whatever is needed. This, in itself, would cause resentment since not all of it would be new money and some of it, at least, would be taken from existing community priorities. There is also a danger that the CAS would be seen as interfering. In his experience, too often, foundations or entities established by foundations operating in this area, no matter how skillful, are nevertheless seen as arrogant. It will require staff with highly honed skills of diplomacy to function in this arena and such staff would be difficult to locate.

- * H2Z on community funding
3. Evans discerns a premise in the Commission documents that a relatively short period of time would be required for the Commission's successor to be effective. His own feeling is that we are talking about a much longer period of time, perhaps five to ten years and that this should be understood from the beginning. Whatever funding is provided should be available for an extended period of time. It is his experience that too often "philanthropists" become excited, provide funding for a year or two and then disappear. This would be fatal.

- ① The J & E
② Community Sites
4. Evans is of the opinion that insufficient attention has been paid to the "infrastructure" which would be needed on a national level to make the Community Action Sites viable. He mentioned training and development of educational personnel, providing curricula, the development of new ideas, books, videos, etc. It is not merely a matter of going into a local community and saying "let's do the same a little better." It is his opinion that there needs to be a radical breakthrough on a national level of support for whatever is done on a local level. In addition to the educational materials and training, he suggests making sure that educational personnel have the appropriate salaries and fringes. Insurance, including retirement, disability, life insurance, etc., can be provided much more economically on a national level because of the economies of scale.

A portion of whatever funds are provided should be earmarked for the development of a national communications program directed to the home including approaches based on the latest audio-visual technologies.

Evans also suggested a national program of both master teachers and/or "fellows" which, in addition to training, there would be provision for monetary awards and salary supplements. This, too, could be done best on a national level.

5. Evans does not feel that enough attention has been paid to the scope of funding which would be necessary. It is his opinion that providing one or two million dollars per year would be a waste. The effort requires the assurance of the availability of at least \$10,000,000 to \$15,000,000 per annum for a period of ten years.
6. In a community, leadership will be excited, particularly by ideas. They will buy a package of personnel shortage and retention but only if it is tied to the provision of new ideas, new curricula, exciting video, etc.



gott/2FOX-W

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

INTERVIEW OF COMMISSIONER

1. COMMISSIONER: PROF. ALFRED GOTTSCHALK
2. INTERVIEWER: PROF. SEYMOUR FOX
3. DATE: JULY 26, 1989
4. SETTING: JERUSALEM
5. SUMMARY:

The meeting with Prof. Gottschalk began with his review of the third commission meeting. He thought the small groups had worked out very well and he feels that he had learned a great deal from them. He believes that the meetings of the Commission are well-planned and that we are developing momentum from meeting to meeting.

He thinks the Community Action Site is a good idea; he believes that the IJE should be established; and he feels that the issue of politics (the denominations, etc.) will be resolved when it is clear what our outcomes will be.

He raised the issue of personnel and described how difficult his own situation (Hebrew Union College) is, both in terms of the small number of faculty available to carry out the training assignment and the fact that the existing faculty is overburdened with so many tasks beyond the normal training and research responsibilities of professors.

He reminded us that an important actor in the field of Jewish education is the Rabbi, and that his training and understanding of Jewish education is very limited. He felt that the Commission ought to attend to this matter. He is very interested in continued participation in the work of the Commission.

MM
* He has a conflict on the 23rd, but will try to participate. I think that a phone call would encourage him to participate in part of the meeting.

Prof. Gottschalk suggested the possibility of cooperative efforts, at least between the Conservative and the Reform. He does not eliminate the possibility of the Orthodox joining in some community like Los Angeles, where they have a history of good relationships.

hirsch/2FOX-W

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

INTERVIEW OF COMMISSIONER

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

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

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

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

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

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

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

He will be attending the next meeting of the Commission.

lipset/2FOX-W

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

INTERVIEW OF COMMISSIONER

1. COMMISSIONER: PROF. SEYMOUR MARTIN LIPSET
2. INTERVIEWER: PROF. S. FOX
3. DATE: AUGUST 21, 1989
4. SETTING: NEW YORK CITY
5. SUMMARY:

Most of my meeting with Prof. Lipset was devoted to the research design which I had sent to him before our meeting. He responded positively to all of the issues that were suggested in the research design, but was concerned that we were leaving out the issue of the economics of Jewish education. He had participated in an earlier meeting with me and Prof. Hank Levin (Stanford University), where the possibility as well as importance of this issue had been discussed.

Prof. Lipset reminded us that there was one area missing from our work and that is the question of the market. As he has mentioned at several Commission meetings and in his meetings with me, he claims that we ought to find out what the Jews of North America want from Jewish education; how many are interested; and to what extent. If Jewish education were dramatically improved, how many more clients would be participating? He felt that though our information is very meagre in this area, work could be done by doing a secondary analysis of existing surveys, such as that were done in cities like San Francisco and Los Angeles.

* I indicated to Prof. Lipset that I would bring this matter to the attention of the senior policy advisors and we agreed to continue this conversation. He supports the idea of Community Action Sites. He raised the issue of the collegè-age where he feels that we are missing the boat. He talked about several successful Hillel Foundations and indicated that we ought to look into whether or not these can be replicated, if sufficient funding and personnel were available.

Prof. Lipset will be attending the next meeting of the Commission.

rat/2FOX-W

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

INTERVIEW OF COMMISSIONER

1. COMMISSIONER: MR. CHARLES RATNER
2. INTERVIEWER: PROF. S. FOX
3. DATE: AUGUST 24, 1989
4. SETTING: CLEVELAND, OHIO
5. SUMMARY:

Charles is deeply committed to the work of the Commission and very much aware of the kind of problems that the Commission will face as it goes into Community Action Sites. His own experience in Cleveland has helped him understand the complexity.

He reminded me of the importance of bringing the denominations into the picture as early as possible, as they are responsible for so much of what actually takes place in education.

He sees personnel as the key problem and is concerned that we may not be able to alleviate the problem in the foreseeable future. He is not as optimistic as some of us are about the possibility of recruiting outstanding community leaders to work for Jewish education. Chuck wants to play a role in the future work of the Commission and in any successor mechanism. I believe he could play an important role in interpreting the work of the Commission as we begin to reach out to the community.

Chuck was particularly interested in the question of the training institutions and the role that they would play. He described what has taken place in Cleveland, where the college which was moribund, was turned around and is now playing a leading role in Jewish education. He projected from this experience the important role that the institutions like the J.T.S.A., Hebrew Union College and Yeshiva University could play if they would be given the opportunity to build their education facilities to serve as large a population as possible.

When I spoke to him, he said he was planning to attend the next meeting. I think another check ought to be made.

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

INTERVIEW OF COMMISSIONER

1. COMMISSIONER: PROF. ISADORE TWERSKY
2. INTERVIEWER: PROF. SEYMOUR FOX
3. DATE: AUGUST 22, 1989
4. SETTING: HARVARD UNIVERSITY
5. DURATION: TWO HOURS
6. SUMMARY:

Prof. Twersky began the discussion by expressing his concern that this commission might not achieve its full impact because of the lack of clarity about funding. I made it clear to Prof. Twersky that that's exactly what Mr. Mandel and some of the other members of the Commission were considering now and that everyone understood that the purpose of this commission was not merely to issue a report, but to deal with implementation.

Prof. Twersky then described in very powerful terms the impact that he felt this commission could have at this time. He believes that the report is of secondary importance, and what is needed are examples of successful Jewish education that can be developed in Community Action Sites. He also suggested that we should encourage successful activities (best practices) in Jewish education that are now in place. He indicated that he would be willing to participate in any successor mechanism to the Commission. We discussed several of the possible scenarios. He believes that the Commission as a group has an important role to play in addition to any successor mechanism, an IJE, etc.

He stated that he believes that Mr. Mandel ought to remain in a leading position, for it is he who has managed to both bring these people together and keep their noses to the grindstone.

I believe that Prof. Twersky wants to play an important role in the future work of the Commission. He will be attending the next meeting of the Commission.



HEBREW EDUCATION
SOCIETY OF
NORTH AMERICA, INC.

1000 10th Ave. N.Y.C. 10019
212-529-2034

NOTES ON MEETING OF MORT MANDEL WITH ISMAR SCHORSCH -
9/25/89

Dr. Schorsch was enthusiastic about assisting the Commission in reaching out to other constituencies within the Conservative movement.

He has established an "education cabinet" which will include key professional leadership from the United Synagogue, Solomon Schechter Principals Association, Melton Research Center, Jewish Educators Assembly, and the Jewish Theological Seminary. It was agreed that Dr. Schorsch would invite MLM to appear at the second meeting of this group, projected for late January or early February. MLM's office will need to be in touch with Dr. Schorsch to arrange a specific date and time.

Dr. Schorsch also offered to make contact with Rabbi Albert Lewis, President of the Rabbinical Assembly, to facilitate a contact from MLM. MLM asked him to hold off on this until a general approach has been worked out for contacting the rabbinic leadership of all of the movements.

Jonathan Woocher

740 BROADWAY
NEW YORK, NY 10004-9512
1000 10th Avenue Street
212-529-2034

18 JONATHAN S. WOOCHE
Executive Vice President

MEMO TO: David Ariel, Seymour Fox, Mark Gurvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Arthur Rotman, Herman D. Stein, Jonathan Woocher,
Henry L. Zucker

FROM: Virginia F. Levi *Levi*

DATE: September 28, 1989

Attached, for your information, are reports on interviews of the following commissioners conducted by Joseph Reimer.

1. Jack Bieler
2. Carol Ingall
3. Haskell Lookstein
4. Alvin Schiff



JOSEPH REIMER

9/25/89

INTERVIEW WITH JACK BIELER

1. Jack suggests that the upcoming meeting focus more on issues of action than research. Commissioners, he believes, care most about what concretely will happen as a result of the Commission and less about what the report will say. Therefore, he believes the focus on Community Action Sites should be continued: what they will look like, how they will be selected, how many should be started, what timetable should be employed, what results may be expected, etc. He wonders if these CAS will all be general centers for Jewish education or whether some will specialize in one area and some in other areas of Jewish education.
2. As to the papers commissioned, Jack hopes they will be written as popular pieces that break new ground; that lay people will feel about them, "we have to read these"; that they will generate a sense of excitement about possibilities. He also hopes they will not be blandly transdenominational, but will be multi-faceted and include different denominational perspectives. (He notes an absence of an Orthodox perspective among the authors and is concerned about it).
3. As to the format of the meeting, Jack was disappointed to be in the small group whose time was dominated by a few members. He thinks that small groups are a good idea if they have stronger leadership and an ethic of fair play.
4. Jack feels that as a Commissioner, he would like to have more input into the process. He thinks the idea of creating work groups or other smaller formats between meetings is a good one and still should be considered. He'd like to receive more regular literature on what is going on between Commission meetings.
5. Rabbi Bieler plans to attend on October 23.

JOSEPH REIMER

9/20/89

INTERVIEW WITH CAROL INGALL

1. Carol felt very positively about the last Commission meeting, especially its action focus and use of small group format in which she felt freer to contribute.
2. Carol would like to see at coming meetings a continued focus on CAS and on implementation mechanism. She sees no conflict between supporting JESNA in what it already does in servicing Federations and communities and creating a more action-focused mechanism.
3. As to the background papers, Carol related most immediately to the one by Isa Aron on teachers. She'd find it very helpful to get more accurate data on teachers' salaries and benefits; it would be useful in setting pay scales in Providence. She missed two possible topics among those proposed; best practices, which she thinks essential for planning CAS; and day schools.
4. Ms. Ingall had the most to say, as a head of a successful bureau, about the role of bureaus and Federations in community sites. She is alarmed at the prospect of this Commission skipping over bureaus and working directly with Federations on Jewish education. Understanding that the role of the bureau and Federation varies from city to city, she is yet willing to hazard the generalization that often enough, Federation and its leadership are not familiar with or committed to the detail work of running Jewish educational programs. She sees Federation attracting a different lay leadership than do bureaus, and Federations' leaderships' priorities are more global--and often, Israel and campaign-centered. While she agrees that this is what needs to change (and she is working on changing leadership attitudes in Providence), she also notes that there is resistance and it will take time. Her plea is that the Commission not be unrealistic about the resistance and not be afraid to work through bureaus and Federations in cities where that is appropriate (often large, intermediate cities have best working bureaus).
5. Ms. Ingall plans to attend on October 23.

JOSEPH REIMER

9/21/89

INTERVIEW WITH HASKELL LOOKSTEIN

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

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

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

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

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

JOSEPH REIMER

9/21/89

INTERVIEW WITH ALVIN SCHIFF

1. Dr. Schiff believes that we should be continuing the focus on Community Action Sites and he has much to say on the topic. He approved of the papers commissioned, saying that he'd like to have input into them -- especially the one by Walter Ackerman on Institutional Analysis.
2. As to CAS, Alvin is convinced that is the way to go, that the action all starts locally. National agencies can provide services, but they have a secondary or tertiary relationship to the action itself, while the community is closer to the action.
3. He had strong feelings about the denominations. Our approach should be to work with the total community, which means that we show respect to the denominations, but not be bound by them. The commission has to create by its own vision and consult, but not see itself as beholden to particularistic interests. Bring denominational people on board to make sure their perspectives are represented.
4. As to choosing sites, it has to be a community where people already know how to work together as a community across denominational lines. If we are speaking about personnel, the approach has to be generic and applicable across the board. The site should also allow for developing a comprehensive model which is replicable, so the community has to be somewhat representative.
5. To make the CAS work, there needs to be created an independent fund which is not tied down by political considerations. This fund could then be used in a CAS as a challenge to the community to come up with matching funds to support the projects specific to that community.
6. As to the successor mechanism, Alvin envisions a new model of a foundation that does not give out grants, but works with its money to see that given projects are undertaken. He would envision this foundation as engaging in research as to what could be done, giving seed money to start implementation and evaluate its success and then handing over the project to the local community and dissemination to JESNA. He believes JESNA and JWB can only be stimulated by an independent foundation whose purpose is to take the state of the art knowledge and make it work in a particular site.
7. Dr. Schiff is planning to attend on October 23.



September 27, 1989

North American Commission on Jewish Education

Meeting with Yeshiva University Chancellor, Rabbi Norman Lamm, on Monday, September 25, at Dr. Lamm's office.

Presence on Commission

Dr. Lamm suggested that each of the three seminary heads be accompanied by their senior staff person having responsibility for Jewish education. In the case of Yeshiva University, this would be Vice Chancellor Bob Hert.

Torah U'Mesorah

Rabbi Lamm endorsed the idea of involving the Torah U'Mesorah Schools in the work of the Commission and its successor. He cautioned that we not try to bring up any ideological questions but rather the approach should be that our only interest is to see to it that, whatever they do, the Commission would try to assist them to do it better.

Hasidim

Each of the Hasidic movements has its own school and in some cases these are very large. These, too, should be involved in the process in the same way as the Torah U'Mesorah Schools. Al Schiff has contact with these schools. It was suggested that, after the October meeting of the Commission, the various heads of each of these Hasidic schools, or at least the larger ones, be brought together. At the same time, we could bring in other representatives of the Orthodox movement, such as the rabbis and synagogue groups. Rabbi organizations are the Rabbinical Council of America (RCA) and the Union of Orthodox Jewish Congregations. Such a meeting could be convened either by Mort Mandel as the Chairman of the Commission, or Dr. Lamm would be willing to do so. Again, the theme here would be that we are "anxious to help." The total number at the meeting should be between ten and twenty.

In response to Dr. Lamm's question, Mort Mandel described the work of the Cleveland Commission as a model of the Community Action Sites, which the Commission is interested in developing. This would require considerable funding and MLM was confident that it could be done. As to the Commission's successor, this could either be a continuation of the Commission, meeting perhaps once a year to oversee this development, or a separate entity set up for the purpose.



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

10/19

TO: SEYMOUR FOX, ANNETTE HOCHSTEIN, MORT MANDEL,
HENRY ZUCKER, MARK GURVIS, VIRGINIA LEVI

FROM: JOSEPH REIMER

DATE: OCTOBER 3, 1989

RE: INTERVIEWS WITH COMMISSIONERS

In the spirit that Mort sets in our senior policy advisor meetings to share negative feedback, I think it wise to share an undercurrent of negative feeling I have picked up in some of my interviews. This comes primarily from professionals and represents maybe seven conversations in total. But it is out there and we may encounter it at the meeting on October 23.

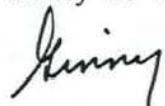
Most broadly, I'd call it a feeling of Commissioner non-involvement. H. Lookstein wants to know if the research papers have any connection to Commissioner input. A. Schiff wants to know whether he will be consulted on their content. J. Bieler wonders if there will be a format for his sustained input. A. Green wonders why we need the research. C. Ingall wonders if her concerns about the place of bureaus and Federations are being considered. J. Elkin wonders what happened to best practices. E. Evans calls to ask if I think anyone is listening to the points he raises, and whether they will make it into the final report.

In all cases, I do my best to assure the Commissioners that people are listening and that feedback is a vital part of the process. Yet, in stepping back, I also hear a complaint that may need to be addressed.

VFL

MEMO TO: David Ariel, Seymour Fox, Mark Gurvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Joseph Reimer, Arthur Rotman, Herman D. Stein,
Jonathan Woocher, Henry L. Zucker

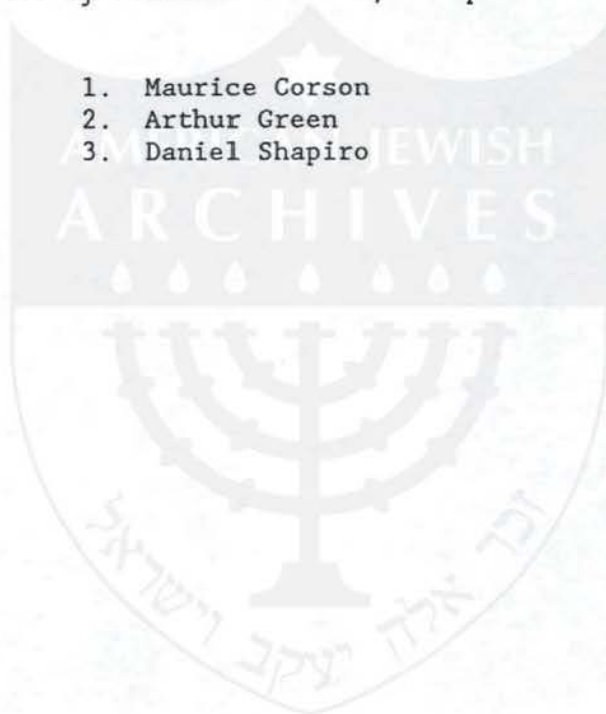
FROM: Virginia F. Levi



DATE: October 6, 1989

Attached, for your information, are reports on interviews of the following commissioners conducted by Jonathan Woocher, Joseph Reimer and Art Rotman.

1. Maurice Corson
2. Arthur Green
3. Daniel Shapiro



REPORT ON INTERVIEW OF RABBI MAURICE CORSON - 10/4/89

(conducted by Jonathan Woocher)

Rabbi Corson is skeptical about the Community Action Site approach. He believes that a strategy of seeking to create broad-based change through what will essentially be pilot projects is flawed in several respects:

1. Since the CAS will rely on extraordinary resources, replication in communities lacking those resources and even continuation in the CAS once the special resources are withdrawn will be difficult. He cites the failure of the Melton program in Columbus to be replicated or sustained as a relevant cautionary example.
2. Implementing the CAS will apparently be seen as requiring the creation of a new structure which is likely to be made permanent. This will be unnecessarily costly and duplicative. If the CAS strategy is to be followed, he suggests that implementation be done through a special desk at JESNA. No separate, permanent entity should be created.

In general, he feels that the Commission has not yet reached out successfully to engage the critical grass roots delivery systems, especially the synagogues and their supplementary schools. They may have no investment in the findings and recommendations.

He also believes that insufficient emphasis has been given to examining existing structures and how to strengthen them: JESNA, the denominational commissions and departments, the bureaus of Jewish education. These are the agencies which together with the schools and other direct service providers are the delivery system (and will be so for the foreseeable future). Unless they are materially strengthened, the Commission will not have the desired impact.

MC feels that a "messianic" element has been creeping into the Commission's thinking. This has led to a shortchanging of many practical areas of intervention, e.g., developing better compensation and benefit packages for teachers, including pension and health insurance, stipends for professional development, etc.

In looking ahead to October 23, MC hopes we will come away with:

- 1) a commitment not to build a new bureaucracy
- 2) a commitment to focus greater attention on and to involve directly the synagogue community and the campuses (an important lacuna in the Commission's work thus far)
- 3) more attention given to how to upgrade professionalism and self-esteem of educators, which he sees as a national, not simply a local issue

MC expects to attend the meeting on October 23.

JOSEPH REIMER

9/27/89

CONVERSATIONS WITH ARTHUR GREEN

Rabbi Green and I met during August and discussed the Commission. I called today to check in again.

Arthur's main concern is with pacing. He admits to being impatient and new to this process, but wonders why the pace feels slow-moving. As his colleague Prof. Twersky, Green believes reflection is for academics and action should be the mode for the Commission. He fully favours the Community action approach and would like to see us begin its implementation by setting up reasonable criteria by which sites could be selected. He continues to favor setting up a multiplicity of sites. He fears that if we delay starting implementation, the Commission will lose momentum. He does not have much interest in discussing the final report or research papers.

// Rabbi Green will attend on October 23, and was honored to be asked to deliver the d'var Torah.



16 EAST 26th STREET • NEW YORK, N.Y. 10010-1579

September 28, 1989

Date of Interview: September 27, 1989

Interview with: Daniel Shapiro Location: New York City

Interviewer: Art Rotman Duration: 45 minutes

North American Commission on Jewish Education

Daniel Shapiro, New York City. Duration: 45 minutes

Shortly before the interview started, Dan Shapiro had determined that it would not be possible for him to attend the next meeting. While he was still interested in providing his input, I could not help but detect less of an interest in the meeting itself, since he knew he would not be there.

Continuing Mechanism

Shapiro recognizes that there should be a continuing mechanism to monitor and coordinate the efforts in the individual communities. At some point in the interview, he felt that the Commission should be that continuing entity, since it had worked so well up to now and since the group was so cohesive. At another point in the interview, he felt that to do so would be to run the risk of creating another national coordinating agency, which would be duplicating the work of the existing national agencies. After discussion back and forth, he finally came to the conclusion, which he would like to recommend to the Commission, that it continue, but meet only once a year in an "overseer" capacity. The actual responsibility for the coordination should be assumed by a separate operating entity with its own Board of Directors, with fewer members than the current Commission and associated with JESNA and JWB in the same way as the Commission. This operating board would meet perhaps three or four times a year and would have responsibility for hiring staff and for making ongoing policy decisions. It would take guidance from the successor to the Commission and keep the "large overseer" Commission informed.

Community Action Sites

The approach of having demonstrations in particular communities appeals to Shapiro. He suggested that we limit it to no more than two or, at the maximum, three such sites. The incremental value beyond that number decreases and there is the risk of the entire structure becoming unwieldy. Care should be taken to provide a geographic spread so that the sites are not all concentrated in one area. Consideration should also be given to size of community, with at least one site amongst the larger communities, such as Boston, and another in a mid-size community, such as Buffalo or Rochester. We should also be careful to insure that there is a spread in relative "sophistication", avoiding the most sophisticated and developed communities and, on the other hand, avoiding as well those that are at the other end of the spectrum in sophistication and development. There should be sufficient understanding and infrastructure in place so that the Community Action Site would not have difficulty in getting established; on the other hand, to select a community which had highly developed infrastructure would mean selecting a community which is atypical and difficult to replicate. Consideration should also be given to the potential for local community financial support, since he assumes that such support would be a requirement.

Based on his New York experience, Shapiro suggests that we make every effort to involve the Orthodox, even though this might be difficult. He was very interested to hear about the prospect of Mort Mandel and Rabbi Norman Lamm, convening a group of the Orthodox re the work of the Commission. Efforts should be made to involve all elements in the community, recognizing, of course, that it may not be possible to bring in some of the more extreme groups.

Summary

Dan Shapiro is very positive about the work of the Commission. He feels that it is an excellent group and is pleased to be a part of it. He thinks that the potential for making a major breakthrough is there but cautions that there is a great deal of difficult work before this can be achieved.

OCT 10 1989

TO: Virginia F. Levi FROM: Morton L. Mandel DATE: 10/10/89
NAME NAME
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION
REPLYING TO
YOUR MEMO OF:

SUBJECT:

I
N
T
E
R
-
O
F
F
I
C
E

C
O
R
R
E
S
P
O
N
D
E
N
C
E

This will summarize a conversation I had with Dr. Fred Gottschalk in New York on September 29. We met for lunch, and were together from about 12:30 to 2:30. During that time, I brought Dr. Gottschalk up to speed on the activities of the Commission, and he was quite interested. Regrettably, he will not be able to attend our meeting on October 23, because that is the same day as an all-day meeting of his Board.

The general thrust of our discussion was how we best could interface the Rabbis in the movement, particularly with regard to those who are interested in the Jewish educational aspect.

At the outset of our discussion, Fred felt that we were doing pretty well working with him, but as the conversation progressed, he agreed that it might make a lot of sense to convene a group of about ten, who would represent the various aspects of the reform educational apparatus, as well as the appropriate members of the rabbinate. This work group would, of course, include Rabbi Dan Syme. We agreed that such a meeting would be held most appropriately in December, January or February, and that he and I will coordinate as to when we would do this.

Essentially, this meeting would be an opportunity to bring this group up to date with regard to the Commission, and also give them the opportunity to input their ideas to the Commission. It was hoped that, by this connection, we will at least get them feeling that we are concerned with their reactions, and want to enlist their assistance.

As a further idea, we thought it might make sense for me to contact Rabbi Alex Schindler directly, in view of his leadership position with the Union of American Hebrew Congregations.

Fred was extremely supportive of the Commission work, and wants to do everything he possibly can to facilitate our objectives. He is solidly behind all that we are doing.

10/19/89

Suggestions of Commissioners
Extracted from Interview Reports

June 15 - October 18, 1989

David Arnow

- Use Jewish education as a means for federations to revitalize their mission; beware of perpetuation of the status quo.

Reorganize programmatic options by "client groups."

Bill Berman

- Use existing institutions to implement Commission recommendations.

Jack Bieler

- Research should generate excitement and represent different denominational perspectives rather than trying to be "blandly transdenominational."

Consider regular communications with commissioners between meetings.

John Colman

- Encourages research into the effectiveness of education programs; evaluation and accountability are critical.

- Maurice Corson -- Important to engage synagogues and their supplementary schools in the Commission process. Examine existing structures and how to strengthen them.
- Stuart Eizenstat -- Consider Washington D.C. as a community action site.
- Eli Evans -- Board of successor mechanism should be small, selected "ad persona", and not be representative of interest groups.
- A national entity should oversee the community action sites and beware of offending local communities.
- Consider providing insurance through a national body.
- Consider development of a national communications program directed to the home.
- Carol Ingall -- Do not ignore bureaus in working through federations.
- Seymour Lipset -- A market survey, perhaps in the form of a secondary analysis of existing surveys, should be conducted about the potential clientele for Jewish education.

Haskel Lookstein -- Seeks a clear list of steps to increase professional satisfaction of Jewish teachers.

Encourages early commissioner input into research papers.

Chuck Ratner -- Bring the denominations into the picture as early as possible.

Harriet Rosenthal -- Select one representative community to serve as a community action site.

Establish a central computerized system for data and information about Jewish education.

Alvin Schiff -- Show respect to denominations, but do not be bound by them.

Successor mechanism should be a foundation which conducts research, gives seed money, and evaluates programs.

Ismar Schorsch -- Establish a mutual fund of \$100,000,000 for Jewish education in North America.

Establish a foundation to distribute funds.

Daniel Shapiro -- Important to involve the Orthodox in this process.

Isadore Twersky -- Use Community Action Sites to encourage best practices.

Bennett Yanowitz -- What are the criteria and time frame for success?



THE COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

INTERVIEW OF COMMISSIONERS

TOWARD THE FOURTH MEETING OF THE COMMISSION

COMMISSIONER: FLORENCE MELTON
INTERVIEWER: ANNETTE HOCHSTEIN
DATE: OCTOBER 20, 1989
SETTING: MRS. MELTON'S HOME -- COLUMBUS, OHIO
DURATION: TWO AND A HALF HOURS

SUMMARY

FM began the discussion by suggesting that criteria for implementation, in particular for the selection of Community Action Sites, be established and presented to the Commission. She warned, however, that in establishing criteria we should beware to include the mid-west, the west coast and south -- lest they be left out of the phase of implementation of the Commission's recommendations.

Best practice should be looked at seriously for programmatic options. This will require research into what exists and what works effectively in the field today (see many examples in JESNA's The Pedagogic Reporter). Preparatory research is crucial for the success of implementation and for establishing credibility. We must assess the current training and establish professional standards of recruitment if we want to help communities solve their problems.

Community Action Sites: we are assuming that communities are ready and waiting for the Commission to hand them the ideal model for Jewish education. We cannot try to impose our ideas on a community. Communities must want and initiate the work. Then they must realize that we are available to work with them and help them solve their problems. The initiative must come from the community. (See Syracuse [Louise Zachary] as a good example of a community planning process.)

The plan for a Community Action Sites must include a well defined budget so that the community knows exactly how much it is going to cost. Communities will not be willing to commit to an undefined investment. The federations have to be brought into the funding of Community Action Sites.

Continuation: The Commission should establish an advisory body with broad exposure and involvement in Jewish education. An appropriate professional leader and team should serve as the address to which communities could turn if they are interested in improving the quality of their Jewish education. Each community will have to determine their own highly specialized needs and initiate the process.

Funding and First Steps: FM believes that the Commission or interested private foundations should undertake the initial funding of the first steps: that is the preliminary research, improvement of training programs, a professional national recruitment plan and the hiring of a professional leader for the mechanism. CJF should appeal to the local federations to get involved in the funding of scholarships to training programs - perhaps through endowment funds or foundations in their own communities. The local communities should make an annual allocation to a national scholarship fund.

Because the federation leadership in each community changes every year or two, it is important to establish a continuous process for educating new leadership -- a systematic national effort for leadership training and goal-setting. She is concerned about the lack of coordination among all of the national organizations (B'nai Brith, etc.) and the work of the Commission.

In the area of personnel, FM sees retention as the most complex issue. She cited the need for establishing a salary scale according to training/degrees as a way of encouraging teachers to continue their education. She stressed the need to create more full-time jobs for educators so that communities could make optimal use of their talents. She suggested the establishment of a professional commercial placement firm for Jewish education and for communal services.

With regard to research, FM believes that short-term and long-term goals need to be established, with the short-term research providing the basis for action and the long-term being a system of evaluation of what the communities implement.

FM questioned how the mechanism will facilitate strategies on the continental level and in Israel. She is concerned about the notion of the mechanism telling training institutions, and others what to do; as with communities, the initiative must come from the ~~institutions~~ ^{institutions}. They must turn to the mechanism with specific requests for assistance.

MEMO TO: David Ariel, Seymour Fox, Mark Gurvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Arthur Rotman, Carmi Schwartz, Herman D. Stein,
Jonathan Woocher, Henry L. Zucker

FROM: Virginia F. Levi *VFL*

DATE: October 26, 1989

Attached, for your information, is a report of an interview with Henry Koschitzky conducted by Joseph Reimer.

AMERICAN JEWISH
ARCHIVES

HLZ

If we cannot develop an indigenous core of professional Jewish educators we will fail to meet our goal. The scope of Jewish educational activity in N. America is too large to rely on a rotating pool of Israelis - I doubt Israeli institutions are training enough people for that either. Ultimately, if Jewish identity/continuity is not of sufficient interest to our community, no outside pool of educators will be able to carry the day!

ML

JOSEPH REIMER

OCTOBER 19, 1989

INTERVIEW WITH HENRY KOSCHITZKY

Mr. Koschitzky was glad to meet and have the opportunity to speak about the Commission. He is clearly heavily involved in and thoughtful about Jewish education.

1. While he favors the community action approach and believes the Commission should set its own clear priorities and find communities with developed infrastructures and starts in those priority areas, he has questions about funding. Who, he wonders, will be willing to fund efforts in someone else's community? He can see funding a unique national institution (like Yeshiva University), but not projects in another community.

2. He believes it appropriate for the Commission to maintain a focus on personnel which is, he thinks, the most pressing generic problem in Jewish education. Yet, based on his Toronto experience, he wonders how to overcome the economic disincentives of living on an educator's salary. He realizes that universities do overcome these disincentives, but can schools? He thinks we should seriously consider - especially for day schools - setting up a more extensive shlichut system in which we invest in the training and economic well-being of Israeli educators who, as part of their careers, would be placed for a 5-year teaching shlichut in a North American community. He has thought through a possible way to structure such a program. He is not optimistic about developing a sufficient number of native North American Jewish educators.

3. He tells me of recent efforts to develop a Jewish education program at York University in Toronto. He wonders if this is a good idea, or whether we ought not to invest more heavily in existing programs in the U.S. which are currently underutilized in their expertise of training Jewish educators.

4. Mr. Koschitzky reminds me that in this conversation, when he speaks of Jewish education, he is primarily thinking of day school education. He believes this to be an ongoing dilemma for the Commission: that the impressive members of the Commission come with their own agendas and tend to refer back to them. In the third meeting, after the focused discussions in small groups about CAS, he was surprised to see people in the plenary refer back to their previous agendas.

5. As for any continuation of the Commission after June, 1990, Mr. Koschitzky believes it will depend on the projects initiated. He predicts that they will appeal to certain commissioners more than others and those will wish to continue involvement. Perhaps the whole body can reassemble on occasion to hear reports on those projects. But it will work better to have an ongoing group that is smaller and more homogeneous in focus.

ne funding national institutions; i.e., Yeshiva U. + J.T.S.

Correct

Very good

Check Seymour on this one

Can we develop a modest number to face the field and staff our better schools?

2300
6

NATIV POLICY AND PLANNING CONSULTANTS
P.O.B. 4497, Jerusalem 91044
Telephone: 972-2-662296
Facsimile No. 972-2-699951

FACSIMILE TRANSMISSION

TO: DR. ART J. NAPARSTEK

FROM: ANNETTE HOCHSTEIN

FAX NUMBER: 216-391-8327

DATE: NOVEMBER 29

NO. OF PAGES: 4

AMERICAN JEWISH
ARCHIVES



NOV 23 00 00-23 NATIV CONSULTANTS 972 2 699951 P.2/4

November 27, 1988

Commission on Jewish Education in North America
Towards the Second Meeting
Interviews of Commissioners

1. Commissioner: Rabbi Irving Greenberg
2. Interviewer: Annette Hochstein
3. Date: 11-28-88
4. Spirit: somewhat skeptical, though willing to be brought on board (he did not attend the first meeting)
5. Setting: a Jerusalem home
6. Duration: 1 hour
7. Commissioner's current stand:
 - A. Personnel: very important, but skeptical about the Commission's ability to undertake it at the macro level. Rather, thinks we should deal first with senior personnel or first with personnel for a specific type of program e.g. personnel for early childhood.
 - B. The community: skeptical about the ability of the Commission to undertake at this time as vast a project. Also unclear about what it would mean. Concern that it might take away much needed funding from programs. Would prefer a micro approach.
 - C. Programmatic options: probably prefers these.

8. Summary:

The first part of the meeting was used to bring I.G. on board as to the first meeting of the Commission, the responses, and the process since. We went through the materials of the first meeting (which he recalled having seen). I described the meetings, the dynamics, the responses. From there we went on to discuss the current materials. We went through the document and I.G. made some specific comments about specific options (he read quite a few of them).

Overall he had the following objections:

1. He felt that the staff was in fact presenting a strong recommendation and that this would be the decision. He expressed skepticism at both the personnel and the community options - not on the grounds that they are not important, but on the grounds that dealing with problems at the macro level may not be all that feasible. Rather than take on the major issues, have the foundations deal with more manageable and more limited options or part of options. He conceives of dealing with parts of personnel and parts of the community. He would really choose micro projects over major undertakings.

I found it difficult to breach the gap in his understanding of the Commission, the process, the extent of representation, the private communal aspect of the Commission. It was important that

the meeting took place because some of the perceptions could be corrected, however it would be necessary for him to actually see the Commission in action in order to get a good sense of what it is about.

At the level of specific remarks: he suggested that for supplementary schools when ought to try model schools. In the part on alternatives, he suggests that we left out the possibility for specific alternatives within the framework of the existing supplementary schools, for example: all-weekend activities and all-summer sessions etc. Rabbi Greenberg felt that the community problem of dealing with the community would only have a limited impact on what is going on - he also, found the definition fuzzy. When I raised the question of increased funding and suggested that perhaps one of the goals might be to double the funding for Jewish education, he said that this was a questionable goal given that the existing programs are so ineffective. Though friendly throughout, the underlying tone was one of a fair amount of skepticism, and the expression of specific interests rather than general ones. I believe he really wants an involvement at the micro level, probably in some specific programs.

MEMO TO: David Ariel, Seymour Fox, Mark Gurvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Joseph Reimer, Herman D. Stein, Jonathan Woocher,
Henry L. Zucker

FROM: Virginia F. Levi



DATE: January 4, 1990

Attached, for your information, is a report of an interview with Stuart Eizenstat conducted by Art Rotman.





15 EAST 26th STREET · NEW YORK, N.Y. 10010-1579

January 3, 1990

A report on interview with Stuart Eizenstat, member of Commission

Interviewer: Art Rotman

The interview had to be by telephone because of the difficulty of dovetailing schedules. Duration: Half-hour.

Stuart Eizenstat is very impressed with the work of the Commission and intends to attend the next meeting. However there is a 50/50 chance that he will be in Israel at that time, so that his indication of attendance is, at this time, only tentative. He will be in a better position to know as we get closer to the Commission meeting.

Fund. Stuart came out very strong on the need for the establishment of a large fund of several million dollars to be available for the implementation of the work of the Commission. He's of the opinion that there is a great deal that needs to be done both on a national level and a local level, if the recommendations of the Commission are to be effected. The availability of such a fund (the number of \$25,000,000 was mentioned), would allow the focusing of a sufficient mass of resources which would be essential if there was to be any kind of significant change.

Community Demonstration Sites. Stuart suggested that if four or five sites are selected that each be asked to demonstrate a different aspect of Jewish education, in addition to demonstrations in the area of personnel and lay leadership involvement. He suggested as examples:

- Early intervention/pre-school
- Adult education
- Day schools
- Supplementary schools

Hopefully, the demonstration sites will provide a "measurable" result of their efforts. In many communities there are, at this point, baselines for comparison. In others, we would need to develop such baselines. It's only by comparison of these baselines from one year to the next, or over a period of time, that we would be able to determine any success.

Stuart asked whether there would be any central mechanism selected in each community to be the prime mover. He was satisfied that it might be somewhat different in each community but that the Federations could play a key role.

Stuart stressed the need for accountability. Each community should have a line of responsibility to the central overall national entity for this accountability.

It would be necessary to get a commitment from the local community that they are seriously interested and will provide, in due course, the necessary funding. One way of doing this might be to provide an incentive. For example, if we wanted to end up with four or five sites, we would select ten or twelve. In each community the approach would be that the final selection would depend on the indication of community support. This, of course, would assume that there is a sufficiently large pool of funds available nationally, which could then be funnelled into the communities to act as an incentive. Stuart thought that it would be very difficult for the Federation to provide funds out of its campaign. He pointed out that in Washington, where he is president of the JCC, he has just received a letter from Federation indicating that the allocation to the Center would be five percent less than the previous year, which, with inflation, means in effect a ten percent cut. In the face of such cuts it would be difficult to get Federations to project that, even in a few years, they would be in a position to provide the necessary resources. However, these resources might be obtained from other large givers, depending on the success of the efforts in lay leadership involvement.

National Entity. Stuart feels that there needs to be a continuation of the Commission. The composition of the Commission is just right and it is so unusual to get such a diversified group to be so involved that it would be a shame to give it up. Meetings could be held once or twice a year.

The key to success would depend not only on the continuation of the Commission but on a small core of professionals of top quality, who would staff this entity. Staff with credibility in the communities who could act as catalyst, monitors, evaluators, etc. would be crucial.

VFL

MEMO TO: David Ariel, Seymour Fox, Mark Gurvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Joseph Reimer, Arthur Rotman, Herman D. Stein, Jonathan
Woocher, Henry L. Zucker

FROM: Virginia F. Levi

DATE: January 11, 1990

Attached, for your information, are reports of interviews with John Colman by
Henry L. Zucker and with David Dubin by Jonathan Woocher.



1/11/90

INTERVIEW WITH JOHN COLMAN
ON JANUARY 10, 1990
BY HENRY L. ZUCKER

I met with John Colman on January 10 to bring him up to date on Commission developments and to prepare him for the February 14 meeting. He plans to attend that meeting.

We talked largely about the community/financing aspects of the Commission's work. I was especially desirous of getting his views about federation participation in the implementation work. He is particularly well qualified to discuss this because he is currently the president of the Chicago Federation.

We agreed on the following points:

1. Our report should not leave the impression that money alone will cure the problems in Jewish education. Certainly throwing money at these problems does not assure success in overcoming them. However, it is clear that substantial new funds will be needed for improvements which will be identified in the Commission's report. The Commission and the implementation mechanism needs to point the way to how to raise these funds.
2. The key financial resource for Jewish education will no doubt remain the institutions which sponsor Jewish education through tuition and their own fundraising efforts. Their support of Jewish education will not be replaced by federations and foundations. Rather, the latter will complement the funds supplied through tuition and through institutional resources.
3. There has been a sea change in the attitude of federation leaders toward Jewish education. A generation or two back, federation leaders were on the whole indifferent to Jewish education and some even antagonistic to it. Important supporters of Jewish education in federation circles were few and far between. Now, federation leadership generally understands the importance of Jewish education and supports it. This has not been automatically followed by greater federation financial support for Jewish education, or by general participation of top leadership in the education enterprise. However, Jewish education is higher on the priority list for federation financing, and some top leadership is getting into Jewish education. The trend toward greater federation support from its operating funds and greater participation by top community leadership is something which needs to be encouraged at the present time and, if it is pursued vigorously, will probably bring substantial results.

4. At this time, it will be difficult in most federations to increase rapidly the support of Jewish education from operating funds. This is because annual campaigns are flat and there are other important claims on campaign funds. At the present time, for example, there is the special need for large sums for the resettlement of Russian and eastern European Jews.

It is not unreasonable, however, to expect that there will be a gradual increase in support of Jewish education from normal federation operating funds even if this must come at the expense of other beneficiary agencies. For example, it is more logical to grant additional funds for local Jewish education than it is to send money to the Jewish Agency which in turn, devotes it to Jewish education in America.

5. At least a dozen cities now have special committees or commissions on Jewish education, doing locally what the Commission on Jewish Education in North America is attempting nationally. As these communities get to understand the need, and spell out necessary improvements, they are likely to find the funds which are needed to improve the field.
6. Many federations have a substantial new source of funds in the form of endowments, which can be applied to Jewish education. It is easy to overestimate the amount of money currently available from these funds. Nevertheless, there is a substantial amount already available from this relatively new resource and a strong likelihood that this amount will grow rapidly. These funds, especially if they are leveraged with other federation funds and with funds from private foundations and individual donors, could form a nucleus for funding improvements in the field. These sources are especially important, because they can produce money fairly rapidly to get some of the improvements inaugurated while federations are gearing up to take greater responsibility over the long pull.
7. A few communities have already begun to face the funding problem by raising new funds or projecting new funding efforts by a combination of federation increases from operating and endowment funds, and appeals for funds from private foundations and families which are concerned with Jewish continuity and are interested in Jewish education. These initial efforts indicate that these efforts can be successful.

NOTES ON MEETING WITH DAVID DUBIN -- 1/10/90

prepared by Jonathan Woocher

DD appears comfortable with the progress of the Commission. We reviewed the draft recommendations in each of the areas.

1. Community and Funding -- DD feels that having good money available to provide a "jump start" will be critical to inspiring communities to engage in the process of leadership involvement and developing local funding.
2. Personnel -- DD emphasizes the importance of providing personnel with the opportunity to upgrade their skills within the framework of the organizations and institutions within which they are already working. He was very enthusiastic about the idea of organizing a national recruitment campaign.
3. Programmatic Areas -- DD felt it was not clear how these should be dealt with. Presumably they will be addressed in the context of the Community Action Sites and other local initiatives. He asked what the role of the Commission and implementing entity would actually be vis a vis programmatic areas. Would the implementing entity work with communities that are not community action sites? He understands the desire not to be limiting, but feels that limits will have to be set on what is done or the whole process will become too unwieldy.
4. Research -- no comments
5. Community Action Sites -- DD feels that the question of who will establish criteria for selection is important. He believes that the Commission itself should address the issue of criteria, and not leave it entirely for the implementing entity. He suggested such factors as: 1) relative absence of turf problems; 2) strong federation-agency relations; 3) a demonstrated passion for Jewish education; 4) a track record of innovation.
6. Implementing Entity -- DD asks whether the implementing entity will be established "in cooperation with" JWB, JESNA, and CJF, like the Commission itself. What does "independent" mean? He feels that there needs to be discussion of the composition of the Board of the implementing entity. Who will be represented? He also feels that there will need to be a smaller working group to guide its day to day operations (my comment: like the Senior Policy Advisors?). He was not especially enthusiastic about the idea of continuing the Commission itself, but agreed that in view of the investment of the Commissioners, meeting once a year to receive reports might be worthwhile.

In general he felt that the recommendations represented a good effort to focus something which is global in its dimensions.

He will probably not be at the February 14 meeting because of a conflict with the JCC Executives Institute.

MEMO TO: David Ariel, Seymour Fox, Mark Gurvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Joseph Reimer, Arthur Rotman, Herman D. Stein, Jonathan
Woocher, Henry L. Zucker

FROM: Virginia F. Levi *Levi*

DATE: January ~~12~~ 1990

Attached, for your information, are reports of interviews with Yitz Greenberg
by Jonathan Woocher and with Daniel Shapiro by Art Rotman.



NOTES ON MEETING WITH YITZ GREENBERG -- 1/18/90

prepared by Jonathan Woocher

Yitz Greenberg expressed his regret at not having been able to attend several of the Commission meetings due to his travel schedule. However, he has been following the process through the minutes and our discussions, and remains committed to the endeavor.

I reviewed with him the draft of recommendations.

1. Community and Funding -- YG supported the direction of the recommendations. He asked whether a pool of funds would be available, and I explained how we envisioned the process working (i.e., "set asides" from several foundations). He agreed that this was a reasonable way to proceed.
2. Personnel -- YG was fully supportive here as well.
3. Programmatic Arenas -- YG expressed concern that the coordination / servicing of work in these areas would be too much for a small staff to do. He also felt that retreats and retreat centers deserve attention as a separate category for development, both as a way of upgrading many of the other programmatic areas and as an especially impactful educational experience (analogous to the Israel experience or camping).
4. Research -- YG was pleased that the importance of this area was being recognized.
5. Community Action Sites -- YG agrees on this as a valuable strategy for change. He prefers a broad definition of what may constitute a CAS (i.e., a whole community, a set of local institutions working on a specific programmatic area, a group of collaborating institutions crossing local boundaries). He believes that the concept of funding initiatives through matching grants is important. He would like to see incentives built in to encourage cross-denominational activity. He is not concerned about who sets the criteria for selection of CAS (the Commission or the implementing mechanism), since he thinks good professionals will come up with the same basic ideas.
6. Implementing Entity -- YG believes that to do competently all the tasks envisioned for the Implementing Entity would require a massive staff. He is concerned that if the implementing mechanism is a substantial one, its institutional relationships, especially with JESNA, will be problematic. He thinks the question of how the entity will affect existing organizations needs review, since he sees a potential for diversion of resources and other negative impacts. He asks why a number of the functions envisioned could not and should not be done by JESNA. In general, he was least happy with this element of the recommendations and indicated that he may wish to write separately to express his concerns.

With regard to the future of the Commission itself, he feels that no serious oversight can be done by a body that meets once a year. However, bringing the Commission back together periodically when a special reason exists, as a way of keeping the involvement of some of the key players, may be useful.

YG did not have his calendar for February and was unsure whether he would be available on February 14. I suggest checking with his secretary.



15 EAST 26th STREET - NEW YORK, N.Y. 10010-1579

January 17, 1990

Date of Interview: January 16, 1990

Interview with: Daniel Shapiro

Location: New York City

Interviewer: Art Rotman

Duration: 40 minutes

Daniel Shapiro had a number of questions which he hopes will be answered by the draft of the final report and/or by the discussion at the next Commission meeting.

Implementation Mechanism

- Would the mechanism be connected with any one organization or would be it be freestanding? Dan's own opinion is that it would be better if it were freestanding, which would give it the independence it needs. The only drawback he sees is that there would be the fear in some people's eyes of establishing a new national agency. Since it is intended that the staff be small, he does not see this as a realistic fear.
- What will the governance of the new continental entity be? Dan would lean towards having two separate lay groupings. One would be a grouping similar to the current Commission with that kind of representation. The actual day-to-day operations would be overseen by a much smaller Board, which would include, perhaps, no more than about ten people, plus representatives of CJF, JESNA and JWB. The larger group could meet about once a year and a smaller group as necessary. Since much of its function would be as overseer, it might be called a "Board of Overseers".
- What authority would the new entity have in its relations with the demonstration communities? Dan acknowledged that, in view of the fact that funds would not be available for dispersal, the only "clout" would be "moral suasion", but Dan did not see this as a problem.

Community Demonstration Sites

- How many sites would there be and would an attempt be made to include larger as well as well as smaller communities as well as different types of communities?

Program Options

- Dan feels the demonstration sites should be encouraged to take up some of the program options (with varying sites perhaps taking up varying options).
- How would it be determined which option would be taken up by which site?

If Dan were to be in a position to make a determination at this time, he would select three program options, in order of priority:

1. The Israel experience he feels is probably the most significant way of insuring Jewish continuity. He speaks from personal experience because of the involvement of one of his sons in such an experience at the Weizmann Institute.
2. Day schools.
3. Supplementary schools. Dan knows that there is a lot of question about the future of supplementary schools and their effectiveness. Nevertheless, he doesn't believe that we should give up at this time. The challenge would be to find an appropriate way of making the supplementary schools more attractive and effective.

Dan looks forward to the meeting of the Commission at which these and other questions will surely be answered. It is his feeling that the Commission has provided a unique structure for diverse elements to be involved and he hopes that, in whatever emerges from the work of the Commission, this feature continues to be preserved.

VFL

MEMO TO: David Ariel, Seymour Fox, Mark Curvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Joseph Reimer, Arthur Rotman, Herman D. Stein, Henry L. Zucker

FROM: Virginia F. Levi *giving*

DATE: January 30, 1990

Attached, for your information, are reports of interviews with Mandell Berman, Maurice Corson and Lester Pollack by Jonathan Woocher.



NOTES ON MEETING WITH MANDELL BERMAN -- 1/24/90

prepared by Jonathan Woocher

I reviewed the draft recommendations with BB. He commented in general terms on a number of areas.

1. BB is concerned about not competing with existing institutions in the implementation process. He urges that existing national agencies and organizations be used to the maximum extent possible.
2. It will be important to look closely at existing model programs in an attempt to understand what makes them work. This will be critical in guiding further experimentation.
3. BB believes that the campus will be a critical arena for promoting Jewish continuity and reaching out to the uncommitted. He urges that this be reflected in the report.
4. BB sees the process of getting communities to provide matching funds for local projects as critical. We must sell programs to endowment fund directors who know which philanthropic funds and supporting foundations may be interested. The federation will have to use its clout to get access to these funds for implementation.
5. Evaluation must be institutionalized in the implementation process. BB urges that JESNA be used in this regard.
6. With respect to the mandate and functions of the implementation mechanism, BB believes that community action sites, promotion of research, and personnel are enough of a challenge. He is extremely wary of the implementation mechanism trying to involve itself with the programmatic arenas. He believes it should do less, but do it well.

In general, BB emphasizes the importance of early and visible successes. This will attract the additional money needed. The successor to the Commission will need a PR program to keep a flow of money coming.

BB will not be able to attend the meeting on 2/14.

NOTES ON MEETING WITH MAURICE CORSON -- 1/22/90

prepared by Jonathan Woocher

I reviewed the draft recommendations with MC. Most of his comments were directed toward the recommendation to establish an independent implementing mechanism. He continues to question the wisdom of setting up a full-scale institution with a board, staff, and funding. He would prefer to see existing structures utilized for the implementation by adding this to their mandates and providing additional funding to them. The primary members of such an implementation consortium would be CJF, JESNA, and JWB. They could under their joint auspices organize a separate high level task force on implementation, but this would be linked directly to existing organizations. The operation would be housed at JESNA.

If a free standing implementation mechanism is created, MC believes that it must relate itself positively and cooperatively to the existing structures. This can be best assured by having these agencies share in the governance and executive management of the implementation mechanism together with philanthropists.

MC indicated that he was also still skeptical about the community action site strategy. However, we were unable to discuss this in greater detail due to time constraints.

MC expects to be at the meeting on 2/14.

NOTES ON MEETING WITH LESTER POLLACK -- 1/26/90

prepared by Jonathan Woocher

I reviewed the draft recommendations with LP. He was quite supportive of both the general thrust and specifics of the recommendations.

He particularly noted the importance of advocating priority funding for Jewish education even while we meet the immediate crises facing the community.

One area that he urged be emphasized is the need to build lay leadership development into the process of community mobilization (in the community action sites and generally).

With respect to implementation, LP suggested that we think in terms of three phases (using the COMJEE process as a model):

- a) the Commission itself, concluding with its report and recommendations;
- b) an interim period of planning the implementation (which the Commission is not really doing) and testing approaches;
- c) an active implementation phase guided by a permanent implementation body.

I indicated that something like this was being envisioned, which he was pleased to hear.

LP is planning on attending the meeting on 2/14.

MEMO TO: David Ariel, Seymour Fox, Mark Gurvis, Annette Hochstein,
Stephen H. Hoffman, Martin S. Kraar, Morton L. Mandel,
Joseph Reimer, Arthur Rotman, Herman D. Stein,
Jonathan Woocher, Henry L. Zucker

FROM: Virginia F. Levi *Linny*

DATE: February 9, 1990

Attached, for your information, are reports of interviews with Josh Elkin,
Carol Ingall and Alvin Schiff by Joseph Reimer and with Harriet Rosenthal by
Jonathan Woocher.



NOTES ON MEETING WITH JOSH ELKIN - 1/11/00

Prepared by Joseph Keimer

As I reviewed the draft recommendations with Josh Elkin, he commented on the following areas:

1) The training institutions

a) This is a ripe time for a number of the training institutions - eg. JTS, HUC in LA, University of Judaism - to grow. They have the faculty and the students to run substantial training programs and they are the way to impact the future of education in the denominational movements. The denominations have the greatest investment in Jewish education as their futures depend on its success. In that sense, the independent colleges are less integral to the future training of Jewish educators.

2) Research

a) The practice of Jewish education suffers daily from a lack of a body of research that could inform practice. We simply do not yet have the professors of Jewish education we need to create the body of research we need. The Commission should be investing in university programs in U.S. and Israel - that will create research-training tracks in Jewish education.

b) As an example of what could be done, Josh Elkin cites the research being carried out in Tel Aviv University in acquiring Hebrew as a second language. That is an issue that all Jewish day schools face in North America and yet we know very little about it. JESNA has created a link to Tel Aviv, and now it may be possible for schools to get concrete assistance in thinking through and evaluating their Hebrew instruction. Without this kind of scholarly input, practitioners are left "spinning their wheels" and make little progress in teaching Hebrew.

c) If the notion of a master teacher is to take hold in our schools, we can think of sending a master teacher to study at a university for an intensive period to become more expert in a given area of instruction. The teacher's input then can raise the level of discourse in the school around that topic. That is very important to the life of the school.

3. Implementation Mechanism

a) As Josh sees it, with the various Foundations each having its own agenda for funding, the IM will be devoting a lot of energy to coordinating these agenda and relating them to the creation of Community Action Sites. That will require a director with considerable political savvy.

Josh felt positive about these directions - felt they were mostly familiar - and will attend on February 14th.

JR:ls



Notes on meeting with Carol Ingall - 1/24/90

In reviewing the draft recommendations with Carol Ingall, she focused her comments primarily on issues of personnel and training.

- 1) Her own experience in Providence has left her dissatisfied with relying on the local Hebrew college for pre-service training of her professional teachers. She'd rather see Chairs of Jewish Education be established in universities with fine Departments of Judaics and Education. (Eg., she could see this working at Brown in Providence). The best shot would be to attract bright undergraduates (or graduate students) to the field and train them from scratch. With the field of Education gaining more credibility on campus today, that becomes a possibility. Also, summer courses for more mature teachers at places like J.T.S. work well.
- 2) As for local in-service training of the avocational teachers (who in Providence are the vast majority in supplementary schools), Carol finds great interest in Bureau-run "hands-on" sessions. Teachers are hungry for help in creating materials for classroom use. But that is not serious training, and unfortunately, she finds little interest in the on-going classes that the Bureau offers. Teachers think of themselves as being very part-time and not wanting to invest too much time in training. They may also be embarrassed to admit that although teaching in supplementary schools, they know very little Judaica themselves. Courses in Jewish areas may scare them off.
- 3) What did help was a system of certification for teachers in which the Bureau ran the courses and the schools received extra financial support if x % of their teachers took the courses. Six of 14 supplementary schools bought into that and the program of training was carried out.
- 4) Day school teachers are also often part-timers: most particularly, young mothers who come in to teach for several hours a day, and because of baby-sitting arrangements are not flexible with their time. That creates a situation for training similar to that of the supplementary schools - although these are knowledgeable, well-trained teachers.
- 5) As for pay scales, there is one in Providence and it is helpful as a way of motivating teachers to take in-service courses leading to certification and higher pay. Yet the congregations are actively resistant to the centralized setting of a salary schedule. Leaders, acting as business people, feel they should pay what the market demands and no higher. Still, the struggle is worth it -- for the salary schedule is an important tool for improving the field.

6) Research: Establishing research capacity is crucial for the practice of Jewish education. Carol suggests developing a research capacity by creating positions in research universities for professors of Jewish education.

Carol Ingall will be present on February 14th and suggests we work hard to structure the meeting so that it will not feel repetitive of past discussions.

JR:ls



Notes on meeting with Alvin Schiff - 1/10/90

Prepared by Joseph Reimer

As I reviewed the draft recommendations with Dr. Schiff, he focused on two areas: community action sites and training institutions/opportunities.

I Community Action Sites (CAS)

1. What are the criteria for selecting a community as a CAS? Some possible criteria may be:
 - a) Geography and demography: Where is the community located, what is its size, of what kind of community is it representative?
 - b) Lead agency: Does the community have a lead agency to take responsibility for coordinating and seeing through the project?
 - c) Lay leadership: Does the community have a stable, committed group of lay leaders who have the money to support and the ability to monitor the project?
 - d) Replicability: Does the community have the capacity to create educational models that can serve as examples to other comparable communities?
 - e) Personnel: Does the community have a coordinated model for handling issues of personnel - such as training, professional development, salaries and benefits?
2. Dr. Schiff thinks of Suffolk County on Long Island as being the kind of community which would meet these diverse criteria.
3. How would the local lead agency work with, eg., the synagogue schools? The model he suggests is the one he is trying to implement in the New York area with synagogue-based family education. There is a proposal to establish a full-time family educator in each synagogue. Each synagogue would put up \$15,000 per year and the Fund would initially put up \$25,000 on the condition that the educator would be involved as part of the work in an on-going training experience that would help to train the educator as well as help the educator and synagogue to think through issues of restructuring educational opportunities in the synagogue. The local BJE, college or a national training institution may take joint responsibility for designing and implementing the training component.

4. The IJE would have to play the crucial oversight function of meeting with the responsible parties in the CAS and monitoring progress, reminding them "this is the contract we made." IJE money needs to be leveraged and used to raise local contributions to Jewish education. IJE needs to be part of a formative evaluation process that constantly monitors the progress of the demonstrations. Being a free-standing institution is essential to the IJE's mission as change-agent.

II. Training Institutions

1. Dr. Schiff believes it is important to set conditions in contracting with the training institutions to do pieces of the training. The institution might be asked to design a specific training module - eg. in Jewish family education - and may need help in stretching to meet that need.
2. He favors a collaborative approach to training educators in the community in which a training institution, a local BJE and (eg.) synagogues might work together to design training experiences for the personnel involved.
3. Dr. Schiff favors establishing a comprehensive approach to servicing personnel. Rather than leaving the recruiting, training and servicing of educators to each area (eg. early childhood), why can't a community establish a committee or center whose function would be to study the whole community's personnel needs and work with local institutions in a planning process to systematically address those needs?

Alvin felt positive about these recommendations and will attend on February 14th.

JR:ls

NOTES ON CONVERSATION WITH HARRIET ROSENTHAL -- 2/7/90

prepared by Jonathan Woocher

HR had begun, but not completed, reading through the Background Materials for the February 14 meeting. Her reaction to what she had read was extremely positive. Special commendations to Seymour and Annette for "clear and cogent" writing.

Her major concern is how we insure maximum impact of the report and recommendations in a) communities that want to be CAS, but are not selected, and b) communities that don't even ask to be considered. She feels that communities will not simply read the material and organize to take action. She recommends a process of community visitations to stimulate communities to consider the local implications of the Commission's work.

She also feels that we need to consider how to take advantage of the climate of enhanced cooperation between synagogues and federation and among synagogues that is developing in some communities around the issue of resettlement of Soviet Jews. How can we build on this for Jewish education in general?



Confidential

Joe Reimer

NOTES ON MY CALIFORNIA TRIP

A few impressions - off the record - of my meetings with the four commissioners in LA (5/1/89).

1. Irwin Field - He has been reading the materials, but feels no need to participate more actively. His latest involvement has been in LA United Way. He said nothing about Jewish Agency. His attitude was very friendly, curious and involved in the topic, but not in the process.
2. Harold Schulweis - Very involved in his own local projects - which (to me) are very interesting. He is interested in the commission and listened carefully. He considers its being on the East Coast as being too far away.
3. Isaiah Zeldin - Kept me waiting, but was then very involved. I doubt he kept up with the commission. He too is very involved in his own projects. As with Schulweis, I think we have a lot to learn from him, but it will have to be in LA. He said he'd consider coming to meetings if he knew the schedule a year in advance.
4. Mark Lainer - He has a national as well as a local perspective and is incredibly involved as a lay person in Jewish education. He's clearly our most positively attached lay leader on the West Coast, and a very nice man.