



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
10

Folder
10

General correspondence, January 1988-February 1990.

Pages from this file are restricted and are not available online. Please
contact the [American Jewish Archives](http://AmericanJewishArchives.org) for more information.

January 15, 1988

Dear Donald:

The Mandel Associated Foundations has embarked on an initiative to increase the number of Jews who will choose an active commitment to meaningful Jewish identity. The trustees of the M.A.F. believe that Jewish education, broadly defined, is a primary means to accomplish this. The M.A.F. proposes to establish a National Commission to undertake a comprehensive study of the Jewish education enterprise in North America to identify ways to improve it, and to serve as a catalyst to encourage community leaders and organizations to participate in this undertaking.

The Mandel Associated Foundations invites JWB to cooperate with us in this venture. This is an initiative of the Mandel Associated Foundations, which accepts all financial and administrative responsibility for this undertaking. We believe that the product will be considerably enriched and the results improved by the active participation and cooperation of JWB and JESNA, as organizational leaders of the Jewish community in the area of Jewish education and in their concern for meaningful Jewish continuity.

The Mandel Associated Foundations are operating foundations of the Jewish Community Federation of Cleveland. Their trustees will look to the Commission's findings to guide them in making financial commitments in the Study Commission's areas of concern. We hope also that other foundations and funding sources will be influenced by the recommendations of the Commission.

Mr. Donald Mintz

Page 2

I hope that the JWB will wish to cooperate in this initiative, and that you will notify us to that effect at the earliest practical time. I look forward to hearing from you.

Warm personal regards.

Sincerely yours,

MORTON L. MANDEL

Mr. Donald Mintz
President
Jewish Welfare Board
15 East 26th Street
New York, NY 10010-1579

Enclosure

P.S. A draft of the Proposed Initiative on Jewish Continuity/
Jewish Education is enclosed. Please note that this draft
is not a final proposal, and should not be quoted or used
publicly at this time.

January 15, 1988

Dear Bennett:

The Mandel Associated Foundations has embarked on an initiative to increase the number of Jews who will choose an active commitment to meaningful Jewish identity. The trustees of the M.A.F. believe that Jewish education, broadly defined, is a primary means to accomplish this. The M.A.F. proposes to establish a National Commission to undertake a comprehensive study of the Jewish education enterprise in North America to identify ways to improve it, and to serve as a catalyst to encourage community leaders and organizations to participate in this undertaking.

The Mandel Associated Foundations invites JESNA to cooperate with us in this venture. This is an initiative of the Mandel Associated Foundations, which accepts all financial and administrative responsibility for this undertaking. We believe that the product will be considerably enriched and the results improved by the active participation and cooperation of JWB and JESNA, as organizational leaders of the Jewish community in the area of Jewish education and in their concern for meaningful Jewish continuity.

The Mandel Associated Foundations are operating foundations of the Jewish Community Federation of Cleveland. Their trustees will look to the Commission's findings to guide them in making financial commitments in the Study Commission's areas of concern. We hope also that other foundations and funding sources will be influenced by the recommendations of the Commission.

Mr. Bennett Yanowitz

Page 2

I hope that JESNA will wish to cooperate in this initiative, and that you will notify us to that effect at the earliest practical time. I look forward to hearing from you.

Warm personal regards.

Sincerely yours,



MORTON L. MANDEL

Mr. Bennett Yanowitz
President
Jewish Education Service of North America, Inc.
730 Broadway
New York, NY 10003-9540

Enclosure

cc: Mr. Bennett Yanowitz
1300 Bond Court Building
E. 9th at St. Clair Avenue
Cleveland, Ohio 44114

P.S. A draft of the Proposed Initiative on Jewish Continuity/
Jewish/Education is enclosed. Please note that this draft
is not a final proposal, and should not be quoted or used
publicly at this time.



STATE OF ISRAEL
Deputy Prime Minister
and Minister of Education and Culture

January 11, 1968

Mr. Morton L. Mandel
 Franker Industries Corporation
 4500 Euclid Ave
 Cleveland Ohio
 USA 44103

Dear Mr. M.

AMERICAN JEWISH

Pursuant to our last conversation regarding the proposed contribution of the Ministry of Education and Culture towards Jewish Education in the Diaspora, I am pleased to enclose a copy of the executive report submitted to me on the subject.

The report provides an overview of fields in which the Ministry is active and which have the potential to impact upon Jewish Education abroad, including, the training of educational personnel, development of curricular materials and the development of short and long term study programs in Israel for Jewish youth from abroad.

Professional subcommittees within the Ministry are currently formulating detailed programs regarding the above, however, budgetary constraints will to some extent severely hamper actual implementation.

I am following the activities of the Masada Commission on Jewish Education in North America with the greatest of interest. I can assure you that the efforts and resources of the Ministry are available to all those wishing to fulfill the goals of Jewish Education in the Diaspora.

Very truly yours,

Y. Navon

Yehuda Navon

Dear Mort,

Pursuant to our last conversation regarding the proposed contribution of the Ministry of Education and Culture towards Jewish Education in the Diaspora, I am pleased to enclose a copy of the executive report submitted to me on the subject.

The report provides an overview of fields in which the Ministry is active and which have the potential to impact upon Jewish Education abroad, including the training of educational personnel, development of curricular materials and the development of short and long term study programs in Israel for Jewish youth from abroad.

Professional subcommittees within the Ministry are currently formulating detailed programs regarding the above. However, budgetary constraints will no doubt severely hamper actual implementation.

I am following the activities of the Mandel Commission on Jewish Education in North America with the greatest of interest. I can assure you that the professional resources of the Ministry are available to all those wishing to enrich the quality of Jewish Education in the Diaspora.

Best Wishes,

Yitzhak Navon



Ministry of Education and Culture
Special Projects Department

JEWISH EDUCATION IN THE DIASPORA

A Proposal presented for discussion and accepted by
the Ministry Executive Board

March 1988

General

The Jewish community in the Diaspora has been suffering in recent years from an increasing rate of assimilation. An additional worrying phenomenon is the lessening to a minimum of aliyah (immigration to Israel), especially from Western countries.

Under such conditions the Ministry of Education and Culture cannot stand by and ignore the needs of the Jewish people in the Diaspora. Accordingly, the decision has been taken to examine the possibility of the entry of the Ministry of Education and Culture, in a planned and coordinated fashion, into the area of Jewish education in the Diaspora.

It should be stated at the outset that we do not intend to directly implement Jewish education in the countries of the Diaspora, for this task is delegated to the Jewish Agency and the World Zionist Organization. Our intent is to provide services, programs, assistance, evaluation, and anything necessary to the pertinent bodies, as well as dealing with enquiries which are addressed directly to the Ministry by Jewish schools and Jewish educational organizations abroad. Similarly, we have no intention of requesting a budget from the Ministry of Education and Culture, but rather to finance activities by the sale of services and programs to those turning to us and to rely upon foundations and external sources of financing.

A number of units in the Ministry of Education and Culture have reported a not-inconsequential number of attempts to use the resources of the Ministry - teachers, educational materials, special programs such as the Oriental Jewish Heritage Center, and Educational Television - to enrich Jewish education in the Diaspora.

These attempts either remained unanswered or were implemented partially, with no continuity; this was due to the lack of a central address in the Ministry, capable of coordination both within the Ministry and with relevant external bodies, including the attainment of a budget from sources of financing such as the budgets of the Education Departments of the World Zionist Organization and the Joint Fund (of the World Zionist Organization, the Jewish Agency, and the State of Israel - the Ministry of Education and Culture).

The Ministry of Education and Culture, by means of the Teacher Training Division, supervises 11 teacher training institutions which have a special one-year curriculum for students from abroad, and which award a "Teacher for the Diaspora" certificate. Most of these institutions are religious (dati) or ultra-Orthodox (haredi). Only the Greenberg Institute of the Education Department of the World Zionist Organization produces secular teachers. Approximately 80% of the students come from the United States and Canada. Each year about 250 students (of whom more than 200 are women) study in these programs, as well as about 40 Israelis studying to be teachers, who are preparing themselves to serve as emissaries abroad. An additional group of 30-40 students comes to Israel each year from institutions which have been awarded recognition as "Institutions for Hebrew Teacher Training in the Diaspora" by a joint committee of the Ministry of Education and Culture and the education department of the World Zionist Organization. (Some examples: Shor College, Argentina; Gateshead College, England). These students complete their studies during the course of 1-2 months in one of the teacher-training seminars in Israel.

We are of the opinion that the training in educational institutions in Israel of teachers for Jewish education in the Diaspora should be regarded as an integral part of the system of teacher training under the supervision of the Ministry of Education and Culture.

Teachers who have completed such training should have priority in finding employment as teachers, and should receive higher pay. It has become clear from talks with senior educators in the United States that they are willing to cooperate in this matter. It should be noted that this proposal was raised before Dr. Alvin Schiff, executive vice president of the New York Board of Jewish Education, who expressed his full support for the idea.

In light of the growing tendency abroad, especially in the United States, for education to be studied in general colleges and universities (as opposed to specialized teacher-training institutes) the formation of ties between these general institutions abroad and teacher-training institutions in Israel, including accreditation agreements, should be

encouraged, so that studies in a "Jewish Education in the Diaspora" program will be considered as a part of the curriculum in the home institution abroad. Such an agreement could be expressed at the level of student teaching, B.Ed., B.A., or even that of an advanced degree.

A number of teacher-training institutions, including the Levinsky Seminar, the Gordon Seminar, and Orot, have expressed their willingness to intensify and deepen the "Teacher for the Diaspora" trend, under the proper conditions.

Regarding recognition of the course of study by potential employers (Jewish schools, communities, Jewish Boards of Education, federations, etc.): the value of the "Teacher for the Diaspora" degree must be agreed upon in advance with the relevant parties, including implications for preference in employment, recompense for employment conditions, and recognition of the course of study as a stage in professional advancement, and as a requirement for senior staff in the Jewish education system.

Notes: regarding the existing teacher-training frameworks abroad, we do not see any need for planned, direct intervention, except for the examination of content, materials and pedagogic assistance, as requested and financed by specific bodies.

Similarly, we do not deal with in-service training activities conducted in Israel and abroad by diverse bodies, except for specific subjects in which the Ministry is the leading force, such as the Heritage of Oriental (Sephardi) communities, educational television, etc.

II. Teacher-Emissary Administration

Each year about 140 employees of the educational system - principals, teachers, inspectors, and senior Ministry employees - go abroad as World Zionist Organization emissaries (shlichim) filling educational and administrative positions abroad. This reality is reflected in the arrangement for the inclusion of the emissary period in calculating the seniority of the educator and holding the worker's job for him/her during the emissary period (shlichut). On the other hand, however, administrative procedures have not yet been formalized regarding the

temporary absence from the system of the teacher/inspector/Ministry employee and the reabsorption process at the end of shlichut.

At present, contacts are held between the body sending the emissary and the candidate almost without the knowledge of the system, until the stage of the request for leave without pay by the emissary candidate. Despite the fact that the official deadline for the submission of leave without pay requests is March 31, requests to go abroad as an emissary also arrive during the months of July-August. This is also the case regarding those who go abroad as emissaries in direct coordination with the employing body, and not through the education departments of the World Zionist Organization.

It is not necessary to mention the implications of this irregular arrangement upon manpower planning in the Ministry headquarters and district offices, and also in the schools.

Another matter of principle to which the Ministry of Education and Culture must address itself is the level of training of the candidate. It is proposed that a training course of yearly in-service training (perhaps within the framework of the sabbatical year) be established in an agreed-upon educational institution, within the framework of which the candidate would be trained for his task as an emissary in accordance with two criteria:

1. the place in which he will serve as an emissary, according to the key of continent - country - community - type of institution (e.g., United States - eastern coast - New York - high school)
2. the intended position - teacher, principal, etc. This proposed in-service training framework will make possible the expansion of the curriculum, the inclusion of the areas of informal education, communal education, and additional areas considered relevant by the communities in the Diaspora.

It is suggested that this course of study be coordinated between the Ministry of Education and Culture and the body sending the emissary, beginning with the administering of qualifying exams to those candidates recommended by the Ministry, and including the application of guidelines for in-service training subsidies in accordance with Ministry policy.

It is therefore proposed to concentrate the administrative treatment and the pedagogic training of the teacher-emissary within the context of a Teacher-Emissary Administration.

This Administration will bear responsibility for the above-mentioned areas, including the creation of a reserve of teacher-emissaries who will undergo suitable training and whose temporary absence while serving as emissaries also takes into consideration the needs of the Israeli educational system. All this will be done in full coordination with the relevant bodies, including the World Zionist Organization, the teachers' organizations, the educational institutions which will conduct the in-service training, and the representatives of the communities and federations.

It should be noted that the proposal to establish a Teacher-Emissary Administration was raised in a forum of World Zionist Organization officials, teachers and Jewish educators from Israel and abroad, within the framework of an international conference on Jewish education in the Diaspora held in December 1987 and received enthusiastic support.

The Director-Generals of the education and youth departments of the World Zionist Organization also stressed the need to establish such an Administration.

III. Preparation of Educational Materials

At present, a sizeable number of bodies is involved with the preparation of Jewish educational materials for the Diaspora, including the Jewish Agency and the World Zionist Organization, the centers for Jewish education in Israeli universities (including the Open University) and Bet Hatefutzot.

In addition to these materials, which are specifically intended for the Diaspora, Israel is blessed with a wealth and diversity of educational materials which are produced on an ongoing basis within the educational system - by the Ministry (the Educational Television, the Information Center, the Religious Education Division, the Curriculum Division, the Oriental Jewish Heritage Center, the Pedagogic Centers, etc.), the educational networks (ORT, AMIT), educational institutions, and professional bodies such as the Center for Educational Technology.

In contrast with this wealth of materials, there is the sad reality of Jewish schools abroad (both day and supplementary schools) lacking up-to-date attractive teaching materials. This situation is said to result from the lack of local budgets for the purchase of innovative educational materials, as well as the unsuitability of most of the existing materials for the specific school. An additional problem is the lack of knowledge regarding existing materials. Even when inquiries on this subject from the schools do reach the Ministry of Education and Culture the Ministry is at present not prepared to fully deal with them. Programs which were proposed in the past in the areas of educational television and the heritage of Oriental Jewish communities were not implemented, due to lack of budgets and/or a means of implementation. It is therefore proposed that the Special Projects Division coordinate the involvement of the Ministry in the field of educational materials, using the term in its broadest sense and including written material, displays and posters, films and video programs, television programs, etc.

Stage I - Internal Coordination

All the existing educational materials in the educational system in Israel must be reviewed, and classified in three categories:

1. material unsuitable for the Diaspora
2. materials suitable after literal translation
3. materials suitable after cultural adaptation to the target population

It is proposed that the work of classification be carried out by a number of professional teams which will include representatives of the Ministry and of the communities abroad. The work could be done by division into subjects, by communities, or by any other method accepted by the project steering committee.

After the conclusion of the classification, and in cooperation with all relevant bodies, a program of implementation will be determined for the selected materials including budget, means of adaptation, production and distribution, with emphasis being placed upon the publishing of a catalog of

individual items, to be used freely by noncommercial bodies abroad able to adapt the materials independently, in accordance with their local needs. These actions will provide a response to the claim which is often heard abroad about the lack of knowledge regarding existing materials within the system.

It should be noted that a query along this line was recently directed to the Ministry by the Coalition for Advancement in Jewish Education (CAGE), which has 8,000 members in the United States in the field of Jewish education. CAGE requested detailed information regarding educational resources within the system, in preparation for its annual conference to be held in Israel in the summer of 1988.

Stage II - External Coordination

The same activities, namely the review and classification of educational materials are to be repeated, but with regard to the materials produced in Israel (or perhaps in the Diaspora as well) which are not used in the regular system. The Ministry will serve as a professional consulting body, in light of the experience gained during implementation of the preceding stage.

Similarly, the possibility of coproduction of new materials, including coordination and planning, should be examined - for example the preparation of didactic material by the Ministry to accompany the exhibitions and films of Bet Hatefutzot, coproduction of audiovisual programs with the Israel Film Service and with the Educational Television, use of material produced by the Ministry for adult education for use in Hebrew language ulpanim and courses abroad, coproduction of material on the heritage of Oriental Jewry, etc.

It is proposed that the final product be a computerized visual catalog, which will comprise an annotated list of all the individual items suitable for the enrichment and intensification of Jewish education in the Diaspora.

IV. Informal Education and Youth Encounters

Every summer thousands of Jewish youth from North America (mainly from the United States) and Europe come to Israel within the framework of programs of the Youth and Hechalutz Department of the World Zionist Organization. Many additional organizations also bring Jewish youth to Israel, during both the summer and other vacations.

Because programs for North American youth are, for the most part, congruent with the vacations in the Israeli educational system, the visitors are prevented from meeting with their Israeli counterparts in a planned and structured manner.

It is proposed that the Special Projects Division initiate and accompany the activity of coordination between the bodies involved in bringing youth from abroad to Israel and the relevant bodies in the educational system, especially the Youth Division, making use of institutions with special content matter relevant to both populations, such as Bet Hatefutzot and the kibbutzim, regarding joint activities such as seminars, tours, and social activities.

V. The Integration of Jewish Diaspora Youth in Educational Institutions in Israel.

Participation of Jewish youth from abroad within educational programs / institutions in Israel has proven to be a central element in the development of Jewish identity of this youth. The 1983 five-year plan of the Council for Higher Education states that the universities must intensify their efforts to enlist Jewish students from abroad. "From my own experience, I know of no better way to strengthen the ties between a Jewish student abroad and the State of Israel than an educational experience here in Israel" - this statement was made by Mr. Yitzhak Navon, Deputy Prime Minister and Minister of Education and Culture, in an interview granted to Nitzanim, the journal of the School for Overseas Students, The Hebrew University, 1987.

The Students' Authority, which is a joint body of the Jewish Agency and the Ministry of Immigrant Absorption, deals with students possessing the status of "New Immigrant" or "Temporary Resident," as well as with returning minors. This treatment includes the granting of stipends and loans.

The steering committee for overseas students of the Planning and Grants Committee of the Council for Higher Education also is active in bringing students to Israel, including those who possess only the status of "Tourist." A representative of the Committee was stationed abroad for several years in order to enlist students.

A third sphere for the enlistment of students is the Friends' Associations abroad of institutes of higher education in Israel.

Despite extensive efforts invested by all these bodies, the way has yet to be found to increase significantly the number of Jewish youth from abroad coming to study in Israel, as indicated below:

Current data of the Students' Authority indicate that there are about 9,000 students from abroad registered in Israeli educational institutions, including universities, colleges, academies, and yeshivot. If to this figure are added students studying in programs not under the aegis of an Israeli institution (e.g., Touro College, Rockland Community College) who number about 500, and students who come directly to the educational institutions in Israel without the assistance of any governmental body, who number about 1,000, the total number of overseas students in Israel is approximately 10,500 (not including those studying in summer programs and short-term programs, i.e., less than one semester).

Division of Overseas Students into Study Categories

certificate/degree studies:	about 4,000 students (about 25% from the U.S.)
one-year programs:	about 1,600 students (about 90% from the U.S.)
advanced degrees:	about 200 students
students in yeshivot:	about 3,000 students (about 70% from the U.S.)
students in non-Israeli institutions:	about 500 students (about 90% from the U.S.)
students not receiving special treatment:	about 1,000 students

Note: These data do not include high school students from abroad studying in secondary institutions in Israel, whose number is estimated at about 1,000 students.

According to all opinions, these figures reflect a very small percentage of the potential population. Various estimates speak of a potential in the United States alone of 20,000-50,000 college-age Jewish students.

The Ministry of Education and Culture has maximal accessibility to and involvement in the entire Israeli educational system. Accordingly, we are of the opinion that only a system planned and coordinated by the Ministry of Education and Culture, in cooperation with all the relevant bodies and institutions, can constitute a systematic and comprehensive solution for the encouragement and integration of Jewish youth from abroad in educational programs in Israel.

Mention should be made of the proposals which have been raised whose goal is the encouragement of studies by youth from abroad in Israel:

- the additional expansion of short-term programs, inter alia in coordination with the Kibbutz Movement (the "Israeli experience")
- the development of special one-year academic programs in English, such as the Boston Program for Administration at Ben Gurion University
- the development of four-year B.A. programs in English, as discussed inter alia in the Education Committee of the Knesset
- an examination of the conditions of accreditation under which the educational frameworks in Israel which are affiliated with educational institutions abroad operate, and an examination of the accessibility of these frameworks to the rules of certification and recognition of the Council for Higher Education
- the qualitative and quantitative expansion of the infrastructure for secondary boarding schools for the absorption of 11th and 12th grade students, in cooperation with Youth Aliyah, the educational networks and the Kibbutz Movement
- the hosting of Jewish high school students from abroad in families with children of high school age in Israel for varying periods, including studying together in high school

We propose concentrating in the Ministry the encouragement and integration of Jewish students from abroad in educational programs in Israel, and examining, together with all the bodies dealing with the matter, the development of viable alternatives.

VI. Israeli Schools Abroad and Courses of "Israel Study" in Jewish Schools in the Diaspora

It is proposed that the Special Projects Division consolidate the treatment and coordination with relevant bodies, in Israel and abroad, of the three types of Israeli studies abroad, which are:

1. The Israeli school - operates according to the Israeli syllabus, with Israeli teachers. This type exists only in Paris (kindergarten - 12th grade), although a school in Buenos Aires is being established at present.
2. An Israeli extension in a local Jewish school - a separate group, which studies according to an Israeli syllabus with teachers approved by the Education Ministry within the framework of the Jewish school. This type exists in Brussels (kindergarten - 12th grade).
3. Sunday school - the addition of Israeli subjects, mainly for the children of emissaries, from kindergarten through the 12th grade. The teachers are approved by the Education Ministry. This type exists mainly in Europe and the United States.

At present there is no cooperation between the Ministry and the World Zionist Organization in this area. As a result, a number of problems have arisen, including the following:

1. The inability to properly evaluate the Jewish school abroad for the Civil Service Commission, in order to make decisions regarding the registration of the children of emissaries. Such a problem arose in Mexico, and recently in England; decisions were taken without professional evaluation of the level of the schools concerned.
2. The integration of teacher-emissaries within the framework of Israeli extensions (Type 2). Their involvement in the above-mentioned framework is prevented at present by the World Zionist Organization.
3. According to the assessment of Ministry officials who are closely acquainted with the subject, cooperation with the World Zionist Organization would make possible the existence of frameworks of Type 2 almost universally.

VII. The Dissemination of Israeli Culture to Jewish Communities in the Diaspora

The dissemination of Israeli culture with Jewish content is an additional educational tool for the strengthening of the links between Israel and the Diaspora. Such ties are expressed by the holding of workshops, exhibitions, meetings, and performances by Israeli artists - on both the professional and amateur levels - among Jewish communities abroad, and in coordination with them. It should be noted that these activities have already been begun by the Keshet management corporation and the CRB Foundation.

Summary and Recommendations

1. Recommendation: concentrating the involvement of the Ministry of Education and Culture in the area of Jewish education in the Diaspora within the Special Projects Division.
2. Recommendation: The Special Projects Division shall serve as the body for coordination and liaison with all the institutions and bodies, in Israel and abroad, dealing with Jewish education in the Diaspora.
3. Recommendation: the Special Tasks Division shall coordinate the Ministry's relevant activities, including the drawing up of funding programs for presentation to relevant foundations.
4. Recommendation: the Division will act in the realms of planning and coordination, implementation, and supervision, within the framework of a higher authority which will be established for purposes of coordinating all bodies dealing with Jewish education in the Diaspora.
5. Recommendation: the projects proposed and implemented by the Ministry and in cooperation with it will be based on outside financing.
6. Recommendation: establishing with the Ministry a professional standing committee on the subject of Jewish education in the Diaspora, whose task will be to chart Ministry policy on the subject of Jewish education in the Diaspora.

HL2

WHY NOT THANK HIM
WITH ENTHUSIASM AND
SAY WE WILL FIND A
WAY TO TAKE HIM UP
ON HIS OFFER

— m —

MLM

3/3

I believe Yitz. should
be a member of the Commission.
Alternatively, we should
use him as a consultant.

Do you want me
to draft a letter for
you. If so, how do you
think we should use
him.

NRJ



CLAL

The National Jewish
Center for Learning
And Leadership

February 25, 1988
7 Adar, 5748

Mr. Morton Mandel
Premier Industrial Foundation
4500 Euclid Avenue
Cleveland, OH 44103

(Handwritten signature and scribbles)

Dear Mort:

OFFICERS

Robert Loup
Chairman

Rabbi Irving Greenberg
President

Aaron Ziegelman
Associate Chairman

Barbara Friedman
Sanford Hollander
Magda Shenberg Leuchter
Norman Lipoff
William Spier
Martin Stein
Vice Chairmen

Donald Landis
Moshe Werthan
Treasurers

Harvey Arfa
Klara Silverstein
Secretaries

Paul Jeser
Exec. Vice President

PAST CHAIRMEN

Ben Zion Leuchter
Neil Norry
Lee Javitch
Irvin Frank
Herschel Blumberg

FOUNDERS

Rabbi Irving Greenberg
Elie Wiesel
Rabbi Steven Shaw

I have watched with interest and excitement the direction that you are taking with your family Foundation. The fact that the Foundation will be underwriting projects in Jewish education is of prime concern to all of us.

CLAL has been a forerunner in developing and running Jewish education for Jewish leadership programs throughout North America. What began as a small and almost one-person operation some thirteen years ago is now a \$2 million a year operation with ongoing Jewish education programs for Jewish leadership in three dozen communities in North America. The enclosed program report, distributed to our leadership last summer, will give you a very good picture of our activities.

However, this is a personal letter. I am more than willing to serve in any capacity necessary to help your Foundation develop its direction. This opportunity comes only once in a lifetime for a Jewish community, and I would be more than honored if you would look towards me as an advisor or to be part of an advisory process.

I hope that you will consider taking me up on my offer and look forward to hearing from you.

(Handwritten signature)
Sincerely,

Irving Greenberg



CLAL

BOARD OF DIRECTORS

Hon. Robert Abrams, *New York, NY*
 Alan Ades, *New Bedford, MA*
 Ruth Ades, *New Bedford, MA*
 Michael Adler, *Miami, FL*
 Vicki Agron, *Harrison, NY*
 *Harvey Arfa, *New York, NY*
 Sandy Averbuch, *Nashville, TN*
 Jack Bendheim, *Riverdale, NY*
 Theodore Bikel, *Wilton, CT*
 Goldene Blumberg, *Chevy Chase, MD*
 *Herschel Blumberg, *Chevy Chase, MD*
 Paul Borman, *Detroit, MI*
 Jeffrey Boyko, *New York, NY*
 Frances Brandt, *New York, NY*
 Arthur Brown, *Chicago, IL*
 Shoshana Cardin, *Baltimore, MD*
 Fred Claar, *Harrison, NY*
 Albert Cohen, *New York, NY*
 Stuart Eisenstat, *Chevy Chase, MD*
 *Edwin Ellman, *Columbus, OH*
 Stuart Epstein, *New York, NY*
 Henry Everett, *New York, NY*
 *James Fingerroth, *New York, NY*
 Esther Fink, *Chicago, IL*
 *Irvin Frank, *Tulsa, OK*
 *Barbara Friedman, *New York, NY*
 Martin Gold, *New York, NY*
 Rick Goldberg, *Austin, TX*
 Oshias Goren, *Los Angeles, CA*
 Eugene Grant, *New York, NY*
 Steven Grossman, *Boston, MA*
 Dr. Stanley Hersh, *Fort Worth, TX*
 Gene Hoffman, *Metrowest, NJ*

Marvin Holland, *Providence, RI*
 *Sanford Hollander, *Newton, NJ*
 Deborah Israel, *Orlando, FL*
 Seymour Israel, *Orlando, FL*
 *Lee Javitch, *Harrison, NY*
 Mendel Kaliff, *San Antonio, TX*
 Brad Kasten, *Columbus, OH*
 Holly Kasten, *Columbus, OH*
 *Evelyn Kervin, *New York, NY*
 *Solomon Kimerling, *Birmingham, AL*
 Rabbi Peter Knobel, *Chicago, IL*
 Morton Kornreich, *Harrison, NY*
 Franklin Kreutner, *Miami, FL*
 Bersy Landis, *White Plains, NY*
 *Donald Landis, *White Plains, NY*
 Marvin Lender, *New Haven, CT*
 *Ben Zion Leuchter, *Vineland, NJ*
 *Magda Shenberg Leuchter, *Vineland, NJ*
 Bernard Levin, *St. Louis, MO*
 Jean Levy, *Palm Beach, FL*
 Judith Levy, *Boston, MA*
 Barner Louis Liberman, *New York, NY*
 Hon. Joseph Lieberman, *New Haven, CT*
 *Norman Lipoff, *Miami, FL*
 J. Stephen Lipper, *Montreal, Canada*
 Rabbi Haskel Lookstein, *New York, NY*
 *Robert Lupp, *Denver, CO*
 Robyn Lupp, *Denver, CO*
 Dr. Sharon Lowenstein, *Kansas City, MO*
 *Harry Mancher, *Scarsdale, NY*
 Leonard Mansky, *Roslyn, NY*
 Judy May, *Metrowest, NJ*
 Norton Melaver, *Savannah, GA*

Alan Molod, *Philadelphia, PA*
 Sondra Gelb Myers, *Scranton, PA*
 Jack Nash, *New York, NY*
 Raquel Newman, *San Francisco, CA*
 *Neil Norry, *Rochester, NY*
 Sharon Norry, *Rochester, NY*
 Joseph Oppenheimer, *New York, NY*
 Ronald Panitch, *Philadelphia, PA*
 Judy Stern Peck, *New York, NY*
 Rabbi Larry Pinsker, *New York, NY*
 Lester Pollack, *New York, NY*
 Esther Leah Ritz, *Milwaukee, WI*
 Irving Schneider, *New York, NY*
 Alan Shulman, *Palm Beach, FL*
 *Arthur Silverman, *New York, NY*
 *Klara Silverstein, *New York, NY*
 Dr. Saul Singer, *Hollywood, FL*
 *Sanford Solender, *Somers, NY*
 *Radine Abramson Spier, *New York, NY*
 *William Spier, *New York, NY*
 *Martin Stein, *Milwaukee, WI*
 *Ralph Stern, *Morristown, NJ*
 Peggy Tishman, *New York, NY*
 Bernard Waldman, *Hartford, CT*
 Bernice Waldman, *Hartford, CT*
 Gury Wallin, *Manchester, NH*
 Leon Weiner, *Houston, TX*
 *Sandra Weiner, *Houston, TX*
 Morry Weiss, *Cleveland, OH*
 Jack Weprin, *New York, NY*
 *Moshe Werthan, *Nashville, TN*
 Ronald Wornick, *San Francisco, CA*
 *Aaron Ziegelman, *New York, NY*

*Executive Committee

FACULTY AND STAFF

RABBI IRVING GREENBERG, *President*
 PAUL JESER, *Executive Vice President*
 DAVID ELCOTT, Ph.D., *Shalom Program Director*
 NINA BETH CARDIN, *Publications Coordinator*
 RABBI LEONID FELDMAN, *CLAL Associate*
 RABBI STEVEN GREENBERG, *CLAL Scholar*
 DEBBY HIRSHMAN, *Director of Beit Clal*
 RABBI REUVEN KIMELMAN, *Senior CLAL Scholar*

DAVID KRAEMER, Ph.D., *CLAL Scholar*
 SHARON FLISS LAUFER, *Director of Operations*
 ARLENE LEPOFF, *Program Associate*
 ERIC LEVINE, *Associate Director of Am Echad*
 RABBI SHIRA MILGROM, *CLAL Associate*
 RABBI DAVID NELSON, *CLAL Scholar*
 DEVORA STEINMETZ, Ph.D., *CLAL Scholar*
 RABBI JOSEPH TELUSHKIN, *CLAL Associate*

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

HL3
M L M A.
file

March 4, 1988

Dear Yitz:

I was very pleased to get your personal endorsement of the direction of some of our activities. You pay me a great compliment, and coming from you it is doubly appreciated.

We certainly will look for ways to take you up on your offer to be of help to us. Some of our specifics are still in the planning stage. I'm glad to know that you're going to be available to help us with our program.

Warm regards and all the best.

Sincerely,


MORTON L. MANDEL

Mr. Irving Greenberg
The National Jewish Center for
Learning and Leadership
421 Seventh Avenue
New York, NY 10001

TO: Art Naparstek FROM: Ann Klein DATE: May 4, 1988
NAME NAME
DEPARTMENT PLANT LOCATION DEPARTMENT PLANT LOCATION
REPLYING TO
YOUR MEMO OF: _____

SUBJECT: Mandel Center Certificate Program Graduation

Mort has been invited to make some brief after-dinner remarks to the first graduates of the Mandel Center Certificate Program in Non-Profit Management (see attached) on July 6th.

Could you send me some ideas that he might use?

Thanks.

P.D.

submitting detailed budget -

HLZ -

Meet after 10:00

Sunday aft - 2:30

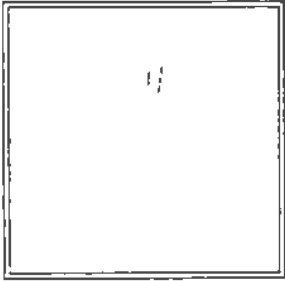
Sat aft 2:30

Monday aft.

Allocation

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

ALC



**Mandel Center for
Non-Profit Organizations**

A program of the
School of Applied Social Sciences
Weatherhead School of Management
School of Law

March 8, 1988

Mr. Morton L. Mandel
Premier Industrial Foundation
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Mort:

We have reserved July 6th on your calendar as the date for the graduation of the first class of the Certificate Program in Non-Profit Management. The evening will include a ceremony, dinner, and some brief after-dinner remarks. The students, faculty and staff would be honored if you would say a few words about your dreams for the Mandel Center.

Dinner will begin at 6:00 p.m.. Your remarks will be scheduled for approximately 7:15 p.m. Invitations with more specific details will be mailed in early June.

Sincerely,

Dennis R. Young
Director

DRY:jh

5/10/88 DRAFT

May 12, 1988

Name
Address
City, State, Zip

Dear _____:

I am delighted that you will join the North American Commission on Jewish Education. The Commission will recommend practical steps and interventions for the improvement of Jewish education in North America. We hope that the Commission will offer concrete recommendations to strengthen Jewish education in all its forms and settings.

We anticipate that the Commission will meet four to six times over a period of 18 to 24 months.

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

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

The Jewish community has created notable successes in the last sixty years in such areas as philanthropy, social services, and support for Israel. We believe it is feasible at this time to make Jewish education one of the success stories of modern American Jewish life.

Enclosed is a paper describing our concept of the work of the Commission. It reflects the thinking of a small group of professionals who have worked with me to describe the idea behind the organization of the Commission.

I hope to see you at our first Commission meeting which will probably be held late in July in New York City. An agenda and background material will follow in advance of the first meeting.

I look forward to working with you on the Commission.

Sincerely,

MLM



CLAL

June 16, 1988

The National Jewish
Center for Learning
And Leadership

Morton Mandel
Arthur Naparstek
Premier Industrial Foundation
4500 Euclid Ave.
Cleveland, Ohio 44103

OFFICERS

Robert Loup
Chairman
Rabbi Irving Greenberg
President
Aaron Ziegelman
Associate Chairman
Barbara Friedman
Sanford Hollander
Magda Shenberg Leuchter
Norman Lipoff
William Spier
Martin Stein
Vice Chairmen
Donald Landis
Moshe Werthan
Treasurers
Harvey Arfa
Klara Silverstein
Secretaries
Paul Jeser
Exec. Vice President

PAST CHAIRMEN

Ben Zion Leuchter
Neil Norry
Lee Javitch
Irvin Frank
Herschel Blumberg

FOUNDERS

Rabbi Irving Greenberg
Elie Wiesel
Rabbi Steven Shaw

Dear Mort and Art,

I want to thank you very much for providing me with the opportunity to come to Cleveland and to discuss this most outstanding project which you have initiated. As I said to you, Mort, I felt very privileged to meet you and to hear your thoughts about the need for such a commission and the need for systemic change in Jewish education.

I feel fortunate that I have worked in three main areas of Jewish education, i.e., the supplementary school, the day school, and the camp setting. I have had the opportunity to create environments in which children as well as parents did gain a strong sense of themselves and did strengthen their Jewish identity. The potential for all of these institutions is enormous. The capacity for Jewish education to enhance the lives of children as well as adults is great.

Our heritage and culture provide us with such rich materials that can truly guide Jewish institutions in their formation and ultimately in the successful achievement of their mission. I have hoped that there would be new visions in Jewish education. I thank you for making this your priority. I hope that through your efforts and the efforts of the commission, systemic change will come!

-2-

Projects that are important to me I think about at all different times. I did want to share some thoughts that I had regarding the first commission meeting. I think the first commission meeting can be a model. I think the meeting needs to be an experience in Jewish education for the commissioners as well as an emotional experience for them. It might be wonderful to build into the program some form of learning which may be done by one of the chancellors of the various seminaries or one of the other senior scholars.

Another thought that I had was to see if one of the individuals who is on the commission (based on your interview process) might want to share their own case history or a case history of a project which they feel is valuable to the field of Jewish education. These two components may help to create a connectedness that will go beyond the intellectual commitment that the entire group has made to the project.

I share these thoughts with you because I care. I will look forward to sharing other thoughts or ideas in the future. Please feel free to contact me if I can be of help.

Thank you again. Let me wish you great success.

Most sincerely,



Debby Harshman
Director, Beit Clal



BOARD OF DIRECTORS

- Hon. Robert Abrams, *New York, NY*
Alan Ades, *New Bedford, MA*
Ruth Ades, *New Bedford, MA*
Michael Adler, *Miami, FL*
Vicki Agron, *Harrison, NY*
*Harvey Arfa, *New York, NY*
Sandy Averbuch, *Nashville, TN*
Jack Bendheim, *Riverdale, NY*
Theodore Bikel, *Wilton, CT*
Goldene Blumberg, *Chevy Chase, MD*
*Herschel Blumberg, *Chevy Chase, MD*
Paul Borman, *Detroit, MI*
Jeffrey Boyko, *New York, NY*
Frances Brandt, *New York, NY*
Arthur Brown, *Chicago, IL*
Shoshana Cardin, *Baltimore, MD*
Fred Claar, *Harrison, NY*
Albert Cohen, *New York, NY*
Stuart Eizenstat, *Chevy Chase, MD*
*Edwin Ellman, *Columbus, OH*
Stuart Epstein, *New York, NY*
Henry Everett, *New York, NY*
*James Fingerhuth, *New York, NY*
Esther Fink, *Chicago, IL*
*Irvin Frank, *Tulsa, OK*
*Barbara Friedman, *New York, NY*
Martin Gold, *New York, NY*
Rick Goldberg, *Austin, TX*
Ossias Goren, *Los Angeles, CA*
Eugene Grant, *New York, NY*
Steven Grossman, *Boston, MA*
Dr. Stanley Hersh, *Fort Worth, TX*
Gene Hoffman, *Metrowest, NJ*
Marvin Holland, *Providence, RI*
*Sanford Hollander, *Newton, NJ*
Deborah Israel, *Orlando, FL*
Seymour Israel, *Orlando, FL*
*Lee Javitch, *Harrison, NY*
Mendel Kaliff, *San Antonio, TX*
Brad Kasten, *Columbus, OH*
Holly Kasten, *Columbus, OH*
*Evelyn Kevvin, *New York, NY*
*Solomon Kimerling, *Birmingham, AL*
Rabbi Peter Knobel, *Chicago, IL*
Morton Kornreich, *Harrison, NY*
Franklin Kreutzer, *Miami, FL*
Betsy Landis, *White Plains, NY*
*Donald Landis, *White Plains, NY*
Marvin Lender, *New Haven, CT*
*Ben Zion Leuchter, *Vineland, NJ*
*Magda Shenberg Leuchter, *Vineland, NJ*
Bernard Levin, *St. Louis, MO*
Jean Levy, *Palm Beach, FL*
Judith Levy, *Boston, MA*
Barnet Louis Liberman, *New York, NY*
Hon. Joseph Lieberman, *New Haven, CT*
*Norman Lipoff, *Miami, FL*
J. Stephen Lipper, *Montreal, Canada*
Rabbi Haskel Lookstein, *New York, NY*
*Robert Loup, *Denver, CO*
Robyn Loup, *Denver, CO*
Dr. Sharon Lowenstein, *Kansas City, MO*
*Harry Mancher, *Scarsdale, NY*
Leonard Mansky, *Roslyn, NY*
Judy May, *Metrowest, NJ*
Norton Melaver, *Savannah, GA*
Alan Molod, *Philadelphia, PA*
Sondra Gelb Myers, *Scranton, PA*
Jack Nash, *New York, NY*
Raquel Newman, *San Francisco, CA*
*Neil Norry, *Rochester, NY*
Sharon Norry, *Rochester, NY*
Joseph Oppenheimer, *New York, NY*
Ronald Panitch, *Philadelphia, PA*
Judy Stern Peck, *New York, NY*
Rabbi Larry Pinsker, *New York, NY*
Lester Pollack, *New York, NY*
Esther Leah Ritz, *Milwaukee, WI*
Irving Schneider, *New York, NY*
Alan Shulman, *Palm Beach, FL*
*Arthur Silverman, *New York, NY*
*Klara Silverstein, *New York, NY*
Dr. Saul Singer, *Hollywood, FL*
*Sanford Solender, *Somers, NY*
*Radine Abramson Spier, *New York, NY*
*William Spier, *New York, NY*
*Martin Stein, *Milwaukee, WI*
*Ralph Stern, *Morristown, NJ*
Peggy Tishman, *New York, NY*
Bernard Waldman, *Hartford, CT*
Bernice Waldman, *Hartford, CT*
Gary Wallin, *Manchester, NH*
Leon Weiner, *Houston, TX*
*Sandra Weiner, *Houston, TX*
Morry Weiss, *Cleveland, OH*
Jack Weprin, *New York, NY*
*Moshe Werthan, *Nashville, TN*
Ronald Wornick, *San Francisco, CA*
*Aaron Ziegelman, *New York, NY*

*Executive Committee

FACULTY AND STAFF

- RABBI IRVING GREENBERG, President
PAUL JESER, Executive Vice President
DAVID ELCOTT, Ph.D., Shamor Program Director
NINA BETH CARDIN, Publications Coordinator
RABBI LEONID FELDMAN, CLAL Associate
RABBI STEVEN GREENBERG, CLAL Scholar
DEBBY HIRSHMAN, Director of Beit Clal
RABBI REUVEN KIMELMAN, Senior CLAL Scholar
DAVID KRAEMER, Ph.D., CLAL Scholar
SHARON FLISS LAUFER, Director of Operations
ARLENE LEPOFF, Program Associate
ERIC LEVINE, Associate Director of Am Echad
RABBI SHIRA MILGROM, CLAL Associate
RABBI DAVID NELSON, CLAL Scholar
DEVORA STEINMETZ, Ph.D., CLAL Scholar
RABBI JOSEPH TELUSHKIN, CLAL Associate



CLAL

The National Jewish
Center for Learning
And Leadership

June 28, 1988

Arthur Naparstek
Premier Industrial Foundation
4500 Euclid Ave.
Cleveland, Ohio 44103

Dear Art,

I want to thank you very much for our phone conversation last week. I appreciated our ability to share openly and honestly our thoughts. I want to once again formally withdraw my candidacy for the position of Associate Director of the Commission on Jewish Education.

As I have told you and others, I think this is one of the most brilliant and important undertakings for the Jewish community. Yet based on the salary, I am unable to consider this position. I do want to reiterate my offer to you to be involved in the project in some other way. I would love to share my years of experience in Jewish education with you and with the commission in whatever way would be most productive and valuable.

Let me wish you well in a very exciting venture. I hope that your own work continues to thrive and that the project flourishes under your leadership.

Let me wish you and your family a wonderful summer.

Most sincerely,

Debby Hirshman
Director, Beit Clal

OFFICERS

Robert Loup
Chairman

Rabbi Irving Greenberg
President

Aaron Ziegelman
Associate Chairman

Barbara Friedman
Sanford Hollander
Magda Shenberg Leuchter

Norman Lipoff
William Spier
Martin Stein

Vice Chairmen

Donald Landis
Moshe Werthan
Treasurers

Harvey Arfa
Klara Silverstein
Secretaries

Paul Jeser
Exec. Vice President

PAST CHAIRMEN

Ben Zion Leuchter
Neil Norry
Lee Javitch
Irvin Frank
Herschel Blumberg

FOUNDERS

Rabbi Irving Greenberg
Elie Wiesel
Rabbi Steven Shaw



BOARD OF DIRECTORS

- Hon. Robert Abrams, *New York, NY*
Alan Ades, *New Bedford, MA*
Ruth Ades, *New Bedford, MA*
Michael Adler, *Miami, FL*
Vicki Agron, *Harrison, NY*
*Harvey Arfa, *New York, NY*
Sandy Averbuch, *Nashville, TN*
Jack Bendheim, *Riverdale, NY*
Theodore Bikel, *Wilton, CT*
Goldene Blumberg, *Chevy Chase, MD*
*Herschel Blumberg, *Chevy Chase, MD*
Paul Borman, *Detroit, MI*
Jeffrey Boyko, *New York, NY*
Frances Brandt, *New York, NY*
Arthur Brown, *Chicago, IL*
Shoshana Cardin, *Baltimore, MD*
Fred Claar, *Harrison, NY*
Albert Cohen, *New York, NY*
Stuart Eizenstat, *Chevy Chase, MD*
*Edwin Ellman, *Columbus, OH*
Stuart Epstein, *New York, NY*
Henry Everett, *New York, NY*
*James Fingerhuth, *New York, NY*
Esther Fink, *Chicago, IL*
*Irvin Frank, *Tulsa, OK*
*Barbara Friedman, *New York, NY*
Martin Gold, *New York, NY*
Rick Goldberg, *Austin, TX*
Osias Goren, *Los Angeles, CA*
Eugene Grant, *New York, NY*
Steven Grossman, *Boston, MA*
Dr. Stanley Hersh, *Fort Worth, TX*
Gene Hoffman, *Metrowest, NJ*
Marvin Holland, *Providence, RI*
*Sanford Hollander, *Newton, NJ*
Deborah Israel, *Orlando, FL*
Seymour Israel, *Orlando, FL*
*Lee Javitch, *Harrison, NY*
Mendel Kaliff, *San Antonio, TX*
Brad Kasten, *Columbus, OH*
Holly Kasten, *Columbus, OH*
*Evelyn Kenvin, *New York, NY*
*Solomon Kimerling, *Birmingham, AL*
Rabbi Peter Knobel, *Chicago, IL*
Morton Kornreich, *Harrison, NY*
Franklin Kreutzer, *Miami, FL*
Betsy Landis, *White Plains, NY*
*Donald Landis, *White Plains, NY*
Marvin Lender, *New Haven, CT*
*Ben Zion Leuchter, *Vineland, NJ*
*Magda Shenberg Leuchter, *Vineland, NJ*
Bernard Levin, *St. Louis, MO*
Jean Levy, *Palm Beach, FL*
Judith Levy, *Boston, MA*
Barnet Louis Liberman, *New York, NY*
Hon. Joseph Lieberman, *New Haven, CT*
*Norman Lipoff, *Miami, FL*
J. Stephen Lipper, *Montreal, Canada*
Rabbi Haskel Lookstein, *New York, NY*
*Robert Loup, *Denver, CO*
Robyn Loup, *Denver, CO*
Dr. Sharon Lowenstein, *Kansas City, MO*
*Harry Mancher, *Scarsdale, NY*
Leonard Mansky, *Roslyn, NY*
Judy May, *Metrowest, NJ*
Norton Melaver, *Savannah, GA*
Alan Molod, *Philadelphia, PA*
Sondra Gelb Myers, *Scranton, PA*
Jack Nash, *New York, NY*
Raquel Newman, *San Francisco, CA*
*Neil Norry, *Rochester, NY*
Sharon Norry, *Rochester, NY*
Joseph Oppenheimer, *New York, NY*
Ronald Panitch, *Philadelphia, PA*
Judy Stern Peck, *New York, NY*
Rabbi Larry Pinsker, *New York, NY*
Lester Pollack, *New York, NY*
Esther Leah Ritz, *Milwaukee, WI*
Irving Schneider, *New York, NY*
Alan Shulman, *Palm Beach, FL*
*Arthur Silverman, *New York, NY*
*Klara Silverstein, *New York, NY*
Dr. Saul Singer, *Hollywood, FL*
*Sanford Solender, *Somers, NY*
*Radine Abramson Spier, *New York, NY*
*William Spier, *New York, NY*
*Martin Stein, *Milwaukee, WI*
*Ralph Stern, *Morristown, NJ*
Peggy Tishman, *New York, NY*
Bernard Waldman, *Hartford, CT*
Bernice Waldman, *Hartford, CT*
Gary Wallin, *Manchester, NH*
Leon Weiner, *Houston, TX*
*Sandra Weiner, *Houston, TX*
Morry Weiss, *Cleveland, OH*
Jack Weprin, *New York, NY*
*Moshe Werthan, *Nashville, TN*
Ronald Wornick, *San Francisco, CA*
*Aaron Ziegelman, *New York, NY*

*Executive Committee

FACULTY AND STAFF

- | | |
|--|---|
| RABBI IRVING GREENBERG, President | DAVID KRAEMER, Ph.D., CLAL Scholar |
| PAUL JESER, Executive Vice President | SHARON FLISS LAUFER, Director of Operations |
| DAVID ELCOTT, Ph.D., Shamor Program Director | ARLENE LEPOFF, Program Associate |
| NINA BETH CARDIN, Publications Coordinator | ERIC LEVINE, Associate Director of Am Echad |
| RABBI LEONID FELDMAN, CLAL Associate | RABBI SHIRA MILGROM, CLAL Associate |
| RABBI STEVEN GREENBERG, CLAL Scholar | RABBI DAVID NELSON, CLAL Scholar |
| DEBBY HIRSHMAN, Director of Beit Chai | DEVORA STEINMETZ, Ph.D., CLAL Scholar |
| RABBI REUVEN KIMELMAN, Senior CLAL Scholar | RABBI JOSEPH TELUSHKIN, CLAL Associate |

*Sent to those who
attended*

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

August 9, 1988

Dear sal :

I enjoyed seeing you at the first meeting of the Commission on Jewish Education in North America. We made a good beginning in identifying shared concerns, and I look forward to focusing on specific issues at future meetings.

The minutes of the meeting will be mailed on or about the end of this month. Cassette tapes of the meeting are available upon request from Virginia Levi (4500 Euclid Avenue, Cleveland, Ohio 44103, 216-391-8300).

The next meeting of the Commission has been set for Tuesday, December 13, 10:00 a.m. to 4:00 p.m., at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. Please mark your calendar and plan to attend. I look forward to seeing you.

Sincerely,

Morton L. Mandel

prefix first last
title OB
company OB
street
address

*Sent to those who
did not attend.*

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

August 10, 1988

Dear ~~Rabbi Zeldin~~:

I am sorry that you were unable to attend the August 1 meeting of the Commission on Jewish Education in North America. We had 33 members of the Commission in attendance, and it was a day of lively discussion. We made an excellent beginning in identifying shared concerns, and I look forward to focusing on specific issues at future meetings.

Enclosed is your set of the materials which were distributed at the meeting. The minutes of the meeting will be mailed on or about the end of this month. Cassette tapes of the meeting are available upon request from Virginia Levi (4500 Euclid Avenue, Cleveland, Ohio 44103, 216-391-8300).

The next meeting of the Commission has been set for Tuesday, December 13, 10:00 a.m. to 4:00 p.m., at the UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. Please mark your calendar and plan to attend. I look forward to seeing you.

Sincerely,

Morton L. Mandel

Rabbi Isaiah Zeldin
Stephen S. Wise Temple
15500 Stephen S. Wise Drive
Los Angeles, CA 90077

Enclosure

Premier Industrial Foundation

4500 EUCLID AVENUE

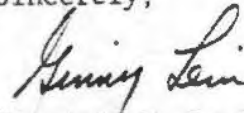
CLEVELAND, OHIO 44103

August 25, 1988

Dear Mr. Batshaw:

At the request of Seymour Fox, I am sending you a set of the materials which were distributed at the August 1 meeting of the Commission on Jewish Education in North America. Please let me know if you need any additional materials or information.

Sincerely,



Virginia F. Levi
Program Officer

Mr. Manuel Batshaw
Charles R. Bronfman Foundation
1430 Peel Street
Montreal, Quebec
Canada H3A 1S9

Enclosures -

*Everything in Commission
book*

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

Art 10 ✓
HLZ ✓
MLM —

September 2, 1988

Dear Florence:

Thank you very much for your New Year's card, and also a reprint of the article about the adult education program.

The adult education program sounds wonderful, and it makes me feel good to see the commitment and energy that you are putting into this area. If we can find ways to work together, and help each other, I think maybe all of us combined can move the Jewish education enterprise forward. I know that you have done a good deal already to do that, and I applaud your efforts.

I also would like to take this opportunity to wish you and Sam a wonderful and fulfilling holiday season and new year.

Warmest personal regards.

Sincerely,

MORTON L. MANDEL

Mrs. Florence Melton
1000 Urlin Avenue - #1505
Columbus, Ohio 43212



May the Promise
of the New Year
be bright with hope
and blessed with
peace and happiness

Florence and Sam Melton

Columbus woman wants Jews to know themselves

By Debra Mason
Dispatch Religion Reporter

Florence Melton, with her white hair and white-framed glasses, looks like a chic grandmother as she sits in her stylish Summit Chase condominium.

Melton, 76, has a determination that has made her and her husband, Sam, known worldwide for their efforts to boost Jewish education.

MRS. MELTON proposed and paid for a two-year adult education program to teach Jews the basics of their faith and culture. The course begins this fall at the Leo Yassen-off Jewish Center, 1125 College Ave.

The program has been used in three cities nationwide.

"I have been concerned for a long time about the fact that adult Jewish education has been a casual course in North America," Mrs. Melton said.

It is typically a hodgepodge of separate courses with little connection, and rarely have Jews of all denominations joined in intensive study, she said.

"I felt the time had come when adult education had to assume a bold, new approach that the lecture system did not bring," Mrs. Melton said.

SHE FELT strongly enough to plunk down \$250,000 for start-up costs. Those costs included the writing of the curriculum by the Melton Center for Jewish Education in the Diaspora of the Hebrew University of Jerusalem.

The adult mini-school is called the Florence Melton Program of Jewish Learning. It provides weekly courses for two years.

THE CURRICULUM was written only after Melton spent five years knocking on

"I have been concerned for a long time about the fact that adult Jewish education has been a casual course in North America."

— Florence Melton

doors, seeking a Jewish group interested in developing the program. The program was first tried in Buffalo Grove, Ill., in 1985.

Mrs. Melton said Jews today no longer have to expend all their energy on survival, as first- and second-generation Jewish immigrants often did. Those early immigrants retained customs and traditions from their native lands, but later generations became Americanized, she said.

FREE FROM having to worry about pervasive anti-Semitism, today's Jews are becoming more interested in spiritual and cultural matters. Hundreds of Jews also are marrying outside their faith, so the U.S. Jewish population today includes many converts.

Carol Folkerth, coordinator of the mini-school, said, "Many adults today feel positive about their Jewish roots but handicapped by a lack of knowledge about them."

"This school will help enable participants to get a handle on the essential building blocks of Jewish tradition as well as the 'big picture' of Judaism."

In each of the areas where the course was first taught, new classes are starting this year and some graduates of the mini-schools in Buffalo Grove, Commack, N.Y., and



Dispatch photo

Florence Melton

Brooklyn, N.Y., are creating a third year of studies.

The course costs \$150 a year and includes studies of Jewish vocabulary, beliefs, observances, ethics and contemporary issues.

The Meltons have been married 20 years. Mr. Melton is known for his efforts to expand research and education for Jewish children.

Mrs. Melton develops products for the R.G. Barry Corp.

Dear Mort: I thought you might be interested in this. The program is going great guns -
B'shalom
Florence
Mrs. Florence Melton
1000 Union Avenue
#1505
Columbus, Ohio 43215

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

September 2, 1988

Dear sal :

I was very encouraged by the first meeting of the Commission on Jewish Education in North America. When we reviewed the transcripts of the meeting, we were reminded how stimulating the discussion was. I am sure that the different backgrounds of the commissioners, the pluralistic nature of the Commission, is one explanation for the thought-provoking deliberation that took place on August 1st.

Not only was the discussion stimulating, but there was a great deal of communication and a serious attempt by all to understand the different points of view that were expressed. In reviewing the tapes, we discovered that in addition to the differences of opinion concerning basic issues, there is a good deal of consensus about what matters the Commission should address.

I believe that it will be useful for us to consider several options at our next meeting. I have asked Arthur Naparstek, Director of the Commission, together with the senior policy advisors and consultants, to prepare a preliminary paper that will present alternative approaches for us to examine before we proceed further. They will want to consult with members of the Commission, so that your ideas and comments can be introduced into the materials that will be prepared for the next meeting.

Enclosed are the minutes of the August 1st meeting. I look forward to any comments you may care to make, and to seeing you on December 13th.

Sincerely,

Morton L. Mandel

prefix first last
title OB
company OB
street
address

Sent to all Commissioners

**Mandel
Associated
Foundations**

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

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

September 6, 1988

Dear sal :

I was very encouraged by the first meeting of the Commission on Jewish Education in North America. When we reviewed the transcripts of the meeting, we were reminded how stimulating the discussion was. I am sure that the different backgrounds of the Commissioners, and the pluralistic nature of the Commission, represent one explanation for the thought-provoking deliberation that took place on August 1st.

Not only was the discussion stimulating, but there was a great deal of communication and a serious attempt by all to understand the different points of view that were expressed. In reviewing the tapes, we discovered that in addition to the differences of opinion concerning basic issues, there is a good deal of consensus about what matters the Commission should address.

I believe that it will be useful to consider several options at the next Commission meeting. With this in mind, we would like to meet with the senior policy advisors and consultants to prepare a preliminary paper that will present alternative approaches to the issues raised by Commissioners. Please plan to meet from 10:00 a.m. to 4:30 p.m. on Wednesday, October 12 in Cleveland. Details will follow.

Enclosed are the minutes of the August 1st meeting. I look forward to any comments you may care to make, and to seeing you on October 12th.

Sincerely,

Arthur J. Naparstek
Commission Director

prefix first last
title OB
company OB
street
address

Sent to: David Ariel, Stephen Hoffman, Arthur Rotman, Herman Stein,
Jonathan Woocher

6cc Fox, HOCHSTETTER, REIMER, ZUCKER

**Mandel
Associated
Foundations**

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

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

September 9, 1988

Dear sal :

Enclosed please find Contemporary Jewish Education: Issachar American Style, a book written by Alvin Schiff and supported by the family foundation of Mona Riklis Ackerman, both members of the Commission on Jewish Education in North America. I found this book useful and believe that you will too.

From time to time I will be sending you materials which relate to the activities of the Commission.

Sincerely,

Arthur J. Naparstek
Commission Director

prefix first last
title OB
company OB
street
address

Enclosure

Sent to all Commissioners.
cc to Mona Ackerman and Alvin Schiff



SEP 30 1988

HEBREW UNION COLLEGE—JEWISH INSTITUTE OF RELIGION
Cincinnati • New York • Los Angeles • Jerusalem

THE PRESIDENT

3101 CLIFTON AVENUE • CINCINNATI, OHIO 45220-2488
(513) 221-1875

September 22, 1988

Mr. Arthur J. Naparstek
Commission Director
Mandel Associated Foundations
1750 Euclid Avenue
Cleveland, Ohio 44115

Dear Art:

Thank you for sending me the book by Alan Schiff, Contemporary Jewish Education: Issachar American Style. I agree with you that this book will prove most useful to me and to many others. The family foundation of Mona Riklis Ackerman is to be congratulated on this worthwhile endeavor.

I look forward to the materials which you will send me in the future which relate to the activities of the Commission.

With many thanks and best wishes,

Sincerely,

Alfred Gottschalk

Alfred Gottschalk

AG/ns

USING BOND
25% RAG CONTENT
USA



JEWISH EDUCATION
SERVICE OF
NORTH AMERICA, INC.

התורה למען העתיד
בצדק אמריקה

October 7, 1988

M E M O

TO: Arthur Naparstek
FROM: Jonathan Woocher
RE: Liaison between Commission on Jewish Education and
Educational Constituencies

730 BROADWAY
NEW YORK, NY 10003-9540
Entrance 418 Lafayette Street
(212) 529-2000

DR. JONATHAN S. WOOCHER
Executive Vice President

I prepared the attached as you had suggested to outline some approaches to maintaining contact with a variety of educational groups who will have an interest in the work of the Commission.

Sorry it took so long; it's been very hectic. I am prepared, should the "braintrust" wish, to take on a good piece of this liaison work, since JESNA relates to all of these groups on an ongoing basis.

Looking forward to seeing you all on Wednesday.



LIAISON BETWEEN THE COMMISSION ON JEWISH EDUCATION
IN NORTH AMERICA AND EDUCATIONAL CONSTITUENCIES

In order to develop a climate in which the recommendations of the Commission on Jewish Education in North America will receive maximal visibility and support within the Jewish education community, it will be helpful to maintain ongoing contact with several constituencies. Although most, if not all, of the relevant groups are represented on the Commission itself, some type of liaison with their own "official" bodies should be established.

The following are some ideas for carrying out these relationships with groups and agencies involved primarily in the formal educational arena:

Groups:

1. Academic institutions currently involved in training Jewish educators — organization: Association of Institutions of Higher Learning for Jewish Education
2. Central agencies of Jewish education (Bureaus) — organization: Bureau Directors Fellowship
3. Denominational educational bodies — organizations: United Synagogue of America, Commission on Jewish Education (Conservative); Union of American Hebrew Congregations, Commission on Jewish Education (Reform); Yeshiva University, National Commission on Torah Education (Centrist Orthodox), Torah Umesorah — National Society of Hebrew Day Schools (Orthodox)
4. Jewish educators — organizations: Jewish Educators Assembly (Conservative); National Association of Temple Educators (Reform); Educators Council of America (Orthodox); Council for Jewish Education (inter-denominational, communal); Coalition for the Advancement of Jewish Education (inter-denominational)

Possible Approaches:

1. A letter to the presidents/chairs and directors of these organizations from Mort Mandel outlining the mission and composition of the Commission, steps taken thus far, plans for maintaining contact with their organization, and inviting any input they may wish to provide at this point.
2. An initial round of meetings or phone conversations between Art Naparstek and representatives (the lay and/or professional head) of the several organizations to brief them and "welcome" them to the process. This could be done individually or in groups (e.g., directors of all of the denominational commissions together).
3. Designation of a member of the policy advisory group and/or staff to serve as liaison to each of the groups. This has already been done in the case of the AIHLJE (David Ariel) and EDF (Jonathan Woocher).

The liaison will be responsible for maintaining informal contacts with the organization's leadership.

4. Sending to each organization, after Commission meetings, an update letter summarizing the state of the deliberations. This letter could highlight issues being addressed, invite input on specific points, and generally give these groups a feeling that they are "tuned in" in a special fashion.
5. At an appropriate point in the process prior to the publication of the Commission report, a follow-up meeting or conversation between Art Naparstek and the organizational leadership to "preview" the Commission's findings and recommendations. (Presumably, this would be done with a variety of other key constituencies as well).
6. Should any type of group be set up later in the process to consider specifically issues of implementation, representation (either formal or ad personam) from these organizations might be considered.



Union of American Hebrew Congregations

PATRON OF HEBREW UNION COLLEGE - JEWISH INSTITUTE OF RELIGION
838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100 CABLES: UNIONUAHC

Dec. 5, 1988

Mr. Morton Mandel
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Mr. Mandel,

I have just received a press release on your newly formed Commission on Jewish Education. While I, of course, applaud any effort aimed at enhancing the quality of Jewish education, I was more than a little surprised to note the absence of any representative from the Union of American Hebrew Congregations.

Dr. Alfred Gottschalk of HUC-JIR is certainly a most distinguished member of the academic community. However, it is the UAHC Department of Education and the Reform Movement's Commission on Jewish Education that sets and implements policy, creates curriculum, publishes texts, trains teachers, and supervises a total system of pre-school through adult education for our eight hundred and twenty five congregations.

If it is the goal of the Commission to have a significant impact on the "real life" teachers and educators of Reform Judaism, I know that you will wish to add a UAHC representative to what I know is already a formidable collection of Jewish educators.

I shall look forward to hearing from you in the very near future.

Sincerely,

Rabbi Daniel B. Syme
Vice-President.

DBS/e

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

January 5, 1988

Dear Rabbi Syme:

You wrote me last month with some thoughts concerning additional participation of the Reform Movement in the processes of the Commission on Jewish Education.

I have discussed this with a number of my colleagues, and we are thinking through what makes the most sense for our Commission. We will be back in touch with you.

I certainly understand and welcome the thrust of your letter, and thank you for your expression of interest in our work. We do, indeed, seek to make an important contribution, and want to enlist the support, in every appropriate way possible, of people like yourself who can be helpful.

Thanks again for writing.

Sincerely,

MORTON L. MANDEL

Rabbi Daniel B. Syme
Vice President
Union of American Hebrew Congregations
838 Fifth Avenue
New York, NY 10021



Union of American Hebrew Congregations

PATRON OF HEBREW UNION COLLEGE -- JEWISH INSTITUTE OF RELIGION
838 FIFTH AVENUE, NEW YORK, N.Y. 10021 (212) 249-0100 CABLES: UNIONUAHC

January 10, 1989

Mr. Morton Mandel
4500 Euclid Avenue
Cleveland, OH 44103

Dear Mr. Mandel,

Thank you for your gracious letter of January 5th.

I sincerely hope that you and your colleagues will determine to include our UAHC Commission on Jewish Education Leadership on your national body, for the sake of the enterprise, and not merely for "institutional gratification".

Best wishes for a wonderful 1989.

Sincerely,

Rabbi Daniel B. Syme
Vice President

DBS/au

JAN 23 1989

*Commission
Gen'l. Cierre S.*

THE SPENCER FOUNDATION

JOHN HANCOCK CENTER
875 NORTH MICHIGAN AVENUE
CHICAGO, ILLINOIS 60611

(312) 337-7000

January 20, 1989

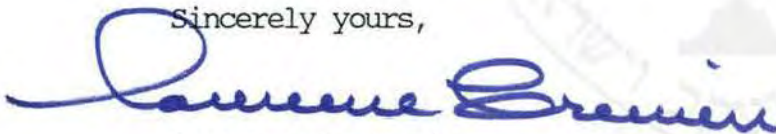
Mr. Arthur J. Naparstek, Director
Commission on Jewish Education
in North America
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Mr. Naparstek:

Thank you very much for your great kindness in sending me the materials relating to the recent meeting of the Commission on Jewish Education in North America. I am delighted to be informed of the Commission's work and would be pleased to receive additional materials from time to time.

With all best wishes for the continued progress of your important work,

Sincerely yours,



Lawrence A. Cremin

LAC:cn

DRAFT
3.1.89
Cover Letter

Dear _____:

Last month, a committee was formed to assist in the development of a comprehensive communications and public relations strategy for the Commission on Jewish Education in North America. At its first meeting on February 22, the Committee identified several key publics to whom our efforts should be directed, and the feelings and perceptions regarding Jewish education, the Commission, etc. which may need to be addressed in our communications. [The background material you built regarding <informal/formal settings/key stakeholders> was extremely helpful in providing the focus for this committee.]

We have engaged the services of Paula Berman Cohen, a communications professional, to assist us in developing an approach to effectively reach these publics. As a first step, Paula will be researching those organizations and opportunities which are most appropriate for this strategy. I have suggested to her that she talk with you within the next few weeks in order to get specific information on [specify interest area of addressee], i.e. priority organizations, key contacts, target audiences, etc.

Enclosed for your review and consideration are the minutes from the February 22 meeting of the Committee on Communications and Public Relations, [list of other enclosures]. Please feel free to add other key publics to those already identified, and pass your ideas along to Paula when she contacts you.

Once again, please accept my thanks for your assistance in shaping the strategy and design of a communications program. [I look forward to seeing you at the senior policy advisors meeting later this month.]

Sincerely,

Arthur J. Naparstek

on
Horton S. Handel

CORRESPONDENCE INSTRUCTIONS

Date 3/2/89

To WLCV

From: AW

FOR	PLEASE
Approval <input checked="" type="checkbox"/>	Advise <input type="checkbox"/>
For Your Action <input checked="" type="checkbox"/>	Note and File <input type="checkbox"/>
More Details Needed <input type="checkbox"/>	Note and Return <input checked="" type="checkbox"/>
Your Comments <input type="checkbox"/>	Read and Destroy <input type="checkbox"/>
Your Information <input type="checkbox"/>	Investigate and Report <input type="checkbox"/>
Your Signature <input type="checkbox"/>	See Me <input type="checkbox"/>
Returned as Requested <input type="checkbox"/>	Reply (Response Needed By) <input checked="" type="checkbox"/>
<input type="checkbox"/>	Initial and Forward To <input type="checkbox"/>

REMARKS

Attached is a draft letter introducing PBC to our network. I. E. Ratman, Kirov, etc. The variance in this particular material depends on To prepare a single letter. The response will be a small amount of personal gated/decision. Any comments on this who should sign it. Not

TO: Commission Planning Group FROM: Virginia F. Levi

NAME

NAME

DATE: 3/2/89

DEPARTMENT/PLANT LOCATION

DEPARTMENT/PLANT LOCATION

REPLYING TO
YOUR MEMO OF:

SUBJECT: Commission communications

Enclosed are copies of communications on the Commission which have come in during the last several days. I will continue to circulate these materials as you get them to me.



Distribution:

Seymour Fox
Annette Hochstein
✓ Morton L. Mandel
Arthur J. Naparstek
Joseph Reimer
Herman D. Stein
Henry L. Zucker

1
N
-
F
-
F
-
C
-
R
-
E
-
S
-
E
-
R
-
R
-
O
C
-
C
-
O
R
-
R
-
E
-
S
-
P
-
O
N
O
F
F
I
C
E
S
I
N
T
H
E
A
R
C
H
I
V
E
S

TO: Arthur J. Naparstek
Virginia F. Levi

NAME

DEPARTMENT/PLANT LOCATION

FROM: Henry L. Zucker

NAME

DEPARTMENT/PLANT LOCATION

DATE: 2/28/89

REPLYING TO
YOUR MEMO OF: _____

SUBJECT:

I have had telephone contact with Bob Hiller, Maurice Corson, and Ann Dadson regarding a possible meeting of the principals of the leading Jewish-sponsored foundations. If such a meeting is held, the agenda could include a presentation on the Commission and an introduction to the idea that many of these foundations will wish to participate in financing some of the recommendations which come out of the Commission study.

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



Brandeis University

Copy

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

February 23, 1989

Rabbi Harold Schulweis
Valley Beth Shalom
15739 Ventura Blvd.
Encino, CA 91436

Dear Rabbi Schulweis,

I enjoyed our conversation on the phone about the Commission on Jewish Education. I believe you and several other commissioners have a view of the role of the synagogue in Jewish education which differs from the mainstream. I tried to put this view - as I see it - into words into a letter to Dr. Naparstek and Mr. Mandel. I enclose the letter for your reactions and look forward to a future conversation.

Sincerely,

Joseph Reimer

enc.

nb



Brandeis University

Philip W. Low
School of
Near Eastern and
Jewish Studies

Benjamin S. Hornstein
Program in Jewish
Communal Service
(617-736-2000)

Waltham, Massachusetts
02154-9110

COPY

February 23, 1989

Mona Riklis Ackerman, Ph.D.
Riklis Family Foundation
595 Madison Ave.
New York, NY 10022

Dear Dr. Ackerman,

At the last meeting of the Commission on Jewish Education on December 13, I mentioned to you that the options paper on early childhood which I had written based partially on our previous conversation had not yet been distributed. I did want to share it with you.

Too much time has elapsed and I've been busy on other matters. But as I remembered our conversation and your interest in the subject, I wanted you to see how I wrote up this paper on the early childhood age group. As this is only a draft which has not been distributed yet, I would appreciate any comments you might have.

Sincerely yours,

Joseph Reimer

enc.

nb

2400
Nativ Policy and Planning Consultants
Jerusalem, Israel

נתיב-יועצים למדיניות ותכנון
ירושלים

Tel.: 972-2-662 296; 699 951

Fax: 972-2-699 951

FACSIMILE TRANSMISSION

TO: Virginia Levi

DATE: March 1, 1989

FROM: Debbie Meline

NO. PAGES: 1

FAX NUMBER: 001-216-391-8327

Dear Ginny,

While Annette was in the States she met with Esther Leah Ritz. Their discussion covered many topics. Below is the excerpt from the interview which pertains to MI-NA.

From meeting with E.L. Ritz, Feb. 6, 1989, at JFK airport:

"I shared with ELR the thinking on MINA as it is today and brought her on board since the last Commission meeting (which she did not attend). Mrs. Ritz liked very much the notion of a demonstration center that is not defined from the top but that is worked out together with the site, the community, or institutions - through the 'workshop' idea."

Debbie

TO: Commission Planning Group

NAME

FROM: Virginia F. Levi

NAME

DATE: 3/7/89

REPLYING TO

YOUR MEMO OF: _____

SUBJECT: Commission Communications

Enclosed are copies of communications relating to the Commission, pertaining particularly to the role of the Reform movement (HUC and UAHC) in the Commission. I will continue to circulate such materials as they are sent to me.

Distribution:

Seymour Fox
Annette Hochstein
Morton L. Mandel
Arthur J. Naparstek
Joseph Reimer
Herman D. Stein
Henry L. Zucker

INTER-OFFICE
CORRESPONDENCE

TO: Virginia Levi

FROM: Joe Reimer

RE: Communication (2/21/89) with Sara Lee

I called Sara in reference to developing a plan of outreach to the Reform movement. I made reference to the letter from Rabbi Syme of UAHC of which she had heard from Seymour. She wanted to actually see the correspondence, but in the interim thought we have a real problem with the Reform.

The problem lies in the relation between HUC and UAHC. Whereas in the Conservative Movement, JTS has the real power, in the Reform, it is the Union (not HUC) that really represents the movement. While we had to include Gottschalk on the Commission to parallel Lamm and Schorsch, she thinks we also need to consider the possibility of adding Alex Schindler, the executive of UAHC and possibly the most powerful force in the movement. Only he could convene the movement to meet with the Commission, and if UAHC sees itself as excluded from the Commission, he might not do it.

This is ticklish indeed, for Gottschalk might see any such move as threatening to his position. But, and here I (JR) am speaking, we do have an inactive Reform rabbi on the Commission and we might wish to supplement Zeldin's presence with an active rabbi from UAHC.

MAR 3 1989

HEBREW UNION COLLEGE—JEWISH INSTITUTE OF RELIGION
Cincinnati • New York • Los Angeles • Jerusalem

HEBREW UNION SCHOOL OF EDUCATION

677 UNIVERSITY AVENUE • LOS ANGELES, CALIFORNIA 90007-4796
(213) 799-1421

February 27, 1989

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

Dear Mort:

In the weeks that have passed since the December meeting of the North American Commission on Jewish Education, I have thought many times of the extraordinary nature of this undertaking and the challenges and possibilities that the Commission will confront. As I have reviewed the discussions of the December meeting some ideas have emerged in terms of processes that might contribute to advancing the agenda of the Commission. I share these ideas with you in the hope that some of them may prove helpful to you and the staff of the Commission.

While there was the consensus about the importance of the personnel issue in Jewish education, widely divergent views about the nature of the problem and its policy implications were expressed. In reality, there is very little systematic research about the nature of the problem beyond the struggle that all Jewish educational institutions face in recruiting and retaining teaching and administrative personnel. In public education the assessment of the personnel problem has involved leading academicians and public officials. Their deliberations and the research they have initiated reveal that the causes for the personnel problems in education are multiple, and that the causes are in many cases systemic. This leads me to conclude that the question of personnel for Jewish education needs in-depth investigation if effective responses to the problem are to be developed. Such deliberations would be difficult to conduct in Commission meetings and through the interviewing process. I do believe, however, that the Commission could convene and support a special task force to investigate the question of personnel and to report back with recommendations. Such a task force should be limited in size, but not perspective, and should be expected to complete its deliberations within six (6) months to a year.

Mr. Morton Mandel
Page two
February 27, 1989

The assignment of the personnel question to a task force of high quality would enable the North American Commission to focus its attention on the other areas of concern that have been raised.

Another conclusion I drew from the December meeting relates to the high level of commitment of many Commission members to programmatic interventions as the path to improving the quality of Jewish education. While the issue of personnel is certainly central to any programmatic initiatives, there is the possibility of moving ahead in areas of program on a limited and experimental basis. I would add that the concern for developing community leadership and advocacy could be addressed within these experimental models. My assumption is that no single programmatic intervention, such as a focus on early childhood, would serve our or a community's interest. Instead, a constellation of several programmatic options could be developed with a number of communities, each constellation reflecting the unique realities and needs of a particular community. In the light of differences among communities based on size, regional location, communal structure, and demography, it would be appropriate to select communities which reflect the range of differences. Support for these communal experiments in Jewish education would depend on both the resources that the North American Commission could develop, as well as the community itself mobilizing resources from within. In that way, the communities in question would be laboratories for program experiments and for communal leadership development for Jewish education. Such experiments would generate important data about the priority and implementation of the programmatic options we have been considering. In addition, these experiments could serve as catalysts for other communities not initially involved in the experimental phase.

Finally, the documentation and the discussions which the activities of the North American Commission have engendered point to several challenges. First, the quality of Jewish education cannot be addressed without considering institutional and communal realities that impact upon the quality and effectiveness of our educational efforts. Hopefully, the Commission can find a way to facilitate the gathering of those individuals and organizations that need to probe and address these contextual realities. Second, there is a paucity of research of any kind to support our assessment of the problems of Jewish education and to suggest promising remedies.

Mr. Morton Mandel
Page three
February 27, 1989

As a long range goal I would hope that the Commission can be the catalyst for the initiation and funding of key research projects that would enable the Jewish community to plan for the future of Jewish education on a foundation of knowledge.

I want to express my appreciation for the opportunity to be a part of the deliberations of the North American Commission. Your commitment to the future of Jewish education in gathering together this outstanding body of leaders and inspiring them to confront the difficult questions we have been discussing presents us with a unique opportunity. The activities of the Commission have already focused the attention of the North American Jewish community on Jewish education in a way that holds forth great promise. I hope this letter makes a contribution to our ongoing efforts, and I look forward to seeing you at the meeting in June.

Sincerely,

Sara S. Lee, Director
Rhea Hirsch School of Education

SSL/fj

cc: Dr. Arthur Naparstek

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

Morton L. Mandel
Chairman
Morris Kiklis Ackerman
Ronald Appleby
David Arrow
Mandell L. Benman
Jack Boler
Charles R. Bronfman
John C. Colman
Maurice S. Corson
Lester Crown
David Dublin
Stuart E. Eisenstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gottschalk
Arthur Green
Irving Greenberg
Joseph S. Gruss
Robert I. Hiller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Lupp
Matthew J. Moryles
Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Lionel H. Schipper
Isaac Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

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

Director

Arthur J. Naparstek

Staff

Virginia E. Levi
Joseph Reiner

March 20, 1989

Mr. Wilbur Daniels
S.H. and Helen R. Scheuer Family Foundation
104 East 40th Street
New York, NY 10016-1801

Dear Wilbur:

I look forward to seeing you in New York for further
discussions on the Commission.

Thank you for reaching out to us.

Sincerely,



Arthur J. Naparstek
Director

Enclosures

DESIGN DOCUMENT
Bios

HERBERT MILLMAN
Fifteen East Twenty-Sixth Street
New York, N.Y. 10010

April 4, 1989

Morton L. Mandel
PREMIER INDUSTRIAL CORPORATION
4500 Euclid Avenue
Cleveland, OH 44103

Dear Mort:

Thank you very much for inviting me to sit in on the Commission meeting. I found it very interesting and informational, to say the least. The outcome should be very productive in the interests of Jewish continuity, thanks to your family's generosity.

The current Journal of Jewish Community Service contains the enclosed article by Ron Liebow and Avrum Cohen of the Jewish Centers Association of Greater Los Angeles. Since it refers to you by name and by former role as chairman of the Commission on Maximizing, I am glad to share it with you.


As it reflects, the influence of the Commission is never-ending and continues to motivate Center leaders to redefine the central purposes and methods of their agencies as Jewish educational instrumentalities.

It also skillfully reviews the history of the soul searching of the Center movement, from the Janowsky Survey through the Commission on Maximizing.

You should derive a lot of well-deserved personal satisfaction from this account.

Regards to Barbara from Susan and me.

As always,


~~Herbert~~ Millman

HM/ep

Executive Vice-President Emeritus, JWB

*From the Journal of Jewish Communal Service
Winter, 1988*

TOWARD THE 21ST CENTURY: TRANSFORMING THE JEWISH COMMUNITY CENTER

RONALD L. LEIBOW

*Chairman, JWB Committee on Jewish Education and Continuity and Past President,
Jewish Community Centers Association of Greater Los Angeles*

and

AVRUM I. COHEN, DSW

*Executive Director, Jewish Community Centers Association of Greater Los Angeles and President,
Association of Jewish Center Professionals*

The Center has been redefined as a Jewish communal institution whose primary purpose is one in which individual Jews are to be engaged by their Judaism, not confronted by it. The purpose is to create the place in which Jews may engage in Jewish learning and living; not only for the acquisition of Jewish knowledge and understanding, but also for the enhancement of the quality and meaning of their lives.

Some might say that as a result of the 1947 Jewish Welfare Board Survey directed by Oscar Janowsky, and a later definitive commentary by JWB's then Executive Vice-President, Sanford Solender,¹ it was inevitable that Jewish community centers in North America would increasingly focus on the "Jewish" in their name. Thus, arguably, the conclusions in 1984 of the Mandel Commission on *Maximizing the Jewish Educational Effectiveness of JCCs* were highly predictable and not really revolutionary in the American Jewish world.² The argument would fail to recognize that since the publication of the JWB Survey there has been a fundamental change in the focus not only of Center programming, but of the perceived change of Jewish Community Centers in North America. More importantly, actions taken during the past four years by Jewish Community Centers and Jewish Federations in

response to the Mandel Commission have resulted in historic modifications in the direction of the Center Movement in North America. Indeed, while it seems inevitable that Centers would increasingly emphasize Jewish programming, and with that emphasis would come a greater focus on Jewish education, what the Mandel Commission wrought was far more momentous.

We seek here to explore the Center Movement during the past forty years, to examine the differences of its perceived mission today as compared with the early years following World War II, and to identify and clarify the Movement's new directions as we approach the 21st Century.

The Movement has existed, grown, and served North American Jewry since 1854. Growth, rapid throughout the Movement's history, intensified following World War II. During the early post-war era, the purposes of JCCs were seen as both American and Jewish. While Jewish content in the program was valued, so were democratic principles and American culture. The Center was a place in which one—whether Orthodox, Reform, Reconstructionist, secular, or without any religious or ideological sense of Jewishness—was exactly as every-

Presented at the JWB Biennial Meeting, St. Louis, April 28, 1988.

1. 1947 JWB Survey, chaired by Professor Salo W. Baron, authored by Oscar Janowsky; also Sanford Solender, "The Unique Function of the Jewish Community Center," New York: JWB, 1969.

2. JWB, New York.

one else: Jews playing basketball and tennis; Jews swimming; Jewish children learning needlepoint, dance, and pottery-making; and Jewish senior adults living out their retirements in the bosom of the Jewish community. We believe the Center's mission in the years since the late 1940's has changed. We begin our exploration of that change with the 1947 JWB Survey.

THE JWB SURVEY (1947)

In May, 1947, the JWB National Council at its Annual Meeting considered, modified, and approved certain recommendations which had been developed as part of a survey undertaken during the preceding two years at the direction of JWB's Executive Committee.³ The survey was conducted by an independent commission consisting of twenty-five individuals who are still seen as among the greatest Jewish leaders of the 20th Century. The commission was chaired by Professor Salo W. Baron, of Columbia University. Its membership included numerous academicians and American-Jewish leaders among whom were Professor Mordechai M. Kaplan, the father of the Reconstructionist movement, and one of the truly great thinkers of the 20th Century, who, in his extensive writings in the 1930's and 1940's, established a philosophic basis for the modern Center Movement. Philip M. Klutznick, who during his long career served in nearly every Jewish leadership chair in America, and served as a member of the Cabinet to the President of the United States, was also a member. The survey was conducted by an independent director, Dr. Oscar I. Janowsky, who was then Professor of History at the City College of New York, and whose name became inextricably linked with the Survey.

The Survey report urged that JWB consider and recommend for approval by Jewish Community Centers across America a "statement of principles." The proposed

statement declared that: (a) JCCs were based on the assumption that "the individual American Jew is fully identified with every aspect of American life, and yet that the religious and cultural differentiation of the Jewish group, and of other similar groups as well, is sanctioned by American democracy;" (b) The program of the Jewish Center should emphasize Jewish content, including activities connected with informal education, recreation and health education, and should "be permeated by the spiritual-cultural factors which constitute the Jewish way of life;" (c) While the Jewish Center should be open to all members of the community, establishing and/or maintaining non-sectarian agencies is not the responsibility of the Jewish Center Movement. Furthermore, since non-sectarian Centers cannot subscribe to a primary Jewish purpose, they cannot be members of a national association of Jewish Community Centers; (d) "functions of the Jewish Center include service as an agency of Jewish identification and as an agency of Jewish integration, so that the Center would be open to the entire Jewish community and that there would be no exclusions due to doctrinal or ritualistic differences;" and "to further the democratic way of life; to assist in the integration of the individual Jew as well as the Jewish group into the American community."⁴

The survey concluded that the "Jewish Center must never lose sight of its major purpose as a Jewish agency. It is concerned with the happiness of the individuals, but it is primarily his [sic] happiness as a Jew, at home in his Jewish and American community that must occupy the Center's special attention . . . The Center must never lose sight of its primary purpose which is to serve the distinctive needs of the Jews as a spiritual/cultural group."⁵

One year following the adoption of the Janowsky report, at the annual meeting of

3. *Op. cit.*

4. *Ibid.*

5. *Ibid.*

the National Council of JWB, on May 9, 1948, JWB adopted a statement of principles on Jewish Center purposes, which included the following:

Preamble: The individual American Jew is identified with every phase of American life and is politically, economically, culturally and intellectually a part and parcel thereof. In addition, he recognizes certain aspects of life which concern him as a Jew. The Jewish Community Center is an agency with which he identifies himself voluntarily to satisfy his needs.

Article 1: Jewish content is fundamental to the program of the Jewish Center. In its total program, the Jewish Center seeks to develop and enrich the human personality and group association. To that end, all resources and skills of informal education and leisure time planning should be employed.

Article 3: The functions of the Jewish Center include (a) service as an agency of Jewish identification; (b) service as a common meeting ground for all Jews; (c) service as an agency of personality development; (d) furtherance of the democratic ways of life; (e) assistance in the integration of the individual Jew, as well as of the Jewish group into the total American community.

The significance of the Janowsky Survey is that it brought into focus issues which prior to that time had been debated by the leadership of JWB and had tugged and pulled at the fabric of the principles upon which Jewish Centers were purportedly based.

The Janowsky report was seen at the time as a major step forward in focusing and unifying the principles of Jewish Centers. The Center was then seen as helping Jews to identify themselves as Americans in an attempt to reconcile the historic past of their Jewish lives with apparent dichotomy of modern American life. The conclusions of the Janowsky Survey and JWB in 1947 and 1948 may well have been influenced by the then prevailing perception of America as a "melting pot."

THE SOLENDER COMMENTARY (1969)

In 1969, Sanford Solender, then JWB's Executive Vice President, in his commentary "The Unique Function of the Jewish Community Center," presented a thoughtful discussion of the place of the JCC in the American Jewish community.⁶ Solender noted that the JCC is rooted in America, and is truly an American contribution to Jewish history. The JCC posits its program on the constructive use of leisure time, in a group setting, provides specialized facilities, and is communal in its character.

The six major contributions of the Center, as seen by Solender were: (1) furthering the personality development of the Jews; (2) enriching the content of Jewish living in America; (3) providing a Jewish link for the unaffiliated Jew; (4) deepening Jewry's "sense of community" and the quality of its communal living; (5) training Jewish leadership; and (6) strengthening the civic responsibility of Jews.

In his discussion of the content of Jewish living in America, Solender referred to Dr. Mordechi Kaplan's concept of Judaism as a civilization, and commented that "Judaism is a religion, but it is far more. Though religious in its roots, the Jewish people have a social, cultural and ethnic character, the values of which have made a lasting impact upon the world. In that context, Solender said that the Center's special task was:

to infuse rich cultural substance in the program of all types of (age) groups . . . and to motivate participation in Jewish festival observances through natural, social groups . . . to enable groups members to participate in Jewish cultural life . . . and to stimulate cultural creativity, expressive of both American and Jewish values.⁷

Mr. Solender saw this task in the light of the modern Jewish community's aspira-

6. Solender, *op. cit.*

7. *Ibid.*

tion "to the perpetuation of Jewish cultural values" and the understanding "that if they are to survive they must be dynamic."

Solender's commentary on the functions of the JCC were, indeed a reflection of the changes in focus in the twenty years from the time of the Janowsky Survey, to a greater emphasis on Jewish communal concerns, and a lesser emphasis on the perception of the Center as an instrumentality of American democracy. However, the Solender discussion of Jewish values was based on the communal expression of Jewish culture.

Thus, from the late 1940's, through the 1960's, Centers measured their Jewish program success by the quantity of their Jewish program products. Jewish identity was measured by affiliation rates or by Jewish acts. The perceived Jewish mission of the JCC was to create identity through affiliation, which was thought to be created by participation. The transmission of Jewish values was thought to occur through the social process. Jewish education was equated with Jewish learning. Centers were engaged in a Jewish social process as distinguished from a Jewish educational process. The Center created a comforting atmosphere of home and the familiar which offered companionship, eased fear, and opened the mind, all within the bosom of Jewish comradeship.

TRANSITION

By the early 1980's, the Center Movement had long lived within its carefully crafted comfort zone. During the preceding forty years in America, those Jews who considered the question of identity struggled over the meaning of their Jewish identity within the most emancipated society any diaspora has ever known.

In the post war decades, the leadership of Centers across North America had acted upon their vision of JCCs as institutions whose services were intended for Jewish members. Centers tended to be focused

upon the perceived need for a Jewish place in which people could enhance their Jewish identity while participating in programs with other Jews. Jewish content in programs emphasized Jewish culture and the practical and the existential in Jewish living and experience.

However, while our predecessors enabled the Jewish community to become an integral and regularized component of the American society, during the 1980's we have emphasized individual growth and our need to enhance our understanding and appreciation of the basic Jewish values which have sustained our people for centuries.

THE COMMISSION ON MAXIMIZING THE JEWISH EDUCATIONAL EFFECTIVENESS OF JEWISH COMMUNITY CENTERS (1984)

In 1982, in recognition of the ever-changing concerns of the North American Jewish community, and of the increasing perception of the Jewish focus of the Center Movement, Esther Leah Ritz, then JWB's President, appointed Morton Mandel, one of JWB's outstanding past presidents, to chair a commission designated to study the JCC as an institution of Jewish education. JWB's Executive Vice-President, Arthur Rotman, was appointed to serve as the study director.

Following the lead established by the JWB Survey, the Commission included outstanding academic, professional and lay leaders of the North American Jewish Community. The Commission met between January 1983 and July 1984, holding intensive meetings with representatives of JCCs, Federations, and other major Jewish institutions across North America. The Commission's report was presented to the JWB Board of Directors in September of 1984.⁸

8. *Maximizing the Jewish Educational Effectiveness of Jewish Community Centers*. New York: JWB, 1984.

At the outset, the Commission established the following definition:

Jewish education is a lifelong process of acquiring Jewish knowledge, skills, attitudes and values. Its goals are to help individuals to develop and reinforce positive Jewish identity and participate intelligently in Jewish life.

Jewish education takes place in the home, synagogue, classroom, Center and wherever efforts are made to awaken and deepen the sense of Jewish belonging, to motivate the pursuit of Jewish knowledge and to give expression to Jewish beliefs, practices and values.⁹

The recommendations of the Mandel Commission included:

1. urging JCC leaders to further clarify the Jewish education mission of the Jewish community centers
2. urging the recruitment, selection and development of qualified and experienced community leaders who understand and support the Center's Jewish education mission
3. the development of a Center professional staff Jewishly committed and competent, continuously upgrading levels of Jewish education
4. encouraging cooperation and support of Federation, synagogues and other communal agencies and institutions in this effort
5. enhancing community perception of the JCC as a Jewish educational instrumentality
6. development by JCCs, with the assistance and encouragement of JWB, of meaningful Jewish education for the Center's leadership and membership
7. development of funding sources for these efforts.

In presenting its recommendations, the Commission concluded:

Jewish Community Centers are concerned with more than providing Jewish programming as an end in itself. Jewish continuity demands that our North American Jewish communities offer a variety of significant Jewish educational opportunities.

As a guarantor of Jewish continuity, the Jewish Community Center sees itself as providing many of these Jewish educational opportunities.

The starting point for the JCC is no longer Jewish programming just because the users or members are Jewish, but rather providing appropriate Jewish educational experiences as a vital means of ensuring Jewish continuity.¹⁰

In accordance with the recommendations of the Mandel Commission, JWB established a Committee on Implementation, chaired by JWB Vice President Lester Pollack, to carry out the Commission's recommendations. The Committee's report was made to the JWB Board in January 1986.¹¹ In setting forth its observations and recommendations, the Committee on Implementation urged the development of a continuing JWB Committee on Jewish education, the enhancement of professional staff Jewish education, and attracting Jewish educators for lay leaders. In its conclusions, the Committee on Implementation commented that:

Throughout Jewish history, each generation has had to struggle with how best to sustain and invigorate Jewish life so that what they pass on to the next generation would be no less than what they received. The Commission process and this report are part of our struggle to do our part in linking the Jewish past and the Jewish future.¹²

The Mandel Commission's Report redefined the movement's Jewish mission in a way radically different from either the

10. *Ibid.*

11. Report of Committee on Implementation, Lester Pollack, Chair, JWB, 1986.

12. *Ibid.* JWB Committee on Implementation Minutes, 1986.

9. *Ibid.*

Janowsky or the Solender reports. It refocused the JCC's principal objectives.

Thus, in September 1984, in New York City, Rabbi David Hartman told the JWB Board of Directors following its approval of the Mandel Commission report:

It is a momentous decision that the JWB took yesterday to see itself not merely as an organization that services certain needs in the community, such as physical education or kindergartens, but as the center of a significant movement shows itself in the integrity and commitment . . . The sign of spiritual integrity is spiritual hunger. It is people who know themselves to have that hunger who are needed at the center of Jewish life today.¹³

JEWISH CONTINUITY

The reports of the Mandel Commission and the Committee on Implementation in 1984 and 1986 have enabled us to see the Center Movement as an institution for the transmission of Jewish values, for experiencing life more completely, and for developing, restoring and implementing our sense of purpose. In turn, those of us touched by the Movement are nourished and sustained as we deepen our Jewish identities and lives.

JWB's 1988 Biennial Convention made a major commitment to emphasize the Jewish education components in Center activities. As a concomitant, there is a question as to the end to which Jewish education is conducted. Possibly, the term "education" is both lineal and limiting. It implies only the acquisition of knowledge and understanding. While these are important objectives indeed, the efforts of the Center Movement during the next few years stand for more than that. Indeed, what we seek to obtain, ultimately, is not so much the communal development of high thresholds of Jewish identification and education, but rather the intensification of efforts to devel-

op and utilize Jewish values in ways that enhance the quality of our lives and assure Jewish continuity.

The critical need for the strengthening of Jewish values has been amply demonstrated by the large numbers who have developed a sense of Judaism as a label rather than an identity, and by those who have drifted into indifference to Judaism. This disturbing trend has been fostered by the weakening of the Jewish family. As the family has become less able to serve as a crucible for Jewish identity, the community has had to strengthen institutions for the preservation of Jewish values.

Thus, today and in the years to come, a primary function of the Center Movement is to assist in strengthening the Jewish family, as a base for the dissemination, understanding, and effectuation of Jewish values.

These values, in the broadest sense, provide a vision of Judaism as life-giving, a force that enables humanity to its greatest fulfillment and which has nourished our people throughout the ages.

This new vision of the Center Movement as an instrument for assuring the Jewish continuity is in harmony with the assertion and the alarm sounded by Irving Greenberg, in his monograph "The Third Great Cycle in Jewish History." Greenberg states that during the past forty years we have entered the era of the "Voluntary Covenant." He describes the "Biblical era" as that time, prior to the destruction of the Second Temple, in which the covenant of the Jewish People was spoken through the words of G-d, and the "Rabbinic era" as the period from the Diaspora of the Jews beginning with the fall of the Second Temple in 70 C.E. until this century, in which the covenant was interpreted by the rabbis in the Talmud, the Mishnah and the other historic rabbinic writings. Greenberg identifies the Holocaust and the rebirth of the State of Israel as the start of the third cycle in Jewish history, the era of "Voluntary Covenant," in which the institutions of the Jewish People, most primary of which

13. Minutes, Meeting of the JWB Board of Directors, September, 1984.

is the State of Israel, have become the key instrumentalities for the interpretation and continuity of the Jewish spirit and the presentation of Jewish values.¹⁴

Greenberg reminds us that "each era of Jewish history has generated its own characteristic leadership cadre," and that in this third era, "the lay people are emerging as the dominant group." However, he has sounded an alarm about the weaknesses of lay leadership. He contends that:

It is shaped all too much by the assimilationist forces of modern culture and does not know enough of the Jewish past or traditional resources.

In the second era of Jewish history, the rabbis were able to bring the riches of the biblical era with them. They were masters of the biblical text, models and experience. While they modified, translated and even transformed the biblical message, they fundamentally linked their own teaching to the biblical text . . .

There is a real danger that due to ignorance, the lay leadership could seriously impoverish Jewish life. By default, they may lose major elements of Judaism's vast arsenal for communication, value-shaping teaching and observances. A Judaism cut off from its first and second era elements would be a tragically weakened and impoverished way of life . . .

A second weakness for the lay leadership is that it is more equipped for action than for the transmission of values and of

the will to go on being Jewish.¹⁵

And, so it is, that in the past forty years, the Jewish community center has become an instrumentality of Jewish education, for the transmission of Jewish values and in the service of Jewish continuity.

THE TRANSFORMING OF THE JEWISH COMMUNITY CENTER

The Center has been redefined as a Jewish communal institution whose primary purpose is one in which individual Jews are to be engaged by their Judaism, not confronted by it. The purpose is to create the place in which Jews may engage in Jewish learning and living; not only for the acquisition of Jewish knowledge and understanding, but for enhancement of the quality and meaning of their lives.

We have come to recognize that Center leadership carries with it the duty to lead in the understanding and embodiment of Jewish values so that leadership may lead Jewishly as well as govern our Jewish institutions. This is a new commitment, a new engagement.

Those who wish to lead must first pledge themselves to this engagement. For just as we twist the strands of dough to make Shabbat challah and the strands of wax to make the *havdalah* candle, so must we braid Jewish knowledge, Jewish experiences, Jewish values, and Jewish spirit to enrich the quality of our own lives. The Center, Jewish education and Jewish continuity are now inextricably braided together to give new nourishment and light to our Jewish future.

14. Irving Greenberg, *The Third Great Cycle in Jewish History*, 1981.

15. *Ibid.*, p. 37.

letter/5MK-W

*To be used as
follow-up to
interviews*

4/20

Dear Commissioner,

Since our last meeting of the Commission on Jewish Education in North America on December 13, our staff has been hard at work. Through conversations and correspondence with you the Commissioners, and in consultations with experts in the field and with the senior policy advisors, the staff has been developing the ideas and suggestions that emerged from that meeting. I would like to share with you my understanding of how our work is evolving.

At our last meeting we considered the list of 27 options which reflected the interests and concerns of the Commissioners -- any one of which could have served as the basis for the Commission's agenda. We recognized that the options could be usefully divided into two large categories: enabling options and programmatic options. We decided to focus our initial efforts on two of the enabling options: 1) the shortage of qualified personnel for Jewish education, and 2) the community -- its structure, leadership and funding -- as keys to across-the-board improvements in Jewish education. At the same time, commissioners urged that we not overlook the various important programmatic areas such as early childhood, day schools, supplementary schools, college age, informal education, the Israel Experience, etc.

As the staff began its work, it became clear that the personnel and community options would have to be dealt with in as comprehensive a manner as possible. In the area of personnel, a comprehensive strategy would involve recruitment, training, retention and profession-building. For the community, it would involve recruiting outstanding leadership, changing the climate and generating significant additional funding. While the importance of these two areas to the improvement of Jewish education has long been recognized, previous attempts to address them have not been comprehensive enough to be effective. There have been efforts, for example, to improve teacher's salaries and recruitment programs, but we did not find a single approach that dealt simultaneously with all of the elements. Furthermore, the inter-relation of these two areas became increasingly obvious: qualified and dedicated personnel would probably affect the attitude of community leaders, but such personnel is only likely to be attracted to the field if the climate of the community is improved.

We realized that undertaking the enabling options will require us to enter the programmatic areas, as personnel will have to be recruited and trained for particular assignments such as early childhood education, supplementary schools and community centers, and community climate can only be changed through concrete programs.

The staff discovered that although the Commission's goal is to affect change across-the-board it would be overwhelming to attempt change on a national level due to the vastness and complexity of the Jewish educational universe. Education takes place on a local level and it would be difficult to begin anywhere but there. Experts reminded us that there are many advantages to building programs from the bottom up, where the local community plays a major role in initiating an idea and is a full partner in its implementation. In addition to establishing ownership, local initiatives have the following advantages:

1. An undertaking of a limited scope is more manageable and can be done more comprehensively than a national project. The community can provide the energy and human resources needed for it.
2. The tangible and visible results of a local undertaking would hopefully generate interest among other communities to emulate the approach, and would likely lead to a national debate on the important issues of Jewish education.
3. A local project, handled in a hands-on manner, would permit constant fine-tuning and improvement.
4. By implementing several ideas and programs in one site, they can have a far more significant impact than when they are isolated. We have seen repeatedly that there are many good ideas being implemented across the country, but their effect has not achieved maximum potential. If they were brought together, their impact would be compounded. It would also be felt more quickly.
5. In each local situation, ideas that are guided by a vision of excellence in Jewish education can be experimented with.

At the same time, however, we have come to respect the contribution that can be made through the broad and sustained efforts of experts working from the top down. Throughout our process, the staff has emphasized that working on the local scene will require the leadership and assistance of the national organizations and training institutions. Any attempt to demonstrate

impact on a local level will not reach its full potential unless supported by the expertise found in the national organizations and institutions. What we are searching for is a way to combine two approaches which are often treated separately, sometimes even as mutually exclusive. Our challenge is to work simultaneously on the local level from the bottom up and to find a way for the national organizations to make their contribution to local experiments through an approach sometimes referred to as from the top down.

As we consider these multiple and complex issues, many questions emerge. How do we begin to plan the local initiatives that will eventually lead to widespread change? Who will be the broker between the national resources and the individuals in the communities where projects are undertaken? How can we bring the best practice of Jewish education in the world to bear on a specific program? Who will be responsible for the effective implementation of local projects? How will we ensure that standards and goals are maintained? Who will see to it that successful endeavors are brought to the attention of other communities and that the ideas are appropriately diffused? What kind of mechanism is needed to orchestrate this complicated enterprise?

These are exciting but difficult challenges. We need the greatest wisdom available in order to begin to answer these many questions. Your input and reaction to these ideas is crucial to us as we plan the next steps of the Commission's work. At the suggestion of a number of Commissioners, we propose to follow the individual interview format which we have used in the past. I have asked the staff to contact each of you and to try to arrange as many personal appointments as possible before the next meeting of the Commission.

I look forward to seeing you at our next meeting on June 14, from 10 a.m. to 4 p.m. at _____.

Sincerely,

Morton L. Mandel

CHLZ JUL 13 1989
WFO
m

ARNOLD & PORTER

1200 NEW HAMPSHIRE AVENUE, N. W.

WASHINGTON, D. C. 20036

(202) 872-6700

CABLE: "ARFOPO"

TELECOPIER: (202) 872-6720

TELEX: 89-2733

1700 LINCOLN STREET
DENVER, COLORADO 80203

(303) 863-1000

PARK AVENUE TOWER

65 EAST 55TH STREET

NEW YORK, NEW YORK 10022-3219

(212) 750-5050

PAUL S. BERGER

DIRECT LINE: (202) 872-6784

May 19, 1989

Morton L. Mandel, Chairman
Commission on Jewish Education
In North America
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Mort:

Thank you for your letter of May 4, 1989 reporting on the work of the Commission. I think you are engaged (once again) in a very important task. I have been involved in Jewish education in a heavy way since the middle 60's when we in Federation first got into the day school business. Our school that started with seven children is now a community school for 1,000 students. There are also a number of feeder schools. Running from kindergarten through twelfth grade it is recognized as one of the very best in the country.


As you may know, we also created a community summer camp and retreat center within the last two years as a further means of outreach for a meaningful Jewish education.

Our local Foundation for Jewish Studies, of which I am a director, has initiated a scholar-in-residence program for the community which has had great and continuing support. Among our scholars have been Dean Steinsaltz and currently Nahom Savna.

I look forward to hearing more about the Commission as you progress. And, of course, I wish you all the best in your important effort.

My very best regards.

Sincerely,


Paul S. Berger

PSB/cpw

JUL 13 1989

ARNOLD & PORTER

1200 NEW HAMPSHIRE AVENUE, N W

WASHINGTON, D C 20036

(202) 872-6700

CABLE "ARPOPO"

TELECOPIER (202) 872 6720

TELEX 89 2733

1700 LINCOLN STREET

DENVER, COLORADO 80203

(303) 863 1000

PARK AVENUE TOWER

65 EAST 55TH STREET

NEW YORK, NEW YORK 10022-3219

(212) 750-5050

PAUL S. BERGER

DIRECT LINE (202) 872 6784

May 19, 1989

Morton L. Mandel, Chairman
Commission on Jewish Education
In North America
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Mort:

Thank you for your letter of May 4, 1989 reporting on the work of the Commission. I think you are engaged (once again) in a very important task. I have been involved in Jewish education in a heavy way since the middle 60's when we in Federation first got into the day school business. Our school that started with seven children is now a community school for 1,000 students. There are also a number of feeder schools. Running from kindergarten through twelfth grade it is recognized as one of the very best in the country.

As you may know, we also created a community summer camp and retreat center within the last two years as a further means of outreach for a meaningful Jewish education.

Our local Foundation for Jewish Studies, of which I am a director, has initiated a scholar-in-residence program for the community which has had great and continuing support. Among our scholars have been Dean Steinsaltz and currently Nahom Savna.

I look forward to hearing more about the Commission as you progress. And, of course, I wish you all the best in your important effort.

My very best regards.

Sincerely,



Paul S. Berger

PSB/cpw

*Endowment
for Israel
Experience*

Premier Industrial Foundation

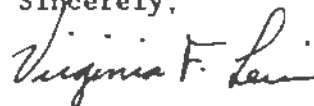
4500 EUCLID AVENUE
CLEVELAND, OHIO 44103

June 19, 1989

Dear Professor Cremin:

Per the request from Suzannah Cohen, I have enclosed the background materials for the Commission on Jewish Education in North America. If you need further information, please feel free to contact me.

Sincerely,

A handwritten signature in cursive script, reading "Virginia F. Levi".

Virginia F. Levi
Program Officer

Enclosures

Professor Lawrence A. Cremin
Teachers College
Columbia University
New York, NY 10027



CLAL

The National Jewish
Center for Learning
And Leadership

June 20, 1989

Mr. Morton L. Mandel
Commission on Jewish
Education/North America
4500 Euclid Avenue
Cleveland, OH 44103

Dear Mort:

First I want to extend an apology and express my regrets for missing the meeting of the Commission on June 14th. The day had been cleared on my schedule because of the importance of the Commission. However, June 14th was my first day back in New York after two weeks of travel. When I arrived, I discovered that a major foundation submission deadline was that very day. Since we are beginning a major new project with the foundation and it is my special personal responsibility, I had to drop everything else to complete the work. Unfortunately, by the time the work was complete it was too late to participate meaningfully in the Commission meeting. This is my loss because the work is of such promise and such importance that I truly want to help in every way. In the future, I hope that I will have better luck making the meetings.

Please extend my apology to the staff as well.

The advance materials for the meeting were very promising. The focus on dealing with the shortage of qualified personnel in Jewish education and with the community leaders as major agents for change represents significant and important choices from the menu of great possibilities. While I remain concerned that the area of personnel is so broad that there is a danger of the Mandel Foundation's full impact being dissipated over the length and breadth of this area, the focus on community site programs and other concrete local options will do much to offset that danger.

May I make a few suggestions that I would have made had I been at the meeting:

1. The community action site program is particularly promising. If one can get an entire community (led by Federation as in Cleveland or Baltimore) to undertake a comprehensive program with special funding from the community and special seed money from the Mandel and other foundations, there could be a major impact in upgrading education in the total

OFFICERS

Martin F. Stein
Chairman

Rabbi Irving Greenberg
President

Aaron Ziegelman
Associate Chairman

James Fingerhuth

Barbara Friedman

Evelyn Kenyon

Magda Shenberg Leichter

Klara Silverstein

Rudine Abramson Spier

Jack Weprin

Vice Chairmen

Donald Landis

Moshe Werthan

Treasurers

Sanford Hollander

Secretary

Paul Jeser

Exec. Vice President

PAST CHAIRMEN

Ben Zion Leichter

Lee Javitch

Neil Norry

Irvin Frank

Herschel Blumberg

Robert Loup

FOUNDERS

Rabbi Irving Greenberg

Elie Wiessel

Rabbi Steven Shaw

DEPARTMENTS

David Elcott, Ph.D.

Program - Shamur

Debby Harshman

Planning - Development

Bett Clal

Rabbi Irwin Kula

Am Eichel

Quote *

community. Part of the primitive and undeveloped nature of Jewish education is that even the good schools struggle alone. With broader gauge funding, there could be cooperation, some integration of experience and achievements and exchange of good experiments from one institution to another. The initial impact of a one community focus will be to cannibalize good personnel from other communities and institutions. In the long run, however, this program will lead to upgrading of standards and more good people coming into the field--so it is worth the risk. At the least, the day schools or the Hebrew schools of one community could be brought together with special grants and with special help as well as recruiting outstanding personnel to lead these 'newly experimental' schools.

2. One of the most difficult problems facing people in Jewish education is the absence of recognition and of widespread communication of outstanding achievement. It is my experience that it is very difficult to get objective and accurate information about excellent principals in whatever school or location they are. Not infrequently seniority or even availability (i.e., the ones just fired are more available than principals who are secure and doing a good job in their school) are the basis of being recommended for new jobs or for promotions. Perhaps one can create some form of rating service with easily disseminated conclusions so that people could know who are the top ten principals of the top ten schools and what each principal has contributed to them, etc. This would go far to give strength to the high achievers, access to communities and other schools that would like to recruit such people, and a sense of competition to hold the good people which can only redound to the benefit of the entire field.

When you want to find out who is the top art expert in a particular field or which is the best run museum or university graduate department of quantum physics, you can get such evaluations quickly. An equivalent development in the Jewish field would be an immense help to rewarding and reinforcing excellence. The good effect of this recognition in holding people in the field could be strengthened even more by the creation of some sort of network fairly early on, i.e., from graduate school on. While CAJE plays some of this role, CAJE is particularly weak in the area of recognition and professional advancement.

3. The denominational schools and seminaries still are major forces in the development and training of Jewish educators. For the most part, they do not meet the standards of quality and excellence that are expected in the university. This means either that the Commission should frankly admit the truth and invest in university settings that are willing to take on the challenge of training of Jewish educators. Alternatively, this means some direct confrontation with the seminaries, offering rewards in the form of financial help but putting pressure to upgrade quality. This is a very difficult bullet to bite but it must be done if we are to move the field forward. (Since strengthening the seminaries will also run the risk of intensifying the denominational partisanship which is already racking Jewish community life, some extra effort must be made to offset the effect by creating more interdenominational and inter-group study experiences. This is what CLAL is seeking to do. The field needs a great deal of additional investment if we are to prevent the extremes of polarization from winning out.)

Finally, CLAL is deeply involved in leadership education. We have tried to build into our programs greater awareness of the urgency of Jewish education and the importance of lifting standards of financial support as well as of educational quality. The very fact of going through personal learning has turned many community leaders into partisans of Jewish education. CLAL would be happy to cooperate with the Commission and to use our access to leadership and our existing leadership education programs to strengthen this effort to upgrade commitment to Jewish education. (The staff report could have been a bit more sensitive to CLAL's work in this field but the important thing is not turf but cooperation and coordination to maximize our impact and to maximize the impact on the values of leadership.)

As you know, our program to create Beit Clal, a retreat center for upgrading Jewish life and living, is now entering high gear. Every community could use retreat centers as part of a coordinated plan to upgrade education for students for community leaders and for the professionals who work in the field. We would be glad to cooperate with any other communities in the creation of additional centers around the country. We also would be glad to lend Beit Clal for use in these kinds of experimental programs.

Mandel, Mr. Morton L.
June 20, 1989

Page 4

Many efforts are being made to upgrade Jewish life. All should be brought together in cooperation. The initiatives of the Commission are heartening and important new developments. I congratulate you on the effort and hope to participate individually and through CLAL in every way.

Sincerely yours,


Irving Greenberg

IG:blm

*Senior Pol
Adm*

M E M O R A N D U M

June 29, 1989

TO: Mort Mandel

FROM: David S. Ariel

RE: AIHLJE MEETING - JUNE 7, 1989 - CHICAGO, IL

I reported to the institutional representatives at the meeting of the Association of Institutions of Higher Learning in Jewish Education on June 7, 1989. The following institutions were represented by the heads of their Jewish education programs: Yeshiva University, Jewish Theological Seminary, Hebrew Union College, Boston Hebrew College, Spertus College of Judaica (Chicago), Cleveland College of Jewish Studies, Brandeis University and McGill University.

The purpose of the report was to bring them up to date on the work of the Commission and to solicit their advice on the ideas before it. My report presented the Commission's thoughts about the enabling and programmatic options along with the assumptions about how to achieve change through local and national strategies.

The response was both strongly supportive and desirous to participate in furthering the goals of the Commission. Whereas in my previous reports, there was some caution about where the Commission was heading, this meeting was very positive. The group supported the idea of developing a strategy for change in Jewish education based on a strong grounding in theories of strategic change and school improvement. They thought that such an analytic perspective is the best approach to long-term improvement in the field. They expressed support for the serious way the Commission is going about its work and are eager to do their part in the effort.

The Association has begun to explore how its institutions can change in order to meet the challenges which they face. The Association is interested in beginning its own strategic planning process for the network of training institutions. I think it is fair to say that the Association looks forward to playing a significant role in implementing the recommendations of the Commission and would welcome the opportunity of contributing further to the planning process.

I think that the Association remains a very critical group in the field. With Sara Lee as Chairman and the heads of the major educator training departments

and institutions as participants, we should look to involve this group even further. They are key thinkers and spokesmen for the field who can help the Commission in many ways.

The next meeting of the AIHLJE is October 29-30, 1989 in New York. We should consider having a further report at that time. A visit by you at some point might also be considered as a very effective means of building a bridge to this group.

I think we should give further thought to the strategic roles of these training institutions and to a mechanism for working with them towards the goal of making them more effective.

I will keep you informed about the next steps taken by the Association.

DSA/pae

cc: Ms. Ginny Levi
Mr. Henry Zucker
Mr. Joseph Reimer

June 29, 1989

Dear Sol:

I was glad to have a chance to chat with you about the Commission on Jewish Education in North America. I am sending to you the material which you requested about the Commission.

I hope we will have other occasions to discuss the Commission and to exchange ideas.

Sincerely,

HENRY L. ZUCKER

Mr. Sol Daiches
Jewish Federation
226 South 16th Street
Philadelphia, PA 19102

*Sent design document and
list of Commissioners*

(215) 893-5856



Jewish
Community
Centers
Association

2 Millstone Campus Drive
Saint Louis Missouri 63146
(314) 432-5700

Board of Directors

Morris H. Sterneck
President
Charles Eisenkramer II
Vice President
Marilyn Fox
Vice President
Martin E. Oberman
Vice President
Jay Sarver
Vice President
Burton E. Follman
Treasurer
Harvey Gerstein
Secretary

Joan Abrams
Lloyd Abrams
Myron Bernard
Barbara Bindler
Bruce Carl
Harvey Citerman
Louis Deitch
Marilyn Essman
Kenneth Fischer
Barry Friedman
Ira C. Gall, M.D.
Yetra Goldberg
Myrna Herschman
Terry Hieken
Robert Hoffman, M.D.
Ralph E. Kaufman
Mark Koritz
Linda Kraus
M. Don Lampert
Neil Lazaroff
Sanford Lebnan
Mark M. Levin
Wilma Messing
Donald L. Mitchell
Evelyn Myers
Sanford Neuman
Cissy Nissenbaum
David Nissenholz
Jerry Pass
Sanford Pomerantz
Alan Popkin
Lawrence Potashnick
Robert Quicksilver
Stanley Raskas
SaraJoan Rezak
Elsie Roth
Joel H. Schraier
Harry Schukar
Deborah Silverberg
Martin Sneider
Walter G. Stern
Michael Suffian
Marc Tenzer
Harvey N. Wallace
Max Weinstein
Andrew Wolfson
Marvin S. Wool
Stuart H. Zimbalist
Morrie Zimring
Karen Zorensky
Milton L. Zorensky

Lifetime Board Members

* David Baron
* Paul Berwald
* Harvey M. Brown
* Adolph Frank
* Harris Frank
* Paul J. Gallant
* Harvey S. Gershenson
* Milton Greenfield, Jr.
* Howard Hearsh
* Frank Jacobs
* Sam Krupnick
* I. E. Millstone
* Jerome Raskas
* Richard Weiss
* Robert L. Wolfson

Stanley Ferdman
Executive Vice President
Louis Sapolsky
Associate Executive Director

* Past President

July 5, 1989

Mr. Morton Mandel
17250 Parkland
Cleveland, Ohio 44120

Dear Mort:

How good it was to see both you and Barbara at the JWB Convention. I will always remember your support, respect and influence in making things happen when I was in Cleveland. You've continued in these efforts with your valuing of the goal to impact the quality of Jewish life and identity through Jewish educational experiences. The meeting in the committee room of the Center with the Federation Planning Committee when you spoke so eloquently on the need for the support of Jewish education everywhere, will always stand out in my mind.

As you probably are aware, our Board and committee members were the first group to go to Israel from the Center as part of our Leadership Seminar. Two seminar missions comprised of our staff, totaling twenty-five people, were also held. We are beginning to plan for additional experiences for both our Board and staff. We were also among the first to develop the Melitz Program here in St. Louis. (That's our friend, Avraham Infeld).

There's no question that the Cleveland Center, with its Department of Judaica, will make a great impact upon the Jewish community. By the way, Bernie Steinberg was in a ninth grade group of mine when I was a student at the Washington University School of Social Work, and his brother is married to my cousin, so I know what a special guy you have there.

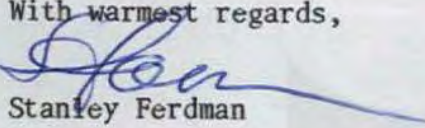
I've been thinking of the steps St. Louis needs to take in order to move in the direction which will be required to affect the Jewish values of our children and grandchildren. Our Board leadership met with Dave Dubin and Leonard Rubin regarding their proposal to JWB on the Hartman Program. Our Board approved St. Louis becoming one of the five communities of that program. My problem is the long-term financing of this program. Since I know we're just at the beginning, I foresee all kinds of financial problems facing us. My goal is to assure a Department of Judaica, a full-time Jewish Scholar-In-Residence, and whatever it's going to take to impact the training and education of our staff and lay leadership and our Center community.

What I think is needed is to set up a model for funding which will bring together community dollars with funding from outside sources. I would like you to consider aiding me in this endeavor, either through the Mandel Fund or through one of the other foundations with which you are involved to create a matching funds program. That program, as I see it, would be a \$250,000 grant to be matched by local dollars to create a beginning \$500,000 endowment for a Jewish Scholar/Judaica Department.

I've been working to consider a new approach, something that could be a creative and permanent way of funding such a program. Your support and any suggestions you have about this idea, will be greatly appreciated.

Before I close, I must tell you how saddened we were to hear of the loss of our dear friend, Herman. He'll be greatly missed. He made a significant impact on the Center and on the Jewish community of Cleveland.

With warmest regards,


Stanley Ferdman

SF:sp



MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND OHIO 44103

July 25, 1989

Dear Barry:

Thank you for your recent letter in which you suggest that we include Hillel representation in the activities of the Commission on Jewish Education in North America. I agree with you! College youth represents an important segment of the population we wish to reach, and the Commission staff will consider ways to involve Hillel in our work.

Thanks for sharing your thoughts with us -- we will do our best to implement them.

Warmest regards.

Sincerely,

MORTON L. MANDEL

Mr. Barry Shrage
Executive Vice President
Combined Jewish Philanthropies
of Greater Boston
One Lincoln Plaza
Boston, MA 02111

COMBINED JEWISH PHILANTHROPIES 28

O I G R E A T E R B O S T O N

JOEL W. SHRAGE
President
BARRY SHRAGE
Executive Vice President

One Lincoln Plaza
Boston, Massachusetts 02111
617/330-9000
617/330-9000
617/330-9000

June 13, 1989

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

As a community that has a major stake in college-age services, we will be taking a look at our student population in our Commission on Jewish Continuity. I'm hoping that this can emerge as a major priority and that we can develop some models that can be useful around the country.

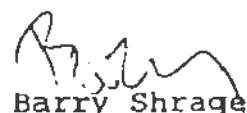
In my view, our work on the campus can and should focus on providing work experiences and training for students in Jewish education and Jewish communal service. This might provide both short and long-term benefits with regard to our personnel challenge.

Mort, I've recently met Richard Joel, the new international director of Hillel. I believe he would be a real asset to your national commission. In any event, some Hillel representation might be helpful in dealing with the continuing issues that affect students directly and in helping to make the best use of our student and campus resources in dealing with the personnel challenge.

Thanks so much for considering this thought.

Best regards to Barbara.

Sincerely,


Barry Shrage

BS:mm

OCT 10 1989

Local
Commission
HLZ

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

INFO &
TDS
m

July 31, 1989

Dear Stan:

Many thanks for your recent letter, discussing next steps with regard to Jewish continuity in St. Louis. I think you're on the right track, but I do hope that you can find the funding within your own community. That is what we are doing in Cleveland, and while I realize that every city has a different set of dynamics, I think you should just move into what it is that your people are willing to finance. The more they understand the potential, the more money will be forthcoming.

My own view is to develop a process within St. Louis in which people can participate, become informed, and, thus, gain commitment. I know that you understand this principle totally, and I suggest that you apply all the skills that you have learned over the years.

I'd be glad to discuss this with you, or your leadership, at any time that it is convenient. If you'd like, perhaps we can spend a few minutes together at the GA in November.

I do wish you every success in this undertaking. We both know how important it is.

Sincerely,

MORTON L. MANDEL

Mr. Stanley Ferdman
Executive Vice President
The Jewish Community Centers Association
2 Millstone Campus Drive
St. Louis, MO 63146

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

August 24, 1989

Commissioners

Morton I. Mandel
Chairman
Morris Riklis Ackerman
Ronald Appleby
David Arnow
Mansell L. Berman
Jack Bieler
Charles R. Bronfman
John C. Colman
Maurice S. Corson
Lester Crown
David Dubin
Stuart E. Eisenstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gottschalk
Arthur Green
Irving Greenberg
Joseph S. Gross
Robert L. Hiller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Lupp
Matthew J. Marples
Florence Melton
Donald R. Minz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Emanuel H. Schipper
Isaac Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isidore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

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

Director

Arthur J. Naparstek

Staff

Virginia F. Levy
Joseph K. Kerner

Mr. Philip Wasserstrom
3176 Falmouth Road
Shaker Hts., Ohio 44122

Dear Phil:

I understand from Elaine Morris that you will incorporate comments on the progress of the Commission on Jewish Education in North America in your remarks as chairman of CJF's Commission on Jewish Continuity at its upcoming meeting at the September Quarterly. I thought you might find the enclosed materials helpful in preparing your remarks. Enclosed are the background materials that were prepared for the Commission's June meeting and the minutes from the meeting. This should give you a sense of where the Commission currently is in its process. Since June we've been working on the following:

1. Research - Various research projects have been commissioned in order to provide the necessary data to support the Commission's report and its recommendations. All of the researchers are projected to be completed this winter.
2. Organizing Concepts for Recommendations - Commission staff is beginning to flesh out concepts for "community action sites" and an ongoing implementation mechanism which would carry forward the work of the Commission. The Commission will be involving federation leadership in helping shape the recommendations in these areas.
3. Outreach to Educational Constituencies - We are working with CJENA co-sponsors and other groups with an interest in the Commission's work to bring them up to date on our progress, and where appropriate, involve them in contributing to the work of the Commission. This includes Mort Mandel's

presentation at the CAJE conference and Commission staff meetings with CAJE leadership; meetings with federation planners and executives at the Quarterly. Other contacts are under way now which should be taking place in the next few months.

All of this is moving forward to a conclusion this spring with issuance of the Commission's report. Depending on where we are in the Commission's progress, we may want to consider an opportunity at the General Assembly for CJF's Commission on Jewish Continuity to meet with CJENA leadership.

I will be at the Quarterly meeting and plan to attend your Commission meeting. Please feel free to use me as a resource in any way.

Sincerely,



Mark Gurvis
CJENA Staff

Enclosures

cc: Norbert Freuhaft
Martin Kraar
Elaine Morris

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

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

In Formation

Senior Policy Advisors

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

Director

Arthur J. Naparstek

Staff

Virginia F. Levi
Joseph Reimer

September 14, 1989

Mr. Herbert Millman
Executive Vice President
Emeritus

JWB

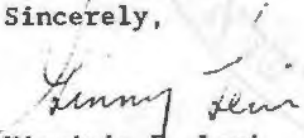
Fifteen East Twenty-Sixth Street
New York, New York 10010

Dear Mr. Millman:

Mort Mandel has brought to Henry Zucker's and my attention the article you sent him on "Transforming the Jewish Community Center." We appreciated the opportunity to read the article and have circulated it to advisors to the Commission on Jewish Education in North America.

Thank you for your interest in the Commission.

Sincerely,


Virginia F. Levi
Commission Staff

Premier Industrial Foundation

4500 EUCLID AVENUE
CLEVELAND, OHIO 44103

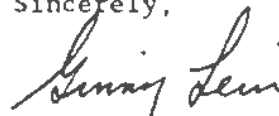
September 27, 1989

Dear Mr. Millman:

Mort Mandel has asked that I send you the enclosed minutes from the most recent meeting of the Commission on Jewish Education in North America. I have added your name to the mailing list and will see that you receive minutes of future meetings when they are issued.

Best wishes for the New Year.

Sincerely,



Virginia F. Levi
Program Director

Mr. Herb Millman
104 Hix Avenue
Rye, NY 10580

Enclosure

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

Morton L. Mandel
Chairman
Mona Riklis Ackerman
Ronald Appleby
David Arnow
Mandell L. Berman
Jack Bieler
Charles R. Bronfman
John C. Colman
Maurice S. Corson
Lester Crown
David Dubin
Stuart E. Eizenstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gottschalk
Arthur Green
Irving Greenberg
Joseph S. Gruss
Robert I. Hiller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lamer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert F. Loup
Matthew J. Marples
Florence Melton
Donald R. Minz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Sadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Consultation

Senior Policy Advisors

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

Director

Arthur J. Naparstek
Staff

Virginia E. Levy
Joseph Brumer

September 28, 1989

Dr. Jack Sparks
Central Synagogue
123 East 55th Street
New York, NY 10022

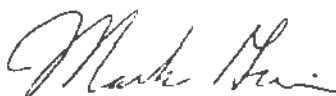
Dear Dr. Sparks:

The Commission on Jewish Education in North America is a new planning initiative in Jewish education. It has been convened by the Mandel Associated Foundations of Cleveland and is co-sponsored with JESNA, JWB, and in collaboration with the Council of Jewish Federations. The Commission is midway through its two-year process and is making an effort to consult with many organizations and institutions that are vitally involved in Jewish education. Accordingly, the Commission would appreciate an opportunity to have one or two representatives attend an upcoming meeting of the Council of Jewish Educator Organizations.

Our objectives for such an opportunity would be to provide background on the Commission and its process; review Commission progress to date; and provide an opportunity for COJEO members to add their input into the Commission process. Enclosed is the design document for the Commission, which will provide further background.

I understand that the Council meets 5-6 times each year in New York. Perhaps we can work together to find an appropriate opportunity at one of your next meetings for a presentation on the Commission on Jewish Education in North America.

Sincerely,


Mark Gurvis
Commission Staff

Enclosure

CC: HENRY L. ZUCKER
ALVIN SCHIFF

HERBERT MILLMAN
Fifteen East Twenty-Sixth Street
New York, N.Y. 10010

OCT 05 1989

Office of the Executive Vice-President Emeritus, JWB

October 3, 1989

Ms. Virginia F. Levi
Program Director
COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA
Premier Industrial Foundation
4500 Euclid Avenue
Cleveland, OH 44103

Dear Ginny:

Many thanks for the minutes of the meeting on June 14.

I found them most informative.

I am grateful to Mort and you for placing me on the mailing list.

I return you warm New Year's greetings.

Sincerely,



Herbert Millman

HM/ep

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

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

In Formation

Senior Policy Advisors

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

Director

Arthur J. Naparstek

Staff

Virginia F. Levi
Joseph Reimer

November 6, 1989

Mr. Herb Millman
104 Hix Avenue
Rye, NY 10580

Dear Mr. Millman:

Morton Mandel has asked me to send you a copy of the minutes of the most recent meeting of the Commission on Jewish Education in North America. I hope that they will be of interest.

Sincerely,

Virginia F. Levi

Virginia F. Levi
Commission Staff

Enclosure

AKIVA ACADEMY

140 Haddon Road S. W. • Calgary, Alberta T2V 2Y3 • 258-1312

Excellence in Education, Commitment to Torah & Jewish Values

DEC 11 1989

November 6, 1989

8 Cheshvan, 5750

Mr. Morton Mandel
4500 Euclid Avenue,
CLEVELAND, Ohio
U.S.A. 44103

Dear Mr. Mandel;

I would like to take this opportunity to thank you for the copy of the address you recently gave at the CAJE conference in Seattle. It was and still is a very challenging speech that bodes well for the future of Jewish education in North America.

The emphasis on profession-building and recruitment is especially meaningful for me because my career in Jewish education is my second one. Being an educator never seemed to be a realistic option when I was growing up; if one was intelligent, it was the 'real' professions i.e. medicine or law. While I do not regret my legal background I decided early on to make what had been a part-time hobby i.e. Jewish teaching, a profession. I do hope your commission will also focus **recruitment** through late-entry admissions.

I have also included with this letter a brochure for our school. I enclose the brochure with pride because the school is a remarkably warm and successful school. We have managed to combine our Orthodoxy with community commitment and with an integrated curriculum throughout the Jewish and secular studies.

.....cont'd

I would also, at this time, like to extend a personal invitation to you and your family to visit us should you be in the area. Calgary is, of course, the closest city to the Canadian Rockies and a ski and nature-lover's dream.

Wishing you and your commission every success.

I remain,

Yours sincerely,

A handwritten signature in dark ink, appearing to read "M. Stolovitsky".

Mark Stolovitsky
Vice Principal

MS/lc

וְאֵהָבָה לִלְמֹד כְּמוֹךָ



Akiva Academy

**A Jewish Day School Dedicated to
Excellence in Education,
Torah, Jewish Values,
And a Love of Learning.**

Calgary, Alberta

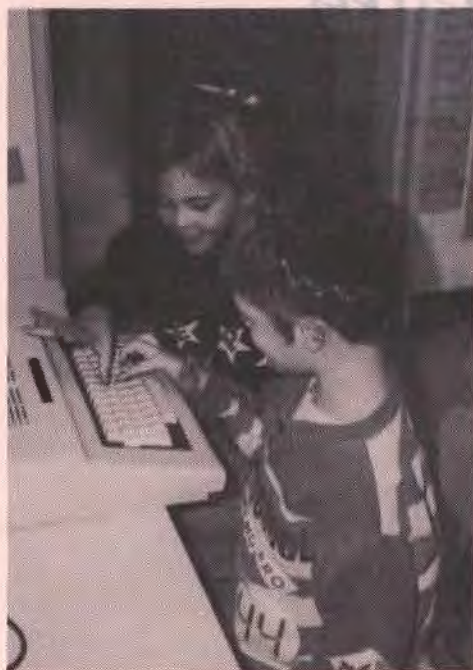
Philosophy of Akiva Academy

Akiva Academy is committed to excellence in education.

The school provides a stimulating environment in which children are encouraged to develop to their potential. A solid, well-rounded curriculum, small classes, and school community activities enable the child to gain a knowledge of the world past and of the world present, of one's self and of others within the world.

Akiva Academy imparts a love of learning, a love of Jewish values and traditions, and a love of Israel. At Akiva, children develop a positive sense of Jewish identity and pride.

It is written, "Yafa Torah im derech erez" — study and learning are enhanced by sensitivity and respect. This concept is the pivot around which the Akiva Academy experience revolves. It encompasses an attitude to life and learning that is marked by sensitivity to others and basic human dignity. It is in a word, "menschlichkeit".



Who Was Akiva?

Rabbi Akiva was a great scholar and statesman who lived in Israel in the first to second centuries. He was a simple shepherd until the age of forty, when he began to learn Torah with such determination and indomitable spirit that he became one of the greatest rabbis of all time.

Like our "namesake", Akiva Academy is dedicated to imbuing in our students the love of God, Torah, the Jewish people and the land of Israel.





Curriculum

The Akiva Academy is a provincially licensed private school, whose teachers are certified by the Department of Education of the Government of Alberta.

The secular studies program adheres to, and augments the Alberta Education Curriculum.

Through consultation with Alberta Education and expert resource professionals, the Akiva Academy ensures that the most up-to-date educational materials and methods are utilized in the classrooms.

The Jewish studies curriculum has been developed utilizing resources and materials from Canada, the United States, and Israel. Some parts of the curriculum have been developed by staff members at Akiva, and are now used by other schools in Canada, and the U.S.

In addition to imparting Jewish skills and knowledge in areas such as Hebrew language, prayer, customs and traditions, and history, Akiva Academy fosters an atmosphere of beauty and love for our heritage. Children are given the opportunity to experience the joys of Judaism first hand, and to feel pride in themselves as Jews. It is hoped that such experiences coupled with a thorough knowledge of Judaism, will enable a child ultimately to make sound choices about his/her identity as a Jew.

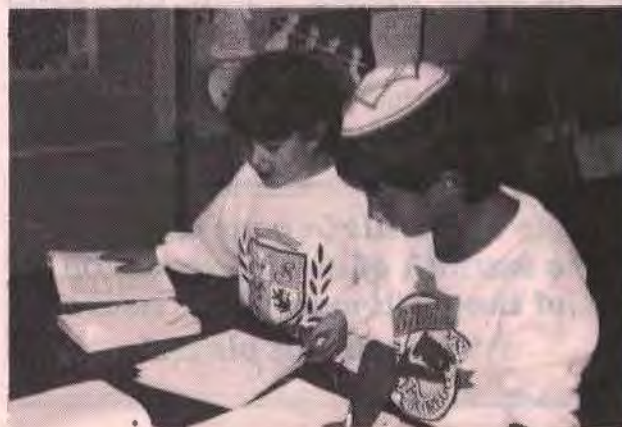
The uniqueness of the Akiva program is highlighted by the integration of Jewish and secular studies. This integration creates a harmonious blend for the education of the whole child.

Small classes, taught by a highly qualified staff, allow for individualization, so that children can work at their own levels. Classes are structured to encourage children to learn to share and co-operate with others, to work independently, to expand their abilities and interests, to express their ideas and thoughts, and to listen to others. Most of all, children are taught to be active participants in the learning process.

Students may choose from a wide variety of extra-curricular activities and clubs, including: choir, art club, model parliament, French club, Hebrew club, floor hockey and volleyball leagues, chess club and the debating club.

In the Beginning

Akiva Academy began as an Early Childhood Services (E.C.S.) approved kindergarten program in September 1980. Growth has been extraordinarily rapid. The Academy now offers a full preschool and elementary school programs. Courses are now offered at the Junior High School level as well.



Parental Involvement

Akiva Academy encourages parental involvement in the school. Parents can become involved through the P.T.A. and through the school's elected Board of Directors.

One of the special qualities that distinguishes Akiva Academy from other schools is the unique role of the school's parent body. Whether through the P.T.A., or by sitting on one of the sub-committees of the board, parents have the opportunity to play an active role in almost every facet of the school's program including staffing, curriculum, financial and program issues.

Affiliation

Akiva Academy was founded by, and is affiliated with, Calgary's oldest synagogue, Congregation House of Jacob - Mikveh Israel, an Orthodox institution. The school follows the synagogue's policy in religious matters (such as kashrut and the observance of Shabbat and the holidays). The synagogue's rabbi serves as the school's religious adviser.

The commitment to the survival of Jewish values is not a matter of orthodox, conservative, or reform orientation or synagogue affiliation.

The emphasis at Akiva, is not on synagogue affiliation, but on a positive sense of Jewish identity. Akiva Academy respects the diverse backgrounds of the members of its parent body. The fact that more than half of the Akiva families affiliate themselves with either the conservative or reform synagogues, or have no synagogue affiliation, demonstrates that parents and students of all affiliations feel quite comfortable at Akiva.

***Help us instill in your children
the warmth of Jewish tradition,
and they will warm your hearts
with their happiness!***



Why choose the Akiva Academy for your children?

Akiva Academy believes that children have the right to know who they are - to know what Judaism offers their lives. Once children experience the beauty, the love, and the wonder of a traditional Jewish education, they will be free to choose a Jewish lifestyle out of knowledge, pride, and joy.

1989 - 1990 School Year

The following programs are available for the 1989-1990 school year:

- ☐ NURSERY ☐ PRE-KINDERGARTEN
- ☐ KINDERGARTEN

- ☐ GRADE 1 ☐ GRADE 2 ☐ GRADE 3
- ☐ GRADE 4 ☐ GRADE 5 ☐ GRADE 6
- ☐ JUNIOR HIGH SCHOOL PROGRAM

For further information contact:
Rabbi Hal Klestzick, Principal
Akiva Academy,
140 Haddon Road S.W.,
Phone 258-1312

cc: mg
(w/ cc u n l)

ELIZABETH STERENBERG SHULMAN, Ph.D.
501 SOUTH FLAGLER DRIVE - SUITE 808
WEST PALM BEACH, FLORIDA 33401

ALAN

417
(305) 888-6188

Dear Mort,

5/7/80

It was great to see you last week - and to hear your message.

Here is a copy of the complete finished written product. Your help to me, and therefore our community, was extremely valuable. I hope that you'll take a minute to offer any feedback you think might be helpful. I also know that Barbara Steinberg (The Commission's newly-hired Director) and Marvin Rosen (a member of the Task Force Steering Committee and Champion of the Commission - a fabulous choice) would always welcome any input or ideas you might have.

Please feel free to reach any of us through the Federation (832-2120) or by contacting me. And thanks again.

Best wishes for a sunny summer!

Warmly,

Elizabeth

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

Menachem L. Mandel
Chairman
Morris R. Ackerman
Ronald Appleby
David Arnow
Mandell L. Berman
Jack Butler
Charles R. Broadman
John C. Cohen
Maurice S. Corson
Fester Crown
David Dubin
Stuart E. Frenstat
Joshua Elkin
El N. Evans
Irwin S. Field
May M. Fisher
Alfred Gotschalk
Arthur Green
Irving Greenberg
Joseph S. Gruss
Robert L. Hiller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Loap
Matthew J. Maryles
Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

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

Director

Arthur J. Naparstek

Staff

Virginia F. Levi
Joseph Reimer

November 8, 1989

Professor Steven M. Cohen
162 Cleveland Road
Newhaven, CT 06515

Dear Professor Cohen:

Annette Hochstein thought you might be interested in receiving the enclosed copy of the most recent progress report of the Commission on Jewish Education in North America.

At its meeting on October 23, the Commission discussed a plan of action for implementing the findings of the Commission. We will keep you abreast as the work progresses and would be happy to receive your comments and reactions.

Sincerely,

Virginia F. Levi
Virginia F. Levi
Commission staff

Enclosure

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

Morton I. Mandel
Chairman
Mona Kikly-Aberman
Ronald Appleby
David Arrow
Mendell L. Berman
Jack Bieler
Charles R. Brorhman
John C. Colman
Maurice S. Conson
Lester Crown
David Dublin
Stuart E. Franstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gonschalk
Arthur Green
Irving Greenberg
Joseph S. Gruss
Robert L. Hiller
David Hirschhorn
Carol K. Ingill
Ludwig Jesselson
Henry Koschitzky
Mark Lerner
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Loup
Matthew J. Maryles
Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

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

Director

Arthur J. Naparstek

Staff

Virginia F. Levi
Joseph Reimer

November 8, 1989

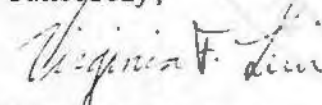
Professor David Cohen
College of Education
Michigan State University
516 Erickson Hall
East Lansing, MI 48824

Dear Professor Cohen:

Seymour Fox thought you might be interested in receiving the enclosed copy of the most recent progress report of the Commission on Jewish Education in North America.

At its meeting on October 23, the Commission discussed a plan of action for implementing the findings of the Commission. We will keep you abreast as the work progresses and would be happy to receive your comments and reactions.

Sincerely,



Virginia F. Levi
Commission staff

Enclosure

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

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

In Formation

Senior Policy Advisors

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

Director

Arthur J. Naparstek

Staff

Virginia F. Levi
Joseph Reimer

November 8, 1989

Dr. Robert Abramson

Director

United Synagogue Commission on Jewish Education

155 Fifth Avenue

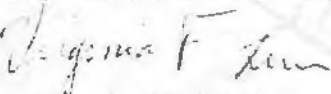
New York, NY 10010

Dear Dr. Abramson:

Seymour Fox and Annette Hochstein thought you might be interested in receiving the enclosed copy of the most recent progress report of the Commission on Jewish Education in North America.

At its meeting on October 23, the Commission discussed a plan of action for implementing the findings of the Commission. We will keep you abreast as the work progresses and would be happy to receive your comments and reactions.

Sincerely,



Virginia F. Levi

Commission staff

Enclosure

Bureau of Jewish Education

Rochester
N.Y., Inc.

11 Heshvan 5750
November 9, 1989

Mr. Morton Mandell
Premiere Industrial Corporation
4500 Euclid Avenue
Cleveland, Ohio 44103

Dear Mr. Mandell:

Several of us were fortunate to hear you speak at CAJE this summer. We were quite impressed with the Commission's serious interest in looking for ways to improve Jewish education, especially in the area of personnel. We understood from your presentation, that you would be using several test sites for beginning your task.

We in Rochester, New York believe we would be a wonderful test site for your work for several reasons:

- 1) Rochester has an excellent Bureau of Jewish Education which has made teacher training and development a prime goal
- 2) There are very few opportunities for Jewish studies at a college level, and no Jewish studies programs. Therefore we have a very small base from which to find Jewish teachers.
- 3) There are many of us at different sites who would be interested in being involved in cooperating in this project.

We wish you the best of luck in this important venture and hope that we can be a part of this project in some way.

Sincerely,



Robin Shiffrin, President
Educator's Council



Jan Katz, Executive Director
Bureau of Jewish Education

President
DR. JULIAN YUDELSON

Vice Presidents
DONALD WALTZER
NEIL JASCHIK

Secretary
BETH BRUNER

Treasurer
BRUCE GREEN

Executive Director
JAN KATZ

Community Education
Educational Resource Center
Holocaust Resource Center
Israel Resource Center
Professional Growth
School and Student Services

Midrasha
Community High School
for Jewish Studies

Affiliations
Jewish Education Service of North America
Council for Jewish Education

A Constituent Agency of the Jewish Community Federation of Rochester, N.Y.

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

Morton L. Mandel
Chairman
Mona Riklis Ackerman
Ronald Appleby
David Arnow
Mandell L. Berman
Jack Bieler
Charles R. Brontman
John C. Colman
Maurice S. Corson
Lester Crowth
David Dubin
Stuart E. Eizenstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gottschalk
Arthur Green
Irving Greenberg
Joseph S. Gruss
Robert I. Hiller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Loup
Matthew J. Maryles
Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yimowitz
Isaiah Zeldin

In Formation

Senior Policy Advisors

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

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

November 20, 1989

Dr. Armand Lauffer
School of Social Work
University of Michigan
Ann Arbor, Michigan 48104

Dear Dr. Lauffer:

Enclosed for your information is a copy of the background materials of the October 23, 1989, meeting of the Commission on Jewish Education in North America.

Sincerely,

Mark Gurvis

Mark Gurvis
Commission Staff

Enclosure

TO: Seymour Fox, Annette Hochstein, Virginia F. Levi,
Henry L. Zucker

FROM: Mark Gurvis

DATE: 11/20/89

I thought that you would be interested to see what is developing at the
University of Michigan.

Attachment



Close Ties and the New Synergism

"No other Jewish community across the country will have as close a tie with a major research university," predicts **Conrad Giles**, outgoing President of the Detroit Jewish Federation. "Through Project STaR, we are looking for a series of research, training and technical assistance involvements that will provide direct benefits to the Federation and its member agencies and serve as a model for other communities."

"Detroit has an enormously successful resource forty miles away. It would be shortsighted not to take advantage of it," notes **Marty Kraar**, currently Chief Executive of the Council of Jewish Federations and recently CEO of the Detroit Federation. Giles and Kraar found receptive partners in Dean **Harold Johnson** and Professor **Armand Lauffer** at The University of Michigan School of Social Work.

"You can't expect local agencies to have fully developed R and D capacities," agrees **Robert Aronson**, the Federation's new Executive Vice President. "We are looking for a new synergism, a way of bringing the best of the community's and the campus' resources together so as to solve long standing problems. The University has the capacities to do the things the community could not duplicate without extraordinary investment."

We are looking...for a way of bringing the community's and the campus' resources together so as to solve long standing problems.

Robert Aronson

That synergism has already begun in a series of subprojects, described in these pages. They range from research and technical assistance on Jewish education, to staff and board development.

"The University has for a long time been the recipient of the Jewish community's largesse and vision," points out **Todd Endelman**, William Haber Professor of Jewish History and Director of The Frankel Center for Judaic Studies. "Project STaR not only expands the range of faculty and researchers dealing with Jewish communal issues, but provides us with a new vehicle for providing service."

Harold Johnson explains that "our partnership with the Detroit Jewish community can serve as a model for work with other ethnic and religious communities. It articulates well with (University) President Duderstadt's definition of the *Michigan Mandate* which calls for nothing less than transforming the University into a paradigm of diversity and pluralism." "STaR also fits into the School's move

The University has for a long time been the recipient of the Jewish community's largesse and vision.

Todd Endelman

towards establishing a series of research centers," indicates Professor **Charles Garvin**, chair of the School's Strategic Planning Committee, "and provides a base for creating a more comprehensive center for the voluntary sector."

Michael Brooks, B'nai B'rith Hillel Director at The UofM, thinks that Project STaR provides another kind of unique opportunity. "Everyone agrees that the campus is a critical area for the future of the Jewish community. There are an estimated 400,000 Jewish young men and women on North American college campuses, yet there is no place that specifically prepares students for careers in campus work," says Brooks, referring to a grant application to the Wexner Foundation.

Jointly prepared by representatives of the School of Social Work, the Judaic Studies Center, Hillel, and the Federation, it proposes creation of a campus-wide certificate program in Judaic Studies and Jewish Communal Service. When combined with a professional degree, the program will prepare graduate students for professional and lay leadership roles in campus and community settings.

Project STaR was initiated in June of 1988 with a 3-year, \$120,000 start-up grant from the Max M. Fisher Jewish Community Foundation of the United Jewish Charities in Detroit.

STaR Trek-- Facing The Future

Seventy staff members of Columbus Ohio Jewish communal service agencies recently spent a day together travelling to the future and designing new inter-agency programmatic linkages via a simulation game.

"If you have an idea of where you are going," says **Meryl Weisman**, Director of Operations at the Columbus Jewish Federation, "it becomes easier to design the steps you take to get there. That's what made the Project STaR futuring workshop so useful."

"I particularly enjoy using futuring tools," says **Armand Lauffer**, referring to new planning and simulation techniques created by STaR staff, "because they help people break out of their current mindsets as their creative interplay leads to the generation of new ideas."

STaR staffers are often on-the-road, trekking to communities in the U.S. and abroad. While in Jerusalem recently, Lauffer consulted with former Deputy Mayor **Lotte Saltzberger** on the integration of futuring techniques into the Municipality's proposed strategic planning process. **COMPACTS** (a **COMM**unity **PL**anning and **ACT**ion **S**imulation) and other games designed by University of Michigan faculty are currently being used by the community work division of the Israel Ministry of Labor and Social Affairs and a number of community centers.

Lauffer also recently conducted two training sessions for members of **AJCOP** (Association of Jewish Community Organization Professionals) at the Boca Raton meetings of the Conference of Jewish Communal Service, and led a teaching session on "competent supervision" at the World Conference of Jewish Communal Service. **Daniel Steinmetz** has lectured on the impact of Jewish schooling in Los Angeles and Boston.

Rising STaRs

Recent School of Social Work graduates have rapidly moved into positions of leadership in Jewish communal service. After doing a management practicum in the Jewish Family Service, **Carla Mintz**, worked at the Michigan Anti-Defamation League and is now Planning Associate at the Jewish Welfare Federation. **Marian Friedman** is on assignment with the Neighborhood Project. **Pat Milner** is Building Manager for the Jewish Federation Apartment's new complex on Ten Mile Road. **Jerri Litt** is the Social Worker and Assistant Facilities Director at Prentiss Towers.

Shelly Milan had barely completed her field placement at the Jewish Federation before she was hired to work on the Campaign and in the Women's Division. After com-

Advice and Advocacy

"It's more than an Advisory Committee," believes **Michael Berke**, Executive Director of the Detroit Jewish Welfare Federation. "I see it more as a partnership advocacy committee" referring to **DA-PAC**, the Detroit-area professional advisory committee to Project STaR. "The partnership is already in full swing," continues Berke, chairman of the group which includes three Federation administrators and four agency CEO's.

"By establishing criteria for selecting visiting scholars, we guided Project STaR's recruitment of Professors **Zev Klein** and **Allan Hoffman** to Michigan." Both are on sabbatical from the Hebrew University where Klein served as Dean of the School of Education and Hoffman is Director of the Melton Center for Jewish Education in the Diaspora. Klein is currently consulting with the Federation's Committee on Jewish Education, chaired by **Joel Tauber**.

Perhaps nowhere is the partnership better expressed than in the first Executive Seminar (see story on Boiledfrogism). "The two themes that reappeared at each session," Berke reports, "was the concern for building on the already productive working relationships between executives and board members, and the need to more effectively recruit, retain, and train agency staff of the highest quality. Both are issues we'll be working on together with Project STaR."

pleting her summer block placement at the Federation, **Michelle Blumenberg** organized a Jewish Student's Organization at Eastern Michigan University. She is now Program Director of the University of Michigan Hillel Foundation.

Catherine Tick moved west to become the Youth Supervisor and Camp Director for the Marin County JCC. **Nancy Friedman-Reed** created a resource file on all the membership organizations of the Conference of Jewish Communal Service before moving to Chicago with her husband. **Aliza Orent** is Supervisor of Youth Programs at the Minneapolis JCC and will soon be joining her family in Israel. **Elayna Tait** is a new Campaign Associate with the Fort Lauderdale Jewish Welfare Federation.

Bringing It All Together--A Staff Profile



"The timing was right," recalls Armand Lauffer. "It was the right time for me personally, for the University, and for the Federation. I'd been looking for a vehicle to integrate my commitments to the development of the American Jewish community with my academic and research interests. The University was in the midst of articulating its renewed commitment to diversity and cultural pluralism. The Detroit Federation's lay leadership was deeply involved in raising funds for the building of the new Mandell Berman Jewish Student Center and endowment support for the Frankel Judaic Studies Center."

Marty Kraar, recalling how they had discussed the possibility of a Center at Michigan in Lauffer's Jerusalem apartment, notes, "I was impressed by how well Armand understood us (referring to the Federation and other Jewish Communal Service agencies)." "Marty's always complimentary," shrugs Lauffer. "The truth is I've been knocking around the community for quite a few years, and have had many impressive role models," referring to Detroit's Irwin Shaw, and California's Gerald Bubis.

Some Detroiters may remember "Avi" Lauffer as the first program worker at the Ten Mile branch of the Jewish Community Center in 1956. "It was a great time for innovation," he recalls, describing how the field behind the center was transformed into a kibbutz during the day camp season.

Shortly after Avi married Detroit's Rickie Lupovitch, they moved to Los Angeles where he coordinated an experimental youth program at the West Side JCC before moving on to becoming Youth Program Supervisor at the Long Beach center. During this time he directed camp weekend programs for Reform congregations and taught at the University of Judaism.

Following brief stints as a Specialist in Aging at the Jewish Family Service of Long Beach and then at JFS in Detroit, Lauffer completed his Doctorate in Social Planning at Brandeis University. In 1968, Lauffer accepted an appointment at Michigan as Director of the Program for Continuing Education in the Human Services. He has directed more than 20 research and training projects in Israel and the U.S., and has published nearly two dozen books. Recent titles include: Strategic Marketing; Grantsmanship and Fund Raising; Working in Social Work; Careers, Colleagues, and Conflicts; Assessment Tools; and Understanding Your Social Agency.

Lauffer currently serves on a UofM Faculty Committee on Government Affairs, was recently chairman of the School of Social Work's Curriculum Committee. A board member of Washtenaw County's Federation, he has also been active in a number of Detroit Federation committees, including the Commission on Identity and Affiliation, the Israel and Overseas Committee, and the Demographic Studies Committee. He was one of the Federation's delegates to the Jewish Agency meetings in Jerusalem last summer.

For a number of years, Lauffer has divided his time between Ann Arbor and Israel where he spent a year as a Fulbright Scholar at Haifa University, and taught three years at the Hebrew University. He has consulted with the JDC and the Municipality of Jerusalem, and conducted management training programs for several Israel government agencies.

In 1986, he represented the U.S. Department of Health and Human Services in an effort to promote binational research on self-help as part of a memorandum of understanding between both governments. Lauffer's family members are no less involved in Jewish communal life. Both Rickie and son Josh are teachers at the Ann Arbor Hebrew Day School. Daughter Tamar and her family live in Jerusalem.

Who is A(nother) Jew?

"It's the first research of its kind," explains Lauren Liss, chair of the Study Advisory Committee to Project STaR's team that is exploring the impact of Jewish schooling on the attitudes of children to other Jews. "Not only have there been few enough evaluative studies on Jewish education, but hardly anyone has looked at how schooling impacts on how Jewish children view each other."

"We approached Michigan with the idea of this study, because we felt that there was an urgent need to improve the community's ability to understand how it could help its schools deal with intra-Jewish relations" points out David Gordis, Vice President of the University of Judaism and Director of the Susan and David Wilstein Institute of Jewish Policy Studies. "We were well aware of the University's reputation as a research institution, and we were interested in a partnership through which we could explore the policy implications of classroom teaching in Reform, Conservative, Community, Orthodox, and Secular day and supplementary schools."

...the Michigan project will create a study approach that can be used for self analysis.
Jonathon Woocher

"What interested us about the study," reports Steven Bayme, Director of Research for the American Jewish Committee, "is that while there have been other studies on how Jews and non-Jews view each other, and a few studies sponsored by the AJC on this issue there weren't any studies on how Jewish children regard one another."

The study is jointly funded by the Wilstein Institute and the AJC and co-sponsored by JESNA, the Jewish Education Service of North America. "The fact that the Michigan project will create a study approach that can be used by other schools and Federations for their own self analysis is what intrigues us the most about the project," comments Jonathon Woocher, Executive Director of JESNA. "Detroit, with its varied educational programs, is an almost ideal laboratory for testing out the utility of the instruments to be developed."

"I couldn't agree more," comments Larry Ziffer, the Jewish Welfare Federation's Director of Planning. "Detroit has provided leadership in so many other fields, why not in the serious evaluation of its educational programs?" The community's willingness to lead is demonstrated by the participation of eleven supplementary and day schools in the Project. Danny Steinmetz, Program Associate in Project STaR is the study's principal investigator.

Cooperation on research and evaluation between the School of Social Work and Detroit area Jewish educators

was under way even before STaR entered the picture. "Syd's work (Professor Sydney Bernard) pointed to what may be central to the successes we've had," reports Harlene Appleman, director of Project JEFF (Jewish Experience for Families). "He found that what Jewish parents were seeking, above all else, was quality family time." "By zeroing-in on what people need and on what works," says Steinmetz, "instead of focusing on problems and disappointments, the University and the community may be able to highlight the best of our common experiences."

"One who digs wells for the community washes his face and hands in them."
Babylonian Talmud,
Tractate Berachot 30A

When Rabbi Ammi's hour to die came, he wept bitterly; and his nephew asked, "But why do you weep? Is there any Torah you have not learned and taught? Is there any kindness you have not practiced? And you never accepted public office, or sat in judgement of others."
The rabbi replied: "That is why I weep. I was given the ability to extend justice, but never carried it out."

Tanchuma on Mishpatim

Just Say KNoW

One of the main obstacles to the use of computers, for direct practice and management, is the general incompatibility in the way that people and machines operate. "That's why we created KNoW—The Knowledge Workstation," says Dr. Chanan Yaniv, president of Eureka, and a recent graduate of the University of Michigan.

"It's one of the most advanced and user-friendly systems of its kind available," reports Carl Zinn of the University's Center for Research on Learning and Teaching.

Eureka is engaged in creating an executive information system for the Joint Distribution Committee in Israel. Any staff member or, for that matter, board or community representative, can easily find out what the JDC does, who does it, where it's done, and the critical policy areas to be addressed. A second project for the Joint, a decision support system for child development centers, cuts the diagnostic and assessment process to 1/3 or less the amount of time that it might normally take.

Data, in the form of text pages, illustrations, photographs, even videotapes complete with sound, can be scanned into the computer's memory bank.

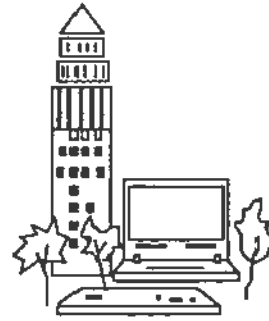
Data, in the form of text pages, illustrations, photographs, even videotapes complete with sound, can be scanned into the computer's memory bank. A sophisticated linking system makes it possible for the user to zero in on a word or concept in a page of text and then to get additional information from other modules of interest.

Boiledfrogism

"Researchers have discovered," noted John Tropman with a smile, "that if you place a frog on a petri dish over a very low flame, the frog will not move, even if you increase the flame over a long period of time. Not aware of the changes in its environment, the frog will eventually boil in place. Some organizations are like frogs."

Tropman, Michigan Professor of Social Work and an expert on boards and voluntary organizations, was speaking to a group of twenty-two Detroit area administrators at the Jewish Vocational Service on September 21.

"Just like frogs," he continued, "some agencies do not perceive those changes in their environment which should get them moving." The occasion was the second session of the 1989 Executive Seminar, the first such



We've asked Steve Danchek, the director of CJF's Israel office, to investigate the system further.

Donald Feldstein

Armand Lauffer, who was referred to Yaniv by the JDC was so impressed with the application potentials that he arranged for Yaniv to meet with Detroit area Federation executives and with central office staff of the Council of Jewish Federations, the Jewish Welfare Board, and the Conference of Jewish Communal Service. Reviewers were equally impressed. "We've asked Steve Danchek the director of CJF's Israel office, to investigate the system further," reports Donald Feldstein, Associate Executive Director of the Council.

Potential applications include: tracking Soviet Immigrant resettlement throughout the United States; involving children and youth in the design of their own Jewish educational units; language study (for example Hebrew or English for Soviet immigrants); providing accessible information on community services for the elderly; and disseminating information for use by local agencies and synagogues on the results of demographic surveys and community studies.

program planned by Project STaR's Professional Advisory Committee in cooperation with the Leadership Development Department of the Jewish Welfare Federation. Other meetings were held at the Jewish Community Center, United Hebrew Schools, and Borman Hall.

Each session was designed to confront strategic aspects of agency management and planning. The first, on increasing staff motivation and productivity, was led by Armand Lauffer. At the third session, participants explored approaches to generating demand for Jewish communal service through strategic social marketing. The most recent workshop, led by Social Work Professor Marilyn Flynn focused on preparing for the future through strategic planning and management.



Project STAR Staff

Armand Lauffer, Director
Daniel Steinmetz, Program Associate
Lilly Glancy, Secretary
Ben Adam, STARNet Editor
Zev Klein, Visiting Scholar
Allan Hoffman, Visiting Scholar
Harold Johnson, Dean, SSW

Detroit-Area Professional Advisory Committee

Michael Berke (JWF, chair)
Albert Ascher (JVS)
Sam Fisher (Fresh Air Society)
David Gad-Hart (JCCouncil)
Michelle Passon (JWF)
Morton Plotnick (JCC)
Laurence Ziffer (JWF)

UofM Planning Group

Michael Brooks (Hillel)
Todd Endelman (History)
Charles Garvin (Social Work)
Zvi Gitelman (Political Science)
Anita Norich (English)
Mitchell Rycus (Urban Planning)
David Schoem (Sociology, USA)
John Tropman (Social Work)
Diane Vinokur (Social Work)

About Project STAR

Project STAR was established to link the resources of academia with those of the American Jewish community. Through its service, training and research activities, it reflects The University of Michigan's commitments to excellence and diversity and the Detroit Jewish Welfare Federation's commitments to leadership and communal development.

Service to National and Local Organizations

Technical assistance is provided in such areas as:

- strategic planning and marketing
- program design and evaluation
- management information systems
- Jewish learning for professionals
- leadership training
- board/staff relationships
- research utilization
- human resource development

Training for Leadership

The School of Social Work prepares students for careers in Jewish communal service at the campus, community and national levels. Continuing education programs are designed collaboratively and can be conducted at the agency or on a systems-wide basis.

Research and Development

R & D activities are supported through contracts and grants. Research scientists and scholars are drawn from many units and research centers at Michigan and other universities in Israel and North America. A creative approach to grantsmanship is used to orchestrate funds from agency, foundation and government sources.

STARNet
published by Project STAR
The University of Michigan
School of Social Work
4064 Frieze Bldg.
Ann Arbor, MI 48109-1285
Tel (313) 764-5392
Fax (313) 936-1961

The University of Michigan Regents:
Deane Baker, Paul W. Brown, Neal D. Nielsen,
Phillip H. Power, Thomas A. Roach, Veronica
Latta Smith, Nellie M. Varner, James L. Waters,
James J. Duderstadt, President, ex officio

The University of Michigan, as an Equal Opportunity/Affirmative Action employer, complies with applicable federal and state laws prohibiting discrimination, including Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. It is the policy of The University of Michigan that no person, on the basis of race, sex, color, religion, national origin or ancestry, age, marital status, handicap, or Vietnam-era veteran status, shall be discriminated against in employment, educational programs and activities, or admissions. Inquiries or complaints may be addressed to the University's Director of Affirmative Action, Title IX and Section 504 Compliance, 5072 Administration Building, Ann Arbor, MI 48109, (313) 763-0235.

Project STAR
The University of Michigan
School of Social Work
4064 Frieze Building
Ann Arbor, MI 48109-1285

Address Correction Requested

NON-PROFIT
ORGANIZATION
FIRST CLASS
U.S. POSTAGE
PAID
Ann Arbor, MI.
Permit No. 144

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

Morton E. Mandel
 Chaimman
 Morris Riklis, A. Lerman
 Ronald Appleby
 David L. Arrow
 Martin H. Bernart
 Jack Fischer
 Charles R. Broadman
 John C. Coleman
 Maurice S. Corson
 Lester Crown
 David Dubin
 Stuart F. Eisenstat
 Joshua Elkin
 Eli N. Evans
 Irwin S. Field
 Max M. Fisher
 Alfred Gotschalk
 Arthur Green
 Irving Greenberg
 Joseph S. Gross
 Robert I. Heller
 David Hirschhorn
 Carol K. Luggall
 Ludwig Jesselson
 Henry Koscibitzky
 Mark Langer

Frankel Lookstein
 Robert E. Loup
 Matthew J. Maryles
 Florence Melton
 Donald R. Mintz
 Lester Pollack
 Charles Rattner
 Esther Leah Ruz
 Harriet L. Rosenthal
 Alvin I. Schiff
 Lionel H. Schipper
 Ismar Schorsch
 Harold M. Schulweis
 Daniel S. Shapiro
 Margaret W. Tishman
 Isadore Twersky
 Bennett Yonowitz
 Isaac Zeldin

Senior Policy Advisors

David S. Ariel
Seymour Fox
Annette Hochstein
Stephen H. Hoffman
Martin S. Kraar
Arthur Rotman
Carm Schwartz
Bernard D. Stein
Jonathan Woolcher
Henry L. Zucker

Henry L. Zucker

Mark Gurevits
Virginia E. Leva
Joseph Reimer

Enclosures

VICE PREMIER
AND MINISTER OF FOREIGN AFFAIRS

MAY 2 1989

ממלא מקום ראש הממשלה
ושר החוץ

Jerusalem, December 21, 1988
Ref.: 958

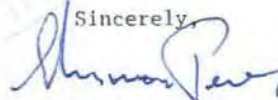
Mr. Morton L. Mandel
Premier Industrial Corporation
4500 Euclid Avenue
Cleveland, Ohio 44103
U.S.A.

Dear Mort,

I read carefully the Report of the Commission on Jewish Education in North America.

The report indeed deals with important Jewish options. I am convinced that Jewish education is the best guarantee of the survival of the Jewish people, and appreciate the earnestness and energy which you continue to devote to this important subject.

Sincerely,



Shimon Peres

TEMPLE BETH SHALOM

Rabbi Robert P. Tabak

22 November 1989
24 Heshvan 5750

Mr. Morton Mandel
Premier Industrial Corporation
4500 Euclid Avenue
Cleveland OH 44103

Dear Mr. Mandel,

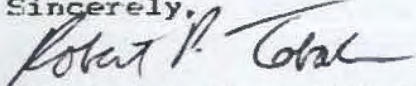
I was very interested in hearing the report you gave on the Commission on Jewish Education in North America at the Conference for the Advancement of Jewish Education in Seattle. I think your identification of personnel as a key need for any improvement was quite valid.

I serve as rabbi (and the only Jewish professional) in a geographically isolated congregation. The need for trained Jewish education staff is even more critical in our smaller communities (such as Spokane, Santa Fe, or Duluth) which generally lack the resources of a Bureau of Jewish Education or institutions other than synagogues. I have enclosed a draft proposal for a North American Jewish Teacher Corps that would address these needs. It would also encourage more people to enter the field of Jewish education.

Since this addresses a need affecting dozens of communities in all parts of the continent, I hope you will share this. I will be glad to discuss it further.

All best wishes to you and the commission in its efforts.

Sincerely,



Rabbi Robert P. Tabak
enc.



Affiliated with The United Synagogue of America

DRAFT PROPOSAL FOR A NORTH AMERICAN JEWISH TEACHER CORPS

I. THE NEED

- A. One of the greatest needs confronting Jewish education across the ideological spectrum is personnel. The preliminary reports of the Mandel commission at the 1989 CAJE conference in Seattle, for example, stressed this need. For any of the many innovative curricula and programs to work, teachers and other educators are needed.
- B. Most of the ideas for strengthening teacher training and attracting new full and part-time Jewish teachers seem most appropriate for medium-sized and large Jewish communities that have full-time federations and Bureaus of Jewish Education.
- C. How can financial and other improvements benefit our smaller and generally more isolated Jewish communities (such as Spokane, Kalamazoo, or Wichita) where the only real Jewish institution may be one or two synagogues, the only professionals the rabbi and perhaps cantor? If there is a "federation" in these communities, it often is basically a conduit for the national UJA, with at most a few thousand dollars for local uses. Yet clearly there are dozens of such cities, and thousands of children (and teens and adults) in such communities where the presence of one trained teacher might bring a doubling of human resources.

II. A PLAN

- A. To encourage service to the Jewish people, to bring young people into Jewish education, and aid smaller communities, a North American Jewish Teacher Corps would be created for post-college (and older) teachers. In return for one or two years of teaching in a small community, they would receive a significant scholarship (or loan-forgiveness grant) for graduate education--perhaps \$10,000 a year.
- B. To prepare themselves, candidates would need a minimum amount of undergraduate course work or its equivalent in Jewish studies, plus a summer intensive program to prepare them for the classroom. I would recommend that this summer program include attendance at the CAJE conference.
- C. There would need to be provisions for supervision, regional contacts, and a minimum stipend and benefits (medical insurance). I would require some "sweat equity" from the host community, such as providing an apartment, so that although the teacher is subsidized from without he or she is also a local investment.

- D. There would not be a requirement that the teacher permanently enter Jewish education after their period of service. At a minimum they would be more knowledgeable and experienced Jews, whatever their occupation. This experience would, I hope, encourage participants to consider careers in Jewish education, Jewish communal service, or the rabbinate. (Perhaps the scholarship grant should be increased for participants entering a Jewish career.)
- E. Models that might be examined include the former US National Teacher Corps and the American Jewish Joint Distribution Committee's Jewish Service Corps.

III. OUTREACH: A MODEST ADDITION

- A. There are Jewish communities in virtually every state that are even smaller than those I used as an example--they may have a congregation but are too small to have a rabbi or any Jewish professional. They may be totally dependent on lay leaders or untrained college students for both teaching and ideas. A modest outreach program might have the North American Jewish Teacher Corps members, in addition to their work in a host community, go to a nearby smaller community one or two days a month to bring programs for Jewish adults and children. (For example, in Eastern Washington there is a congregation in neighboring towns of Richland and Kennewick with some 65 families, and a 45-family Jewish community with a monthly Sunday school in Pullman, Washington-Moscow, Idaho. Neither group is big enough to employ professional leadership; both are hundreds of miles from the nearest large city, Seattle.)
- E. This outreach is something that rabbis, with a primary commitment to one congregation, have difficulty finding time to do.

The North American Jewish Teacher's Corps is a practical way to strengthen Jewish life in smaller Jewish communities, and potentially attract more teachers to this important field.

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

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

In Formation

Senior Policy Advisors

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

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

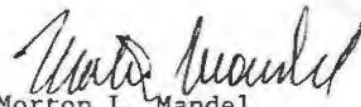
December 14, 1989

Rabbi Robert Tabak
Temple Beth Shalom East
1322-30th Avenue at Perry
Spokane, Washington 99203-3270

Dear Rabbi Tabak:

Thank you for sharing your proposal for a North American Jewish Teachers Corps to train Jewish educators for smaller communities. One of the messages that came through loud and clear from the reactions to the presentation at the CAJE conference is the need for us to consider more significantly the needs of smaller, isolated Jewish communities.

I have shared your suggestions with the staff of the Commission, which is now working on the recommendations to be included in our report. I very much appreciate your taking the initiative to share your thoughts with us.


Morton L. Mandel
Chairman

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

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

In Formation

Senior Policy Advisors

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

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia E. Levi
Joseph Reimer

December 15, 1989

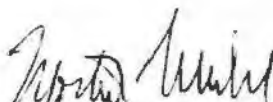
Ms. Robin Shiffrin
Ms. Jan Katz
Bureau of Jewish Education
441 East Avenue
Rochester, NY 14607

Dear Robin and Jan:

Thank you for your recent letter about Rochester's interest in serving as a demonstration site for ways to improve Jewish education. It is very exciting to see the growing number of communities interested in seriously addressing the problems of Jewish education.

It is still too early in our process to identify specific demonstration sites. Our Commission has endorsed the concept of community action sites as a means to demonstrate what is possible in Jewish education at the local level. This will be one of the key recommendations included in the Commission's report when it is issued this summer. We then hope to be able to move quickly from issuing the report into implementing the various recommendations. I have shared your letter with the staff of the Commission and it will be included in the body of material which will be reviewed at a later date for consideration and action.

I appreciate your expression of interest and hope that it will be not too long before your request can be given the due consideration it deserves.


Morton L. Mandel
Chairman



file

JAN 03 1990

FACULTY OF HUMANITIES

December 17, 1989

Ms. Virginia F. Levi
Commission Staff
Commission on Jewish Education
In North America
4500 Euclid Avenue
Cleveland, Ohio 44103
U.S.A.

Dear Ms. Levi,

Thank You very much for sending me a copy of your recent progress report.

At a cursory glance it looks an interesting report and I will certainly read it more carefully.

If I will have any comments I will gladly let you know.

Yours sincerely,

Prof. Amnon Linder
Dean

CORRESPONDENCE INSTRUCTIONS

Date: 1/2/90

To: Morton L. Mandel

From: Mark Gurvis

FOR	PLEASE
Approval <input type="checkbox"/>	Advise <input type="checkbox"/>
For Your Action <input type="checkbox"/>	Note and File <input type="checkbox"/>
More Details Needed <input type="checkbox"/>	Note and Return <input type="checkbox"/>
Your Comments <input type="checkbox"/>	Read and Destroy <input type="checkbox"/>
Your Information <input type="checkbox"/>	Investigate and Report <input type="checkbox"/>
Your Signature <input type="checkbox"/>	See Me <input type="checkbox"/>
Returned as Requested <input type="checkbox"/>	Reply (Response Needed By) <input type="checkbox"/>
<input type="checkbox"/>	Initial and Forward To: <input type="checkbox"/>

REMARKS:

The following reply was drafted
for the letter you received from
Mark Stolovitsky in Calgary.

(use reverse side if more space is needed)

73562 (REV. 10/86) PRINTED IN U.S.A.

January 2, 1990

Mr. Mark Stolovitsky
Vice Principal
Akiva Academy
140 Haddon Road, SW
Calgary, Alberta T2B 2Y3
Canada

*Mark
Excellent!
- m*

Dear Mr. Stolovitsky:

Thank you for your kind response to my presentation at the CAJE conference in Seattle. The fact that the Jewish community is able to attract people such as yourself to Jewish education is one of the things that gives me great hope for the future. I agree that if we can create the right climate of support for Jewish education, many others like yourself will be willing to devote themselves to Jewish education.

I appreciate your encouragement and your invitation to Calgary, and thank you for your good wishes.

Morton L. Mandel
Chairman

file - Committee

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

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

In Formation
Senior Policy Advisors

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

Director

Henry L. Zucker

Staff

Mark Guryts
Virginia E. Levi
Joseph Reimer


January 3, 1990

Mr. Mark Stolovitsky
Vice Principal
Akiva Academy
140 Haddon Road, SW
Calgary, Alberta T2B 2Y3
Canada

Dear Mr. Stolovitsky:

Thank you for your kind response to my presentation at the CAJE conference in Seattle. The fact that the Jewish community is able to attract people such as yourself to Jewish education is one of the things that gives me great hope for the future. I agree that if we can create the right climate of support for Jewish education, many others like yourself will be willing to devote themselves to Jewish education.

I appreciate your encouragement and your invitation to Calgary, and thank you for your good wishes.


Morton L. Mandel
Chairman

M.G.
File in JNL COJENA
correspondence

Lawrence J. Gould and Associates

January 22, 1990

Mr. Morton Mandel
Premier Industrial Corporation
4415 Euclid Avenue
Cleveland, Ohio 44103

Re: The Commission On Jewish Education In North America
(COJENA)

Dear Morton:

As per your comment on page one of the 1/19 CJN, (there is) "a war going on" concerning the problem of Jewish continuity.

Better late than never to wage and win that war, mainly via improved and expanded Jewish education of the young. But the problem would not be so critical today if leaders like you had had the vision to address it 20-30 years ago. Then my, your and the children of hundreds of thousands of American Jewish couples were young and impressionable. That's when the cancer (the "Pearl Harbor") of the problem began to spread among non-Orthodox American Jewry (now 23% Conservative, 13% Reform and about 55% unaffiliated, refer to a Jerusalem Post book review that served as background for the enclosed 1/12 Point of View column).

As a board member (for over five years) of the Bureau of Jewish Education, I was somewhat aware of COJENA. Also, a few weeks ago while Cynthia Dettlebach helped edit the final draft of the 1/12 column, she spoke briefly about the 1/19 long article and made some reference to the second and third paragraphs on page 12 of said article. By the way, on page four of the attached first long draft of my article, I made reference to your commission report. Unfortunately, that was one of many salient points that were omitted for the sake of brevity in the final draft.

As added background I come from a family of educators. My father was a high school teacher in New York. My brother, who will retire this year at age 70, has the longest tenure (about 27 years) as a grade school principal in New York. His school is in the Bedford-Stuyvesant neighborhood where we grew up. During the last 45 years it changed from primarily Jewish to Black and then Puerto Rican. He learned to speak Spanish many years ago because 1,800 of his 2,000 students are poor Puerto Ricans, with the other 200 poor Blacks. Some of his stories would do credit to Sam Levenson.

Starting with the inception of the Israel Incentive Savings program, I have been a member of Bureau sub-committees associated with financial aid to children who attend trips to Israel and day camps. This interest reflected partially a small philanthropic fund at the Federation my family set up about 10 years ago in memory of

our beloved son Brian who died shortly before then of leukemia while attending Tel Aviv University. Its purpose has been to provide scholarships for junior and senior high school students to attend 4-6 week seminars in Israel. The scope was extended several years ago to partially subsidize full-year education for some. The fund helps 4-7 children yearly attend summer seminars or year-round school.

My family developed a procedure for processing scholarships that includes a detailed application (patterned on the Ratner-Miller-Shafran Foundation form). Also required is a brief essay on the back of the form. There the student explains why he (she) wants to go on the trip. There is an interview by my wife and I (sometimes also our oldest daughter) with each applicant and one or both parents. This is followed by discussion among my family to determine which applicants will be accepted and the amount. Examples of some heart-warming essays and letters from recipients are enclosed. Several years ago by coincidence, all four recipients were daughters of Russian immigrants who had just become American citizens after five years' residence.

Our family foundation is a tiny drop in the bucket compared with the need for such funding. There have been some years during which we have had few non-Orthodox applicants, especially in 1988. Then local parents got cold feet because of the Uprising. Yet my wife and I learned how unfounded were their fears. For we spent 18 days in April, 1988 driving around much of Israel (mainly pleasure, but also some business), and took a side trip one day to visit Maale Adumin, a lovely growing (12,000 then, probably close to 15,000 today and scheduled to increase to almost 40,000 by the year 2000) West Bank settlement about 10 kilometers from Jerusalem.

Here are added observations relevant to COJENA's goals.

1. If COJENA has not yet approached the Ratner-Miller-Shafran families, as one close to the families for 40 years, I have some information that may be useful to those who will approach them.
2. Cleveland has a unique problem that may or may not exist currently in other large communities, but might in the future. Awareness of it reflects 16 years as a board member of Agnon. To effect significant efficiency as to plant (buildings) and teachers, not only at the grade school level but future high school, it would make great sense for Agnon and Solomon Schechter to merge. There has been some talk in the past. But there is a significant philosophical gap between the philosophy of the parents of the respective schools. There may also be administrative resistance reflecting loss of power and influence on curriculum of the administrators who would not lead the joint school.

If one school starts a high school (Solomon Schechter most likely because there isn't the significant attrition in the eighth grade that exists with Agnon) and the other doesn't (inability

to attract sufficient students and raise sufficient funds ...cause and effect at work), children of the school that doesn't, and therefore continuity of Jewish life, will suffer. An extensive sensitive effort should be attempted to resolve these problems, also to anticipate it in other communities that will start new day schools where the problem is potential.

3. There is little doubt that your committee will obtain significant financial commitments from most or all of the approximately 100 wealthy Jewish families that will be approached as per the January 19th article. Said funds will help greatly to solve plant and staff problems. But money won't solve the major, major problem of interesting many of the 90% of American Jewish families to send their children to day schools (or greatly enhanced combined synagogue schools).

This is a problem that will test Conservative and Reform Congregational Rabbis (also Rabbinical schools), especially in larger cities where there are sufficient potential students and wealth to fill and finance one or more day schools. Together with their boards, Rabbis must make a maximum, sustained and sensitive effort to convince the parents and grandparents of their children to divert part of their dues (normally for synagogue education) to educate their young in day schools.

There will likely be many affiliated parents who, for philosophical and/or financial reasons, will give a higher priority to public school education than full-time Jewish day school education. The financial obstacle can be solved to some extent by scholarships from the foundations of families the commission will approach. But the philosophical obstacle can't be solved by money. For the couples who resist day-school education, perhaps the respective Conservative and Reform synagogues in each large community should band together to provide one synagogue school for each group.

Aside from within their synagogues, lay community leaders (usually the wealthy) must lead by sending their children (older leaders should influence children to send their grandchildren) to day schools. This also applies to extended summer seminars in Israel in preference to secular camps in this country, spending summers enjoying country club life and/or a trip overseas elsewhere than Israel (at least the first or second trip should be to the Jewish State).

Wealthy families should also consider one or more family trips to Israel during school vacations, especially those with college-age students, in preference to trips to warmer southern climates, skiing or just staying home.

Those of us who attended the 1/17 meeting of the Bureau sub-committee on financial aid (for trips to Israel and local summer camps) commented on the significant positive affect of educational trips to Israel on those who went.

Mr. Morton Mandel
Premier Industrial Corporation
January 22, 1990

-4-

4. How will COJENA address the problem in smaller communities that can't fill or support day schools? Yet there the problem of intermarriage and assimilation is greater than in large cities.
5. How does COJENA intend to reach hundreds of thousands of children of unaffiliated couples, with children of intermarriage and even greater problems? At first COJENA may decide to concentrate its efforts among children of affiliated Jews, who have an existing commitment toward formal Jewish education for their children that the unaffiliated (especially those who intermarried) have to a lesser degree.

Those are thoughts and observations you may consider relevant to the purpose of your commission.

Perhaps I could speak to synagogue parents or groups including other young couples with children, using an outline based on COJENA guidelines.

Sincerely yours,



Lawrence I. Gould

LIG:kcq

Enclosures

P.S. The enclosed letter from Rabbi Cohen was surprising in light of our strained relations for a few decades. This reflects partially the mediocre education our children (their definition) received at Park.

It may be atypical. Yet a conversation with someone who has an intermarried son may be significant.

Prior to marriage the son promised to provide future children with a Jewish upbringing to balance Christian upbringing his spouse desired. To date he has reneged with two children. This has caused his parents (Reform) much anguish, as they love their grandchildren.

One of the parents mentioned to me that when their son decided to get engaged and the parents expressed concern about the problems of intermarriage relating to leading a Jewish life, especially regarding children, the son said, "I didn't know you cared."

This implied that the parents didn't communicate well to their son about this sensitive important subject during prior important teen-age years.

Yet in contrast, another married son has sound ties with Judaism. At times, he and his wife (they have two young

Mr. Morton Mandel
Premier Industrial Corporation
January 22, 1990

-5-

children) avoid socializing with his brother's family because they don't want their children exposed to Christian influences of their cousins, especially each December.

There is also a grown daughter who has been to Israel several times. Her relations with her intermarried brother are strained.

I related the above to emphasize the importance of parents, with sensitivity, discussing with their children starting as young as age 12 (or whenever dating begins) positive reasons (family and the total Jewish picture) why each should seek marriage later in life with only a fine Jewish mate.

In retrospect, I didn't make the above effort with my children, but rather took for granted (as the above parents evidently did) that what made emotional and intellectual sense for their parents and all prior generations would make sense for them. But nothing is automatic in life, and each child is unique and can have a different perspective towards parental philosophy about Judaism that they desire to pass down to future generations.

It is vital to improve Jewish education for children. Yet it may also be important to address education of parents how to practice the adage, "An ounce of prevention is worth a pound of cure" relative to influencing children early in life about family and other problems often associated with intermarriage.

Perhaps COJENA could give consideration to addressing that difficult area.

DEPARTMENT OF YOUTH ACTIVITIES

בתי הכנסת המאוחדים באמריקה

The United Synagogue of America

The Association of Conservative Congregations

155 Fifth Avenue, New York, New York 10010 • (212) 533-7800

Rabbi Paul Freedman
Director
Jules A. Gutin
Assistant Director
Miriam Mundstzuk-Orbach
Projects Director
Elliot Forchheimer
Activities Director
Martin S. Kunoff
Activities Administrator
Daniel Ripps
Activities Coordinator
Amy Katz Wasser
Projects Coordinator
Leah Bienstock Muroff
Program Coordinator
Jonah Layman
Educational Consultant
Hezki Arieli
Shaliach Merkazi

Yitzchak Jacobsen
Director, Israel Office
Shimon Lipsky
Nativ Director

United Synagogue of America
Franklin D. Kreutzer
President
Rabbi Benjamin Z. Kreitman
Executive Vice President
Rabbi Jerome M. Epstein
Senior Vice President
Chief Executive Officer
Jack Mittleman
Administrative Vice President

Jeremy J. Fingerman
Co-Chairman
National Youth Commission
Stephen S. Wolnek
Co-Chairman
National Youth Commission

January 31, 1990

Morton L. Mandel
Commission on Jewish Education in N.A.
4500 Euclid Ave.
Cleveland, OH 44103

Dear Mr. Mandel:

For me personally, hearing from you and dialoguing with you was a very real privilege. For many years, I have had occasion to remark on the incredible achievements in Jewish Education, due in no small measure to your determination, perseverance and foresight. We are very lucky to have you as a Jewish leader who cares about Jewish education.

I heard you very well in terms of the dialogue and want to promise you that yours truly will be "on board". I think we have an opportunity to do something that will be truly remarkable and historic and want to promise you my fullest cooperation.

As you know, a number of us met with Bernie Reisman two days before your meeting with us at the Jewish Theological Seminary of America and I hope that the information that we shared with him will be helpful. It was remarkable to note that the International Directors of the Reform, Conservative and Orthodox Jewish Youth Groups, viz NFTY, USY and NCSY as well as BBYO and the AZYF were remarkably in agreement in terms of the current situation, the future and the tremendous possibilities for a real and significant accomplishment in the days ahead.

Yours sincerely,

Rabbi Paul Freedman
Rabbi Paul Freedman
PF:gn

cc: Dr. Ismar Schorsch, Chancellor

(Dictated by Rabbi Freedman & signed in his absence)



MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

file

HLZ

INFO

2

February 7, 1990

Dear Rabbi:

I was so pleased to receive your warm letter of January 31. It's really very encouraging to me to have someone in your position extend such support.

I look forward to working with you very much.

Sincerely,

MORTON L. MANDEL

Rabbi Paul Freedman
The United Synagogue of America
155 Fifth Avenue
New York, NY 10010



FEB 12 1990

HEBREW UNION COLLEGE—JEWISH INSTITUTE OF RELIGION
Cincinnati • New York • Los Angeles • Jerusalem

OFFICE OF THE VICE PRESIDENT AND DEAN

BROOKDALE CENTER
ONE WEST 4th STREET
NEW YORK, N.Y. 10012-1186
(212) 674-5300

February 8, 1990

Ms. Virginia F. Levi
Commission on Jewish Education
in North America
4500 Euclid Avenue
Cleveland, OH 44103

Dear Ms. Levi:

I write to acknowledge your letter dated February 7th. I thought that you would be interested in my letter to Morton Mandel.

I look forward to meeting you at sometime in the future.

With every good wish.

Cordially,

Paul M. Steinberg
Vice President and
Dean of Faculty

PMS:tw

Enclosure



HEBREW UNION COLLEGE-JEWISH INSTITUTE OF RELIGION

Cincinnati • New York • Los Angeles • Jerusalem

OFFICE OF THE VICE PRESIDENT AND DEAN

BROOKDALE CENTER
ONE WEST 4TH STREET
NEW YORK, N.Y. 10012-1186
(212) 674-5500

February 8, 1990

Mr. Morton L. Mandel
Chairman
Commission on Jewish Education
in North America
4500 Euclid Avenue
Cleveland, OH 44103

Dear Morton:

I was delighted to receive the invitation to attend the meeting of the Commission scheduled for February 14th. Most regrettably, I will be unable to attend the meeting.

Nonetheless, I did want to write you to tell you that I have reviewed the materials and it appears that the Commission is well on its way! The scope of the study is comprehensive and the arenas for programmatic intervention and recommendations are exciting.

I would welcome the opportunity to contribute to the success of the program.

With every good wish and warm personal regards

Sincerely,

Paul M. Steinberg
Vice President and
Dean of Faculty

PMS:tw

cc: Dr. Alfred Gottschalk
Virginia F. Levi

FROM THE DESK OF

BENNETT YANOWITZ
ATTORNEY AT LAW
KAHN, KLEINMAN, YANOWITZ & ARNSON CO., L.P.A.
THE TOWER AT ERIEVIEW
SUITE 2600
CLEVELAND, OHIO 44114-1824

FEB 19 1990

TELEPHONE: 696-3311
DIRECT LINE: 736-3327

2/16/90

Hank:

For your information.

File



AKIVA ACADEMY

140 Haddon Road S.W. • Calgary, Alberta T2V 2Y3 • 258-1312
Excellence in Education, Commitment to Torah & Jewish Values

11 Shevat 5750
 February 7, 1990

Mr. Bennett Yanowitz
 2600 Erieview Tower
 Cleveland, Ohio
 44114

Dear Mr. Yanowitz:

Shalom. I had the pleasure of attending the last CAJE conference in Seattle (Coalition of Alternatives in Jewish Education) and was very pleased to hear of the formation and the mandate of the Commission of Jewish Education in North America. The emphasis on profession-building and recruitment looks toward a brighter future in Jewish education. This letter is to thank you for serving on this commission and to invite you to visit our school when you are next in our area. Akiva is a remarkably warm and successful school. We have managed to combine our Orthodoxy with community commitment and with an intergrated curriculum throughout the Jewish and secular studies.

If you would like to see Jewish education at its best, please do drop by. Calgary is, of course, the closest city to the Canadian Rockies and a ski and nature-lover's dream.

Wishing you and the commission every success, and a happy tu b'shvat.

I remain

Yours sincerely



Mark Stolovitsky
 Vice-Principal

FEB 26 1990

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

Morton L. Mandel
Chairman
Mona Riklis Ackerman
Ronald Appleby
David Arnow
Mandell L. Berman
Jack Bieler
Charles R. Bronfman
John C. Colman
Maurice S. Corson
Lester Crown
David Dubin
Stuart E. Eisenstat
Joshua Elkin
Eli N. Evans
Irwin S. Field
Max M. Fisher
Alfred Gottschalk
Arthur Green
Irving Greenberg
Joseph S. Gruss
Robert I. Hiller
David Hirschhorn
Carol K. Ingall
Ludwig Jesselson
Henry Koschitzky
Mark Lainer
Norman Lamm
Sara S. Lee
Seymour Martin Lipset
Haskel Lookstein
Robert E. Loup
Matthew J. Maryles
Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Esther Leah Ritz
Harriet L. Rosenthal
Alvin I. Schiff
Lionel H. Schipper
Ismar Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Tishman
Isadore Twersky
Bennett Yanowitz
Isaiah Zeldin

In Formation
Senior Policy Advisors

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

Director

Henry L. Zucker

Staff

Mark Gurvis
Virginia F. Levi
Joseph Reimer

February 19, 1990

Professor Joe Lukinsky
~~School of Education~~

The Jewish Theological Seminary
3080 Broadway
New York, NY 10027

Dear Professor Lukinsky:

Seymour Fox and Annette Hochstein thought you might be interested in receiving the enclosed copy of the most recent progress report of the Commission on Jewish Education in North America.

At its meeting on February 14, the Commission discussed these proposed recommendations for its final report. We will keep you abreast as the work progresses and would be happy to receive your comments and reactions.

Sincerely,

Virginia F. Levi
Commission staff

Enclosure

Please change
to JOSEPH
on all lists
and address
labels.

Dear Virginia F. Levi
Thanks for
the interesting
materials. Don't
have time for written feedback
now. I would be happy to
talk with someone. In general
looks like good work though
over

I don't like the
term "personnel" or
the use of Impact as a
verb.

9/12

Also, who will
train the trainers?
(and perhaps even
the trainers of
trainers)?

Stress on research
↑ empirical sort -
quantitative - neglects
view of Training or curriculum
development as research (evalu-
ation of the latter is not
known)

GLORIA D. FISCHEL

ONE WREN DRIVE
ROSLYN, NEW YORK 11576

February 20, 1990

Dear Mr. Mandel,

I read a marvelous article in The Jewish Week about your concern for the future of Judaism and of your generosity.

Thank you for caring.

Unfortunately, the premise that quality teachers will raise the level of education might have been true 25 years ago, but not today. We are living in a different world. The Jewish family - mother, father, 2.2 children and a dog are a thing of the past. Divorce and intermarriage have altered the future of Jewish life and watered down commitment. Single parents and working parents don't have the time or the energy (or possible knowledge) to reinforce what is taught in Hebrew school. Even more important, most childrens' Jewish education ends at 13 - with their Bar or Bat Mitzvah. For the next ten years or so after that, they are busy becoming assimilated; going off to college, inter-dating and responding to our pressure to be successful.

The synagogue and the organized Jewish community have not responded to the needs of our single young people. Our Jewish singles remain in limbo (possibly contributing some money to charity) making no demands and receiving nothing. Their mandate then becomes marry, have children, join a temple and be Jewish.

Quality education for adults as well as children is imperative, but it must be accompanied by a new approach by the Rabbinate, and the synagogue must assume the role of the extended family which has disappeared. Only when we address these other components can your project be successful. Our children are our future and the future of Judaism. G-d help us.

Sincerely,

Gloria Fischel

Gloria D. Fischel

Mark Gornits

MLM

I'm not sure this requires a response, although I will be glad to draft one if you would like. Please let me know



DR. ILANA ROSANSKY
Director of Education

BUREAU OF JEWISH EDUCATION
OF SOUTHERN MAINE

לשבת החנוך היהודי

400 Deering Avenue • Portland, Maine 04103 • (207) 874-8010

MAR 2 1990

February 27, 1990

Mr. Mark Gurvis
Commission on Jewish Education
in North America
4500 Euclid Ave.
Cleveland, Ohio 44103

Dear Mark:

Thank you for the information and documentation you sent from the Commission on Jewish Education in North America.

The work of the Commission looks to be a most ambitious and important undertaking! The points raised in the Action Plan (October 1989) and the accompanying appendix, including the list of papers being commissioned are poignant and timely. I hope that the dissemination of your final report will be widespread so that the Commission's work will impact on the field of Jewish Education.

I have shared some of the contents of what you have sent with the Board of the Bureau of Jewish Education of Southern Maine. I certainly look forward to receiving the February and June reports.

Sincerely,

Dr. Ilana Rosansky

IR/cjb