



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
13

Folder
8

Planning Group. Correspondence and notes, 1988-1989.

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

3/2 -

MLM - VFL - HLZ - AJN

1. Ryan to advance payments - no undue risks
Hold

Holocaust Museum - Faculty Committee

Ind. sector

2. Cleve Schools

AJN - exploring Management Institute for senior personnel

SIE + Jobs Program (YOU) - nothing that looks at mgmt in support of this.

How much? ~ \$50K/yr. - AJN needs to check w/

Cleve Fdn. MLM is in favor - up to 50K.

This shd be a Cleveland program, not a Premier program.
Instead of SIE.

3. Cult. - not ready

4. ~~Van~~ Clean-land - Process

5. Coplon - HLZ will write. We'll keep it in mind.
stay at \$1,000.

6. MI-NA

A. Director

lean strongly to PD

Term: 1/2 time - all office, sec., ^{phone} expenses ^{etc.} \$7500/mo. →
Travel + extras over that 90K/yr.
as of Apr. 1

HLZ - suggests letter to IS + AB + report to Pl. Gyp.

hope others will be part of the effort

Next step - Get PD here - meet w/ Pl. Gyp.

↖ + thank for
service on
gyp.?

Pl. Gyp - HDS, SF, Annette, us

HLZ - suggests 1 more mtg. of gyp. w/ director - then disband

The Canada issue - need to look into this issue: Agenda item for mtg.

SF - wk of 3/14 or 3/21

HLZ - 16th, 23rd, 25th (24th, if necessary)

Big Gyp. - Apr. ~~21~~

small gyp. - spend time planning
agenda - PD could meet w/ Pb.
members

Need to get PD into our culture - let him meet w/ ea. person,
review materials - Wk of ^{Mar} ~~April~~ 21. - Come Tues. - Thurs.
SF - Wed. - Fri. maybe part of Fri.

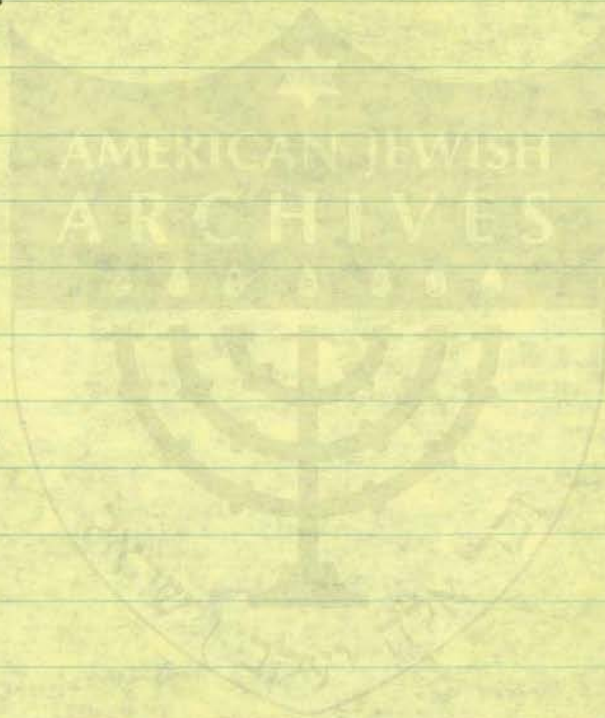
ASN will do planning - I'll help.

MLM will tell S.F.

I draft -
you're great.
If there's an opportunity
for you to be involved,
hope you'll

7. Travel Expense policy - More structure, but acceptable
- need standards
 - am't of \$
 - certain hotels only (in NY - find 3-4 hotels)
- Written policy

8. Mandel Chair -



VFL

TO: Morton L. Mandel
NAME
DEPARTMENT/PLANT LOCATION

FROM: Virginia F. Levi
NAME
DEPARTMENT/PLANT LOCATION

DATE: 3/10/88
 REPLYING TO
 YOUR MEMO OF: _____

SUBJECT: MEETINGS WITH PERRY DAVIS AND SEYMOUR FOX

Perry Davis will be in Cleveland from the morning of Tuesday, March 22 through late afternoon on Thursday, March 24. If possible, I would like to arrange for you to meet with him early in his visit and for a small group meeting (Mandel, Zucker, Naparstek, Fox, Hochstein, and Levi) to meet with him toward the end of the visit.

Do you have any time available for the individual meeting on Tuesday, March 22? This could be for lunch or dinner or for anytime during the workday.

Can you meet with the small group for at least an hour on Thursday, March 24, preferably in the afternoon? Possible agenda items include the following:

1. Review of list of potential Commission members.
2. Structure of committee.
3. Review of possible technical assistants.
4. Fate of the planning group.
5. Publicity/announcements.
6. Physical arrangements (office space, etc.).
7. Budget
8. What to do about Canada.
9. A name for the Commission.
10. Tentative meeting times for the Commission.

In addition to the meetings with Perry Davis, I understand from Seymour Fox that you wish to meet with him during two evenings of his visit to Cleveland. He will arrive early evening on Tuesday, March 22 and is currently scheduled to leave either late on Thursday the 24th or early on Friday the 25th. Please let me know if you wish to schedule these meetings and if so, when.

I will wait to schedule other meetings for Perry Davis until I have a response from you. Please let me know as soon as you can.

INTERNET-FO-EC-CONFERENCE

TO: Morton L. Mandel
NAME
DEPARTMENT/PLANT LOCATION

FROM: Virginia F. Levi
NAME
DEPARTMENT/PLANT LOCATION

DATE: 3/11/88
REPLYING TO
YOUR MEMO OF: _____

SUBJECT: VISIT SCHEDULE FOR PERRY DAVIS

Following is a list of people who have been suggested for meetings with Perry Davis during his visit to Cleveland on March 22 - 24. Before I begin to schedule appointments, I would appreciate your reaction to the list.

Morton Mandel

Henry Zucker

Seymour Fox

Annette Hochstein

Arthur Naparstek

Herman Stein [Herman will be away that week, but may be able to meet with Perry next week (3/18) in New York. We're working on it.]

David Ariel

Stephen Hoffman

Joel Fox and Mark Gurvis together, as professionals working on Jewish education on the local level

Chuck Ratner [Will be out of town. We can arrange a meeting during a future visit.]

Jim Reich - as co-chair of Cleveland Commission on Jewish Education with Phil Wasserstrom - chair of CJF Committee on Jewish Identity

Alan Bennett, Sylvia Abrams (his assistant) and David Kleinman as a group representing the views of Jewish professionals

Irving Stone - a committed lay leader

Stan Wertheim - co-chair of subcommittee on personnel and recommended by AJN as very knowledgeable on Jewish personnel issues

INTER-OFFICE CORRESPONDENCE



Sally Wertheim - co-chair of Blue Sky subcommittee, a professional educator with strong opinions about Jewish education.

Bennett Yanowitz

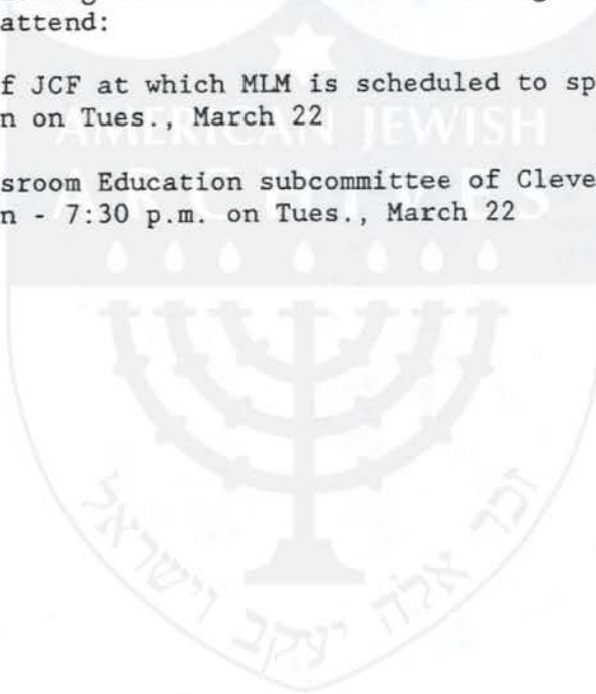
Possibly some key rabbis:

Schachter - B'nai Jeshurun)
Elkins - Park) suggested by Hoffman
Zlatin - Taylor Road)
Hecht - Beth Am - suggested by AJN

In addition, the following events are scheduled during PID's visit and we propose to have him attend:

Board meeting of JCF at which MLM is scheduled to speak on Jewish Education - noon on Tues., March 22

Beyond the Classroom Education subcommittee of Cleveland Commission on Jewish Education - 7:30 p.m. on Tues., March 22



IMPORTANT MESSAGE

FOR VFL

DATE 3/10 TIME 4:12 P.M. ^{A.M.}

WHILE YOU WERE AWAY

M. Herman Stein

OF AMERICAN TRUCK

PHONE NO. 368-4388

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

RUSH ☐

MESSAGE will be in NYC

Late Thurs. PM - (3/17)

11:00 Fri AM - (3/18)

PD is holding breakfast

SIGNED JW

ML + SF + Annette -
Wed + Thurs. eve
(or Tues. eve)

SF - bring PD up to
speed on J. Ed.

Annette - how she made
the transition

3/23 - MCM out all day + evening
Chgo

Seymour - Arrive 6-7 PM
on 22nd

1 w/ PD + AJN

1 w/ AJN + SF

Consider for PD -

S+S Worthheim

+ chairs of commission
subcommittees ?

Any key rabbis ?

MLM

3-8-88

3/10

To HLZ and AJN from VFL

INITIAL LIST OF POSSIBLE PEOPLE TO MEET WITH
PERRY DAVIS
MARCH 22-24, 1988

- Probably come in 22nd AM

- Morton L. Mandel - as early as possible - a dinner?
- Henry L. Zucker - no lunch avail.

Seymour Fox

Annette Hochstein

- Arthur J. Naparstek - lunch on 23 or 24 OK - Tues. or Wed. dinner

David Ariel -

- Stephen Hoffman - maybe w/ J. Fox & Dennis - What's rel. imp. of Fed. people + possibly Ratner or Wolf
- Charles Ratner

Herman D. Stein - I

- Bennett Yanowitz - lunch?

Sally and Stanley Wertheim - w/ AJN? as a grp.
Chairs of commission subcommittees

ask for central material

Joel Fox - make to
ask Steve H. to review list - ask about Bennett

James Reich - along w/ Ratner
Key rabbis - any?

Irving Stone - leading Orthodox lay leader - ind. mtg.

In addition, we will provide him with minutes of meetings and materials that were prepared leading to the final design document.

Should there be a meeting of MLM, PD, HLZ, SF, AH, AJN, VFL to review list of potential Commission members? list of possible technical assistants? fate of the Planning Group? other issues? name of commission

aim for Thurs. PM.

publicity - announcements, physical arrangements, meeting time, budget, possibility of planning major conference/retreat
Milton Wolf - Canada - in or out?

Al Bennett - ask Steve H.
(+ Sylvia if it's necessary)
David Kleinman - ask Bennett

Hospitality - dinners

HLZ - OK Wed. PM - rather not

Planning grp. - Either have 1 more mtg. + disband

Example of local project -

2 grps. of Fed. Profs.
+ Pl. Grp.

1. Wooster - Yansunits

↳ PD - address JESNA board in Phil. in April

— I shd do memo to ML - OK w/ him?

Rather work out date to
meet w/ them for ML, first?

> materials



INTER-OFFICE CORRESPONDENCE

TO: Morton L. Mandel
NAME
DEPARTMENT/PLANT LOCATION

FROM: Virginia F. Levi
NAME *VFL*
DEPARTMENT/PLANT LOCATION

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5. Publicity/announcements.
6. Physical arrangements (office space, etc.).
7. Budget
8. What to do about Canada.
9. A name for the Commission.
10. Tentative meeting times for the Commission.

① 3:00-5:00?
 Tues 3/22

② 4:00-?
 Sunday 3/24

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I will wait to schedule other meetings for Perry Davis until I have a response from you. Please let me know as soon as you can.

Fox & Davis?

Eve's
Tues 3/22
Thurs 3/24

7

Prepare a physical schedule - want to review this week then

*8:00
 9:00
 10:00*

Jim Reich - Co-Chair of Univ. Commiss. on J. Ed.
+ Phil Wexler - working on local + nat'l level (CSF) on J. Identity

- Noon board mtg. - 3/22 - MLM reporting on J. Ed.
- Why Milton Wolf?
- MG doesn't think it's necessary to see either Weithorn, suggests mtg. of Beyond the Classroom Education subcommittee - 3/22

W/MLM - mtg. alone

- dinner or lunch

\ steer com. (us) ——— we shd set agenda

Ask Joel Fox if Lifsa Schachter should be involved.
not critical

Rabbi Irving Greenberg - possible Commission Member -
J. Scholar

3-10-88

POSSIBLE PEOPLE TO MEET WITH
PERRY DAVIS
MARCH 22-24, 1988

	<u>3/22</u>	<u>3/23</u>	<u>3/24</u>
Morton L. Mandel	3:00 -	no	4:00 -

Henry L. Zucker

Seymour Fox

Annette Hochstein

Arthur J. Naparstek

set a time for ASN+SF

*not 11-2:00
- could do dinner*

*free
5:30 - dent.
could do dinner*

*not before 10
out 4:50*

David Ariel

not 2-3

not 3-5

not 4:00

Stephen Hoffman

*- OK
- noon board mtg.
MLM may be reporting org. ed.*

OK

OOT

no

Federation Professionals - J. Fox, M. Gurvis; C. Ratner, J. Reich,

+ SH.

- Phil Wasserman

- as 1 grp.

M. Wolf - SH thinks he wouldn't add

*Co-chair local
Commis.
on J. continuity*

Group of Al^{on} Bennett (& Sylvia Abrams? - ask Bennett) and David

831-0700

Kleinman

371-0446

Bennett

Charles Ratner *

Wasserman - 861-4858

James Reich *

321-9376

Joel Fox

*1:45-3:00
on Tues.*

Mark Kassis

*not before 10
not 12-1:30
not evening*

not noon

PM OK - after 2:00

How work w/ agencies, how change might be brought about

*Chair of CJF
Committee on J. Identity*

Herman D. Stein

3/22

3/23

3/24

away - Will see PD in NYC on 3/18

Irving Stone
252-7300

Bennett Yanowitz
696-3311

PM-out

OK, except lunch

OK, except lunch

? Milton Wolf *

Chairs of commission subcommittees

M.G. says not critical → (Rabbi Zlatin
Sally Wertheim
Blue Sky

Stanley Wertheim
Personnel

Others - ask S. Hoffman

Hold off
Key rabbis - Schuchter (B'nai Yeshurun)
- Elkins - Park
Zlatin - Taylor
Hecht - Beth Am

In addition, we will provide him with minutes of meetings and materials that were prepared leading to the final design document.

Beyond the Classroom Education
meeting 3/22

Trenhaft Center - 7:30

- Leon Plewin
Alan Roskamm

Parent + Family Ed. - chairs OOT
Personnel
AJN

← suggests he sit in on
this - + AJN -
probably enough

Meeting of MLM, PD, HLZ, SF, AH, AJN, VFL to review

- list of potential Commission members?
- structure of Commission
- list of possible technical assistants?
- fate of the Planning Group?
- name of Commission
- publicity/announcements
- physical arrangements - office space, etc.
- meeting times
- budget
- what to do about Canada
- possibility of planning major conference/retreat



VFL
See my comments
m

This is a very big over load!

TO: Morton L. Mandel
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Alan Bennett, Sylvia Abrams (his assistant) and David Kleinman as a group representing the views of Jewish professionals

Irving Stone - a committed lay leader

Stan Wertheim - co-chair of subcommittee on personnel and recommended by AJN as very knowledgeable on Jewish personnel issues

They are flying here from Israel to spend time with Perry. This is the top priority - the second priority is planning between our key people

next trip

?
this time or next

next trip

only not invite most of these people to lunch as we get the instructions made that way.

INTER-OFFICE CORRESPONDENCE

Sally Wertheim - co-chair of Blue Sky subcommittee, a professional educator with strong opinions about Jewish education.

Bennett Yanowitz

Possibly some key rabbis:

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Elkins - Park) suggested by Hoffman
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this conflicts with my open time

VFL - remember this purpose of
this trip -- its to to
PLANNING -- not to
interview & learn from
local leaders!
Wm

Possible format for Wednesday morning breakfast meeting:

Purpose: For participants to get acquainted.

- I. HLZ - make introductions and review genesis of MI-NA.
- II. S. Fox - comment on HLZ's remarks and where we go from here.
- III. P. Davis - respond to HLZ and SF and comment on his vision for this enterprise
- IV. *(Comments of ~~guests~~ by those in attendance*

Questions +



AGENDA

- I Commission List, finalized
- II Invitation format and approach
 - A. First Contact
 - B. Immediate Follow up
 - C. Strengthening the ties
 - D. Assignments: Who, does what, when?
- III. First Commission Meeting
- IV. Next meeting of MINA group
- V. Tasks between today and our next meeting



- ☒ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

73890 (REV. 10/86) PRINTED IN U.S.A.

FUNCTION

SUBJECT/OBJECTIVE

Commission on Jewish Education
in North America

ORIGINATOR

VFL

DATE 8-4-88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<i>Budget</i> <i>Can't do</i> Production of minutes. <i>Optcom Paper</i> <i>for Board</i>		AJN	8/2/88	8/26/88	
2.	Copies of tapes.		VFL		8/8/88	
3.	Quick "bread and butter letter" from MLM.		VFL		8/8/88	
4.	Cover letter to go with minutes (with variations for individual commissioners including those who were absent).		SF/ AJN/ HLZ		8/26/88	
5.	Schedule second Commission meeting for December 13 and follow-up meetings for senior policy advisors on the morning of December 14 and planning group through December 16. Confirm meetings with Federation and JWB.		VFL			
6.	Develop a research plan.		SF/AH		9/15/88	
7.	Consider creating an executive committee.		Team			
8.	Schedule a planning meeting in Cleveland for October.		AJN/ SF		9/15/88	
9.	Develop a list of critical dates for the next 18 months.		AJN/ SF		9/15/88	
10.	Draft papers for a presentation at December 13 meeting.					
	a. vision and best practices paper.		SF		10/1/88	
	b. personnel paper.		AH/JR		10/1/88	
	c. develop a set of ground rules to be used in the production of papers for the Commission.		AJN/SF/ AH/JR		9/15/88	
11.	Consider the possibility of holding regional meetings before December 13.		Team			



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION

SUBJECT/OBJECTIVE

ORIGINATOR

DATE

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
12.	Nominate 3-4 people to consider adding to the planning group.		Team	8-2-88		
* 13.	Identify additional staff.		AJN/SF		9/15/88	
14.	Draft time lines for 18 months and 24 months.		AH		9/15/88	
* 15.	Prepare an "options paper" based on minutes.		SF/JR		9/15/88	
* 16.	Develop a list of Canadian educators for possible inclusion on Commission.		SF		8/15/88	
17.	Review Canadian educators with Canadian advisors.		HLZ		9/1/88	
18.	Develop a list of formal education publics with which the Commission should establish a relationship.		JR		9/15/88	
19.	Develop a list of federation publics with which the Commission should establish a relationship.		HLZ		9/15/88	
20.	Develop a list of informal publics with which the Commission should establish a relationship.		AR		9/15/88	
21.	Develop a list of denominational publics with which the Commission should establish a relationship.		AJN/CS/JW		9/15/88	
22.	Invite a PR person to October planning meeting to brainstorm a communications plan (possibly David Finn).		SF		9/15/88	
23.	Prepare a book for use by planning group--to include minutes, assignments, and checklists.		VFL		8/15/88	
24.	Develop a checklist of commissioners to be reviewed at each planning group meeting.		VFL		8/15/88	

JERUSALEM, AUGUST 8, 1988

TO: MORT MANDEL
ART NAPARSTECK
HENRY ZUCKER
GINNY LEVI ✓

FROM: SEYMOUR FOX
ANNETTE HOCHSTEIN

MAY THE MORNING AFTER ALWAYS FEEL SO GREAT!

BEFORE SETTING OUT FOR HOME, WE DID SOME FOLLOW-UP CALLS WITH COMMISSIONERS, AS DECIDED BY THE PLANNING GROUP. DETAILED ACCOUNTS OF SOME CONVERSATIONS ARE ATTACHED. ANNETTE SPOKE WITH LAMM, LOOKSTEIN, RITZ, SCHORSCH AND TISHMAN. SEYMOUR SPOKE WITH SCHIFF, MELTON, BIELER, LOUP, BATSHAW AND MEMBERS OF JTS' FACULTY TO WHOM SCHORSCH REPORTED. SEYMOUR HAS ALREADY BRIEFED SARA LEE AND SPOKEN TO GOTTSHALK.

THE FOLLOWING POINTS OF CONSENSUS EMERGED FROM THOSE CONVERSATIONS:

1. SUPERLATIVE PRAISE FOR THE MEETING ITSELF WITH UNDISGUISED AWE AT MORT'S HAVING SUCCEEDED TO CONVENE SUCH A HIGH-POWERED GATHERING. COMPLIMENTARY REFERENCES WERE MADE TO THE DETAILED PREPARATIONS, INTERVIEWS AND SUMMARY DOCUMENT.
2. THE FIRST MEETING DID ITS JOB. THE NEXT MEETING SHOULD FOCUS MORE NARROWLY ON A FEW TOPICS - AND BE MORE DOWN TO EARTH. PERSONNEL - THE TEACHERS - EMERGES STRONGLY AS THE LEADING TOPIC, THOUGH THE ADVICE FROM COMMISSIONERS, IS TO OFFER A FEW ALTERNATIVE TOPICS AS CHOICES.
3. USEFUL ADVICE WAS OFFERED ON HOW TO PROCEED TO MORE SPECIFIC WORK WITHOUT OFFENDING THE COMMISSIONERS' DESIRE TO BE INVOLVED.

IF THE CONVERSATIONS WE HELD ARE REPRESENTATIVE OF OTHER COMMISSIONERS' VIEWS TOO, IT WOULD SEEM THAT WE ARE ENCOURAGED TO MOVE AHEAD IN THE DIRECTIONS DISCUSSED DURING OUR PLANNING MEETINGS.

VERY BEST REGARDS,



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

PHONE CALLS WITH COMMISSIONERS.

1.COMMISSIONER: ISMAR SCHORSCH

2.PHONER: ANNETTE HOCHSTEIN

3.DATE: AUGUST 3, 1988

4.SPIRIT: VERY INVOLVED AND COMPLIMENTARY. NO TRACE OF THE
ORIGINAL SKEPTICISM. MY FEELING: HE WANTS THIS TO
SUCCEED.

5.THE CALL:

HOW WE SHOULD PROCEED:

"ON DECEMBER 13 YOU MAY WANT TO NARROW THE FOCUS IN THE FOLLOWING
WAY:

YOU MIGHT COME BACK TO THE GROUP — FOLLOWING ANALYSIS OF THE
INTERVIEWS PLUS THE CONTENT OF THE MEETING, (SEEN TOGETHER AS
AN ONGOING CONVERSATION WITH COMMISSIONERS) — SAYING YOU
DECIDED TO ZERO IN ON SAY FOUR TOPICS.

THEN YOU MUST DO A COGENT PRESENTATION OF THE RATIONALE FOR
THESE TOPICS AND OFFER THAT FOR DISCUSSION.

YOU SHOULD ALSO OFFER SOME STRATEGIES AS TO HOW TO ADDRESS
THESE TOPICS. PERHAPS YOU COULD BEGIN TO LINK THEM TO
EXISTING INSTITUTIONS AND PROGRAMS."

ABOUT THE PROCESS: RABBI SCHORSCH REFERRED TO "THE BRILLIANT IDEA
TO INTERVIEW THE COMMISSIONERS".

HE SUGGESTED GETTING THE COMMISSIONERS HE ARE PROFESSIONALS
(ELKIN, ETC...) TO MEET WITH THE STAFF.

HE URGES US TO BE ASSERTIVE, BECAUSE SOME OF THE COMMISSIONERS
WILL HAVE LITTLE PATIENCE FOR CONTINUED THEORETICAL DISCUSSION.

HE REITERATED THE POINTS HE EXPRESSED AT THE MEETING:

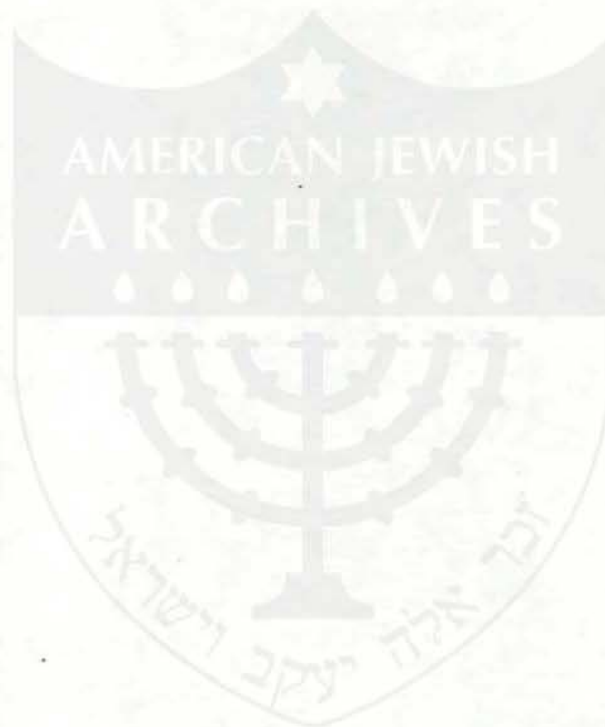
A.STAY AWAY FROM THE COLLEGE CAMPUS

B.NEED QUALITY CURRICULUM PREPARED FOR HIGH-SCHOOLS

C.MUST DEAL WITH HIGH-SCHOOL AGE THOUGH NONE OF THE EXISTING
FRAMEWORKS ADDRESSES THIS EFFECTIVELY. DAY-SCHOOL IS NOT THE
ANSWER.

NOTE: AT A MEETING YESTERDAY DAVID FINN REPORTED HAVING HAD LUNCH WITH SCHORSCH. SCHORSCH REPORTEDLY WAS VERY PLEASED AND IMPRESSED WITH THE COMMISSION MEETING. WHAT A FAR CRY FROM THE EMPHATIC OPENING SALVO OF MY INTERVIEW WITH HIM ONLY TEN DAYS AGO IN JERUSALEM : "I AM SKEPTICAL!".

SEVERAL JTS FACULTY MEMBERS REPORTED TO SEYMOUR THAT SCHORSCH REPORTED VERY FAVOURABLY ON THE COMMISSION.



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

PHONE CALLS WITH COMMISSIONERS.

1.COMMISSIONER: NORMAN LAMM

2.PHONER: ANNETTE HOCHSTEIN

3.DATE: AUGUST 3, 1988

4.SPIRIT: INVOLVED, FACTUAL, PLEASED. LITTLE TRACE OF THE
ORIGINAL SKEPTICISM. MY FEELING: HE WANTS THIS TO
SUCCEED.

5.THE CALL:

RABBI LAMM THINKS THE MEETING WAS HANDLED VERY WELL, THOUGH HE
BELIEVES DAY-LONG MEETINGS ARE NO GOOD. THEY REPRESENT A GENUINE
SACRIFICE FOR HIM.

HE SUGGESTS THAT WE SHOULD NOW NARROW THE FOCUS TO 5 TOPICS,
CONCENTRATING ON THE THE TEACHERS. THIS IS THE REAL MAIN
PRIORITY. NO MATTER HOW IMPORTANT OTHER TOPICS ARE, NONE IS AS
IMPORTANT AS THIS: UPGRADING TEACHING; TEACHER SALARIES; TRAINING
INSTITUTIONS.

THE PROCESS TO DECEMBER: WE SHOULD DO THE WORK.
COMMISSIONERS SHOULD BE CONSULTED FOR IDEAS, THEN WHEN WE HAVE
SUFFICIENT DATA FOR SELECTING TOPICS A LETTER SHOULD BE SENT TO
ALL TELLING THEM: WE SEEM TO FIND CONSENSUS ON THE FOLLOWING
TOPICS. THEREFORE WE SUBMIT TO THEIR ATTENTION THE FOLLOWING
LIST OF PRIORITIES.

RABBI LAMM COMPLAINED ABOUT THE DAY-LONG MEETING, SAYING IN
ESSENCE THAT THEY REPRESENT TOO GENUINE AND BIG A SACRIFICE. HE
URGES US TO MAKE MEETINGS SHORTER.

* * * * *

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

PHONE CALLS WITH COMMISSIONERS.

1.COMMISSIONER: HASKEL LOOKSTEIN

2.PHONER: ANNETTE ROCHSTEIN

3.DATE: AUGUST 3, 1988

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

5.THE CALL:

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

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

ABOUT THE MEETING:

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

* * * * *

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

PHONE CALLS WITH COMMISSIONERS.

1.COMMISSIONER: PEGGY TISHMAN

2.PHONER: ANNETTE HOCHSTEIN

3.DATE: AUGUST 3, 1988

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

5.THE CALL:

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

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

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

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

* * * * *

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

PHONE CALLS WITH COMMISSIONERS.

1.COMMISSIONER: ESTHER LEAH RITZ

2.PHONER: ANNETTE HOCHSTEIN

3.DATE: AUGUST 3, 1988

4.SPIRIT: VERY INVOLVED. VERY COMPLIMENTARY.

5.THE CALL:

THE MEETING: "THIS IS VERY EXCITING TO ME. THE CALIBER OF THE PEOPLE WHO CAME. THE FACT THAT THE PRINCIPALS THEMSELVES CAME WAS VERY IMPORTANT. FASCINATING. THE PLANNING WAS EXTRAORDINARY. THE FIRST MEETING HAS TO BE VERY WELL DONE AND THIS ONE WAS. MORT APPEARED AS A ROLE MODEL FOR THE ATTENDANTS BY INVESTING HIMSELF. I THOUGHT IT WAS A GREAT MEETING.

WE NEED NOW:

1.A CAREFUL SUMMARY OF THE FIRST MEETING
2.CONCRETE ALTERNATIVES SHOULD BE OFFERED FOR BOTH CONTENT AND PROCESS. THE INDIVIDUAL INTERVIEWS SHOULD PROBABLY NOT BE THE CONTINUOUS MEANS FOR INTERACTION WITH THE COMMISSIONERS, THOUGH THEY MAY STILL BE USED TOWARDS THE SECOND MEETING. THE REASON NOT TO CONTINUE IS THAT THE COMMISSION MUST LEARN TO MAKE DECISIONS AS A GROUP.

* * * * *

INTER-OFFICE CORRESPONDENCE

TO: Arthur J. Naparstek
NAME
DEPARTMENT/PLANT LOCATION

FROM: Henry L. Zucker
NAME
DEPARTMENT/PLANT LOCATION

DATE: 8/16/88
REPLYING TO
YOUR MEMO OF: _____

SUBJECT:

At our Commission planning group meeting on August 2nd, you and Seymour were to schedule a meeting of the planning group sometime in October. Since the October calendar is beginning to fill up, I took the liberty of asking MLM for his available dates and he has suggested the following possibilities: October 18 and 19 in Cleveland or October 20 and 21 in New York.



COMMUNICATIONS REPORT

AS OF SEP 15 '88 9:45

TIME	TO/FROM	MODE	MIN/SEC	PG	STATUS
9:44		G3-S	1/51	03	OK

*Sent 9-15-88
Jene*





PREMIER INDUSTRIAL CORPORATION

REQUEST FOR TELEX/MAILGRAM/FAX

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

SPECIFY HOW TO SEND MESSAGE

DATE REQUESTED

9/15/88

☐ TELEX NO. _____

☐ MAILGRAM _____

☒ FAX NO. 617 736 4724

NO. OF PGS. _____
(INCL. COVER SHEET)

☒ URGENT - Time sensitive - must go at once

☐ REGULAR - Send at time rates are most economical

TYPE (USING DOUBLE SPACES) OR PRINT CLEARLY

TO:

NAME

JOSEPH REIMER

COMPANY

BRANDEIS UNIVERSITY

STREET ADDRESS

CITY, STATE, ZIP

WALTHAM, MA

PHONE NUMBER

FROM:

NAME

ARTHUR NAPARSTEK

COMPANY

PREMIER

DEPARTMENT

COST CENTER

090

TELEX NO.: 6873015 PREMI UW

FAX NO.: 2163918327

TIME SENT:

MESSAGE:

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

NATIV CONSULTANTS - JERUSALEM, ISRAEL

Fax: 972-2-699-951

TO: GINNY LEVI

FROM: S. FOX & A. HOCHSTEIN

DATE: September 9, 1988

PAGES: 3

*Copies distributed
9/9/88*

MEMO

TO: PLANNING TEAM: MLM; AJN; HLZ; VFL

FROM: S.FOX; A.HOCHSTEIN

THANK YOU FOR YOUR RESPONSE TO OUR FAX.

WE BELIEVE THERE IS EITHER CONFUSION OR DIFFERENCES THAT WE WILL WANT TO IRON OUT WHEN WE MEET IN OCTOBER, ABOUT TWO DISCRETE ASSIGNMENTS AND HOW THEY WILL RELATE TO EACH OTHER.

1. THE OPTIONS PAPER

THE OPTIONS PAPER IS ONE THAT THE COMMISSION WILL HAVE TO CONSIDER AND DECIDE UPON. THE OPTIONS PAPER WILL OFFER DIFFERENT POSSIBLE AREAS OF CONCENTRATION FOR THE WORK OF THE COMMISSION, E.G. PERSONNEL; THE COMMUNITY ORGANIZATION ISSUES; MEDIA; ETC...

WITH A COMMISSION AS PLURALISTIC AS THE ONE WE CONSCIOUSLY CHOSE WE BELIEVE THAT A DISCUSSION OF GOALS IS NOT POSSIBLE - WE WILL WANT TO ELABORATE ON THIS IN OCTOBER FROM A PRACTICAL, THEORETICAL AND METHODOLOGICAL POINT OF VIEW. ONE SMALL EXAMPLE MIGHT HELP OUR DISCUSSION: LAMM, BRONFMAN AND GOTSCHALK CANNOT POSSIBLY AGREE ON THE IMPORTANCE, PURPOSE OR GOALS OF FORMAL OR INFORMAL EDUCATION, THE RELATIVE SIGNIFICANCE OF SUPPLEMENTARY SCHOOLS, DAYSCHOOLS OR JCC'S. IN ONE SENSE THIS IS DUE TO THE FACT THAT THEIR VIEWS ON THE IDEAL JEW FOR THE YEAR 2000 - OR FOR THAT MATTER FOR 1988 - IS IRRECONCILABLE. IT MAY BE NECESSARY FOR US TO DETAIL THIS POINT IN OCTOBER AND INDICATE HOW THIS MUST PERVADE ANY DISCUSSION OF GOALS OR METHOD.

THEREFORE OUR FAX OF SEPTEMBER SIXTH REPRESENTS ONE APPROACH TO SOLVING THIS PROBLEM. IT RESPONDS TO THE CHALLENGE OF ARRIVING AT OPTIONS PERCEIVED AS VALID BY ALL COMMISSION MEMBERS - IRRESPECTIVE OF THEIR VIEWS OF JUDAISM, JEWISH CONTINUITY OR JEWISH EDUCATION. WE WILL WANT TO GRAPPLE WITH THE VALIDITY OF THIS MATTER IN OCTOBER. WE HERE HAVE CONSULTED EXTENSIVELY ON IT WITH SOCIAL SCIENTISTS AND JEWISH EDUCATORS. WE WILL FURTHER CONSULT IN THE US. THE COMMISSIONERS INSISTED ON BEING PARTNER TO SELECTING THE OPTIONS AND THEREFORE THE OPTIONS PAPER IS NECESSARY.

2. THE "VISION" PAPER'S PURPOSE IT TO PROJECT CONCEPTIONS OF JEWISH EDUCATIONAL PRACTICE THAT COULD BE IN THE YEAR 2000, THAT COULD INSPIRE BUT THAT ALL WOULD AGREE WAS REALISTIC AND FEASIBLE. IT WAS MODELLED AFTER THE CHAPTER IN THE CARNEGIE REPORT "A SCENARIO FOR THE TWENTY FIRST CENTURY" WHICH OFFERED AN EMINENTLY CREDIBLE, WONDERFUL, IMAGINARY EXAMPLE OF A SCHOOL.

IN THE 21ST CENTURY,

THE ROLE AND FUNCTION OF GOALS FOR ANY EDUCATIONAL ENDEAVOUR - AND PARTICULARLY FOR THIS COMMISSION - IS TOO COMPLEX TO DISCUSS IN A FAX. IT IS A CRUCIAL TOPIC FOR OUR MEETINGS.

IN OUR PHONE CONVERSATION ON SATURDAY, I WILL STRONGLY URGE THAT WE HAVE THREE FULL DAYS OF DISCUSSION ON THE PAPERS, THE STRATEGY AND CONTENT OF THE ENTIRE WORK OF THE COMMISSION AS WELL AS THE NEXT MEETING. OTHERWISE THE MEETING ON THE 12TH OF OCTOBER IS NOT LIKELY TO SERVE ITS PURPOSE. (ART, I UNDERSTAND YOU ARE CALLING ME SATURDAY, SOMETIME IN THE EARLY AFTERNOON ISRAEL TIME - THERE IS NOW A 6 HOUR DIFFERENCE - E.G. 9:30AM BY YOU IS 2:30PM BY ME)

WITH BEST REGARDS TO ALL OF YOU FOR A SHANA TOVA,

AMERICAN JEWISH
ARCHIVES

[Handwritten signature]

Art, I can be called on Wednesday either at the office (till four p.m. my time) or at home (till 11 pm my time)

[Handwritten signature]

COMMUNICATIONS REPORT

AS OF SEP 30 '88 9:11

TIME

TO/FROM

MODE

MIN/SEC

PG

STATUS

9:09

NATIVSp972 2 699951

G3-S

2/10

02

OK

Sent 9/30/88
Lmr





PREMIER INDUSTRIAL CORPORATION

REQUEST FOR TELEX/MAILGRAM/FAX

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

SPECIFY HOW TO SEND MESSAGE

DATE REQUESTED

9/30/88

☐ TELEX NO.☐ MAILGRAM☒ FAX NO. 972 2699951NO. OF PGS. 2
(INCL. COVER SHEET)☒ URGENT - Time sensitive - must go at once☐ REGULAR - Send at time rates are most economical

TYPE (USING DOUBLE SPACES) OR PRINT CLEARLY

TO:NAME SEYMOUR FOX
COMPANY NATIV
STREET ADDRESS
CITY, STATE, ZIP JERUSALEM
PHONE NUMBER**FROM:**NAME ARTHUR NAPARSTEK
COMPANY PREMIER
DEPARTMENT
COST CENTER 090

TELEX NO.: 6873015 PREMI UW

FAX NO.: 2163918327

TIME SENT:

MESSAGE: The attached letter was sent to:

Arthur Rotman
Carmi Schwartz
Jonathan Woocher
David ArielHerman Stein } will be at Premier on
Joseph Reimer } Tuesday 10/11 at 8:30 a.m.

**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

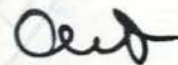
September 28, 1988

Dear Art:

This is just a quick note of reminder that the Planning Group meeting for the Commission on Jewish Education in North America will be on Wednesday, October 12 from 10:00 a.m. to 4:00 p.m. It will be held at the Jewish Community Federation of Cleveland, 1750 Euclid Avenue. We will be meeting on the second floor, Conference Room D.

Please feel free to call (216) 391-8300 with any questions or comments. I look forward to seeing you there.

Sincerely,



Arthur J. Naparstek
Commission Director

Mr. Arthur Rotman
Executive Vice President
JWB
15 East 26th Street
New York, NY 10010

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Foundations**

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

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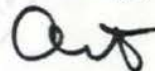
September 28, 1988

Dear Carmi:

This is just a quick note of reminder that the Planning Group meeting for the Commission on Jewish Education in North America will be on Wednesday, October 12 from 10:00 a.m. to 4:00 p.m. It will be held at the Jewish Community Federation of Cleveland, 1750 Euclid Avenue. We will be meeting on the second floor, Conference Room D.

Please feel free to call (216) 391-8300 with any questions or comments. I look forward to seeing you there.

Sincerely,



Arthur J. Naparstek
Commission Director

Mr. Carmi Schwartz
Executive Vice President
Council of Jewish Federations
730 Broadway
New York, NY 10003

**Mandel
Associated
Foundations**

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

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Joseph C. and Florence Mandel Fund
Morton L. and Barbara Mandel Fund

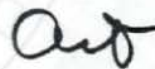
September 28, 1988

Dear Jon:

This is just a quick note of reminder that the Planning Group meeting for the Commission on Jewish Education in North America will be on Wednesday, October 12 from 10:00 a.m. to 4:00 p.m. It will be held at the Jewish Community Federation of Cleveland, 1750 Euclid Avenue. We will be meeting on the second floor, Conference Room D.

Please feel free to call (216) 391-8300 with any questions or comments. I look forward to seeing you there.

Sincerely,



Arthur J. Naparstek
Commission Director

Dr. Jonathan Woocher
Executive Vice President
JESNA
730 Broadway
New York, NY 10003-9540

**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

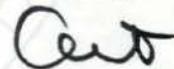
September 28, 1988

Dear David:

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Please feel free to call (216) 391-8300 with any questions or comments. I look forward to seeing you there.

Sincerely,



Arthur J. Naparstek
Commission Director

Mr. David Ariel
President
Cleveland College of Jewish Studies
26500 Shaker Boulevard
Beachwood, OH 44122

**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 29, 1988

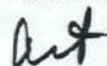
Dear Herman:

This is just a quick note of reminder that the Planning Group meeting for the Commission on Jewish Education in North America will be on Wednesday, October 12 from 10:00 a.m. to 4:00 p.m. It will be held at the Jewish Community Federation of Cleveland, 1750 Euclid Avenue. We will be meeting on the second floor, Conference Room D.

In addition, we will be meeting on Tuesday to prepare for Wednesday's session. This meeting will begin at 8:30 a.m. and will be at the Foundation offices at 4500 Euclid Avenue.

Please feel free to call (216) 391-8300 with any questions or comments. I look forward to seeing you there.

Sincerely,



Arthur J. Naparstek
Commission Director

Dr. Herman Stein
Case Western Reserve University
439 Pardee Hall
Cleveland, OH 44106

**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 29, 1988

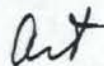
Dear Joe:

This is just a quick note of reminder that the Planning Group meeting for the Commission on Jewish Education in North America will be on Wednesday, October 12 from 10:00 a.m. to 4:00 p.m. It will be held at the Jewish Community Federation of Cleveland, 1750 Euclid Avenue. We will be meeting on the second floor, Conference Room D.

In addition, we will be meeting on Tuesday to prepare for Wednesday's session. This meeting will begin at 8:30 a.m. and will be at the Foundation offices at 4500 Euclid Avenue.

Please feel free to call (216) 391-8300 with any questions or comments. I look forward to seeing you there.

Sincerely,



Arthur J. Naparstek
Commission Director

Dr. Joseph Reimer
Assistant Professor
Hornstein Program
Brandeis University
Waltham, MA 02254

Revised 10/3/88

Planning Group Book: Commission on Jewish Education 9/20/88

EACH BOOK SHOULD BEGIN WITH A TABLE OF CONTENTS LISTING THE FOLLOWING DIVIDED SECTIONS:

- 1) MINUTES subdivided into Planning Group meetings and Commission meetings;
- 2) ASSIGNMENTS for Planning Group members, generated at each meeting;
- 3) CHECKLISTS for communication between Planning Group members and the rest of the Commission. Each liaison person will have a separate sheet with a list of his assignees (Sheets to follow). There will be room for Commissioners' responses on the sheets, and these should subsequently be included in the book for review at later meetings; *and a*
- 4) MASTER LIST of names for review by Planning Group at each meeting (List to follow);
- 5) 5) KEY PAPERS submitted by Planning Group members in the interim between meetings (e.g., Personnel, Concepts, etc.). This section should contain a numbered INDEX of paper titles, and TABS which correspond to the index numbers;
- 6) 6) COMMUNICATIONS section containing copies or lists of items which were sent to Commissioners since the previous Commission meeting.
- 7) 7) OPERATING PRINCIPLES section containing a copy of pages 19-21 from Seymour Fox's 9/15/88 "Facsimile Transmission" from Israel.
- 8) 8) MASTER SCHEDULE CONTROL based on tentative schedule from SF's "FAX" transmission of 8/31/88. — TOP of list?
- 9) 9) COMMISSION STAFF section lists Chairman, Foundation staff, Senior Policy Advisors and Planning Group members.

NOTE: Each Planning Group book will be updated before each Planning Group meeting. A master copy will be kept at the Premier office, containing all accumulated documents of the Planning Group.

PLANNING GROUP BOOK
COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

TABLE OF CONTENTS

<u>SUBJECT</u>	<u>SECTION NUMBER</u>
Minutes	1
Assignments	2
Checklists	3
Key Papers	4
Communications	5
Operating Principles	6
Master Schedule Control	7
Commission Staff	8

*NOTE: The contents of each section are to be updated before each meeting of the Planning Group.

COMMISSION CHECKLIST FOR SEYMOUR FOX

Date:

1. Charles R. Bronfman (514) 878-5201

2. Lester Crown (312) 372-3600

3. Rabbi Alfred Gottschalk, (PhD.) (513) 221-1875

4. Sara S. Lee (213) 749-3424

5. Seymour Martin Lipset (PhD.) (415) 723-4741

6. Charles Ratner (216) 267-1200

7. Rabbi Isadore Twersky (PhD.) (617) 495-4326


COMMISSION CHECKLIST FOR ANNETTE HOCHSTEIN

Date:

1. Dr. David Arnow (212) 869-9700
2. Ludwig Jesselson (212) 575-5900
3. Rabbi Norman Lamm, (PhD.) (212) 960-5280
4. Rabbi Haskell Lookstein (PhD.) (212) 427-1000
5. Robert E. Loup (303) 745-7000
6. Morton L. Mandel (216) 391-8300
7. Florence Melton (614) 224-5239 or 486-2690
8. Esther Leah Ritz (414) 291-9220
9. Rabbi Ismar Schorsch (PhD.) (212) 678-8072
10. Margaret W. Tishman (212) 980-1000

COMMISSION CHECKLIST FOR ARTHUR NAPARSTEK

Date:

1. Mona Riklis Ackerman (PhD.) (212) 888-2035
 2. Mandell L. Berman (313) 353-8390
 3. Stuart E. Eizenstat (202) 347-0066
 4. Rabbi Irving Greenberg (PhD.) (212) 714-9500
 5. Matthew J. Maryles (212) 667-7420
 6. Dr. Alvin I. Schiff (212) 245-8200
 7. Daniel S. Shapiro (212) 758-0404
 8. Bennett Yanowitz (216) 696-3311
- 

COMMISSION CHECKLIST FOR JOSEPH REIMER

Date:

1. Rabbi Jack Bieler (301) 649-3044
2. Rabbi Joshua Elkin (Ed. D.) (617) 332-2406
3. Rabbi Arthur Green (PhD.) (215) 576-0800
4. Carol K. Ingall (401) 331-0956
5. Henry Koschitsky (416) 781-5545
6. Rabbi Harold M. Schulweis (Th.D.) (818) 788-6000
7. Rabbi Isaiah Zeldin (213) 476-8561

COMMISSION CHECKLIST FOR ARTHUR ROTMAN

Date:

1. David Dubin (201) 569-7900

2. Irwin S. Field (213) 921-3567

3. Donald R. Mintz (504) 586-1200

4. Lester Pollack (212) 373-4904

5. Harriet L. Rosenthal (201) 762-7242



COMMISSION CHECKLIST FOR HENRY L. ZUCKER

Date:

1. John C. Colman (312) 835-1209

2. Rabbi Maurice S. Corson (614) 461-8112

3. Eli N. Evans (212) 935-3340

4. Max M. Fisher (313) 871-8000

5. Robert I. Hiller (301) 727-4828

6. David Hirschhorn (301) 347-7200

7. Mark Lainer (818) 787-1400



- Portland - 17250
2951133

October 5, 1988

Commission on Jewish Education in North America
Planning Group
Schedule of Meetings
October 9 - 13, 1988

*Process / Center -
How do we work together*

Sunday, October 9

- 10-12:30 - HLZ, AJN and SF at HLZ apartment
1:00 - SF & MLM at MLM home
AH and SF - dinner at home of AJN

Monday, October 10

- 8:00-12:00 - MLM, HLZ, AJN, SF, AH and VFL at Premier
Review work of AH and SF
Work on agendas for 10/12-12/13
Work plan for 10/13-12/13
Work plan for 10/13-1/-/90
noon-1:30 - Lunch - University Club
Afternoon - continue work on morning agenda with HLZ, AJN, SF, AH, VFL and RG
Dinner - AH and SF at home of VFL

Tuesday, October 11

- Add J. Reimer, D. Ariel, H. Stein
all day - continue previous day's work
Dinner - MLM, AH, SF, AJN

Wednesday, October 12 - Planning Group Meeting at Federation

M. Mandel, A. Naparstek, H. Zucker, S. Fox, A. Hochstein, D. Ariel,
A. Rotman, C. Schwartz, H. Stein, J. Woocher, J. Reimer, V. Levi,
R. Gubitz

- 10-4:00 - MLM will chair
Dinner - SF and AH with HLZ

Thursday, October 13

- Open work day - AJN, HLZ, SF, AH, JR, VFL, RG

TO: Morton L. Mandel FROM: Arthur J. Naparstek DATE: 10/6/88
NAME NAME
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION

REPLYING TO
YOUR MEMO OF: _____

SUBJECT:

Attached is the notebook for the commission planning meetings scheduled for next week. I am also including a tentative schedule for Sunday, October 9 through Thursday, October 13.

Please regard all of this as draft and subject to any changes that you think are necessary.



INTER-OFFICE CORRESPONDENCE



- ☒ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
☐ **RAW MATERIAL**
☐ **FUNCTIONAL SCHEDULE**

73890 (REV. 10/86) PRINTED IN U.S.A.

FUNCTION

SUBJECT/OBJECTIVE Commission on Jewish Education
in North America

ORIGINATOR

Virginia F. Levi

DATE

10/13/88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
14.	Gather list of materials on Jewish education to be sent to Commissioners; design label for such collection. (Need adequate check system: AJN, JR, SF, AR)		Staff	10/10/88	Ongoing	
15.	Contact Eli Evans re sending his monograph to Commissioners		AJN	10/10/88	10/17/88	
16.	Consider creating an executive committee		Team	8/2/88		
17.	Develop a set of ground rules (research plan) to be used in the production of papers for the Commission		AJN, SF AH, JR	8/2/88		
18.	Draft Vision paper for consideration after 12/13 Commission meeting		SF	8/2/88	12/14/88	
19.	Draft Case Studies paper for consideration after 12/13 Commission meeting		SF	8/2/88	12/14/88	
20.	Develop a brief paper describing and assessing each of the 26 options		JR, AH SF, staff	10/12/88	11/15/88	
21.	Decide by phone on the need for a third task force to deal with programmatic options		Staff	10/12/88	12/1/88	
22.	Decide on permanence of task forces, and issues of effectiveness connected with them		Staff	10/12/88	12/1/88	
23.	Call AR, CS and JW to arrange meeting for MLM and AJN with professional heads and presidents of JESNA, JWB and CJF re proposed agenda for 12/13, at GA in November		VFL	10/12/88	10/17/88	
24.	Meet with JESNA, JWB, CJF people at GA on November 16-20		AJN, MLM	10/12/88	11/20/88	
25.	Develop a plan for initiating and maintaining contact with constituent federations		HLZ, SH CS	10/12/88	11/1/88	
26.	Develop a plan for initiating and maintaining contact with constituent formal education groups		DA, JW	10/12/88	11/1/88	



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5
FOR GUIDELINES ON THE COMPLETION
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

- ☒ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
☐ **RAW MATERIAL**
☐ **FUNCTIONAL SCHEDULE**

73890 (REV. 10/86) PRINTED IN U.S.A.

FUNCTION

SUBJECT/OBJECTIVE

Commission on Jewish Education
in North America

ORIGINATOR

Virginia F. Levi

DATE

10/13/88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
27.	Develop a plan for initiating and maintaining contact with constituent informal education groups		AR, ?	10/12/88	11/1/88	
28.	Arrange and confirm meeting of Senior Policy Advisors 12/14 at JWB to follow up Commission meeting		VFL	10/12/88	11/1/88	
29.	Determine appropriate terminology for reference to all bodies which coordinate Jewish education in their communities		JW, VFL	10/12/88	11/1/88	
30.	Develop a schedule of activities between 10/12 and 12/13; coordinate involvement of Senior Policy Advisors		Staff, AJN	10/12/88		
31.	Write and distribute interview schedule for Commissioner interviews before 12/13		AH	10/10/88	10/24/88	
32.	Arrange for mintute-taking at 12/13 meeting		AJN	10/10/88	12/1/88	

10/14/88

Commission on Jewish Education in North America
Follow-up to Meeting of Aug. 1, 1988

Name	Assignment	Post-Commission Meeting Assignments	Comments
I. LAY LEADERS			
Ronald Appelby	AJN - *	definitely see by 12/1	
Mandell Berman	AJN - 1	definitely see by 12/1; try for MLM meeting at GA	
Charles Bronfman	SF - 1	met 10/6; will see again before 12/13	
Lester Crown	SF - 1	definitely see before 12/13	
Stuart Eizenstat	AJN - 2	possible visit before 12/1	
Irwin Field	AR - 2*	AR should try to see before 10/20	AJN to contact AR
Max Fisher	MLM - 1	MLM will see in Detroit 11/7; try for MLM meeting at GA	
David Hirschhorn	HLZ - 1	HLZ will see in NY on 10/19	
Ludwig Jesselson	AH - 1	AH to try to see 12/9-11	
Mark Lainer	JR/AJN-2	JR will phone	
Robert Loup	AH - 2	will see on 10/19	
Morton L. Mandel	AH		
Matthew Maryles	AJN - 2	definitely see by 12/1	
Florence Melton	AH - 1	see before 12/13	
Donald Mintz	AR - 1	try for MLM meeting at GA	
Lester Pollack	AR - 2	***no plans set at this time	
Charles Ratner	SF - 1	meeting scheduled for 10/19	
Harriet Rosenthal	AR - 2	AR reported on call - 8/15/88	
Esther Leah Ritz	AH/AR-2	AH to see 10/20	
Lionel Schipper	AJN - *	definitely see by 12/1	
Daniel Shapiro	AJN - 2	possible visit before 12/1	
Bennett Yanowitz	AJN - 1	definitely see by 12/1	
John Colman	HLZ - 2	will see in early Nov.	
Peggy Tishman	AH/AJN-1	AH will try to see in Dec. if AJN can't see by then	
Henry Koschitzky	JR - 2	call or see by 12/1	
Mona Ackerman - Fdn	AJN - 1	definitely see by 12/1	
David Arnow	JR - 2*	definitely see by 12/1	
Maurice Corson - Fdn	HLZ - 1	HLZ will see in NY on 10/19	
Eli Evans - Fdn	HLZ - 1	HLZ will see in NY on 10/19	
Robert Hiller - Fdn	HLZ - 1	HLZ will see in NY on 10/19	

* = needs special treatment; 1 = top priority; 2 = less critical to see now

10/14/88

Commission on Jewish Education in North America
Follow-up to Meeting of Aug. 1, 1988

Name	Assignment	Post-Commission Meeting Assignments	Comments
II. PRES, HIGHER JEWISH ED			
Alfred Gottschalk	MLM/SF-1	SF will see in Dec.	
Norman Lamm	MLM/AH-1	AH will talk with him on 10/17 and see in Dec.	
Ismar Schorsch	MLM/AH-1	AH will see in Dec.	
Arthur Green	JR - 2*	definitely see before 12/1	
III. SCHOLARS/EDUCATORS (1)			
Seymour Martin Lipset	SF - 1	***no plans set at this time	
IV. JUDAIC SCHOLARS (1)			
Isadore Twersky	SF - 1	will see 10/14	
V. JEWISH EDUCATORS (7)			
David Dubin	AR - 2	***no plans set at this time	
Jack Bieler	JR - 2	will see before 12/1	
Joshua Elkin	JR - 2	will see before 12/1	
Sara Lee	SF - 1	will see 10/14	
Alvin Schiff	AJN - 1	will see before 12/1	
Irving Greenberg	JR - 2	will see before 12/1	
Carol Ingall	JR - 2	will see before 12/1	
VI. RABBIS			
Haskel Lookstein	AJN - 1	will see with Schiff by 12/1	
Harold Schulweis	JR - 2*	will call	
Isaiah Zeldin	JR - 2*	will call	
VII. SR. POLICY ADVISORS			
David Ariel			
Seymour Fox			
Annette Hochstein			
Stephen Hoffman			
Arthur Naparstek			

* = needs special treatment; 1 = top priority; 2 = less critical to see now

10/14/88

Commission on Jewish Education in North America
Follow-up to Meeting of Aug. 1, 1988

Name	Assignment	Post-Commission Meeting Assignments	Comments
Arthur Rotman			
Carmi Schwartz			
Herman Stein			
Jonathan Woocher			
Henry Zucker			





- ☒ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
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FUNCTION

SUBJECT/OBJECTIVE Planning Group for Commission on
Jewish Education in North America

ORIGINATOR

Virginia F. Levi

DATE 10/26/88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send formal letter of invitation from MLM to Lionel Schipper re serving on Commission (cc to Bronfman)		VFL	10/10/88	10/17/88	Done
2.	Check with Bronfman re Appelby as another Canadian Commissioner		HLZ	10/10/88	10/14/88	Done
3.	Send invitation to Ron Appelby re serving on Commission (contingent on Bronfman okay)		VFL	10/10/88	10/17/88	Done
4.	Develop a page for each Commissioner, indicating contact person, strategy for contact, summary of contacts to date, and plans for future contact		VFL	10/10/88	10/17/88	Done
5.	Contact Commissioners for in-depth interviews before 12/13 meeting		All involved	10/10/88	12/10/88	
6.	Prepare draft outline on task force functions and timetable; consider chairs and co-chairs for task forces at 12/13 meeting		AJN, SF MLM	10/10/88	11/1/88	
7.	Maintain complete file of all Commission-related correspondence in Foundation office, and circulate to Planning Group		VFL	10/10/88	Ongoing	
8.	Send draft to SF of update letter to go from MLM to all Commissioners midway between Commission meetings, including reminder of upcoming meeting and reference to contacts		AJN	10/13/88	11/1/88	
9.	Develop a draft budget for Commission		SF, AH AJN	10/10/88	11/1/88	
10.	Discuss PR strategy with David Finn in Israel		SF	10/10/88	10/25/88	
11.	Develop recommendation for a subcommittee on public info to develop a PR strategy, with David Finn's help		AJN	10/10/88	11/1/88	
12.	Gather list of materials on Jewish education to be sent to Commissioners; design a label for such collection. (Need adequate check system: JR, SF, AR)		Staff	10/10/88	Ongoing	
13.	Contact Eli Evans re sending his monograph to all Commissioners		AJN	10/10/88	10/17/88	

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FUNCTION

SUBJECT/OBJECTIVE Planning Group for Commission on
Jewish Education in North America

ORIGINATOR Virginia F. Levi

DATE 10/26/88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
14.	Consider creating an executive committee		Team	8/2/88		
15.	Develop a set of ground rules (research plan) to be used in the production of papers for the Commission		AJN, SF AH, JR	8/2/88		
16.	Draft Vision paper for consideration after 12/13 Commission meeting		SF	8/2/88	12/14/88	
17.	Draft Case Studies paper for consideration after 12/13 Commission meeting		SF	8/2/88	12/14/88	
18.	Write and distribute interview schedule for Commissioner interviews preceeding 12/13 mtng.		AH	10/10/88	10/24/88	
✓ 19.	Arrange for minute-taking at 12/13 meeting		AJN	10/10/88	12/1/88	
20.	Prepare and mail materials to Commissioners prior to 12/13 meeting		VFL	10/10/88	12/1/88	

10/26/88

Commission on Jewish Education in North America
Follow-up to Meeting of Aug. 1, 1988

Name	Assignment	Post-Commission Meeting Assignments	Comments
I. LAY LEADERS			
Ronald Appelby	AJN - *	definitely see by 12/1	NOTE; ALL FOLLOW-UP CONTACTS SHOULD BE MADE ONLY BY THE PERSON ASSIGNED.
Mandell Berman	AJN - 1	definitely see by 12/1; try for MLM meeting at GA	
Charles Bronfman	SF - 1	met 10/6; will see again before 12/13	
Lester Crown	SF - 1	definitely see before 12/13	
Stuart Eizenstat	AJN - 2	possible visit before 12/1	
Irwin Field	AR - 2*	AR should try to see before 10/20	AJN to contact AR
Max Fisher	MLM - 1	MLM will see in Detroit 11/7; try for MLM meeting at GA	
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Mark Lainer	JR/AJN-2	JR will phone	
Robert Loup	AH - 2	will see on 10/19	
Morton L. Mandel	AH		
Matthew Maryles	AJN - 2	definitely see by 12/1	
Florence Melton	AH - 1	see before 12/13	
Donald Mintz	AR - 1	try for MLM meeting at GA	
Lester Pollack	AR - 2	***no plans set at this time	
Charles Ratner	SF - 1	meeting scheduled for 10/19	
Harriet Rosenthal	AR - 2	AR reported on call - 8/15/88	
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Eli Evans - Fdn	HLZ - 1	HLZ will see in NY on 10/19	
Robert Hiller - Fdn	HLZ - 1	HLZ will see in NY on 10/19	

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10/26/88

Commission on Jewish Education in North America
Follow-up to Meeting of Aug. 1, 1988

Name	Assignment	Post-Commission Meeting Assignments	Comments
II. PRES, HIGHER JEWISH ED			
Alfred Gottschalk	MLM/SF-1	SF will see in Dec.	
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Isadore Twersky	SF - 1	will see 10/14	
V. JEWISH EDUCATORS (7)			
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Jack Bieler	JR - 2	will see before 12/1	
Joshua Elkin	JR - 2	will see before 12/1	
Sara Lee	SF - 1	will see 10/14	
Alvin Schiff	AJN - 1	will see before 12/1	
Irving Greenberg	JR - 2	will see before 12/1	
Carol Ingall	JR - 2	will see before 12/1	
VI. RABBIS			
Haskel Lookstein	AJN - 1	will see with Schiff by 12/1	
Harold Schulweis	JR - 2*	will call	
Isaiah Zeldin	JR - 2*	will call	
VII. SR. POLICY ADVISORS			
David Ariel			
Seymour Fox			
Annette Hochstein			
Stephen Hoffman			
Arthur Naparstek			

* = needs special treatment; 1 = top priority; 2 = less critical to see now

10/26/88

Commission on Jewish Education in North America
Follow-up to Meeting of Aug. 1, 1988

Name	Assignment	Post-Commission Meeting Assignments	Comments
Arthur Rotman			
Carmi Schwartz			
Herman Stein			
Jonathan Woocher			
Henry Zucker			
VIII. STAFF			
Rachel Gubitz			
Joseph Riemer			
Virginia Levi			





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.5
FOR GUIDELINES ON THE COMPLETION
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

- ☒ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
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73890 (REV. 10/86) PRINTED IN U.S.A.

FUNCTION

SUBJECT/OBJECTIVE Senior Policy Advisors for Commission on
Jewish Education in North America

ORIGINATOR Virginia F. Levi

DATE 10/26/88

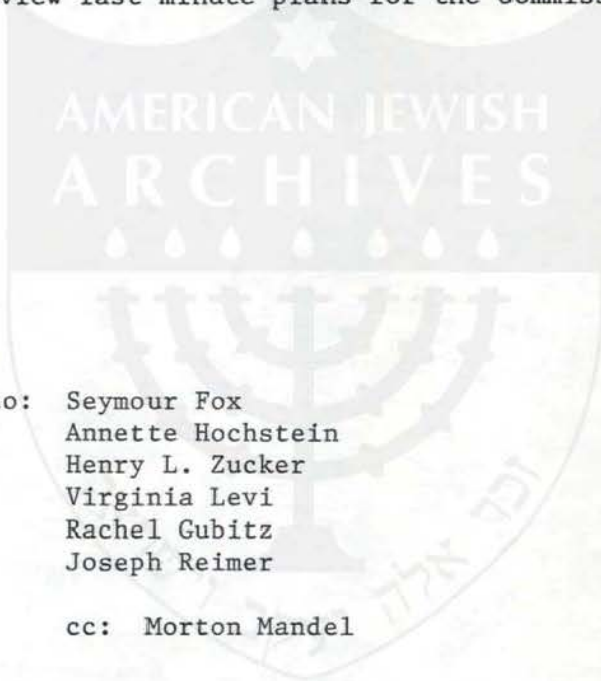
NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a brief paper describing and assessing each of the 26 Options		JR, AH SF, staff	10/12/88	11/15/88	
2.	Decide by phone on the need for a third task force to deal with programmatic options		AJN, SF MLM	10/12/88	12/1/88	
3.	Decide on permanence of task forces, and issues of effectiveness connected with them		MLM	10/12/88	12/1/88	
4.	Call AR, CS, and JW to arrange meetings for MLM and AJN with professional heads and presidents of JESNA, JWB and CJF, re proposed agenda for 12/13, at GA in November		HLZ, VFL	10/12/88	10/27/88	
5.	Meet with JESNA, JWB, and CJF people at GA on November 16-20		MLM	10/12/88	11/20/88	
6.	Develop a plan for initiating and maintaining contact with constituent federations		HLZ, SH CS	10/12/88	11/1/88	
7.	Develop a plan for initiating and maintaining contact with constituent formal education groups		DA, JW	10/12/88	11/1/88	
8.	Develop a plan for initiating and maintaining contact with constituent informal education groups		AR, ?	10/12/88	11/1/88	
9.	Arrange and confirm meeting of Planning Group on 12/14 at JWB to follow up Commission mtng.		VFL	10/12/88	11/1/88	
10.	Determine appropriate terminology for reference to all bodies which coordinate Jewish education in their communities		JW, VFL	10/12/88	11/1/88	
11.	Develop a schedule of activities between 10/12 and 12/13; coordinate involvement of Planning Group		Staff, AJN	10/12/88		

MEMO TO: Planning Group
 FROM: Arthur J. Naparstek
 DATE: November 22, 1988
 SUBJECT; Pre-Commission Meeting

A meeting of the planning group is scheduled for Monday, December 12 at 2 p.m. at the UJA/Federation of Jewish Philanthropies, 130 East 59th Street. We will review last minute plans for the Commission meeting at that time.

This memo was sent to: Seymour Fox
 Annette Hochstein
 Henry L. Zucker
 Virginia Levi
 Rachel Gubitz
 Joseph Reimer

cc: Morton Mandel



11/22/88

TO: AJN

FROM: VFL

RE: Summary of phone conversation with S. Fox and A. Hochstein

In our telephone meeting today with Seymour and Annette we discussed the following items:

1. Confirmed meeting dates -

12/8 - all day - Cleveland - Planning Group
12/12 - 2-5 pm - New York (UJA/Federation) - Planning Group
12/13 - 10-4 - New York (UJA/Federation) - Commission
12/14 - 8-4 - New York (JWB) - Sr. Policy Advisors

2. Reviewed dates for receipt and mailing of materials

11/23 - They'll fax us cover page and first page of background materials, in final type.
11/28 - They'll fax and express mail entire document, including text of content portion of cover letter, exec. summary, background materials with papers on 17 options (as 13 papers - several have been combined).
11/30 - We are to receive stationery.
12/1 - We'll mail cover letter with background document - not in book form.
12/13 - We'll distribute background materials in book form, along with updated commissioner bios, list of policy advisors and staff, and agenda.

3. Discussed Hiller's recommendation to draft philosophical statement and agreed that it's premature. Might come as result of 12/13 meeting.

4. Indicated that 6/8 is emerging as date for next Commission meeting. AJN will ask MLM to discuss this date with M. Fisher, whose secretary won't commit him this far ahead. - This would mean 6/7 for prep. meeting and 6/9 for follow-up with Sr. Policy Advisors.

5. Agreed to talk at 11 on 11/29 - Annette's office - about task forces, 12/13 agenda, presentations and AV needs.

6. Discussed responses for meeting - 31 yes, 6 no, 1 maybe, expect at least 5 more yes. VFL will do update of checklist of interviews.

7. Discussed need to contact Schorsch about doing D'var Torah.

8. VFL to call F. Melton re possible change in her bio.

COMMUNICATIONS REPORT

AS OF JAN 5 '89 9:35

TIME	TO/FROM	MODE	MIN/SEC	PG	STATUS
9:33	NATIU>p972 2 699951	G3-S	2/44	02	OK

*Sent
1-5-89
Jew*





PREMIER INDUSTRIAL CORPORATION

REQUEST FOR TELEX/MAILGRAM/FAX

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

SPECIFY HOW TO SEND MESSAGE

DATE REQUESTED

1-5-89

☐ TELEX NO. _____

☐ MAILGRAM _____

☒ FAX NO. 9722699951

NO. OF PGS. _____
(INCL. COVER SHEET)

☒ URGENT - Time sensitive - must go at once

☐ REGULAR - Send at time rates are most economical

TYPE (USING DOUBLE SPACES) OR PRINT CLEARLY

TO:

NAME SEYMOUR FOX

NAME ANNETTE HOCHSTEIN

COMPANY NATIV

STREET ADDRESS _____

CITY, STATE, ZIP _____

PHONE NUMBER 011-9722 662-901

FROM:

NAME ART NABARSTEIC

COMPANY PREMIER

DEPARTMENT FOUNDATION

COST CENTER 090

TELEX NO.: 6873015 PREMI UW

FAX NO.: 2163918327

TIME SENT:

MESSAGE:



MINUTES: Planning Group Meeting for MIG

DATE OF MEETING: December 21, 1988

DATE MINUTES ISSUED: January 4, 1989

PRESENT: Morton L. Mandel, Arthur J. Naparstek,
Seymour Fox, Annette Hochstein,
Alan D. Hoffmann, Zeev Mankowitz

I. Putting Forth Vision

MLM spoke of his vision for MIG. He sees a process, a capability that can scan the universe and develop and prioritize agenda items, and define initiatives in relationship to Jewish education. He sees MIG as developing the market capability and the data base. Currently, there is no data available so it must be accumulated. From that, we could begin a process of providing assistance to communities around the world to function in different ways. MIG, in effect, would become a machine that builds an inventory based on the needs of people, initially limited to the niche of Jewish education.

Seymour Fox pointed out that the Jewish people do not have an address - that there is a vacuum in the world and some mechanism is needed to begin a process of providing assistance to different countries. MLM indicated that the point of entry is on a macro level and perhaps a global commission could be formed.

Annette Hochstein indicated that we need an inventory of projects and that the players would be scholars, educators and community lay leaders. She also said that a scan is necessary and a MINA model should be created on a global level to develop the criteria along the lines of theory for intervention and to build redundancy into the process. Annette Hochstein spoke about developing models of theory and intervention and where do we go from here?

Zeev Mankowitz talked of the centrality of Israel - that the model should focus on Israel.

Alan Hoffmann said that if Israel were not central to the process, he would have difficulty being involved. Other questions included, Does the Jewish agency consider itself a player? What about universities and seminaries?

The following issues will be booked: check on those who perceive themselves as dealing with the issues, deal with the perceptions of the Jewish agency WZO-JDC leadership about the issue. How do we engage Australia. Two questions were posed for the group to deal with in the subsequent meeting on Friday, December 23. One, does this represent the core planning group; and two, what kind of documentation is needed for this to occur?

ASSIGNMENTS GENERATED IN PLANNING GROUP MEETINGS
FEBRUARY 7-9, 1989

- ✓ 1. Commissioners should be actively engaged in the work; they are ready.
- 1 2. A staff member should meet with Rabbi Zeldin~~x~~ to discuss his interest in the Commission. No decisions should be made until after such a meeting.
- ✓ 3. All working ideas from minutes and tapes of meetings should be listed, and ranked by the planning group to determine which ones to pursue. The list should be added to continually.
- 4a 4. An individual should be commissioned to write a paper on the significance of Jewish continuity in the context of Jewish education. This work could be monitored by an editorial committee, and may eventually become the introduction to the Commission's final report.
- 4a 5. A "rolling outline" of a final report is needed in order to create a preliminary structure. It can be constantly revised and fleshed out. It could contain two streams: 1) conceptual, knowledge based; and 2) instrumental, action-oriented.
- ✓ 6. At the next commission meeting, it will be explained (by MLM) that all members are welcome to communicate through letters, mailings, etc, but that the office can not circulate selected communications because of confusion about the staff's endorsement of an expressed view point.
- ✓ 7. Send all commissioner debriefing summaries to VFL for circulation to the Planning Group.
- ✓ 8. All meetings should result in a written summary which can be circulated.
- 4 9. Design a new checklist for Commissioner contacts, in the form of a progress log. There should be columns designated for "current status" and "action needed."
- ✓ 10. Directly address the role of CAJE in the Commission process.
- 1 11. Identify Commissioners, non-Commissioners, and super-Commissioners, and establish plans of action vis-a-vis each group.
- ✓ 12. ~~Send out letters~~ *Circulate letters from commissioners* periodically to the Planning Group.
- ② 13. The Commission's partners (JWB, JESNA, CJF) should convene groups of people who can contribute significantly to the work of the Commission.
- ✓ 14. Pay more attention to the role of synagogues in Jewish education.

- ✓ 15. Create a short piece (pamphlet, etc.) describing the Commission's work, members, staff, goals. This should precede a larger-scale outreach effort.
- ✓ 16. Organize a meeting between staff members and leaders from the three denominations (e.g., Syme, Abramson, someone from Torah U'Mesorah) in order to determine how to reach them through the Commission's work. Develop interview schedule, including explanation for lack of representation on the Commission itself. Must have a strategy for these contacts.
- ✓ 17. Develop a more complete list of formal, ^{informal} education institutions (perhaps with the help of Alvin Schiff, Leonard Rubin), including recommendations for necessities, priorities, timetable and method of contact in this area. *By the end of February - JR
- ✓ 18. Decide which staff members should take responsibility for maintaining contact with the 9 local commissions on Jewish education, and when contact is needed. *By HLZ
- ✓ 19. Develop plan for relationship between local commissions and ours, based on Joel Fox's analysis of the situation.
- ✓ 20. Consider bringing the 9 local commissions together, and/or presenting a report from them at the next Commission meeting. Develop a comprehensive plan for the issues listed in 18-20. *By 3/29
- 3 21. Plan for a two-day seminar before the June 14 Commission meeting, for review of the "implementation instrumentality" (ii) concept.
- 3 22. Prepare a paper on the ii concept, to be proposed to the "wise people" in Israel and to the Senior Policy Advisors *by 3/30.
- 3 23. Hold a meeting of Senior Policy Advisors before the 6/14 meeting, as well as small group meetings, to deal with the ii concept. *3/30, etc
- 1 24. Decide on nature of contact with commissioners before the 6/14 meeting
- 1, 3 25. Write a letter to all absent commissioners with in one week of the commission meeting they missed, to indicate date, time, location of next scheduled commission meeting.
- 1, 3 26. Support for the ii (\$5-10 million) will have to be solicited from commissioners who have the capacity to participate at such a level:
 - ✓ a. Plan a working meeting for MLM with Bronfman and Crown, to get their reactions and suggestions for the ii concept. *For 3/29 or 3/31
 - b. Suggest regional meetings chaired by Bronfman and Crown to disseminate the ii concept to other commissioners. *For ~~4/89~~ 4/5/89
- ✓ 27. Send a letter to Commissioners from MLM summarizing activities to date, and notifying of regional meetings. *By end of February

- ✓ 28. JR will convene a meeting of the Commission educators. *In March
- ✓ 29. MLM may convene a meeting with Twersky, Lipsey[†], and heads of 4 seminars. *In March
- ✓ 2 30. MLM will meet with Federation executives, to be convened by HLZ.
*On Sun. 4/9 or Mon. 4/10 at CJF
- ✓ 3 31. SF and AH will draft an Outcomes paper, for meetings with wise people and in preparation for Planning Group meetings. *Due 3/29
- ✓ 32. VFL will create a production schedule for all staff work
- 4 33. Send pre-meeting materials, ^{to be} ~~which were~~ determined at the 3/30 Policy Advisors' meeting. *By 5/15
- ✓ 34. Staff will send a letter or summary of all pre-6/14 activities.
*Draft by 4/20
- ✓ 2 35. JR will review significant organizations, ^{in the areas of formal and informal J. ed.} and recommendations for
a networking approach.
- ✓ 4 36. JR will develop a concept for a paper on the current state of Jewish education in North America. *By 3/15
- ✓ 37. SF, AH and HLZ will draft an introduction explaining the roles of "personnel" and "community" in the Commission's work.
- ✓ 38. SF will draft a Vision paper. *By 3/29
- ✓ 39. AH, SF and AJN will develop a "Change" paper discussing the strategy and philosophy behind the Commission's work.
- ✓ 40. SF and AH will draft a proposal for an Action Program (the ii concept) which will re-define the issues of "personnel" and "community."
- ✓ 41. JR and AJN will develop a working outline. ^{for the final report} *By 3/15
- ✓ 42. A paper presenting an institutional and organizational analysis of Jewish Education in North America may be commissioned from Walter Ackerman.
- 4 43. Discussion of a Best Practices paper will be delayed until the next staff meetings. *3/30

44. Set up mtg. of S. Pol Adv. for 3/30, 10-4 - AJN
location TBD, depending on other mtgs.

2/8/89

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA
IDEAS TAKEN FROM MEETING MINUTES

1. A file of all Commission-related correspondence will be maintained by VFL and circulated to the planning group. (10/10)
2. At a point mid-way between Commission meetings an update letter will be sent from MLM to all commissioners. (10/10)
3. Assignment sheets will be circulated among the planning group bi-weekly. (10/10)
4. Using the example of "The Future is History," develop a vision paper to create a context for innovation. (10/12)
5. Consider a presentation of a successful program in Jewish education at each Commission meeting - to be written up later as part of the final report. (10/12)
6. Develop ties to federations, formal education groups, informal education groups. When anyone is aware of a meeting at which a Commission presentation would be appropriate, let AJN know. (10/12)
7. Reports on all interviews with commissioners and copies of all correspondence with commissioners should be sent to VFL for circulation among sr. policy advisors. (10/12)
8. At future Commission meetings, consider leaving more time for lunch and vary the format for the afternoon. (12/14)
9. Look at each programmatic option as it relates to personnel and community. (12/14)
10. A study of the two primary options should include a research component. (12/14)
11. A look at community should include input from the Bureau system and Federation planners. (12/14)
12. We should address the individual interests of commissioners while pursuing our main thrusts. (12/14)
13. Develop a plan to examine programmatic options. Include the road map concept, the matchmaker concept (linking with possible funders), and a method for continuing evaluation. (12/14)
14. Look at good practices within a programmatic area and identify key factors for success.

15. As a follow-up to the 12/13 meeting, all commissioners should be contacted for debriefing (or briefing for those not present). (12/14)
16. If we establish task forces on personnel and community, ensure that there is communication between them. (12/14)
17. Consider holding a series of meetings hosted by commissioners and invite each commissioner to one. MLM to chair. (12/14)
18. Explore their specific agendas for the Commission with appropriate commissioners and ask how the commission process can serve their goals. (12/14)
19. Develop a communications/PR strategy. Identify publics; consider a newsletter; develop a standard paragraph defining the Commission; use JWB, JESNA, and CJF mailing lists. (12/14)
20. Conduct research to show a link between Jewish education and Jewish continuity. (12/14)
21. Consider commissioning occasional papers on a variety of topics. (12/14)
22. A vision paper should be useful to every denomination. (12/14)
23. Prepare a paper on the status of Jewish education in North America. (12/14)
24. Prepare a paper restating our goals and stating where we are one year after the writing of the design document. (12/14)
25. Prepare a position paper to suggest ways in which local commissions on Jewish education can provide models to this Commission.
26. Develop a plan within the context of JWB, JESNA and CJF to define their roles in our work. (12/14)
27. If we decide to add staff, hold a seminar for them so that everyone takes the same approach and understands the rules. (12/14)
28. Consider the possibility of a "successor mechanism" to keep initiatives going after Commission's conclusion in spring, 1990. (12/14)
29. Develop an outline for a final report now, including as assessment of the current state of American Jewish education and visions for the future and a case study component. (12/14)

30. Prepare a proposal for life after the Commission by June, 1989. (12/14)
31. Define the issues, propose alternative approaches and solutions.
32. Prepare a paper stating the outcomes we seek: (a) systemic change, (b) published papers, and (c) a broker process to link issues and potential funders. (12/14)
33. Develop an outcomes paper as a basis for determining next steps and staff needs. (12/14)



SIXMO25

May 2, 1989

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

NATIV CONSULTANTS - JERUSALEM, ISRAEL

Fax:972-2-699-951

To: M.L.Mandel; V.F.Levi; A.J.Naparstek; J.Reimer; H.L.Zucker
Members of the planning group

From: S.Fox; A.Hochstein

Date: May 2, 1989

Pages:

We are now attempting to review the tasks required in order to:

- I. Prepare the third and fourth meetings of the Commission
- II. Effectively launch the ii as soon as possible (maybe as soon as October 1989).
- III. Complete the work of the Commission by Spring 1989.

The tasks are of three kinds:

A. Content:

1. What knowledge do we need to make available in order for the Commission to take informed decisions
2. What do we need to know in order for the successor mechanism to receive a defined and feasible mission from the Commission (e.g. the nature and content of a demonstration site).

B. The successor mechanism (ii)

1. what will its structure be
2. what will it do
3. how will it do it
4. who will do it

(see the ii paper of March 29 and the latest organizational design chart (attached)).

C. Process:

1. what must take place
2. who must be involved

(this includes the role of commissioners, meetings, pr, search for an ii director, research, networking, etc...)

* * * * *

We have done some work on each of these matters - as can be seen below. In these pages we'd like to share with you our "work-in-progress". Let us begin with the third meeting of the Commission.



Discussion of elements.

***** I. The third Commission Meeting - June 14 *****

a. Desired Outcomes:

1. Receive a go-ahead for steps towards implementation:
2. Engage commissioners in active participation in the meeting
3. Involve Commissioners in next steps.

* * * * *

1. Receive a go-ahead for steps towards implementation:

**** design and prepare the ii by the fourth meeting of the commission

This should include an understanding of:

- demonstration sites
- the content of demonstration sites and how this would be based on best practice and vision.

**** Suggest immediate first steps for implementation - e.g.

- prepare the training infrastructure (strengthen training programs
- seek out programs of excellence.
- begin recruitment campaign for training
- etc...

2. Engage commissioners in active participation in the meeting
3. Involve Commissioners in next steps. These could include:
 - small group meetings
 - taskforces on selected topics
 - etc.

b. Issues for the third meeting of the Commission:

- The challenge of this meeting resides as much in engaging commissioners as in obtaining an endorsement of recommendations.

It is fair to assume that the Commissioners have retained at this time the impressions they had when leaving the second meeting of the commission: that the staff work is of high quality but quite theoretical and abstract. That it is perhaps remote at this time from the realities of implementation. Though the commissioners trust the chairman

and the staff to do a good job, they are by and large uninvolved and distant from our thinking.

Some may have moved with the staff to a somewhat more involved stance through their individual interviews etc.. However many have no idea that the work is moving towards practical recommendations.

If this assessment is correct, then the goals for the meeting should include - besides the above outcomes - to bring the commissioners actively into the process. This could be done by inspiring them with content (vision + best practice); by dealing with their skepticism about implementation through raising the next issue - namely that of a mechanism for implementation; by bringing them to take active roles and participate actively in the design of recommendations and solutions.

How are we to do this?

- Present the vision + best practice (by way of a demonstration center illustrated?).

- Ask them to respond to the kind of problems and challenges set out in the draft letter sent to Cleveland on April 18 (Attached). This includes the notion of a mechanism for implementation

c. A possible scenario for the meeting

1. Chairman's report - summary of Commissioners' input, work progress, etc.

2. 45 minutes presentation:

- a. What Jewish Education could look like and could be in a hypothetical, successful demonstration site.

The presentation might involve audio and/or visual materials.

- b. What was done and needs to be done towards implementation. (To share with the commissioners our awareness of the various pieces that still need to be dealt with - e.g. mechanism, funding, networking.)

This point might be handled at this time or later in the meeting.

3. Plenary Discussion
or

4. Small groups discussion - with a defined agenda and discussion outline [identical for all groups or different topics?]. Discussion leader + reporter appointed and briefed.
5. Reports of discussion groups.
6. Plenary discussion and decisions.

d. Preparations and Logistics

check commissioner attendance
check if every commissioner was briefed
set up rooms in accordance with program
technology as needed
assign the program tasks to the various actors

e. Preparation of materials

Graphic illustration that show all the items.
what's been done
what's being done and discussed today
what still needs doing
e.g. content
mechanism
funding

f. Commissioners

* Vested Interest Groups (should be considered in terms of their participation in the meeting)

- Foundations
- Institutions
- Organizations
- Rabbis
- Educators
- Federation Professionals
- Other Commissioners

[Assignments following the meeting:

Small-group meeting

Taskforces

Search for director of ii]

* * * * *

II. Effectively launch the ii as soon as possible (maybe as soon as October 1989).

[to be elaborated]

III. Complete the work of the Commission by Spring 1989

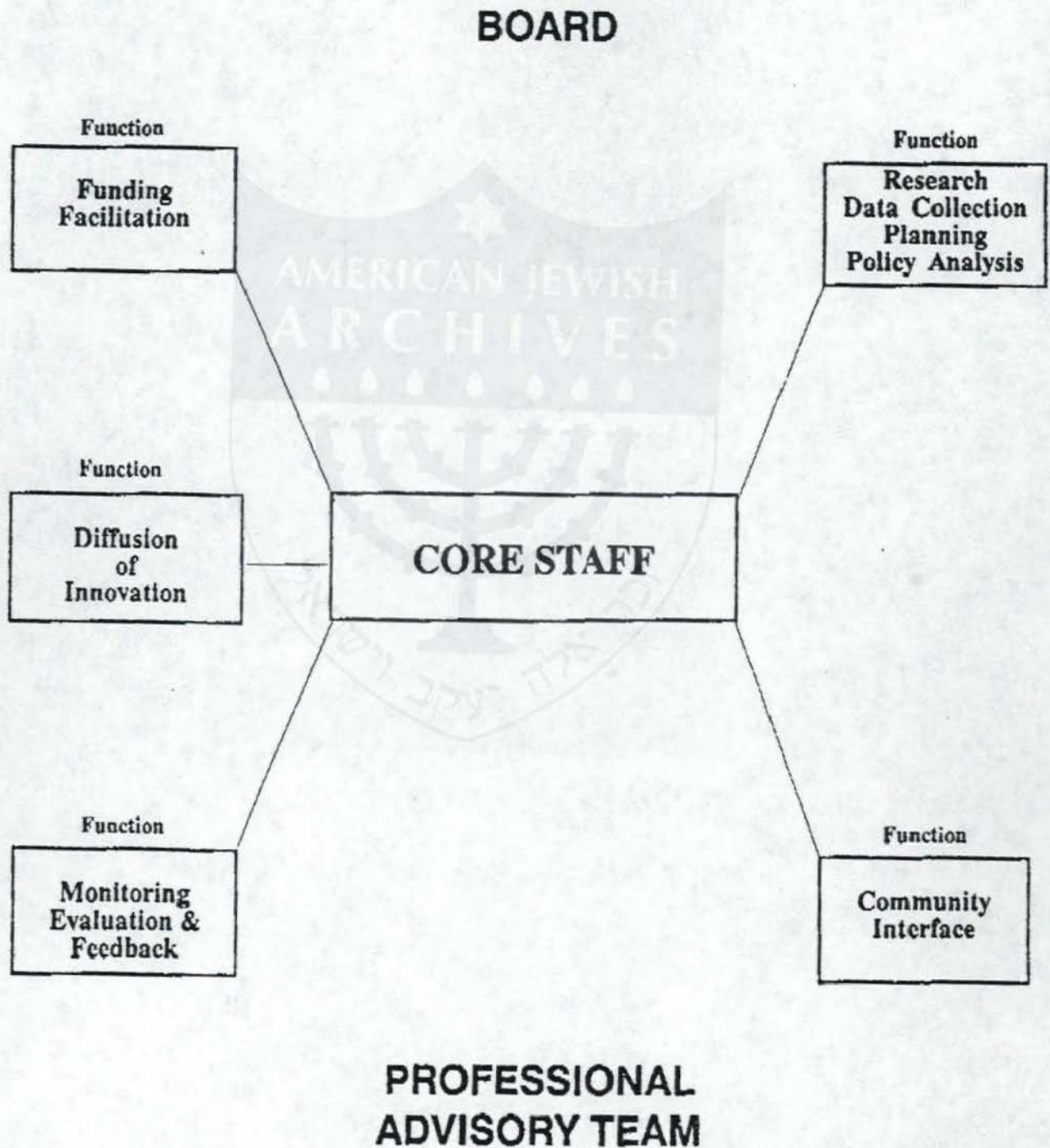
[to be elaborated]



Some Issues Related to the Above

1. What must we decide about personnel and about the community in order to guide the policies of the ii as it is being launched.
2. How will these enabling options relate to programmatic areas?
3. What will the demonstration unit be? A community, a network of institutions, a few programmatic areas, seeking out and expanding and/or replicating programs of excellence, etc.
4. If one of the main missions of the ii is demonstration sites, what must we know and/or decide about demonstration sites before the ii starts its work?
5. What is the strategy for accross the board change, if we begin with demonstration sites.
6. What must be agreed upon about the ii (mission; structure; mode of operation) in order to ensure effective implementation?
7. The personnel for the ii
8. How should the ii - or possibly another mechanism - deal with the "programmatic umbrella" function?
9. How are we to relate to MLM's memo of 4/13 and his views on the mission and the tasks of the ii - as well as to his views on the future organization and institutions of Jewish Education in North America.
10. Feasibility: involves issues such as the time needed to maintain funding momentum and climate momentum on the one hand versus the time needed to plan and launch one or more demonstration sites.

Appendix 1

The ii -- Organizational Design

letter/5MN-W

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.

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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

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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 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