



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.

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Folder
9

Planning Group. Meeting minutes, 1988-1989.

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

AJN

MINUTES: Meeting of the Planning Group for the
Commission on Jewish Education in North America

DATE OF MEETING: August 2, 1988

DATE MINUTES ISSUED: August 12, 1988

PRESENT: Morton L. Mandel, Arthur J. Naparstek, Henry L. Zucker
Seymour Fox, Annette Hochstein, Joseph Riemer,
Virginia F. Levi (Sec'y)

COPIES TO: Arthur Rotman, Jonathan Woocher

I. Actions Needed

A. Follow Up With Commissioners

Assignments were made for members of the planning group to stay in touch with specific Commission members. Those who were present are to be debriefed, sounded out for expectations of the second Commission meeting, and generally kept on board. Those who were absent are to be filled in on the meeting, in addition to the above.

Assignments to Commissioners are as follows:

Fox - Bronfman, Crown, Gottschalk, Lee, Lipset, Ratner, Twersky

Hochstein - Arnow, Jesselson, Lamm, Lookstein, Loup, Mandel,
Melton, Ritz, Schorsch, Tishman

Naparstek - Ackerman, Berman, Eizenstat, Greenberg, Maryles,
Schiff, Shapiro, Yanowitz

Riemer - Bieler, Elkin, Green, Ingall, Koschitzky, Schulweis,
Zeldin

Rotman - Dubin, Field, Mintz, Pollack, Rosenthal

Zucker - Colman, Corson, Evans, Fisher, Hiller, Hirschhorn, Lainer

In the future, Jonathan Woocher may be asked to take responsibility for some Commission members.

In addition, the names of the following commissioners are to be placed on a master list for review by the planning group at each meeting: Berman, Bronfman, Crown, Fisher, Gottschalk, Green, Greenberg, Jesselson, Koschitzky, Lamm, Lee, Mintz, Pollack, Schiff, Schorsch, Twersky, Yanowitz.

B. Assignments

A list of assignments to individual planning group members is attached to these minutes.

C. Reactions to Keep in Mind as Additional Planning Occurs

1. Keep in mind the tension between the expressed desire for quick action and the desire to involve all commissioners in the process.
2. The first meeting was an effective general discussion, and a good beginning in the work of the Commission. Future meetings will need to be more focused.

D. Logistics

"Spotters" will be appointed for future Commission meetings to help MLM identify people who wish to speak.

II. Chief Themes and Commission MO

In planning for the life of the Commission and beyond, it is important to be realistic about what can be accomplished within eighteen months, and how the recommendations we anticipate making can be carried forward beyond the life of the Commission.

General discussion yielded the following proposals:

- A. We should develop a "vision" of Jewish education in North America in the year 2000.
- B. In addition, a compendium of examples of current successes in Jewish education should be prepared.
- C. This best practice compendium should involve review by an editorial board, possibly to include Schiff, Lipset, and Twersky.
- D. It was suggested that the "vision" document be the introductory chapter to the "best practice" document.
- E. Possible Items for December 13
 1. Personnel issue - comprehensive review and projection of ideas for improvement.
 2. Case example publication, with introductory essay that begins to spell out the future.

- F. The working paper concept might be reviewed at two or three regional meetings prior to the December Commission meeting; or alternatively, through one on one discussions with Commission members. It was thought that regional meetings might not be worth the effort.
- G. The issue of personnel remains central and should be addressed through the working papers. SF will review tapes and minutes to confirm this assumption.
- H. Another major theme to consider from the beginning is approaching the task via client groups.

III. Time Table from Now to December 13

- A. AJN and SF will plan draft of critical milestones and dates.
- B. AH will develop a draft time line.
- C. A planning meeting will be scheduled for October in Cleveland. AJN and SF will recommend some alternate times. The agenda could include the following: - 0219
 - 1. Determine goals, agenda, and papers to be prepared for December meeting.
 - 2. Develop a time-table for the life of the Commission (18-24 months).
 - 3. Determine a method for deciding on the substance of our work.
 - 4. Develop a post-Commission plan.

IV. Canadian Representation

It is believed that Canada should be better represented on the Commission. One possible addition to the Commission is Lionel Schipper of Toronto. SF and HLZ will work on this issue.

V. Relationship to Outside Bodies

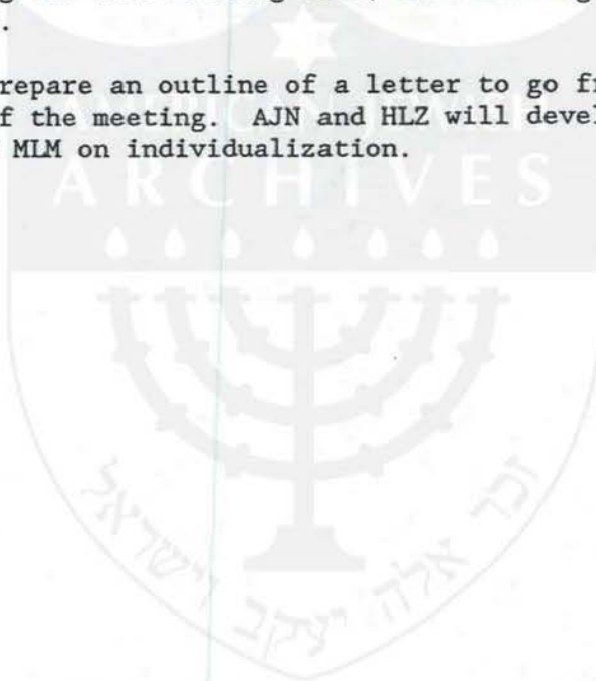
Assignments were made for the development of relationships with organizations that should be aware of the activities of the Commission. These are outlined on the attached assignment list.

VI. Communications Plan

A comprehensive approach to public relations and communications should be developed. SF will recommend an invitee with PR expertise for a portion of the October planning meeting to help the group in developing a PR plan.

VII. Letters from MLM

- A. VFL will draft a "bread and butter letter" from MLM to go out quickly to all Commissioners describing the success of the meeting, confirming the next meeting date, and offering cassettes to absentees.
- B. SF will prepare an outline of a letter to go from MLM with the minutes of the meeting. AJN and HLZ will develop the letter and work with MLM on individualization.





- ☒ 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

8/12/88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Production of minutes.		AJN	8/2/88	8/26/88	
2.	Copies of tapes.		VFL	8/2/88	8/8/88	8/11/88
3.	Quick "bread and butter letter" from MLM.		VFL	8/2/88	8/8/88	8/10/88
4.	Cover letter to go with minutes (with variations for individual commissioners including those who were absent).		SF/ AJN/ HLZ	8/2/88	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	8/2/88	8/8/88	8/9/88
6.	Develop a research plan.		SF/AH	8/2/88	9/15/88	
7.	Consider creating an executive committee.		Team	8/2/88		
8.	Schedule a planning meeting in Cleveland for October.		AJN/ SF	8/2/88	9/15/88	
9.	Develop a list of critical dates for the next 18 months.		AJN/ SF	8/2/88	9/15/88	
10.	Draft papers for a presentation at December 13 meeting.					
	a. vision and best practices paper.		SF	8/2/88	10/1/88	
	b. personnel paper.		AH/JR	8/2/88	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	8/2/88	9/15/88	
11.	Consider the possibility of holding regional meetings before December 13.		Team	8/2/88		



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**

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ORIGINATOR	Virginia F. Levi
DATE	8/12/88

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	8/2/88	9/15/88	
14.	Draft time lines for 18 months and 24 months.		AH	8/2/88	9/15/88	
15.	✓ Prepare an "options paper" based on review of minutes, and apparent consensus.		SF/JR concurrently	8/2/88	9/15/88	
16.	Develop a list of Canadian educators for possible additions to Commission. Review Canadian educators with Canadian advisors.		SF/HLZ	8/2/88	9/1/88	
17.	Develop a list of formal education publics with which the Commission should establish a relationship.		JR	8/2/88	9/15/88	
18.	Develop a list of federation publics with which the Commission should establish a relationship.		HLZ	8/2/88	9/15/88	
19.	Develop a list of informal publics with which the Commission should establish a relationship.		AR	8/2/88	9/15/88	
20.	Develop a list of denominational publics with which the Commission should establish a relationship.		AJN/ CS/JW	8/2/88	9/15/88	
21.	Recommend a PR person to invite to October planning meeting to brainstorm a communications plan (possibly David Finn).		SF/MLM	8/2/88	9/15/88	
22.	Prepare a book for use by planning group--to include minutes, assignments, and checklists.		VFL	8/2/88	8/15/88	
23.	Develop a checklist of commissioners to be reviewed at each planning group meeting.		VFL	8/2/88	8/15/88	

PLANNING GROUP
MEETING OF JULY 6 AND 7

(3) 1. FIRST COMMISSION MEETING + *Debriefing A) U.*

- a. AGENDA (SEE 5/88 SUGGESTION)
 - I. PREPARING PRESENTATIONS AND PRESENTERS
 - II. VIGNETTE?
 - III. MLM STATEMENT - draft for next week

(2) b. MATERIALS - *Perry*

I. BOOK FOR EACH COMMISSIONER INCLUDING:

- A. AGENDA
- B. DESIGN DOCUMENT
- C. DATA PAPER
- D. BIOGRAPHIES
- E. LIST OF STAFF AND CONSULTANTS
- F. ~~ADMINISTRATIVE, ORGANIZATIONAL, PROCEDURAL, FACTUAL INFORMATION~~
F Topic Outline

c. LOGISTICS:

- I. PICK-UPS
- II. ADVANCE INFORMATION (WHERE; HOW LONG)
- III. SEATING ARRANGEMENTS FOR MEETING AND LUNCH
- IV. STAFF-COMMISSIONERS ASSIGNMENTS
- V. LUNCH
- VI. TRANSPORTATION BACK
- VI. REIMBURSEMENTS WHEN RELEVANT

d. DATE FOR SECOND MEETING

2. FROM THE FIRST MEETING TO THE SECOND: SCHEDULE AND ASSIGNMENTS, JULY THROUGH OCTOBER:

- a. DEBRIEF AFTER 1ST MEETING
- b. START TASKFORCES: STAFF, MEMBERSHIP, MEETINGS, CONTENT, REPORT TO 2ND COMMISSION MEETING
- c. PAPERS TO BE COMMISSIONED
- d. PREPARE SECOND MEETING

(1) 3. INTERVIEWS: STATUS REPORTS - *Seymour/Hm*

- a. KEY FINDINGS
- b. WRITTEN REPORTS
- c. NOT YET WRITTEN
- d. NOT YET COMPLETED
- e. NOT YET SCHEDULED (LOUP, LAMM, NEW COMMISSIONERS)

4. TWO-YEAR PLAN

- a. DRAFT
- b. BRAINSTORMING SESSION: OUTCOMES AND THEIR IMPLICATIONS
- c. SCHEDULE
- d. ASSIGNMENTS
- e. FOR EACH COMMISSION MEETING: DESIRED OUTCOMES.

5. STAFFING THE TASKFORCES

6. ADMINISTRATION - GENERAL

(4) 7. MEETING WITH SENIOR POLICY ADVISORS

(5.)



PLANNING GROUP
MEETING OF JULY 6 AND 7

1. FIRST COMMISSION MEETING

a. AGENDA (SEE 5/88 SUGGESTION)

- I. PREPARING PRESENTATIONS AND PRESENTERS
- II. VIGNETTE?
- III. MLM STATEMENT - draft for next week

b. MATERIALS

I. BOOK FOR EACH COMMISSIONER INCLUDING:

- A. AGENDA
- B. DESIGN DOCUMENT
- C. DATA PAPER - *send ahead? - graphic presentation*
- D. BIOGRAPHIES
- E. LIST OF STAFF AND CONSULTANTS - *name, title*
- F. ADMINISTRATIVE, ORGANIZATIONAL, PROCEDURAL, FACTUAL INFORMATION
- G. *Outline of main issues of MLM statement*

c. LOGISTICS:

- I. ~~PICK-UPS~~
- II. ADVANCE INFORMATION (WHERE; HOW LONG)
- III. SEATING ARRANGEMENTS FOR MEETING AND LUNCH
- IV. STAFF-COMMISSIONERS ASSIGNMENTS
- V. LUNCH
- VI. TRANSPORTATION BACK - *get info at registration*
- VI. REIMBURSEMENTS WHEN RELEVANT

Message center

d. DATE FOR SECOND MEETING

held

*- Bronfman, Fisher, etc.
determine based on
the 5 critical people + heads of institutions*

2. FROM THE FIRST MEETING TO THE SECOND: SCHEDULE AND ASSIGNMENTS, JULY THROUGH OCTOBER:

- a. DEBRIEF AFTER 1ST MEETING
- b. START TASKFORCES: STAFF, MEMBERSHIP, MEETINGS, CONTENT, REPORT TO 2ND COMMISSION MEETING
- c. PAPERS TO BE COMMISSIONED
- d. PREPARE SECOND MEETING

3. INTERVIEWS: STATUS REPORTS

- a. KEY FINDINGS
- b. WRITTEN REPORTS
- c. NOT YET WRITTEN
- d. NOT YET COMPLETED
- e. NOT YET SCHEDULED (LOUP, LAMM, NEW COMMISSIONERS)

4.TWO-YEAR PLAN

- a. DRAFT
- b. BRAINSTORMING SESSION: OUTCOMES AND THEIR IMPLICATIONS
- c. SCHEDULE
- d. ASSIGNMENTS
- e. FOR EACH COMMISSION MEETING: DESIRED OUTCOMES.

5.STAFFING THE TASKFORCES

6.ADMINISTRATION - GENERAL

7.MEETING WITH SENIOR POLICY ADVISORS



New

MINUTES: COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

DATE OF MEETINGS: July 6, 7, 1988

DATE MINUTES ISSUED: July 13, 1988

PRESENT ON JULY 6: Arthur Naparstek, Chair, Perry Davis, Seymour Fox,
Annette Hochstein, Joseph Riemer, Ginny Levi,
Secretary

PRESENT ON JULY 7: A.M. - Morton Mandel, Arthur Naparstek, Perry Davis,
Seymour Fox, Annette Hochstein, Ginny Levi

P.M. - David Ariel, Steve Hoffman, Herman Stein,
Arthur Naparstek, Perry Davis, Annette
Hochstein, Ginny Levi

A series of meetings was held on July 6 and 7 to review the current status of preparations for the August 1 meeting of the Commission on Jewish Education in North America and to determine how to proceed.

Outcomes of discussions include the following:

A. Logistics

1. The meeting will take place at the New York Federation.
2. When they register, commissioners will be asked for return flight information so that an appropriate number of cars can be in place and ready to take people to the airport. Also at registration, they will be given name tags as well as identification cards which they will place in front of them on the table in the meeting room.
3. Each commissioner will be assigned to a staff person who will be responsible throughout the life of the Commission for maintaining contact and seeing that they are with us in the Commission process.
4. VFL will check with Federation on details, including lunch arrangements, and will review options with AJN and MLM.
5. Travel expenses - We will try to anticipate commissioners who will require reimbursement and will offer to reimburse their expenses. For the August 1 meeting, it is anticipated that this will include Bieler, Elkin, Lipset and Twersky.
6. Among the details which VFL will work out with the New York Federation will be the establishment of a message center.

7. Following the Commission meeting we will hold a debriefing session with senior policy advisors. [We should try to schedule this in such a way that people returning to Cleveland can do so that night.] The smaller planning group will continue to meet in New York on Tuesday, August 2 to determine next steps in preparation for the second Commission meeting. During the debriefing sessions we will decide what task forces, technical groups, and independent research should be undertaken and will begin to plan implementation.

8. Book for Commissioners

- a. Agenda
- b. Design document
- c. Data paper
- d. Biographies of commissioners (David Ariel will prepare)
- e. List of staff and consultants
- f. Outline of main points of MLM's opening statement
- g. Outline of major issues emerging from interviews

B. Agenda for August 1 Meeting

1. The goals of the first Commission meeting include the following:
 - a. To establish the expectation that, at the end of Commission proceedings, we will have a series of concrete proposals for implementation.
 - b. To engender enthusiasm and a sense of commitment among commissioners.
 - c. To begin to develop a sense of the directions the Commission may take--emerging consensus.
 - d. To gain agreement with the concept of establishing task forces, technical groups, and independent study projects and to begin to formulate a list of areas to be studied in this manner.
 - e. In light of the above, to develop a framework for movement beyond the first meeting.

2. A Tentative Agenda Follows

10-10:30 - Coffee and registration

10:30 - Opening Presentation - Morton Mandel

Review of vision, mission, and partnership. SF and AH will prepare based on the interlocking themes which will have emerged from the interviews of commissioners.

11:00 - Discussion I

This should be open discussion, not too structured. Some commissioners may be invited to prepare brief statements for presentation at this time.

12:00 - Reaffirm Partnership - Donald Mintz & Bennett Yanowitz

With assistance from AJN and their respective professional heads, each will be prepared to comment on their visions of opportunities which the Commission could present for informal and formal education.

12:30 - Lunch

We will try for tables of six, eight at the most, and will assign seats.

1:30 - Presentation of Data - Joe Riemer

PD and AH will have prepared a series of charts and graphs representing the data which has been gathered by PD. Copies of these charts and additional data will appear in the books distributed to commissioners. If possible, a summary of data will be sent out prior to the meeting. The purpose of this presentation will be to put the discussion of the morning in context, presenting demographics, a statement of needs, and a statement of gaps in data. This data will have been reviewed with the knowledgeable professionals prior to the meeting.

1:45 - Discussion II

2:45 - Summary/Synthesis-Who ?

The purpose is to identify themes which will have emerged from the discussion to this point and which might be used as the basis for the establishment of task forces, technical groups, and independent research.

3:00 - Discussion III

3:55 - Concluding Remarks - Morton Mandel

This will include some reference to next steps, including future meeting dates.

C. Points Relating to Proposed Agenda

1. SF will prepare a list of potential tough questions/comments and appropriate responses for MLM. Planning group members are encouraged to provide Seymour with potential problems as they arise.
2. We will discuss further the possibility of inviting several commissioners to tell their own stories--to personalize some of the points we expect to make.
3. It was pointed out that our original direction was to address the issue of Jewish continuity with Jewish education as the primary vehicle for ensuring continuity. A reference to this context should be included in MLM's opening remarks.
4. The name of the Commission may imply to many that we are limiting ourselves to a review of formal education. MLM's opening remarks should clarify our intention to keep the definition broad. In addition, we may wish to consider a different name for the Commission. Senior policy advisors were encouraged to propose alternatives.

D. A Possible Framework for Jewish Education in the Future

MLM proposed the following outline as a possible basis for a Commission-proposed framework for Jewish Education in North America in the future:

1. Jewish community (where people are)
 - a. What outcomes do we want?
 - b. What might we want to achieve?
2. Local community structure (where service is delivered)
 - a. What services need to be provided?
 - b. Who best to provide them?
 - c. What planning systems and management systems need to exist?
3. National community (supports local service delivery institutions)
 - a. What services need to be provided?
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 - d. The national community includes:
 - i. national Jewish system organizations
 - ii. religious dreams
 - iii. academia

E. Review of Commission List

During interviews, several commissioners pointed out that rabbis are conspicuously absent from the Commission list. It was noted that if rabbis are to be selected, it should be for their point of view and eminence rather than for their representativeness of their denomination. Three possible appointees include Zeldan (Reformed), Schulweis (Conservative) and Luchstein (Orthodox). It was suggested that we might wish to find a Canadian rabbi and/or educator. This is to be discussed further at meetings scheduled for 7/12 and 7/13.

SENIOR POLICY ADVISORS
AGENDA FOR MEETING OF 7/7/88

- | | | |
|----|---|-------------|
| A. | Summary of activities in preparation for first Commission meeting | AJN |
| B. | Update on staffing arrangements | AJN |
| C. | Review list of Commissioners | VFL |
| D. | Summary of interviews - common themes | AJN, SF, AH |
| E. | Review of demographic data for Commission meeting | PD |
| F. | Draft agenda for 8/1 Commission meeting | AJN |
| G. | Assignments in preparation for 8/1 Commission meeting | AJN |



7/14/88

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COMMUNICATIONS REPORT

AS OF OCT 17 '88 10:20

TIME	TO/FROM	MODE	MIN/SEC	PG	STATUS
10:05	NATIVOp972 2 699951	G3-S	14/47	14	INC

Sent 10/17/88
LNR



COMMUNICATIONS REPORT

AS OF OCT 17 '88 10:31

TIME	TO/FROM	MODE	MIN/SEC	PG	STATUS
10:29	•NATIVOp972 2 699951	G3-S	2/16	00	INC



COMMUNICATIONS REPORT

AS OF OCT 17 '88 10:33

TIME	TO/FROM	MODE	MIN/SEC	PG	STATUS
10:32	·NATIVOp972 2 699951	G3-S	0/21	00	INC



COMMUNICATIONS REPORT

AS OF OCT 17 '88 10:43

TIME	TO/FROM	MODE	MIN/SEC	PG	STATUS
10:37	•NATIU/p972 2 699951	G3-S	6/37	05	OK





PREMIER INDUSTRIAL CORPORATION

REQUEST FOR TELEX/MAILGRAM/FAX

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

SPECIFY HOW TO SEND MESSAGE

DATE REQUESTED

10-17-88

☐ TELEX NO.

☐ MAILGRAM

☒ FAX NO. 9722699951

NO. OF PGS. 19
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TYPE (USING DOUBLE SPACES) OR PRINT CLEARLY

TO: SEYMOUR FOX
NAME ANNETTE HOCHSTEIN
COMPANY NATIV
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CITY, STATE, ZIP JERUSALEM
PHONE NUMBER

FROM:

NAME VIRGINIA LEVI
COMPANY PREMIER
DEPARTMENT
COST CENTER 090

TELEX NO.: 6873015 PREMI UW

FAX NO.: 2163918327

TIME SENT:

MESSAGE:

TO: See Distribution

NAME

DEPARTMENT/PLANT LOCATION

FROM: Virginia F. Levi

NAME

DEPARTMENT/PLANT LOCATION

DATE: 10/14/88

REPLYING TO

YOUR MEMO OF:

SUBJECT:

Attached are drafts of minutes and assignments from the Commission planning group meetings of October 10-13. Please get me your suggestions for revision by October 19 so that I can issue final versions by the end of the week.

Distribution: Morton L. Mandel
Arthur J. Naparstek
Henry L. Zucker
Seymour Fox
Annette Hochstein
Joseph Reimer
Rachel Gubitz



INTER-OFFICE
CORRESPONDENCE

COMMUNICATIONS REPORT

AS OF OCT 28 '88 8:03

TIME	TO/FROM	MODE	MIN/SEC	PG	STATUS
7:48	NATIVOp972 2 699951	G3-S	14/44	11	OK

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LMR



COMMUNICATIONS REPORT

AS OF OCT 28 '88 7:47

TIME	TO/FROM	MODE	MIN/SEC	PG	STATUS
7:46	NATIVOp972 2 699951	G3-S	0/22	00	INC

Sent 10/28/88
LHR



COMMUNICATIONS REPORT

AS OF OCT 28 '88 7:45

TIME	TO/FROM	MODE	MIN/SEC	PG	STATUS
7:41	NATIVOP972 2 699951	G3-S	3/37	03	INC

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REQUEST FOR TELEX/MAILGRAM/FAX

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10/27/88

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FROM: _____
NAME VIRGINIA LEVI
COMPANY PREMIER
DEPARTMENT _____
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TELEX NO.: 6873015 PREMI UW

FAX NO.: 2163918327

TIME SENT:

MESSAGE:

2329

* working

MINUTES: Minutes of the Planning Group for the Commission on
Jewish Education in North America

DATE OF MEETING: October 10, 1988

DATE MINUTES ISSUED: October 27, 1988

PRESENT: Seymour Fox, Annette Hochstein, Morton L. Mandel,
Arthur J. Naparstek, Henry L. Zucker, Virginia F.
Levi (Sec'y)

I. Commissioners

A. Canadian Representation

Lionel Schipper has been approached by Charles Bronfman and has informally agreed to serve. VFL will prepare a letter from MLM formally inviting him. A copy will be sent to Bronfman.

Ron Appelby has been suggested by Steve Ain as another Canadian commissioner. HLZ will check with Bronfman and, if he agrees, VFL will send the appropriate invitation letter.

B. Ongoing Contact with Commissioners

The importance of staying in close contact with commissioners was emphasized. It was agreed that a page would be developed for each commissioner indicating the contact person, strategy for contact, a summary of contacts to date, and plans for future contacts. This will appear in the books of the Planning Group at all future meetings for careful review and monitoring.

It was agreed that all commissioners should be contacted, by phone or in person, for an in-depth interview prior to the December 13 Commission meeting. AH will develop an interview schedule to be used in conversations with commissioners.

II. Options Paper

The options paper was reviewed in depth. SF and AH explained their approach: to be as comprehensive as possible in listing potential areas of focus for the Commission, to do a detailed analysis of each option, and to help the commissioners determine those few options which appear to have the greatest potential to impact on Jewish education in North America. The analysis will all be available to show how the proposed options were selected and to help in further assessment of others which may remain of interest to commissioners. The pre-meeting interviews with commissioners will help in the selection of which options to pursue in greater depth.

It was suggested that the number of options for review be cut down from the current 26. The following guidance was offered: "Be prepared to give up small losses for large gains."

It is expected that a number of issues which do not receive the primary attention of the Commission will be of interest to individual commissioners who will choose to pursue them independently.

III. Plans for December 13 Commission Meeting

It was suggested that the second meeting of the Commission should have two distinct segments:

1. 60% of the day to be devoted to agreement on 2-3 task forces -- community, personnel, a "roadmap." We will be prepared with a draft outline on task force function and timetable, will have chairs and co-chairs in mind and be prepared to appoint them at or after the meeting.
2. 40% of the day to discuss the issues of innovation and current best practices -- a presentation of the "vision" and outlines of papers highlighting best practices.

IV. Eighteen Month Plan

The draft 18-month plan was reviewed in detail. In that context, the following assignments were made:

- A. A file of all Commission-related correspondence will be maintained by VFL and circulated to the planning group.
- B. At a point mid-way between Commission meetings an update letter will be sent from MLM to all commissioners. A reminder of the 12/13 meeting and an indication that their staff contacts will be calling for interviews will be prepared to send out as soon as possible.
- C. SF, AH, and AJN are to develop a draft budget for the Commission.
- D. AJN will work on recommending a plan and possible subcommittee on public information to develop a PR strategy. He will begin by contacting David Finn and asking his assistance. This will be facilitated by SF.
- E. AJN will work with Ruth Reid to design Commission stationery which will include a list of commissioners (in formation) and senior staff.

- F. Assignment sheets will be circulated among the planning group bi-weekly.
- G. A list of organizations which require regular contact will be developed and added to the planning group book for future meetings. The purpose is to insure that we are communicating with them effectively and that we are, from their perspectives, on the right track.
- H. Staff will gather a list of carefully selected materials on Jewish education to be sent to commissioners. Perhaps a label should be designed to be affixed inside the front cover of materials sent from the Commission.
- I. SF was assigned the responsibility for the "content" portion of the Commission's work. He and AJN will draft a job description spelling out his responsibilities, for approval by MLM.



MINUTES: Planning Group Meeting
Commission on Jewish Education in North America

DATE OF MEETING: October 12, 1988

DATE MINUTES ISSUED: October 27, 1988

PRESENT: Morton L. Mandel (Chairman), David Ariel, Seymour Fox,
Rachel Gubitz, Annette Hochstein, Virginia F. Levi
(Sec'y), Arthur J. Naparstek, Joseph Reimer, Arthur
Rotman, Herman D. Stein, Jonathan Woocher,
Henry L. Zucker

COPY TO: Stephen Hoffman, Carmi Schwartz

I. Introduction

Following the first meeting of the Commission on Jewish Education in North America which took place on August 1, 1988, feedback was extremely positive. As a result, expectations are high for the future of the Commission. The planning group faces the challenge of providing focus and clarity to future activities of the Commission.

We were reminded that the mission of the Commission is to effect change in Jewish education for the sake of Jewish continuity by identifying key, systemic issues and serving as a catalyst for active implementation of meaningful solutions.

II. Discussion of Draft Options Paper

Seymour Fox reviewed the process which he and Annette Hochstein followed in reaching 26 possible areas for review and study based on the comments of commissioners and others. He explained the checklist which might be used to assess each of these areas and the concept that the 26 can be divided into two subsets: enabling conditions and programmatic options. It was the sense of the entire group that two of the enabling conditions, personnel and community, transcend the other 24 options in their significance for change in Jewish education and that these might best serve as the primary agenda for Commission study and action.

It was suggested and agreed that a brief paper be developed describing and assessing each of the 26 options. While experts will be consulted, their names will not appear on the set of papers which will be distributed to commissioners. These papers will be available for review, as needed, at the December 13 Commission meeting, but will not all be discussed. The papers should serve to describe each option within a common framework.

The responsibility of the planning group is to work with commissioners prior to the December 13 meeting to review the data that has been gathered and developed, to give a sense of the two emphases which seem to be emerging, and to get their reactions to this direction.

III. Review of Possible Agendas for December 13 Commission Meeting

The goal of the December 13 meeting is to achieve some degree of consensus on Commission direction and to begin to organize along the lines of the primary foci which are identified.

Assuming agreement on task forces on personnel and community, we must still decide whether a third task force is in order to provide a roadmap for dealing with the programmatic options.

Another decision which must be made is whether task forces become either permanent groups for the life of the Commission, "floating groups" which change from meeting to meeting, or only a small nucleus of commissioners working with staff between meetings. If the task forces are to be standing groups, questions were raised as to whether logistics will permit meeting effectively between Commission meetings.

It was suggested that MLM meet to discuss the proposed agenda for the second meeting with as many as possible of the professional heads and presidents of JESNA, JWB, and CJF at the GA in November. (HLZ will set this up.)

The morning portion of the December 13 agenda will include a review of the 18-month timetable to provide a sense of urgency for moving ahead. The opening statement of the Chair could include the following:

- A. Update - activities since August 1.
- B. Definition of the task at hand - to narrow the focus.
- C. A review of staff actions on the Commission's mandate to conduct research and provide options for narrowing the focus, while still leaving decisions to the commissioners. Explain that staff:
 - 1. Was asked to help define a means to narrowing the focus.
 - 2. Looked at a comprehensive list of suggestions--inventory of criteria.
 - 3. Developed a checklist to assess how far each suggestion goes toward answering the concerns surrounding Jewish education.
 - 4. Reviewed the picture that emerged for each suggestion.

5. Came out with two groupings of suggestions: programmatic and "preconditions."

D. MLM could then suggest the following:

1. There is no way to decide among the programmatic suggestions. All are valuable and should be dealt with. We should begin, however, by looking at the preconditions.
2. It appears that two preconditions are enabling factors for all other options. These are personnel and community.

E. The afternoon segment of the meeting will depend on the degree to which consensus has been reached on the topics for task forces. If there is relative agreement, task force groups will meet in the afternoon with pre-appointed temporary chairs and will reconvene to report to the full Commission prior to adjournment. If there is not consensus, discussion will continue with the hope that agreement on some set of task forces can be reached prior to the end of the day.

F. It was suggested that each meeting be concluded with a D'var Torah and that it might be appropriate to ask Ismar Schorsch to do so for this next meeting.

IV. Discussion of Vision and Case Study Paper Concept

Using the example of "The Future is History" presentation by the Carnegie Commission, it was suggested that work begin on the development of a vision paper to create a context for innovation. In addition, there were suggestions by commissioners of the importance of recognizing the strength of some programs which already exist (i.e., "best practices"). It was suggested that perhaps there be a presentation of a successful program in Jewish education at each Commission meeting which could be written up later to provide examples in the final Commission report.

V. Public Information

It was suggested that there is a need to interpret the activities of the Commission in order to both inform and engage the Jewish community. For this purpose, AJN will develop a recommendation for bringing together a small group of public relations experts to map out an appropriate campaign.

In addition, it was agreed that it is important to develop ties with a variety of constituent groups. It was suggested that the following

senior policy advisors develop a plan on how to develop a main contact with the appropriate groups in their realms:

- A. Zucker, Hoffman and Schwartz - Federations
- B. Ariel and Woocher - formal education
- C. Rotman and ? - informal education

When anyone is aware of a meeting at which presentation of Commission goals would be appropriate, he should call it to the attention of AJN or VFL so that an appropriate presentation can be arranged.

VI. Concluding Remarks

- A. Senior policy advisors will meet at the JWB offices all day on Wednesday, December 14th as follow up to the December 13th Commission meeting.
- B. Reports on all interviews with commissioners and copies of all correspondence with commissioners should be sent to VFL as a central repository who then will see that they are circulated among senior policy advisors.
- C. Reference to Bureaus of Jewish Education should be expanded to include all bodies which coordinate Jewish education in their communities. Woocher and Levi will work together on determining the appropriate terminology for such bodies.
- D. A schedule of activities to occur between October 12 and December 13 will be developed and AJN will coordinate the involvement of the senior policy advisors in this process.

ASN

VFL

mcm

HL2

RMG

SF

AT

JR

INTERNET OFFICE CORRESPONDENCE

TO: See Distribution
NAME
DEPARTMENT/PLANT LOCATION

FROM: Virginia F. Levi
NAME
DEPARTMENT/PLANT LOCATION

DATE: 11/22/88
REPLYING TO
YOUR MEMO OF: _____

SUBJECT:

Attached is an update on the assignments from our meetings of October 10 and October 12 as well as minutes of a recent meeting at which Commission matters were discussed. I will send you another update on assignments in approximately two weeks.

Distribution: Morton L. Mandel
Arthur J. Naparstek
Henry L. Zucker
Rachel M. Gubitz
Joseph Reimer
Seymour Fox
Annette Hochstein





PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 8.3
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 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	in process
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	Done
5.	Meet with JESNA, JWB, and CJF people at GA on November 16-20		MLM	10/12/88	11/20/88	Done
6.	Develop a plan for initiating and maintaining contact with constituent federations		HLZ, SH CS, ASN	10/12/88	11/1/88	in process
7.	Develop a plan for initiating and maintaining contact with constituent formal education groups		DA, JW ASN	10/12/88	11/1/88	"
8.	Develop a plan for initiating and maintaining contact with constituent informal education groups		AR, 3 ASN	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	Done
10.	Determine appropriate terminology for reference to all bodies which coordinate Jewish education in their communities		JW, VFL	10/12/88	11/1/88	Done
11.	Develop a schedule of activities between 10/12 and 12/13; coordinate involvement of Planning Group		Staff, AJN	10/12/88		ongoing

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

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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	In Process
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	Done
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	Done
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	<u>Ongoing</u>	
13.	Contact Eli Evans re sending his monograph to all Commissioners		AJN	10/10/88	10/17/88	Under consideration

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

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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	Done
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	

Minutes of Meeting
November 16, 1988

Present: Morton L. Mandel, Henry L. Zucker, Arthur J. Naparstek,
Virginia F. Levi (Sec'y)

Copies to: Seymour Fox, Annette Hochstein, Joseph Reimer

I. Check Dates

The following dates were confirmed for upcoming Commission meetings:

Dec. 8 - in Cleveland -Team (HLZ, AJN, SF, AH, HDS, JR, VFL, RG)
9:00 am - 3:00 pm
Team + MLM - 3:00 - 7:00 p.m. (no dinner)

Dec. 12 - in New York - Planning Group (MLM, HLZ, AJN, SF, AH, JR, VFL, RG) 2:00 - 5:00 pm - probably at Federation

Dec. 13 - Commission meeting - 10:00 am - 4:00 pm

II. Organization of Commission

The following ideas were discussed concerning the possible establishment of task forces. These will be discussed further with other members of the planning group.

There appears to be a strong consensus developing for the establishment of a task force on Personnel and another on Community and Fund Raising.

This leaves 23 options which should not be lost from further consideration. One possible approach is to establish a third task force (or to assign staff) to consider ways of grouping these options in order to encourage their implementation beyond the work of the Commission. Without ranking them, like options could be grouped and described in a final report in a way that would facilitate their selection for further review and implementation by foundations or individuals. The Commission staff could be made available to advise others in the design and staffing of work on these projects.

The final report of the Commission might include the following components:

- Introduction and conclusion which assess the current state of Jewish education in North America and provide a vision for the future (2000, 2010);
- one major section each on Personnel and on Community and Fund Raising;

- a section on the remaining options, either as currently formulated or as grouped by focus;
- possibly a section on case studies or on one of the groupings of options, such as formal education or informal education.

III. Letterhead

The proposed Commission letterhead design was discussed and AJN and VFL were advised to proceed with the printing of proofs.



HIGHLIGHTS

Commission on Jewish Education in North America
Planning Group

Meeting of 12/8/88

Present: Arthur J. Naparstek (Chairman), Seymour Fox, Rachel Gubitz, Annette Hochstein, Morton L. Mandel (after 3:00), Joseph Reimer (until 3:00), Herman D. Stein, Henry L. Zucker, Virginia F. Levi (Sec'y)

I. Review of meetings with Commissioners

It was reported that face-to-face meetings or in-depth phone conversations will have been held with virtually all Commissioners prior to the 12/13 Commission meeting. Going into the meetings there was support for the concept of focussing on personnel. There was less certainty about community, primarily because the concept was less clear. Commissioners were generally convinced of the importance of the two options by the end. They remain interested in the programmatic options.

II. Issues to consider for the 12/13 meeting

The following issues and concerns were raised in relation to the 12/13 Commission meeting:

- We should remind Commissioners of the underlying goal to consider Jewish education in relation to Jewish continuity.
- It may be necessary to discuss and clarify the concept of community and financing: "leadership, finance and structure."
- We don't want to appear to favor of reinforcing the status quo. We want to encourage experimentation, innovation and vision.
- We want to keep sight of the programmatic options. We might want to look at them in relation to the enabling conditions, through a separate task force, or by encouraging Commissioners to develop their "pet options" independently.
- We must be prepared to keep the group together for the entire day or to break into two or three task forces if this is the wish of the Commissioners. Our preference is that two task forces meet for part of the afternoon, people to be randomly assigned, for the purpose of setting an agenda for further study in the future. We would determine "permanent" membership of task forces following this meeting, would staff them, and would ask them to meet between Commission meetings with as many members as could attend. We would also schedule task force meetings for the first portion of future Commission meeting days so that the entire group could meet prior to submission of a report.

- An alternative to task forces, if Commissioners prefer not to have them at all, would be to have a full Commission meeting devoted to each of the two enabling conditions, possibly chaired by Commissioners, as listed above. There might be a planning committee assigned to each topic which would meet between Commission meetings.
- We should be careful about the use of "we" in the meeting.
- We may wish to "prime" people who are supportive of the approach we propose to share their thoughts.
- Reference should be made to the outcome being a report of the Commission rather than the MAF or any other group.

III. Agenda for 12/13 Commission meeting

Discussion yielded the following agenda for the meeting of 12/13:

A. Welcome and introduction - MLM (5-10 min.)

SF is preparing chairman's notes. This segment will include a review of work leading to this meeting, that a rich array of ideas has emerged, that in its limited time the Commission will have to choose to focus in ways that can lead to results and to setting an agenda for others in the future. This will lead into AH's presentation.

B. Progress Report - AH (20-30 min.)

AH will review the methods used to produce the background materials, explaining how we arrived at the 26+ options and giving the rationale for narrowing our scope preliminarily to the 2 enabling conditions. Her remarks will include a brief definition of personnel and community.

C. Synthesizing remarks [not on formal agenda] - MLM (5 min.)

Reference will be made to interviews with Commissioners and the fact that there is strong support for the approach being recommended.

D. Discussion

The remainder of the morning will be devoted to hearing the remarks of Commissioners. This is where we may wish to have some people "primed" to speak in favor of the proposed approach.

- E. Lunch - any time after 12:30 that we're ready

If it appears that we may break into task forces after lunch, this time will be used to invite and brief chairs.

- F. Continuation of Discussion

There is a second room available for our use in the afternoon, if we decide to break into task forces. There will also be a tape recorder available in that room. The decision to divide or not will be made by the chair at such time as seems appropriate. We may remain together all afternoon. It is hoped that, at the very least, the afternoon will lead to some consensus on an agenda for handling the enabling conditions prior to the next meeting.

- G. Future Plans - MLM

In addition to a summary of the day's proceedings and where they direct us, the date of the next meeting - 6/14/88 - will be announced.

- H. Concluding Comment - Rabbi Ismar Schorsch

IV. Next meeting

The planning group will meet on Monday, Dec. 12, 12:30 p.m. to 5:00 p.m. at UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York - Conference Room G.

AGENDA

COMMISSION PLANNING GROUP MEETINGS

FEBRUARY 7-9, 1989

Attendance: Morton L. Mandel, Arthur J. Naparstek, Henry L. Zucker,
Virginia F. Levi, Seymour Fox, Annette Hochstein,
Joseph Reimer, Herman Stein, Rachel Gubitz

TUESDAY

- | | | |
|--|---------|-----------|
| I. Review Factbook | MLM/AJN | 3:00-3:45 |
| A. Minutes | | |
| B. Assignments | | |
| C. Feedback from commissioners | | |
| 1. Telephone contacts | | |
| 2. Interviews | | |
| 3. Correspondence | | |
| 4. Special meetings (Woocher and Rotman) | | |
| II. Discussion on Outcomes | SF/AH | 3:45-8:30 |

WEDNESDAY

- | | | |
|--|-----------|-----------|
| III. Continuation of outcome discussion with possible attention given to mechanisms for implementation | SF/AH | 9:00-2:00 |
| IV. Discussion on outreach and network strategies | AJN/SF/AH | 2:00-5:00 |
| A. Review JESNA, JWB papers | | |
| V. MIG - Planning Meeting | MLM/SF | 6:00-8:30 |

THURSDAY

- | | | |
|--|-------|-------------|
| VI. Discussion on communication and public relations program | AJN | 7:30-8:30 |
| A. Review Paula Berman Cohen proposal | | |
| VII. Work Plan | SF/AH | 8:30-10:30 |
| A. Review five-month work plan - Feb.-June 1989 | | |
| 1. Work with commissioners between Feb. and June | | |
| 2. Research plan | | |
| 3. Staffing needs | | |
| VIII. Work assignments and deadlines | AJN | 10:30-11:00 |

MINUTES: Planning Group Meetings
Commission on Jewish Education in North America

DATE: February 7-9, 1989

DATE MINUTES ISSUED: March 2, 1989

PRESENT: Morton L. Mandel, Chairman, Seymour Fox, Rachel Gubitz,
Annette Hochstein, Virginia F. Levi (Sec'y),
Arthur J. Naparstek, Joseph Reimer, Herman D. Stein,
Henry L. Zucker

I. Introduction

The Commission Planning Group spent three days in meetings. The primary purpose of these meetings was to seek tentative agreement on mechanisms for implementation, communications and public relations, and a five-month work plan.

II. Commissioner Involvement

It was agreed that keeping commissioners engaged in our work is an important and challenging assignment to be accomplished in a variety of ways.

- A. Planning Group members will continue to stay in touch with their assigned commissioners, as appropriate. Written summaries of these contacts should be sent to VFL who will see that they are recorded, circulated, and kept on file. A checklist will be designed for commissioner contacts including columns designated "current status" and "action needed."

The checklist will include designations such as educator, potential funder, one who influences potential funders, etc. A group of priority funders was identified and should be involved in the planning process as much as possible.

- B. MLM will set up a meeting with Bronfman and Crown as well as Fox and/or Hochstein to take place on March 29 or 31. At this meeting, Bronfman and Crown will be asked for their reactions and suggestions to the implementation instrumentality as well as to chair regional meetings of commissioners in April or May.
- C. It was agreed that a letter should go from MLM to commissioners summarizing activities of the Planning Group since the last Commission meeting and indicating that regional meetings will be

scheduled prior to the June Commission meeting. In addition, it was suggested that the following meetings be scheduled:

1. A meeting of commissioner educators in Boston--to be convened and chaired by JR and attended by SF, AH, AJN--to take place in March.
 2. A meeting of MLM with Lipset, Twersky, Gottschalk, Green, Lamm and Schorsch plus Fox and/or Hochstein to take place in March.
 3. A meeting of MLM with Federation executives to be scheduled during the CJF meeting in Washington, D.C. on Sunday, April 9 for dinner (first choice) or lunch (third choice) or on Monday, April 10 for lunch (second choice). HLZ or AJN will make the necessary arrangements.
 4. A meeting of the planning group on March 29 and of senior policy advisors March 30, location to be determined.
- D. It was agreed that a summary of activities which will have occurred or been scheduled by mid-April will be sent to all commissioners at that time.

III. Public Relations, Communications, Outreach, and Networking

A. Public Relations

Paula Berman Cohen made a presentation on public affairs and outreach. Planning group members responded favorably to her recommendations. An early PR assignment will be the creation of a short piece describing the Commission's work, members, staff and goals which can be used in any outreach effort.

B. Communications

It was agreed that the Commission staff will no longer take responsibility for circulating letters, books, and other materials among commissioners. At the next Commission meeting MLM will note that commissioners are welcome to communicate through letters, mailings, etc., but that the office will not serve as the conduit for circulating such communications. This will avoid any confusion regarding Commission endorsement of an expressed point of view.

Letters which are received from commissioners will be circulated periodically to members of the Planning Group. In addition, all written summaries of meetings of Planning Group members with commissioners or related groups are to be submitted to VFL for circulation.

C. Networking and Outreach

It was noted that a plan should be developed for periodic contact with non-commissioners who are important to us.

1. Outreach to Formal and Informal Education Institutions

AJN and SF reported on their meetings with Jonathan Woocher and Art Rotman. It was agreed that Woocher will convene a group from his network of formal educators to consult on ways in which outside experts can aid the Commission within formal education. Rotman agreed to help set up a similar meeting of people from the informal educators network.

JR will take the lists of formal and informal education institutions provided by Woocher and Rotman, will consult with Alvin Schiff and Leonard Rubin, and will develop a more complete list including recommendations, priorities, method of contact, and a timetable by the end of February.

2. Local Commissions

We must decide which staff members should take responsibility for maintaining contact with the nine local commissions on Jewish education and develop a plan for establishing those relationships. Joel Fox is currently preparing an analysis of the commissions and HLZ will coordinate this planning process.

We might consider bringing representatives of the nine local commissions together and/or presenting a report from one or several of them at the 6/14 Commission meeting. HLZ and AJN will put together a comprehensive plan for contacts with local commissions by 3/29.

3. Synagogues

It was suggested that more attention be paid to the role of synagogues and the three denominations in Jewish education. This might be accomplished by organizing a meeting with leaders from the three denominations (Syme, Abramson, and someone from Torah U'Mesorah) to discuss ways of involving them in the work of the Commission. A strategy should be developed for these contacts, including an interview schedule and an explanation for the fact that they are not represented on the Commission directly.

4. CAJE

AJN and AH have both met with Director Elliott Spack who seems responsive to involving CAJE in the Commission process. It was suggested that one or several representatives be available for presentations at the August '89 meeting of CAJE.

IV. Mechanism for Implementation

A. Background

SF and AH presented their proposal for a Commission implementation mechanism. This is based on an understanding that the third meeting of the Commission should focus on a strategy of planning and intervention that would lead to significant change and improvements in the areas of personnel and community.

B. Assumptions

The proposal is based on certain assumptions including the following:

1. An approach to personnel must include recruitment, training, profession building, and retention.
2. Community and personnel are interrelated and require a common strategy. Community leadership must build a climate for Jewish education which encourages recruitment, training, profession building and retention.
3. The strategy should include a balance of short-, medium-, and long-term goals.
4. A wide range of "stakeholders" must be involved as early as possible and should be given an opportunity to respond to the concept of the implementation mechanism.
5. Demonstration centers fill the need for translating theory into practice. In light of the complexities involved, a fluid, complex concept of demonstration center must be used.
6. Many of the unresolved questions regarding personnel and community can best be considered through the process of implementation.

C. Mechanism

It is proposed that the implementation mechanism be a small organization staffed by a few outstanding professionals working from one geographic location to initiate and carry through the planning and implementation of "prototypes" or demonstration sites for personnel and community. Its board would be a successor group to the Commission. The mechanism will serve as headquarters for creative thinking, expert knowledge, and decisionmaking. It will work closely with one or several communities selected for demonstration, working out detailed plans and implementation in partnership with a local team.

This organization will be responsible for:

1. Planning and implementation of the prototype(s).
2. Providing the necessary knowledge and expertise required for informed planning and implementation decisions.
3. Facilitating sponsorship and funding of projects.
4. Monitoring and evaluation.
5. Disseminating knowledge for replication and/or wide scale application.
6. Implementing decisions of the Commission.

The functional elements of implementation might include the following:

1. Central management.
2. A data and knowledge resource.
3. Monitoring, evaluation, and active feedback.
4. Community interface.
5. Commissioner relations and funding facilitation.
6. Dissemination and replication.

The topical areas of implementation include:

1. Personnel

- a. Recruitment
- b. Training
- c. Retention
- d. Profession building

2. Community

- a. Improving the climate for change and innovation in education
- b. Recruiting outstanding leadership
- c. Affecting priorities
- d. Generating necessary funding

It was proposed that a management team would coordinate decisions, but that the various functions of the implementation instrumentality would generally be the responsibility of different people selected to ensure quality and creativity.

D. Discussion

In the discussion that followed, a number of technical suggestions were made which will be incorporated in future drafts. In addition, the following substantive questions were raised.

1. How does this mechanism relate to JESNA and JWB? Might an effort to fortify them be preferable to designing a separate mechanism?
2. Perhaps before taking concrete action it would be useful to define systemic problems to be addressed at a demonstration site, identify a set of best practices to serve as the foundation to possible solutions, and develop a vision of the results we seek.
3. Are the necessary resources available to accomplish this proposal? It requires academic support, quality leadership, and pools of personnel. A position description for a head of the implementation mechanism will be drafted by SF and AJN by 3/29/89.
4. It will be important to define the mechanism's relationship to local leadership. Action is implemented at the local level.
5. It will be important to consider how demonstration sites can be useful in addressing the issues in other communities.
6. Is it possible to develop a quality mechanism for implementation at the same time as a quality report is being written or must the mechanism follow the report?
7. This might be developed in the context of a Consortium for Initiation in Jewish Continuity, a successor to the Commission to oversee the mechanism, national initiatives, and a research arm.

V. Other Assignments

The following additional assignments and action items were generated:

- A. A list of all working ideas generated by the Commission and related groups will be maintained, prioritized, and updated regularly.
- B. A production schedule for staff work will be created and maintained by VFL.

C. The following written materials are to be prepared:

1. A paper on the significance of Jewish education in the context of Jewish continuity, monitored by an editorial committee (to be commissioned).
2. A "rolling outline" (not content) of a final report, to be constantly revised and fleshed out. Might include two streams: conceptual or knowledge-based and instrumental or action-oriented. To be drafted by JR and AJN by 3/15.
3. A paper on the state of Jewish education in North America--assigned to JR, due 3/25.
4. Rewrite the personnel and community options papers in light of current proposals, assigned to AH, SF and HLZ. Due date to be determined in March.
5. Outline of a vision paper assigned to SF to be done by 3/29.
6. Develop a paper discussing the strategy and philosophy behind the work of the Commission, assigned to AH, SF and AJN. No due date determined.
7. Proposal for implementation mechanism to be prepared by AH and SF, due 3/29.
8. A paper outlining the desired outcomes of the paper for use in meetings with "wise people" in April and May was assigned to AH and SF, due 3/29.
9. A paper presenting an institutional and organizational analysis of Jewish education in North America may be commissioned. Walter Ackerman might be asked to write this. No definite decision or due date.
10. Best practices paper--assignment and due date to be discussed on 3/30.
11. Materials to be sent prior to the 6/14 Commission meeting are to be determined at the 3/30 policy advisors meeting for mailing by 5/15.



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

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

FUNCTION COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA
 SUBJECT/OBJECTIVE ASSIGNMENTS
 ORIGINATOR Virginia F. Levi DATE 2/23/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>COMMISSIONER INVOLVEMENT</u>					
1.	Design checklist for commissioner contacts.	TP	VFL	2/9/89	2/27/89	
2.	Decide on the nature of contact with commissioners before the 6/14 meeting	TP	MLM AJN	2/9/89	3/9/89	
3.	Arrange a meeting of MLM with Bronfman and Crown, and/or SF/AH to get their reactions and suggestions to implementation concept.	TP	MLM AJN SF	2/9/89	3/29or31	
	a. Propose regional meetings to occur in April or May, chaired by Bronfman and Crown to consider implementation concept with other commissioners.		MLM	2/9/89		
	b. Set up regional meetings of commissioners to consider the implementation proposal.		AJN VFL	2/9/89	after 3/30/89	
4.	Draft letter to commissioners from MLM summarizing activities to date, and notifying of regional meetings.	TP	AJN	2/9/89	3/15/89	
	a. Process letter through policy advisors.	TP	AJN	2/9/89	3/30/89	
	b. Send letter to commissioners.	TP	VFL	2/9/89	4/5/89	
5.	Convene a meeting of commissioner educators.	TP	JR	2/9/89	3/30/89	
6.	Convene meeting of MLM with Twersky, Lipset, heads of 4 seminaries, SF or AH.	SP	AJN SF	2/9/89	3/31/89	
7.	Contact Rabbi Zeldin to discuss his interest in the Commission.	TP	AJN	12/14/88	2/27/89	

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	<u>OUTREACH/PUBLIC RELATIONS</u>					
8.	Evaluate sending representative to present Commission report at August, 1989 meeting of CAJE.	TP	MLM AJN	2/9/89	3/10/89	
9.	The Commission's partners (JWB, JESNA) should convene groups of people who can contribute to the work of the Commission.	RP	AR JW	2/2/89	TBD	
10.	Create a short piece (pamphlet, brochure, etc.) describing the Commission's work, members, staff, goals to precede a larger outreach effort.	TP	AJN PBC	2/9/89	3/25/89	
11.	Develop a complete list of formal and informal education institutions (with help from Alvin Schiff, Leonard Rubin) including priorities, timetable and method of contact.		JR	2/9/89	2/28/89	
12.	Arrange meeting of MLM with Federation executives in April.		AJN	2/9/89	4/9/89	Done
13.	Include in chairman's notes for 6/14 Commission meeting announcement that commissioners should take responsibility for circulating materials among themselves.		AJN	2/9/89	6/14/89	
14.	Develop a plan for maintaining contact with the nine local commissions on Jewish education. (Joel Fox's analysis will be helpful.)	TP	HLZ AJN	2/9/89	3/15/89	
15.	Consider bringing the nine local commissions together, and/or presenting a report from them at the next Commission meeting.	RP	HLZ	2/9/89		



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16.	Determine appropriate ways to involve leaders from the three denominations (e.g., Syme, Abramson, someone from Torah U'Mesorah).	TP	AJN HLZ SF	2/9/89	3/31/89	
	<u>ASSIGNMENTS RE OUTCOMES AND IMPLEMENTATION</u>					
17.	Prepare proposal for implementation mechanism.	TP	SF AH	2/9/89	3/29/89	
18.	Draft a working outline (not content) for the final report.	TP	AJN JR	2/9/89	5/1/89	
19.	Draft position description for head of implementation mechanism.	TP	SF AJN	2/9/89	3/29/89	
20.	Redraft options papers on personnel and community in light of implementation proposals.	SP	SF AH HLZ	2/9/89	TBD	
21.	Prepare outline for a vision paper.	TP	SF	2/9/89	3/29/89	
22.	Develop a "Change" paper discussing the strategy and philosophy behind the Commission's work.	SP	AJN SF	2/9/89	TBD	
23.	Commission a paper on the significance of Jewish continuity in the context of Jewish education.	RP		2/9/89	TBD	
24.	Draft a best practices paper.		TBD	2/9/89	TBD	
25.	Schedule a meeting to plan a production schedule for all staff work.	TP	VFL	2/9/89	3/15/89	
26.	Schedule meeting of Planning Group on 3/29/89. Location TBD.	TP	AJN VFL	2/9/89	3/29/89	
27.	Schedule meeting of Senior Policy Advisors for 3/30/89, 10:00 - 4:00. Location TBD	TP	AJN VFL	2/9/89	3/30/89	



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
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FUNCTION COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

SUBJECT/OBJECTIVE OPEN ISSUES

ORIGINATOR Virginia F. Levi

DATE 2/23/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
	<u>OPEN ISSUES</u>					
28.	Draft an outcomes paper, for meetings with wise people before 6/14.		SF	2/9/89		
	a. Set up a two-day seminar of "wise people" to consider the implementation proposal.		AJN SF	2/9/89		
29.	Plan for a two-day seminar before the June 14 Commission meeting for review of proposed outcomes and implementation.		SF AH AJN	2/9/89		
30.	Consider asking Walter Ackerman to write a paper presenting an institutional and organizational analysis of Jewish Education in North America.			2/9/89		