



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
14

Folder
12

Senior Policy Advisors meeting. 15 June 1989. Planning notes
and correspondence, April 1989-June 1989.

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

4/4/89

Commission on Jewish Education in North America
Contacts from 12/14/88 - 6/14/89

Name	Assignment	Post-Commission Meeting Contacts	Comments
II. PRES, HIGHER JEWISH ED			
Alfred Gottschalk	MLM/SF-1	Called 2/89. Will see 4/89.	
Norman Lamm	MLM/AH-1	AH will see 4/89.	
Ismar Schorsch	MLM/AH-1	AH will see 4/89.	
Arthur Green	JR - 2*	JR will see.	
III. SCHOLARS/EDUCATORS (1)			
Seymour Martin Lipset	SF - 1	Saw 2/89. Will see 4/89.	
IV. JUDAIC SCHOLARS (1)			
Isadore Twersky	SF - 1	Saw 2/89.	
V. JEWISH EDUCATORS (7)			
Jack Bieler	JR - 2	Will attend educators' meeting - 4/5/89.	
David Dubin	AR - 2	Will attend educators' meeting - 4/5/89.	
Joshua Elkin	JR - 2	Will attend educators' meeting - 4/5/89.	
Irving Greenberg	JR - 2	JW will see.	
Carol Ingall	JR - 2	Will attend educators' meeting - 4/5/89.	
Sara Lee	SF - 1	Called 2/89. Saw 4/89. Educators' mtg. 4/5/89.	
Alvin Schiff	AJN - 1	Will attend educators' meeting - 4/5/89.	
VI. RABBIS			
Haskel Lookstein	AJN - 1	AH saw 1/89. AJN may see.	
Harold Schulweis	JR - 2*	JR will see.	
Isaiah Zeldin	JR - 2*	JR will see.	

JW -
Why don't you hold
onto this stuff
in case we want
to do another mtg.
at the Bond Ct.

G

VFL

cc: Arthur J. Naparstek
Henry L. Zucker

TO: Morton L. Mandel
NAME
DEPARTMENT/PLANT LOCATION

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

DATE: 4/28/89
REPLYING TO
YOUR MEMO OF: _____

SUBJECT: MEETING SITE FOR MEETING OF MAY 7

I checked with the Sheraton Hopkins, the Mandel JCC, and the Bond Court about scheduling our meeting for Sunday, May 7, 10:30-4:30 with the following results.

1. Sheraton Hopkins

There is a charge of \$65 for a room plus \$25 to set up for lunch. In addition there are charges of from \$6.25 to \$10.75 for meals and additional charges for coffee and soft drinks. In light of JR's and SF's travel plans (SF will be staying at the Bond Court and JR will arrive at 9 a.m.), I have not made arrangements to meet at the Sheraton Hopkins.

2. Mandel JCC

The Mandel JCC would love to accommodate us and could provide us with a kosher meal, but has a number of groups of children scheduled to use much of the meeting space on Sunday and we agreed that the activity and noise level would be distracting to our group.

3. Bond Court

I have reserved a room at the Bond Court for a meeting to begin at 10:30 a.m. and conclude at 4:30 p.m. There is no charge for the room and no set-up charge for the meal. The room will be set up with two round tables. One will be preset for lunch. The other will be for meeting. There will be water available all day, coffee and tea in the morning at \$18.75 per gallon and soft drinks in the afternoon at \$1.15 per person.

I propose the following menu for lunch, to be served at noon: tuna salad and cottage cheese plate with chilled V-8 juice (hot if it can be arranged), a basket of croissants and rolls, fresh fruit cup, cookies and beverage. The cost of the meal is \$9.00 per person plus an 18% service charge. There will be no tax charged.

The room which I have reserved is the Newman Room on the 7th floor.

Please let me know your reactions to the arrangements and proposed menu.

INTER-OFFICE CORRESPONDENCE

Bond Count - 771-7600

ROBIN - catering

NO charge for room

Deli plate - 9.50
turkey - beef - salami, cheese
potato salad, pickles

chef's salad - 8.50

Croissant w/ chicken or tuna 9.00

cup of soup or cottage cheese
or chilled juice - V-8

dessert - sherbet or ice cream

also fruit + cheese
rolls butter - fresh fruit
supreme
a beverage

18% serv chg.

7% tax

- send tax exempt #

10:50 - 4:30

2 round tables - 7 each
1 preset Newman Rm.

18.75 gallon

1.15 soft drinks 2:30

X3344 - for more
coffee

lunch - noon
7th floor



TRANSACTION INFORMATION FOR

Hotelecopy

THE 30-SECOND
FAX MAIL
NETWORK™SEND ☐RECEIVE ☐

TO:

Name: JOAN WADECompany: Pratt Premier

Room #: _____ Country: _____

DATE 1 TIME :FAX# 391-8327PHONE# 391-8300

FROM:

Name: JARRE ANGELCompany: S.H.A.H.PHONE# 267-1500 X400

ROOM# _____

SPECIAL INSTRUCTIONS:

AMERICAN JEWISH
ARCHIVES

TOTAL PAGES _____

INCLUDING THIS INFORMATION PAGE

Liability Limitations

Neither HOTELECOPIY nor any HOTELECOPIY Member guarantees or in any way represents or warrants the information transmitted or received. Customer acknowledges and agrees that the service provided by HOTELECOPIY and/or HOTELECOPIY Member consists solely of providing a network for Facsimile Transceiver Equipment and the Equipment itself and that neither HOTELECOPIY nor any HOTELECOPIY Member is in any way responsible or liable for errors, omissions, inaccuracy, delays or interruptions in the information transmitted or received or for any damages resulting therefrom whether or not HOTELECOPIY and/or any HOTELECOPIY Member or the Equipment is responsible for such errors, omissions, inaccuracy or interruptions. In the event a transmission error is attributable to HOTELECOPIY, a HOTELECOPIY Member or to the Equipment, Customer shall be entitled only to a refund of the cost of the transmission. The refund shall be in lieu of any other damages or remedies against HOTELECOPIY and HOTELECOPIY Member.

I AGREE TO PAY THE RATES LISTED BELOW FOR DOCUMENTS SENT AND/OR RECEIVED AT THIS HOTELECOPIY LOCATION.

Guest Signature: _____

Date: _____

Hotelecopy Price List

	NON-GUEST	GUEST	ASSOCIATE MEMBER
First 1 - 10 pages	\$12.00	\$9.00	\$6.00
Pages over 10 @ \$.60 each			
SUBTOTAL			
TAX			
PHONE			
TOTAL CHARGES			

Method of Payment:

Cash ☐Charge to Room ☐Master Acct. ☐Credit Card ☐

HTIF 11/20/87

THIS DOCUMENT TO BE RETAINED BY HOTEL

ASSOCIATE MEMBER CARD # _____

COMPLETED BY GUEST
THIS SECTION TO BECOMPLETED BY GUEST
THIS SECTION TO BECOMPLETED BY HOTEL
THIS SECTION TO BECOMPLETED BY HOTEL
THIS SECTION TO BE

General Information

The following terms have the following meanings:

Patron - The person, corporation, entity, organization, or association contracting with the Sheraton Hopkins Airport Hotel for a function.

Function and Event - Any banquet, reception, meeting, or other event to be conducted on the premises of the Sheraton and is subject to the terms of this agreement.

Taxes - All Federal, State, Municipal and other taxes imposed on and applicable to the function, which is subject to this agreement, are payable by the patron in addition to any and all other charges set forth elsewhere. Tax exempt organizations must supply proof of exemption prior to function.

Guarantees - You will be billed for the amount specified in your booking form, unless the sales office is notified 48 hours prior to your functions (72 hours on weekends). Your guarantee is the minimum charge, if there are meals served above your guarantee, this number will be charged.

FOOD AND BEVERAGE

All Food and Beverage must be purchased from the Sheraton Hopkins Airport Hotel. Please note that the alcoholic beverage sales and service are regulated by the Ohio Alcoholic Beverage Commission. The Hotel as a licensee is responsible for the administration of these regulations, therefore, it is a policy that no liquor or wine may be brought into the Hotel. All food and beverage products contracted must be consumed on the property.

FUNCTION ROOM ASSIGNMENTS

Actual room assignments depend upon final counts. The Sheraton reserves the right to make alternate and accurate function room assignments and will notify the client in advance.

LIABILITY

The Sheraton Hopkins Airport Hotel reserves the right to inspect and control all private functions. Liability for damage to the premises, or equipment will be charged for accordingly. We cannot assume any responsibility for the personal property and equipment brought on to our premises. Licensed and uniform security guards are required during dance functions. Names of guards must be submitted to the Sales and Catering Office 24 hours prior to the function.

Performance of the agreement between the Sheraton and the patron is given attention upon the availability of the Inn Management to complete the same, and is subject to the labor troubles, accidents, government regulations, restrictions upon travel, transportation, food, beverages or supplies, and the other causes beyond the control of management preventing or interfering with the performance.

SECURITY

The Sheraton may edit sole option requiring the patron to maintain adequate security measures for any function. Said security shall be maintained by the patron at its sole expense. All security shall be supplied by a reputable licensed guard or security agents doing business in the Cleveland area, or Cleveland off-duty police officers, and shall be subject to the prior approval of the Sheraton, and further shall be subject to the supervision of the Director of Security for Hotel.

CREDIT - DEPOSIT POLICY

A deposit amount of 25% of the total function shall be established at the time of booking, final payment is due 48 hours in advance with the guaranteed count. Your deposit is non-refundable if a cancellation occurs within 60 days prior to the event. Request for refunds must be made in writing. Those patrons wishing direct billing must complete a credit application at least two weeks prior for approval and set up of direct billing procedures. Interest will be charged at a rate of 2% per month, 24% annual percentage rate, on all accounts not paid within 30 days.

CHARGES

All prices are subject to change due to economic conditions outside of three months. All prices are subject to 16% gratuity on food and liquor and a 7% Ohio State Tax on food and beverage. All functions requiring beverage bar set-ups will be charged a \$35.00 bartender fee if bar sales do not exceed \$200.00. A \$25.00 Service Charge will apply on meal functions for groups of less than 25 people.

Intermission Suggestions

Beverage

Coffee, Tea, Herbal Teas, Sanka	\$1.50 per person
Fresh Orange Juice	\$9.00 per litre
Assorted Fruit Juices	\$9.00 per litre
Assorted Soft Drinks	\$1.25 per person
Perrier	\$1.75 per person
Coffee	\$18.00 per gallon
Fruit Punch with Floats & Sherbet	\$15.00 per gallon
New York Seltzer in Assorted Natural Flavors	\$1.50 per person

AMERICAN JEWISH ARCHIVES Extras

Tray of Sliced Fresh Seasonal Fruit	\$1.75 per person
Fresh Cinnamon Croissants	\$19.50 per dozen
Assorted Danish	\$11.50 per dozen
Homestyle Sticky Buns	\$10.00 per dozen
Mini Bagels & Cream Cheese	\$10.00 per dozen
Assorted Cookies	\$6.95 per dozen
Assorted Ice Cream Bars	\$1.25 per person

Snacks

Mixed Nuts	\$15.00 per lb.
Smoked Almonds	\$18.00 per lb.
Potato Chips	\$6.00 per lb.
Tortilla Chips	\$6.00 per lb.
Peanuts	\$9.00 per lb.
French Onion Dip	\$8.95 per pint
Ranch Style Dip	\$12.50 per pint
Blue Cheese Dip	\$12.50 per pint
Guacamole Dip	\$12.50 per pint
Salsa Dip	\$8.95 per pint

Luncheon Accompaniments

Choice of Two:

Baby Red Potato
Oven Roasted Potatoes
Rice

Glazed Carrots
Melange of Fresh Garden Vegetables
Whole Green Beans Almondine
Broccoli au Beurre

Dessert Choice:

Marble Cheesecake
Ice Cream
Carrot Cake

Sherbets
Casada Cake

Selections served with:

Assorted Dinner Rolls, Butter and Beverage

AMERICAN JEWISH ARCHIVES

Luncheon Buffets

(Minimum of 50 People)

The Deli Buffet

Soup du Jour
Assorted Relish Tray
Potato Salad
Cole Slaw
Corned Beef
Turkey
Sliced Ham
Roast Beef

Cheddar and Swiss Cheese

Assorted Deli Breads and Condiments

Chef's Dessert Table

Beverage Service

\$9.50

Our Special "Noon Time" Buffet

Tossed Garden Salad
Cucumbers in Sour Cream with Fresh Dill
Tomato and Bermuda Onion Vinaigrette
Fresh Seasonal Fruit
Chilled Pasta Primavera

Choice of One:

Coq Au Vin

Beef Bourguignonne

Southern Fried Chicken

Chicken Tetrazzini

Steamship Round of Beef (Carver's fee \$35.00)

Medley of Garden Vegetable

Rice or Baby Red Potato

Rolls and Butter

Chef's Dessert Table

Beverage Service

\$12.50

Hot Luncheon Selections

Choice of One:

Tossed Salad • Fresh Fruit Medley • Salad Primavera

Luncheon Prime

Our juicy Roast Prime Rib of Beef served open-faced on a Crouton and accompanied with Horseradish Sauce.

\$10.95

Sirloin Strip

7 oz. Sirloin Strip Steak served open-face and topped with an Onion Ring

\$12.25

Swiss Steak

Swiss Steak and Jardiniere of Vegetables, served with Whipped Potatoes

\$10.75

Crab Mornay

A toasted English Muffin covered with Crabmeat and Tomato and topped with Cheese Sauce and Bacon.

\$8.95

Turkey Divan

Broccoli Fleurettes topped with Breast of Turkey and Ham, served on a Holland Rush and covered with a Mornay Sauce. Served with a Fresh Fruit Garnish.

\$9.75

Country Style Chicken

Sauteed Boneless Breast of Chicken, served with Rice Pilaf and topped with Sauce Supreme.

\$8.95

Beef Bourguignonne

Tenderloin Tips sauteed in a delectable Mushroom, Scallion and Burgundy Wine Sauce

\$8.95

London Broil

Marinated Flank Steak broiled to perfection and served with a delightful Hunter Sauce.

\$10.50

Catch of the Day

Broiled, poached or sauteed Fresh Fish served with Lemon Butter.

\$10.75

Polynesian

Stir-fry strips of Chicken Breast with Pineapple, Snow Peas, Mushrooms, Red and Green Peppers in a Sesame Sauce, topped with toasted Coconut Flakes.

\$8.95

Luncheon Selections

Lite Luncheons

Turkey Club on Croissant with Potato Salad

\$6.95

Stacked Ham and Swiss Cheese on Croissant with Potato Salad

\$6.25

Deli Plate

An assortment of rolled smoked Turkey, Ham, Roast Beef with Swiss and Sharp American Cheese, garnished with Pasta Salad, Kosher Pickle and Sliced Tomato.

\$8.95

Sliced Roast Beef Plate

*Sliced roulades of Cold Roast Beef with Potato Salad, Tomato and Onion.
Garnished with Ripe Queen Olive and Pickle Wedges.*

\$8.25

Salad Sandwich

*Your choice of: Tuna Salad or Chicken Salad.
Served on a croissant with Fruit Garnish and Cottage Cheese.*

\$8.25

Chef's Salad

*Crisp Garden Greens topped with Julienne of Turkey, Ham and Swiss Cheese,
slices of hard-boiled eggs and served in tortilla shaped bowl.
Choice of dressings.*

\$7.95

Chicken Poinciana Salad

*Cantalope melon filled with fresh Chicken Salad,
garnished with Strawberries and Date-Nut Bread filled with Cream Cheese.*

\$10.75

Dessert Choice:

Marble Cheesecake • Ice Cream • Sherbets • Carrot Cake • Casada Cake

Salad selections served with:

Assorted Dinner Rolls, Butter and Beverage Service

Sherraton Hopkins - 267-1500 JACKIE .

\$65 rent

Coffee ^{tea} 1.50 2 cups per person
18.00 3rd replenish

soda 1.25 - 2 per person

\$25 set up for lunch

rectangular table

seats
normally 10 people

She is holding the room 4/27

6/13 Sr. Pol. Adv.

Hochstein, Zucker, Ariel, Reimer, Stein, Schwartz,
Hoffman, Fox, Naparstek, Mandel, Levi, Wrocher

I. Review of agenda

Lunch seating - open - If a grp. wants to stay tog.,
no prob.

A. Chairman's Intro

1. Review logistics - thanks
2. Explain the day
3. Light touch on history

SF - Roadmap concept & notion of multiple outcomes

~~B. Progress Report~~

B. Review of discussion guide

HDS - May be important to focus more on national orgs.
& their roles.

* JW - suggests a discussion in this grp. on how
he & the other 2 pros. see their orgs. fitting
into this. At a future mtg. of Sr. Pol. Adv.

MCM - Need long term mechanism to "make the right nat'l construct exist." Can't be accomplished by any 1 of the gyros.

On Disc. Guide, # 5 - CS questions the relationship bet. local + nat'l orgs. stated here.

- Have to bring our constituents w/us.

* Agenda item for us - to understand "currents" in the field. (for future)

Should end up w/our best construct for the nat'l bodies + how to get them there.

HDS suggests MCM remarks include importance of ↗.

SF - Comments on role of denominations should be listened to, not debated. We'll carefully investigate.

We shd. note that denominations require our support, attention, too.

→

Desired outcomes for 6/14

1. Our approach to p. & c. - to be better understood + supported + leading to a fuller dev. of those issues.
 2. - feel more comfortable of impact of p. & c. on impacting their programmatic interests
 3. Raise level of excitement toward prospects for commission outcomes
 - Commissioners shd. feel involved in making decisions; stronger sense of ownership of direction in which we're heading.
- [* Pt. for Chmn notes - Input is needed for decisions.]
4. A sense of whether or not we're reflecting commissioners' opinions thru interviews.
 - Want to be sure report reflects their views.
 5. Some greater clarity on role of funders.

(MUN:ms) 6. ~~A sense among~~ Some sense (signal) of how commissioners wd. like Commission organized bet. now + 1990.

7. A sense of reaction to concept of Community Action Site.

Paul Stensberg -

8. There's currently some confusion bet. concepts of CAS & methods of implementation. Hope 6/14 will lead to some clarity.

9. Is the only best way to change ed. to go out and do it in the field? Want reactions.

(HDS - It is possible to bring about change w/out a continuing mechanism. CAS is not the only option to consider.)
[SF-1 will take 20yrs. Conditions are right at this moment for concrete action.]

Discussion around demonstration concept.

HDS - important to show that other ~~also~~ possible solutions have been thought of.

ASN - Can't have content on one side, strategy on the other, but the two going on simultaneously.

10. We learn how Commissioners feel about what's been presented in background materials. Widest expression of ideas as possible. No need to come to decisions.

11. A sense that CAS is a good idea, worth funding & launching.

12. Critique of papers that have been prepared. A sense that the papers will be rewritten to reflect the ideas expressed today.

Full grp. discussion is for clarification/illumination.
Not gen'l discussion.

More on outcomes -

SF- Shouldn't leave w/ too diffuse a sense of the mtg.

CS - keeping book

AH

JW

MLM

AJN

JR

Tapes - Test recorders

Place cards

books

pencils

pads

- divide discussion guidelines

A B C
13, 15, 14

set up reg. table

travel exp. forms to: Elkin, Ingall, Lee?, Ariel, Bieler

6/14 -

10:00 Plenary #1 - Call to order - 10:05

MLM Welcome & intro of guests

> ~~Complement~~ ^{Commitment} working tog. on a common agenda.

> Review of book + agenda

Emphasis on importance of input from commissioners.

Looking for rich input.

Explanation of groups - Not looking for consensus, but for as many ideas as possible. A sense of direction.

Where we want to be in 1 yr. - publish a report that is an agenda for the next 10-20 yrs. - Basis for action.

- Will be bitterly disappointed if we don't actually cause something to happen - beyond report.

10-11 = to set the scene for ~~the~~ disc. grps.

Fri. 12/13 - Widespread agreement w/ the 2 preconditions -

① ^(systematic) organized attack on improvement of personnel - more people, money power.

② community - in which ~~at~~ ambience & leadership are supportive, funds are avail. to J. ed.

~~These~~ Action on preconditions must lead to ability to impact on program. Shd. aid Am. in dealing w/ prog. options. Seeking ways to test new ideas; to seek & identify best practices.

Repeat - our ultimate findings must lead to action. We want to cause change to occur in N.A. J. ed.

Re involving institutions: We have to seek ways to redefine roles +/or provide support (\$, people) so that continental bodies are doing what they shd. & do it well. Involve the foundation community.

more fully. Get local agencies involved, ~~to~~ clarify their goals & objectives - add power → right climate for positive change.

B. Annette presentation

2 major questions emerged fr. 12/13

- ① Do we know if anything can be done to bring about sig. change?
- ② Are there ideas? Do we have strategies to implement change.

- brief review of mtgs.
- possible strategies
- criteria for change
- rec. for apr
- SF - illustrate how recs. might work

A. Review of mtgs.

1. Aug. 1 - Suggestions - ideas programs
2. 12/13 - Decided to focus on pers. & com. as preconditions
 - interest in prog. opts
3. 6/14 - Ideas & Strategies - What to do & how.

B. Possible Strategies

- There's a large range of ideas for apr
- Some could be ~~be~~ viewed as best practice today, others as new ideas.

How shd. Commission proceed - Means for apr.

1. Comprehensive nat'l dev. plan
2. Focus on selected elements
3. Establish demo projects
4. Mixed - start in 1 geog. area

(elements)

C. Criteria for change

1. Comprehensiveness

A. Personnel has 4 components - shd. be dealt w/ simultaneously
Recruitment, training, professional bldg., retention
Deal w/ shortage of personnel for programs.

B. Personnel & Community are interrelated & must be addressed simultaneously
↳ leadership, structure, finance, climate

2. Across-the-Board impact

Want to have impact on pers. & comm. across the bld.

3. Concreteness: Learning by Doing

Want concrete results. Try out real programs, learning by experience, revising & retrying.

4. Therefore - must have Local component - because most g. ed. occurs on local level

5. Continental/Int'l

Training, funding

D. Recommendations for action

Adopt an approach & allow for demonstration

Community Action Sites - Where ideas & programs that have succeeded (best p.) plus new approaches wd. be undertaken.

→ visible - to allow to translate visions to best practice

E. SF - What might happen in a CAS

To set implementation in motion, work w/ local communities
> Ed. is a practical field. A vision/idea becomes operative when it's implemented.

How a city might emerge as a CAS:

- federation wd. convene the players -
what must be done to help existing programs rise to their potential
- If existing ideas are offered - funding may be found
- Challenge - to recruit & retain the personnel they require to implement. Where will they find the personnel?

We need a recruitment plan.

Easier to find staff for a CAS than in gen'l because this will be visible - they'll be empowered to set policy, innovate
→ attract people fr. other fields

Supplement expanded pool of personnel by paraprofessionals - people w/ other career goals who might be willing to work in J. ed. for a few yrs.

Training institutions - (nat'l & regional) - Will agree to train for CAS as a means of developing a training program for personnel

Then CAS - will be able to ask "What works?" in J. ed.

Discussion/Clarification

- at 2:30 - each chair will report - then discussion

Strategic issues (how to implement) +/or ideas (what to implement)

674-5300 x285 or x200

2:30 - Reports

Next steps - harder documents for our next meeting.
(Thinking about Nov. - will get it to everyone asap)

Group A - Yanovitz

Looked at CAS. Asked what alternatives were considered.

Agreed to concept of CAS.

Where do you find the personnel/bld. a profession -
training, career ladders

Shd. look at how we define community

Are there models of CAS? Yes. Many communities
have had successes, but isolated - not disseminated.

To build community, must involve comm. leadership
as early as possible.

Current successes shd. be viewed.

Need data base - what's out there now so we can
build on it.

To be successful, must build in high stds. + evaluation.
Mixed rxn on need for research - some: time to get down
to business.

Shd. be a mechanism for reporting to other communities.

- Approve concept of CAS. Shd. find a way to get as much
happening as early as possible. CAS shouldn't be sole
product.
- Community - involve lay leaders early
- Personnel - The 4 elements are valid. Don't neglect curriculum

Profession bldg. very important.

4. Must look at precise roles w/in ed. + deal w/ those specifically
5. nothing
6. Data gathering important - also evaluation of success
7. From Com. to impl. -

This commission itself is special. Shd. be built on.

How we relate to nat'l + local agencies - shd. be considered.

Com. shd. oversee ultimate outcome of its recommendations

things in progress:

Two tasks to be followed up on before next mtg:

- ① Detailed statement - define CAS, how implement - to discuss at 4th mtg
- ② Begin to prepare rolling outline of final rept. so we can report on this at 4th mtg.

Group B - Pity

Focussed on CAS, but included many of the other topics.

1. Agree to CAS as a starting pt. to test out ~~out~~ programs that could be replicated.

- Want a system for inviting ^{communities} ~~sites~~ to become CAS

Criteria - willingness to look at new ideas; comprehensive view w/in com. - CAS shd. involve coalition bldg. in com. - willingness to accept evaluation + feedback.

Local community shd. be willing to provide some funds. Lay leadership support.

2. Shd be a means for info exchange among CAS, other communities, nat'l bodies. Training inst. must also be involved.
3. Personnel - Agreed to the 4 aspx pts. Added a 5th: lay leadership development in formal f.ed.
Shd. be lay leadership dev. programs as part of CAS.
4. Community
Dev. CAS in a variety of communities - levels of sophistication

Research = function of continuing entity* - ~~at~~ Need to collect & disseminate info. - Leave it to the grp. to design continuing body.

others in grp:

There is a need for \$ behind the CAS. Greater inducement than ~~com~~ staff dev. - Don't invite grantmanship.

Commission shd. say clearly what it wants to do & select sites that will do this.

- The major rabbinic seminaries shd. be given grants that they'd match to train teachers who would commit to teaching in each. for that support.

Disagreed on 2 issues:

1. Emphasis on innovative dev. of new prog. vs. those new + place + in need of support
2. Shd (or not) focus on non-denominational rather than cross-denom. or inter-denom approaches ~~or~~ or strictly denominational ones.

Group C - Hirschhorn

Need some research on what community needs are.
Identify our goal re programming. Beware of spreading funding too thin.

Ex: outreach to unaffiliated ~~or~~ vs. focus on affiliated.
Consensus on stressing importance of family ed.

- Re: CAS - Concept has merit - shd. be pursued - quest. re how it might be done effectively. Q. of role of denominations in the effort. Discussed accountability vs. autonomy.
- May need some new form of community alignment to → change.

Re nat'l effort - shd. have to improve training, recruitment, benefits

Noted need for importance of evaluating. How well is \$ being spent. ~~Some~~ Evaluation must be part of process.

Training - Important to have qualified people training the educators.

- Important of having at least 1 f.t. fac. member
- Train JCC leaders in Judaic content.

Others in grp:

Whatever we do should not build another bureaucracy.

> Most, not all, agree w/ concept of CAS.

> ~~These~~ Denominational grps. are generally adequately involved.

^{zieren} discussion pros + cons of ambitious undertakings w/ great potential for success or failure vs. more modest approaches

- Corson - Denominational institutions aren't represented here
- Melton - Sees growing possibility for all parties to come tog. - w/ fed as catalysts - Need to take a positive view

Gen'l Discussion

Milton - Re recruitment - Wd. like to initiate a nat'l recruitment program of h.s. kids - fund them to do 3 mo. in Israel - adv. Jewish ed. → degree as junior teacher - college credit - required to teach ^(1 yr) when they come back.
→ Similar project for college students.

Evans - Other commission reports have provided high level of info, ideas + ~~vision~~ aspirations that have had an impact for many yrs. Plea for not limiting ourselves to the local. There may be nat'l solutions to local problems.

Final rept.
reflect the
quality of this
Commission.

1. Pension + health care - a nat'l problem
2. Training - Shd. be nationally developed centers
3. Media - must be developed on nat'l level

Shd. link media, curricula, — on nat'l level

Suggests Carnegie Commis. for Pub. Broadcasting - recommended succeeding mechanism.

Elkin - ① Given the power of the media - dealing w/ community bldg. → media component as successor to Com. - Use media as means to disseminating final report.

Rept. - Shd. include vision - what could be aspired to in future.

Hirschhorn - Asks about prioritizing programming

Gottschalk - Difficult to render authentic pic. of Holocaust - takes media. Media is so complex that it wd. take experts. Shouldn't try to bite off too much in media

Heller - Believes J. com. will look for guidance in practical dev. in J. ed. as well as broad vision. We have opportunity to:

- ① Serve as catalyst to positive movement in definitive areas
- ② How do you implement, identify resources, help to develop those resources
- ③ Ultimately shd have mechanism to cause movement in local communities → status, stature, \$
- ④ How do we do this relating all parts of the J. community - Mechanisms to tie community tog. in steps toward motion.

Hopes to see suggestions for final report at next mtg.

HLZ - Re financing - Commission is committed to being proactive. Is it timely to address funding matters now or is it premature? Time to convene funders ^{+ federations} now?

Corson - Wepner Fdn already heavily involved in J. ed. funding

Melton - Thinks fdns. currently involved in upgrading J. ed. should let the world know what they're doing

Shiff - It wd. be useful for Com. to do a survey of what fdns. are currently doing in J. ed. - Wd. give a good picture of what's now being done - before we ask for more.

Give fdns. a menu - list of programs that need funding.
- need a sense of the priority

(mem - Roadmap for fdns. to follow + for MAF in particular)

> Denominations - It's not a problem - personnel issue is not ideological. Wouldn't exaggerate problem of turf.

Good issues can be helpful to everyone.

> Final report - suggests the staff move beyond discussions here in final report. Contents depends on audience.

Here's the situation. Here's where we're heading. Here's how.

If for a broad audience (those not now knowledgeable) - dif. rept.

→ State today - Vision - Strategy for accomplishing

Melton - J. ed. is a process. Must consider that local leadership changes frequently. Federation shd serve as catalyst. Must establish ongoing process w/ Fed. as catalyst - to train new leaders in J. ed.

Lee - We must capitalize thru nat'l visibility on existence of Com. to serve as catalyst on local level. Must maintain both levels - Nat'l initiative + local implementation.

Ingall - If all we have is a report, we're nowhere.

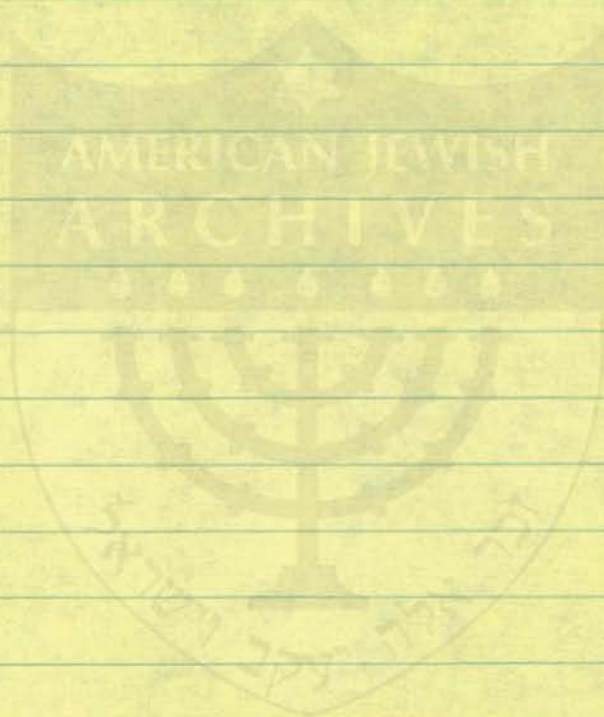
Lookstein - Think Tachlitically.

989-5448-Bea

Concluding Comment - Gottschalk

Colman }
Yanswitz } 10
Elkin }

Lainer - 178



6/15 - Sr. Pol. Adv.

(1)

Mandel, Fox, Zucker, Hochstein, Stein, Woorher, Ariel,
Reimer, Naparstek, Lemi, Hoffman, Schwartz

1. MLM - Thanks for role in managing, arranging, etc.

Sense of successful mtg.

Asks for quick reactions. Impressions.

- MLM - sense that Commissioners felt good about the mtg.

- SHH - com. enthusiastic, felt good, brought in to CAS,
high expectations for funding

- DA - began w/ confusion re CAS - wound up w/ congruence.

Still some confusion re ongoing role of commission.

Issue of nat'l vs. local remains problematic.

Role of denominations - needs clarification.

Otherwise consensus by end of day.

- JR - Day was a success. We had a key focus - a
sense of excitement. Discussion guide helpful. → balance
bet. content + process. Good concluding session.

- ASN - Visited all 3 grps. Commissioners really engaged ea. other.
Ended w/ spirit of optimism.

- SF - Group worked well tog. There were requests made for
specific action.

*Assignment - AH will see that assignments ~~will~~ are pulled out
of tapes & get to me. I'll circulate to Sr. Pol. Adv.

*Assignment - Everyone shd. list assignments they heard
in their grps.

HLZ - People feel involved + excited - There was movement
fr. 12/13 to 6/14. There's a sense of where we shd
go from here.

AH - Group C - began w/ negative tone - gradually became more positive. Power of dialogue was significant.

HDS - Presentations by AH+SF effectively set the tone for the day. Impressed that expectations have been raised → enormous challenge for final report.

Re research + evaluation - interesting pts. Need research on attitudes + values of J. community in U.S.

Lipset - What does the J. community think + want re J. ed + J. cont. We have only assumptions now.

(AH referred to a study done in France by Eric Cohen.)

We need market research + how to interpret.

> Evaluation - There should be a monitoring center (most com. agreed). Logistics / Details need to be considered.

JW - We moved forward w/ this mtg. Raised expectations.

Expect first rate, practical, visionary report. Strategy for change + evaluation. Bought into CAS as a logical way to demonstrate means to change.

We can't let go, though, of other issues. Have to continue to show how CAS fit into broader vision. Give sense of strategic direction, not isolated experiments.

- There's a message that Com. shd. retain ownership of ~~for~~ mechanisms that result from Commis.

A question: What is the ideal future role of the Commission?

→ Need to think about how we involve those who weren't there.

- It's time to pull together info we have + determine what we don't know.

SF - Unclear on what data is available + its level of dependability.
Suggests developing a strategy to figure out what data we have + what to do about getting there.

MLM - Requests a sense of any negatives we can come up with.

1. Attendance - We need another way to push for better.
 2. Some commissioners are ready to be more involved than they are. HDS suggests we ask some to prepare reports in areas of their expertise ^{ex:} Evans, Hiller, Lipset.
 3. Table was too small.
- Any others - feed to VFL.

II. Review of Desired Outcomes - accomplished

III. Next Steps

A. SF first thoughts on what's next:

1. Figure out what Commission wants - rank in importance - then what can be done → report to Comm. on what should/could be done
- ex: CAS - criteria for selecting communities
ex: Denominations - in CAS they'll be deeply involved
- We have endorsement for dealing w/ personnel + community
- endorsement for CAS concept - Now need seminar on how to handle - Consider a group meeting for several days to challenge ea. other on the concept

HDS - suggests a solid work session - Commission has said produce a concept ~~to~~ for them to react to.

We're at a point to lay out components of final report. Suggests seminar to look at full concept of report.

An issue - do we do a seminar on a single commission product or on an entire picture?

SF - Final report is composed of building blocks.

HDS - Agrees w/ idea of searching examination of the issues. Arguing for sense of coherence - Every component intersects w/ every other one.

JW - If this is going to be more of a "schematic," it's time to get into the issues. "Comprehensive" "Simultaneous" Remember - model of learning thru doing means we won't have all the answers for the report. Determine what we can know & where we leave questions.

HLZ - It's time to outline what we want for final rept. & begin to do. Need a detailed explanation of CTS. One on community & funding. One for personnel. Suggests first we draft these, then review at a seminar for feedback.

AH - On next step(s). We want report w/ concrete recommendations - agenda for community - guidelines. © Some element of implementation - catalyst for change.

How do we bring about change? Establish a mechanism for learning by doing. Says the mechanism (ii) should design the C & S. Next steps: ① Design the mechanism + begin a/n to have it in place by 6/90; ② determine what we need to know - research plan to come up w/ C & S + roadmap report; ③ plan of action - short term + long term. (What we have to do for design mechanism + research plan to be implemented.)
 → Provide credible work plan for next mtg.

MLM - expects Commission to finish its work by 6/90 - and determine where to go from there.

SHH - Interpreting & maybe accept a report is less of a landmark -
 - ~~say~~ Thinks AH is suggesting continuation of amorphous disc. of continuing steps rather than getting to concrete products.

AH - Report shd. be concrete & content oriented - but we need a framework.

HLZ - Will be very disappointed if, by 1990, we don't have
 - state of field; vision; statements on personnel & community; implementation plan. It's time today to get started on those pieces.

JW - We need to be able to say "Here is where J. ed. is." ② Here's what we think needs to be done. ③ Here's what we still need to know. ④ Here's how we intend to do & learn - thru learning by doing. Commissioners won't want to leave to the ii all decisions for how to proceed. We shd. provide an initial plan. Explain why not.

DA - Sees difference bet. content-oriented vs. process-oriented framework. The issues:

~~+ segment issues + take them further~~

How do you link press for content + closure ~~for~~ on process.

HDS - We shd. distinguish bet. what we want for next mtg. & what for 6/90. Doesn't mean there couldn't be some further product after 6/90. Final report later, but a sense of what's to go in it by 6/90.

For next mtg. - Need to make a sharp jump - Direction for recommendations - to give Com. chance to react.

Can be tentative, but must be explicit.

ex: IJE, relatin to CAS, State of J. ed - what we know + need to know.

We all have opinions of what we need to have. HDS wd. like historical context. What missions of fdns. + feds. might be.

* Important that each person react to JR paper on what belongs in final report.

By next mtg. of Commis. - ~~identify~~ lot crack at recommendations + sense (amongus) of what final rept. shd. look like.

Agrees w/ intensive review of critical components (SF). Plan for final report by 6/90, but be ready for less.

JR - Sense of what needs to be done for next mtg. Maybe we make assignments now. We got a mandate to establish CAS + to determine the mechanism for implementing.

- Spell out next step - IJE - enough so that we can begin to put it in place.

- A peek at the final rept. by fall

JR - Recommendation:

We need a N.Am. team to work on the papers ~~and~~ while SF + AH work out details of ISE - simultaneous

AH - Interim summary:

At next mtg. ① we present mechanism in some detail for reaction, input (SF suggests justifying ISE by describing ~~what~~ how CAS wd. work) -

② Final report - [In order to offer coherence + standards - need 1-2 mo. of planning, discussing, prioritizing - then agree w/ how to begin the research.]

Themes →

→ JR in Israel to work on this. By ~~at~~ ^{*} date, do this in some detail + present to this grp. ~~the~~

JR consult w/ everyone before Israel.

* Sr. Pol. Adv. meet before Israel to be briefed by everyone in U.S.

AH - JR shd. speak individually w/ everyone. Then meet.

Summary:

Next step - begin work on mechanism

- ~~begin~~ to work on themes for final report

JW - Interprets: 1st develop product for Nov. for commissioners to react to in Nov.

Final report - if it recapitulates the logic of the Commission process, then we lead them to the post- " process + they're 1 + the same.

Maybe Nov. mtg. breaks into grps. working on the elements of the final rept.

AH - a research plan is an important starting pt. for Nov.
 HDS - what's research?

- ① Bringing tog. what is known
- ② What research do we have to do that we don't already have.

Schedule bet. now + Nov.

7/15 - Meet w/ JR in Israel (SF + AH)

JR
 Needs to put tog. team of
 researchers to begin to
 explore data!

8/10 - Return for mtg. in U.S. w/ Pol. Adv. - To react to what
 they've prepared.

10:00 - 4:00 in NY on Aug. 9 - JWB

? specific time to be set

↳ plan to break for lunch - some people will be fasting

~~SF Re the commissioners - which shd. we involve;
 what do we do w/ those who weren't present~~

The Denominations -

MLM reports - has discussed w/ Gottschalk

CS - Can't consider the issue universally - it's dif. for ea. of
 the denominations

USY is responsible for Cons. Jewish Ed.

Union of HC role in J. ed. is mixed

Do we meet w/ Lamm, Schoorich, Gottschalk + ask their opinion?

CS suggests ~~we~~ this shd. happen - w/ MLM w/ JW or JR.

Should the fdns. meet? Is it premature?

SHH - It keeps them involved.

Some could bring ideas

Commissioners

Key?

Ackerman	-	Y	Koschitzky	Y
Appleby	-		Lainer	Y
Arnou	-	Y	Lamm	Y
Beiman		Y	Lee	
Biele			Lipsit	Y
Bronfman		Y	Lochstein	
Colman			Loup	
Crown		Y	Mandel	
Dubin			Maryles	Y
Eigenstat			Melton	Y
Elkin			Mintz	Y
Evans		Y	Pollack	Y
Field			Ratner	Y
Fisher		Y	Ritz	X
Gattschalk		Y	Rosenth	
Green		Y	Schiff	
Greenberg			Schupper	
Gross		Y	Schorsch	Y
Hiller		Y	Twersky	Y
Hirschhorn		Y	Yanowitz	Y
Ingall				
Jesselson				

Fight to see they come - special process.

What do we need for next mtg.?

Something on IJE

" " personnel & community
Main themes of final report

Goal - decide date for next mtg. by 7/1

Content of next mtg.

Anticipate outcomes - CAS & report

1. How CAS will work - How they get planned (ii)
2. Statements on vision, best practices, pers. & com.
→ small groups to focus on issues

HDS - Prepare 2 things:

- ① Flesh out CAS concept
- ② Context - History, state of J. ed., fdns, J. ed → J. cont.
Indicate the headings/outline

~~AK~~ - We can make points - Here's what we know. Questions that remain, How we propose to deal w/ " ".
This is enough for 6/90. Shouldn't have to substantiate everything.

9- For next mtg. - How we think we shd. - attach issues of X (personnel, community, etc.) Listing ideas to be shaped w/ commissioners.

(22)

want podium + mike?
(2?)

①

The presentation

• SH - Too diffuse -

SF - outline what he'd do differently in
sup. schools. Thought we were going to go into
a community, not an individ. institution. Getting too narrow.

CS - Began to convey sense of excitement. The dialog
begins to be trying too hard.

AH - Need a way to get concrete.

JW - Instead of talking about a specific school, say -
Let's look at a community today. What will
we find? ^{Personnel situation:} # w/ f.t. principal, how many earn
full living, etc. → draw conclusions
This is why we need a community strategy.
It might vary by community, but c. wd. be
the focus.

HDS - Re AH presentation ① Learning + doing (who?)

Relevant: intro to SF - Then let him go on!

What SF shd. do is link to the strategies.

The point: Dif. communities may want to do very
dif. things. What do we mean by comprehensiveness
or across-the-board? Instead of too much
detail on supp. schools, comment on rich range
of options for communities. Will require sustained effort.

presenting map of how things might happen.

DA - Q+A format: constraining. AH report builds a case. 4 strategies, necessary elements -
(↑ enumerate)

Then SF make the case for CAS strategy. Lay out vision for change thru sites.

MLM - Community = bridge (demo site) - Marriage bet. community + personnel shd. pervade. Define community to include denominations, feds., nat'l ^{orgs} players, fdr. community, local coalition of federations + centers
→ a community specific attack + demo

This is not an answer, but a theoretical approach.
✗ Refreshers course on where we've been + what's on agenda.

CS - Help grp. articulate principles of action + who are the players + continental overlay. Principle = communal process. Helping community w/ its own initiative w/ outside help of A, experts, etc.
Don't illustrate what site wd. do w/ supp. ed. example, alone.

HDS - Get semantics clear - Demonstration center implies we know what to do + want to demo. CAS is meant to be neutral.

DA - SF^{presentation} will be focal pt. for the day. A generic version of what a CAS might be. Everyone looking to see their interests are represented.

JR - AH - shd be shorter, crisper, to the pt.

SH - Punch it up. Say what you're going to say, say it, follow up w/ summary

JW - Not necessary to defend intellectually the CAS strategy as the strategy. For this Commission, this is a practical, defensible strategy. Given the fact that we've chosen to focus on com. + pers., ~~only~~ best way is to focus on communities + try ideas.

SF - How is this different from the written progress report?

MLM - If people are clearer on the written report by 11:00, OK.

JR - 4 functions

- ① Review of prog. rept.
- ② Connection bet. 12/13 + 6/14
- ③ Exiting the gap, reassuring
- ④ Prepare for discussion gaps.

SF - Beyond materials take us only to a certain point.

What's new? How we get to CAS. (good)
You learn by doing. "
Only there - comprehensive "
Has to be done on local level. "

Don't give examples. Press your major points.
What's SF role?

JR - People are here to have ideas articulated
& reiterated.

AJN - Content is around pers. & com. SF role is
to make them come alive thru CAS.

JW - The "ideas" in AH presentation is distracting.
Maybe they belong in SF portion. There
are ideas to be tried in communities.

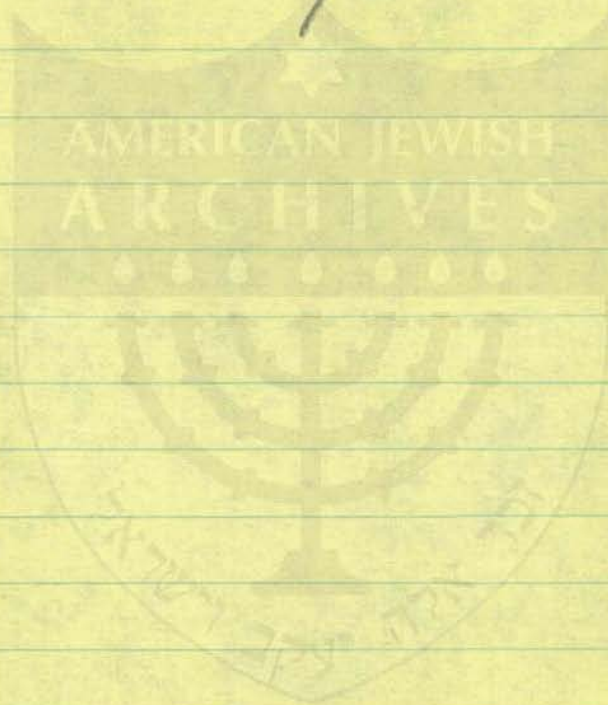
MLM - No need to go so far.

HDS - Don't be defensive. Be ready to answer
questions in discussion. That's where
specifics come in.

Conclusion - Make written progress
report come alive. No more.

A H - The logic. SF - specific.

Do you buy in to this analysis? Here's
your chance to respond.



15 8 19 7 3

Recruitment

Final report

~~Outcomes~~

Financing

Denom.

Catalyst