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Senior Policy Advisors meeting. 24 August 1989. Minutes, August 1989.

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MINUTES: Senior Policy Advisors, Commission on Jewish Education
in North America

DATE: August 24, 1989

DATE MINUTES ISSUED: September 8, 1989

PRESENT: Morton L. Mandel, Chairman, Seymour Fox, Mark Gurvis,
Annette Hochstein, Stephen H. Hoffman, Joseph Reimer,
Arthur Rotman, Herman D. Stein, Jonathan Woocher,
Henry L. Zucker, Virginia F. Levi (Sec'y)

COPY TO: David S. Ariel, Martin S. Kraar, Carmi Schwartz

I. Review of Minutes and Assignments

The minutes and assignments of July 30, 1989, were reviewed. The following additional assignments were generated:

- A. VFL will circulate a recent letter from Twersky to MLM. Done
- B. VFL will work with MLM to develop a list of commissioners whom MLM as chair should call before each Commission meeting to urge their attendance. (Senior policy advisors are encouraged to notify MLM of this mtg. any commissioner who might benefit by a personal phone call from MLM.) Done for
- C. MLM is to call Eli Evans and Arthur Green. Done
- D. Each interviewer's assignment list will include a reminder to send notes of each interview with commissioners to VFL for circulation.
- E. The following commissioner interviews were reassigned: Ronald Appleby--SHH, Stuart Eizenstat--AR, Robert Hiller--SHH, Matthew Maryles--AH, Lionel Schipper--TBD, Daniel Shapiro--AR, Peggy Tishman--AH.

II. The Fourth Commission Meeting

A. Desired Outcomes

Discussion of plans for the October 23 Commission meeting began with a presentation of desired outcomes of the total Commission process. It was suggested that we wish to conclude the Commission process with (1) a clearly defined action plan, (2) a research plan, and (3) a final report with recommendations on community, personnel, and general implementation.

1. Action Plan

The action plan, which would be spelled out in the final report, might include the following components:

- a. A successor mechanism--the IJE and its design.
- b. The IJE action plan--its agenda.
 1. Implementation of Community Action Sites
 2. National elements (e.g., training)
 3. Assist in implementation of programmatic options
 4. Strengthening the North American support system (e.g., Brandeis)
 5. Monitoring, evaluation, and accounting of IJE progress to its constituents
 6. A research capability

2. Content

The final report would contain recommendations for policy and implementation regarding community, personnel, and a plan for working on the programmatic options.

3. Work to be Done

In order to achieve these desired outcomes, the following tasks need to be completed:

- a. Complete the research program
- b. Write report including recommendations
- c. Have a funding program in place
- d. Develop and operationalize the IJE and Community Action Sites
 - i. Identify IJE director and staff.
 - ii. Establish criteria for selecting Community Action Sites (e.g., determine scope of sites) and develop a process for the selection of sites.

- e. Continue the Commission process
 - i. Work with commissioners
 - ii. Develop a public relations plan
 - iii. Together with partners (JWB, JESNA, CJF) develop a good working relationship with appropriate organizations

4. Discussion

The presentation on desired outcomes was followed by group discussion.

a. IJE

The IJE is perceived as an organization with a small staff and its own board. Its primary function will be to serve as a catalyst for bringing about the implementation of the Commission's recommendations and decisions.

It was suggested that we might be wise to identify and involve an IJE director now, so that he could participate in the design process. On the other hand, we were cautioned that it would be important to have a clear set of goals and expectations for the IJE and its staff before seeking a director. This issue was not fully resolved and will be discussed further.

It was suggested that a concept statement be written now to describe the IJE.

While the Commission, as currently constituted, probably should have no direct responsibilities following the conclusion of its work, we might wish to consider some forum, such as an annual meeting at which IJE staff would provide commissioners with progress reports on implementation.

b. Community Action Sites

The Community Actions Sites are viewed as a means for developing responses to the issues/problems of personnel and community. The programmatic options will be approached within the context of personnel and community in the Community Action Sites.

It was suggested that we might wish to wait to select Community Action Sites until the IJE is in place. Criteria might begin to be developed, now.

c. Programmatic Options

It was suggested that work be undertaken to elaborate on the various programmatic options. This involves completing an initial write up of each option, a possible collapsing of options into a smaller number, and an elaboration on the newly identified programmatic options. This elaboration might include a list of major agenda items for each option, though specific action will not be recommended. This is left for the IJE to undertake in the future.

B. Suggested October 23 Agenda

It was suggested that the agenda for the October 23 Commission meeting be a review of work in progress, with a concentration on the following:

1. Mechanism for implementation--an overview of the IJE concept.
2. The research program--directions on community and personnel.
3. Broad outline of a final report.

We were reminded that at the conclusion of the third Commission meeting, some commissioners were anxious that we move toward implementation and a final report. This agenda should provide such a sense of progress and involvement.

In order to prepare commissioners for the meeting, many of the ideas we propose to present should be raised in the next set of commissioner interviews. AH will provide VFL with a revision of the suggested interview schedule for immediate distribution to those appointed to conduct interviews.

C. Format

It was generally felt that the group sessions at the third meeting were an effective approach and should be repeated. It was suggested that the meeting begin with a presentation and discussion of the proposed action plan in plenary session, followed by group meetings to discuss the content. In order to keep people engaged, it was suggested that the groups begin before lunch, that people then eat with their groups, and continue meeting in the afternoon. The schedule might appear as follows:

- 10 - 11:30 a.m. -- plenary session
- 11:30 a.m. - 12:30 p.m. -- group meetings
- 12:30 - 1:15 p.m. -- lunch with groups
- 1:15 - 3:00 p.m. -- continue in group meetings
- 3 - 4 p.m. -- conclusion in plenary session (d'var Torah by Arthur Green--to be invited by MLM)

III. Work Plan and Report on Progress

A. Research Papers

The following progress was reported on the commissioning of research papers:

1. Israel Sheffler has agreed to draft a paper on the relationship between Jewish education and Jewish continuity. The paper will be in an interview format with SF conducting the interview.
2. Walter Ackerman has agreed in principle to writing a paper on the organizational structure of Jewish education in North America, and may suggest that someone such as Susan Shevitz work with him on the contemporary situation.
3. Joe Reimer reported that his paper on the synagogue as a context for Jewish education (or perhaps "in the context of" Jewish education) will focus on the role of the synagogue at its best.

It was suggested that this paper include a discussion of how the synagogue might take advantage of collaborative relationships to expand on its role in Jewish education.

4. The survey of attitudes which had been proposed to be conducted at the G.A. has been shelved. AH will develop a list of the questions to which we seek answers for review by senior policy advisors, who will then recommend how best to gather the information being sought. It was agreed that community leaders are the constituency for this survey.
5. We have a proposal from Aryeh Davidson on his paper on training which VFL will circulate to senior policy advisors.
6. Isa Aron will produce a paper on Jewish education as a profession, which will include a review of the current thinking on general education as a profession and applications to Jewish education. In addition, she will serve as a key resource for data gathering, will conduct a survey on salaries and benefits, and will gather bibliographic materials.

Steve Huberman may be able to provide data on teachers from the survey conducted in Los Angeles. JESNA may be able to provide similar data from surveys in Miami and Philadelphia which Aron should feel free to use.

7. Programmatic Options

It was noted that CAJE has agreed to assist with elaboration on some of the option papers. It was suggested that we work directly with individuals identified by CAJE and other

organizations rather than through CAJE, or through any one organization. A Commission staff person will be identified to monitor this process and to work with the groups and individuals identified.

8. Balance of Original Option Papers

JR will take responsibility for completing the original option papers, several of which have not yet been written.

*In
process*

B. Completing the Report

The following process was suggested for completing the report. AH and SF will write a base draft for submission to senior policy advisors for critical review. This will then be redrafted for submission to the Commission. For writing the final version of the report, we will probably engage a professional writer. Senior policy advisors are encouraged to suggest a possible writer to SF.

C. Panels

Panels have been proposed to review the papers--one for the paper on community/financing and another for all papers having to do with personnel. In addition, each author may wish to recommend a panel to review his paper.

D. Update on Community Financing Paper

HLZ reported the process he will follow to write and seek feedback on this paper. He reported that he will recommend that long-term funding of the Commission's recommendations be accomplished through federations and that start-up funding be sought from family foundations and private donors.

E. Commission Outreach

1. JESNA

At its next board meeting, JESNA will discuss the roles of its member agencies in Commission implementation. It was noted that the Commission should be seen as a strong ally of JESNA.

2. Bureau Directors

A presentation will be made on the Commission at the November meeting of bureau directors. It was suggested that individual directors be involved in a review of the options papers.

3. JWB

A meeting of Center executives is scheduled for February. AR will work with HLZ in arranging for a Commission presentation at that time.

4. CJF and Federations/Community Planners/G.A.

Plans were reported by MG for involving federation lay and professional leadership and planners at the September Quarterly and November G.A. meetings.

5. Denominations

Plans have been made for MLM and JW to meet with Schorsch and for MLM and AR to meet with Lamm. A meeting will be scheduled for MLM and AR with Gottschalk as soon as possible. JW and AR will prepare strategy plans for these meetings in consultation with SF and JR. The plan for the meeting with Gottschalk will include an approach to linking with the Commission on Jewish Education of the Reform Movement and with UAHC. The plan for a meeting with Lamm will include seeking an approach to Torah U'mesorah.

All
done.
Reports
in books.

6. AIHLJE

MG will talk with David Ariel about arrangements for Sara Lee or Ariel to make a report on the Commission at the organization's October meeting.

7. COJEO

JR is working with Alvin Schiff on a Commission report for this organization's upcoming meeting.

8. Public Relations

It was reported that the following steps are being taken:

- a. We are proceeding with the drafting of a brochure on the Commission.
- b. We expect to engage a free-lance writer by October to do press releases. Ken Myers
- c. In the future we may be asking senior policy advisors and commissioners to write articles for other publications.
- d. We are considering developing a newsletter for distribution to approximately 2,000 people. It was noted that this should be brief and attractive in order to encourage that it is read. This will be considered further at a later date.

9. Report on CAJE Meeting

It was briefly reported that the presentation to the CAJE membership was a success and that CAJE leadership is excited about working further with the Commission. MG will distribute his summary of the meeting to senior policy advisors.

IV. Future Meetings

- A. The next meeting of senior policy advisors will take place in New York (specific location to be announced) at 7:30 p.m. on Sunday, October 22.
- B. The meeting of senior policy advisors tentatively scheduled for October 5 has been cancelled.
- C. The fourth meeting of the Commission is scheduled for Monday, October 23, 10 a.m. to 4 p.m. at the UJA/Federation of Jewish Philanthropies of New York.
- D. The senior policy advisors will meet for follow-up on Tuesday, October 24, 8:30 a.m. to noon at JWB in New York.
- F. Senior policy advisors will meet on Wednesday, December 6, 10:30 a.m. to 3 p.m. at the Sheraton Hopkins, Cleveland. *

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

FROM: Virginia F. Levi

DATE: 8/30/89

Enclosed please find the following materials which I was asked to distribute at last week's meeting:

1. Letter of August 9, 1989 from Isadore Twersky to Mort Mandel
2. Mark Gurvis' memorandum of August 18 on the meeting with CAJE
3. Aryeh Davidson's proposal of August 23 for his research project on training institutions

