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Senior Policy Advisors meeting. 6 December 1989. Minutes,  
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MINUTES: Senior Policy Advisors, Commission on Jewish Education  
in North America

DATE: December 6, 1989

DATE MINUTES ISSUED: December 18, 1989

PRESENT: Morton L. Mandel, Chair, David S. Ariel, Seymour Fox,  
Mark Gurvis, Annette Hochstein, Stephen H. Hoffman,  
Martin S. Kraar, Joseph Reimer, Arthur Rotman,  
Jonathan Woocher, Henry L. Zucker, Virginia F. Levi  
(Sec'y)

GUEST: Professor Michael Inbar, Jerusalem

COPY TO: Herman D. Stein

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I. The minutes and assignments of October 24, 1989, were reviewed.

II. Research Update

- A. It was reported that very useful meetings of researchers and CAJE consultants took place on December 4 and 5 in Cleveland. We will be receiving papers on program areas by the CAJE people within the next few weeks. Mark Gurvis was commended for an excellent job on the logistics of the meetings.

B. Status of Research

At the meetings of December 4 and 5, three researchers presented interim reports on their papers and received feedback to be used in preparing final drafts. It is anticipated that papers will be ready on schedule on (1) professionalism in Jewish teaching, (2) training opportunities, (3) the synagogue as a context for Jewish education, and (4) analysis of teacher surveys and data on the state of the field.

Assignment It was suggested that these papers be distributed to commissioners and senior policy advisors as they are completed and approved. The first will go with a cover letter from MLM, including a report on the meetings of December 4 and 5. Done

Assignment It was suggested that the papers follow a common format to be designed by SF and AH, to maximize their usefulness with commissioners. MG will work with SF and AH to see that the papers are reviewed by senior policy advisors prior to their distribution to commissioners.

Assignment

It has become apparent that the general research program is not adequate with respect to informal education. It was agreed that Bernie Reisman be invited to prepare a paper looking at the research issues from the perspective of informal education. *Reisman engaged*

It was noted that a paper on the relationship of Jewish education to Jewish continuity by I. Scheffler and S. Fox is underway and that a draft should be ready in early January. *Not yet - Mid-Feb.*

- C. At the meetings of December 4 and 5, five of the program areas were developed. No decision has yet been made on how the other program areas will be addressed. Some may be developed by experts still to be identified. Others may be left for the implementation mechanism to develop. The final report will suggest how each program area should be addressed.
- D. It was reported that Gallup Israel is undertaking an "omnibus" survey of American Jews, which includes questions submitted by our Commission's staff. It is hoped that this pilot questionnaire will help to provide a data base for our use. Preliminary results should be available by January 15.

It was suggested that the outcomes of the Gallup study be reviewed in conjunction with data in CJF's North American data bank when analyzing results. It was noted that the questions for the Gallup survey were worded to make the results comparable to existing CJF data.

Assignment

MG will contact Barry Kosmin at CJF about the design of the 1990 CJF survey of the Jewish population and how it might relate to the Gallup work.

III. Discussion of Draft Recommendations for Final Report

A. Introductory Remarks

The draft for the final report, prepared by SF and AH, had been mailed in advance of the discussion. Comments were limited to the substance of the document. Recommendations on language and structure are to go directly to SF and AH.

It was noted that the document under review would serve as the basis for the body of the final report. It would be accompanied by an executive summary, sections on the history and method of operation of the Commission, elaboration of each section into a chapter supported by data, and a final chapter indicating what has been learned during the Commission process. The concepts expressed in the introduction would become part of the executive summary of the final document.



Following discussion, it was agreed that no definition of Jewish education will be included in the document.

B. Title

Assignment

The following two titles were mentioned: (1) A Time for Renewal: Jewish Continuity and Jewish Education in North America; (2) New Ideas, Energy, and Funding: Revitalizing Jewish Education in North America. A third suggestion was that the title resonate in some way with Jewish tradition by including a phrase such as "at a crossroads..." or "on the threshold..." David Ariel agreed to consult with SF and AH on this aspect of the title. Senior policy advisors were invited to submit their recommendations for a title to SF and AH.

1. General Remarks

Assignment

- a. The introduction should transmit a sense of urgency and convey the importance of community as a key to change in Jewish education; throughout the document, adjectives should be interjected which convey this sense of passion and urgency.
- b. Throughout the document, it should be noted that we are building on progress made over the years rather than beginning in a vacuum.
- c. The "North American Jewish community" should be defined. JW will draft a definition. *Done*
- d. References should be made throughout the document to the goal of encouraging Jewish continuity through Jewish education.
- e. There was discussion about whether to refer to a single profession of Jewish education. Some participants believe that there is not a single profession and that reference might better be made to "professionalism" or to "Jewish education professionals." To others, the concept of "building a profession" is central to change. It was agreed that this is an issue to be considered further.

2. Programmatic Areas

Assignment

- a. It was suggested that the term "programmatic areas" should be replaced by a more appropriate term. Senior policy advisors were asked to submit to SF ideas for renaming what have previously been called programmatic options.
- b. It was suggested that a rationale appear for the selection of these program areas. In addition, JW agreed to propose new names for the areas to make them parallel. *Done*

Assignment

- c. Camping will be added as a program area.
- d. We were advised not to lose track of the interrelatedness of these areas as we identify and review them individually.

3. Subheadings

It was suggested that the subheading "the way to begin" was confusing and should be eliminated. The document should reflect the understanding that the Commission will develop funding and launch a mechanism for implementation and that the mechanism will be responsible for developing Community Action Sites.

Care should be taken in choosing subheadings, as this will be all some people will read.

4. Community Action Sites

It was agreed that the definition of Community Action Sites should be as broad as possible and that the board of the implementation mechanism will clarify specific goals later, as Action Sites are established.

5. Funding

It was agreed that funding will be incorporated in the section on community being drafted by HLZ.

C. Community

Assignment

HLZ will draft the section on community. This section will include a definition of community and an emphasis on the importance of creating a climate conducive to the advancement of Jewish education. It will discuss funding as a high priority, referring to the importance of increasing traditional means of funding Jewish education, of community responsibility (by federations, where feasible, through their endowment funds and annual campaigns), and of private family foundations, which are in a position to provide substantial amounts of money at an early stage to initiate implementation of the Commission's recommendations. Drafted

It was noted that the most important long-range funding goal is to gain strong federation support. Federations will have to be convinced of the importance of this challenge. It is anticipated that Community Action Sites will be able to demonstrate successes and encourage other communities to invest in similar approaches.



D. Personnel

It was suggested that the importance of improving compensation for Jewish education personnel be emphasized. In discussing how salaries can be addressed on a continental basis, it was suggested that increasing salaries in a Community Action Site can demonstrate the impact on the attraction and retention of quality educators. It was suggested that reference be made to developing salary standards and strategies for encouraging their use.

It was suggested that the document give a sense of our expectations concerning involvement of existing bodies and their relationships to the implementation entity and Community Action Sites.

In a discussion on the proposed scope of recommendations for personnel, it was noted that the implementation entity will review the needs with potential funders and will facilitate action and prioritize on the basis of the availability of support.

E. Community Action Sites

A question was raised about the value of defining the content of Community Action Sites. The conclusion was that various approaches to content be suggested in order to guide the implementation entity in creating sites.

Assignment

JW will suggest rewording for pages 24 and 25 to clarify the example of the supplementary school. Done

F. Implementation Entity

It was suggested that this section be made stronger by starting with a description of the mission of the entity. The description should convey the fact that the entity will be a small, catalytic institution whose method of operation will be primarily to enlist and harness expertise in accomplishing its goals. It will be a catalyst, brokering relationships among entities in order to accomplish the recommendations of the Commission. While small, it can exercise enormous influence, because of the quality of its staff and board. It was suggested that a different name be selected.

IV. Editor of Final Report and Executive Summary

Early drafts of the final report will be written by SF and AH. When the substance has been agreed upon, an editor will be asked to organize and rewrite in popular language to appeal to the lay community and educators. It is anticipated that many readers will focus solely on an executive summary, a section of the report which should be carefully written in inspirational language.

It was suggested that an editor be appointed in time to attend the February meeting.

Assignment Following discussion, it was agreed that the next step is for SF to explore the possibility of David Finn serving as editor. If it appears that he is not a candidate, SF will get his reactions to Bill Novak and Gary Rosenblatt. In addition, M. Kraar will submit materials written by Rosenblatt to MG for distribution to senior policy advisors.

V. Commissioner Interviews

Assignment It was agreed that the recommendations for the final report, as revised by senior policy advisors, should serve as the basis for conversation with commissioners. AH will develop an interview schedule, which VFL *Done* will distribute to interviewers as soon as possible.

Assignment Following is a list of commissioners to be called as soon as possible by the assigned individual to check on and encourage attendance at the February Commission meeting:

Mona Ackerman	--	SF	- <i>Ha+</i>
Mandell Berman	--	JW	- <i>yes</i> <i>No</i>
Charles Bronfman	--	SF	- <i>yes</i>
Lester Crown	--	HLZ	(invite <i>Susan</i> ) <i>yes (Susan)</i>
Eli Evans	--	HLZ	- <i>yes</i>
Alfred Gottschalk	--	SF	- <i>yes</i>
David Hirschhorn	--	SF	- <i>yes</i>
Henry Koschitzky	--	SF	- <i>undecided</i>
Mark Lainer	--	HLZ	- <i>yes</i>
Matthew Maryles	--	AH	- <i>yes</i>
Florence Melton	--	AR	- <i>yes</i>
Lester Pollack	--	AR	- <i>yes</i>
Charles Ratner	--	SH	- <i>yes</i>
Ismar Schorsch	--	AH	- <i>yes</i>
Daniel Shapiro	--	HLZ	- <i>yes</i>
Bennett Yanowitz	--	SH	- <i>yes</i>

Assignment Those assigned to make calls are asked to let VFL know the outcome as soon as possible. HLZ will review the results and recommend any further action.

VI. Outreach

Assignment A. It was noted that recent meetings with bureau directors, the Jewish press, and federation leadership were very successful. It was suggested that a few bureau directors and planners be invited to meetings at which the next draft of the Commission's recommendations would be presented. MG will consider organizing such meetings and, if they are to take place, will work with JW to implement them.



Assignment: It was suggested that D. Ariel do the same with the association of training institutions. MG will work with him to make the necessary arrangements.

B. Denomination Meetings

The following meetings have been scheduled for MLM:

1. Norman Lamm and orthodox educators--January 25
2. Ismar Schorsch and his Education Cabinet--January 26
3. Alfred Gottschalk and approximately 10 educators from the Reform movement--February 15

MLM is working on arranging meetings with Schindler and Green.

Assignment: MG will draft a proposed agenda for these meetings and review it with the appropriate senior policy advisors.

C. Plans for Outreach

MLM will meet with the local commissions in Los Angeles and in San Francisco in April. MG has been to Philadelphia. Other such meetings will be arranged as the need arises. It was noted that a file is being established for each local community and that we will keep records of correspondence and interaction with each.

- D. Communication will be stepped up with commissioners leading up to the February 14 meeting, to include research papers and a revised draft of the recommendations of the final report.

E. Publicity

Assignment: 1. AR will arrange for the JWB clipping service to clip articles on the Commission. Done

2. It was suggested that a photographer be present at the February meeting.

Assignment: 3. SF will talk with David Finn about a photographer to take photographs appropriate for inclusion in the final report.

VII. IJE Design and Director; Structure of February 14 Commission Meeting

It was agreed that these items will be discussed by senior policy advisors at their January meeting.



VIII. Upcoming Meetings

Senior policy advisors were reminded of the following scheduled meetings:

- A. Tuesday, January 23--Premier offices--tentatively set for 12:00 noon - 5:00 p.m. (SF and AH to participate through a conference call)
- B. Tuesday, February 13--JWB--pre-Commission planning--1:30 - 5:00 p.m.
- C. Wednesday, February 14--UJA/Federation--Commission--9:00 a.m. - 5:00 p.m.
- D. Thursday, February 15--JWB--post-Commission--8:30 a.m. - 12:00 noon

