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"Chronology of the Commission on Jewish Education, 1986-  
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CHRONOLOGY OF THE COMMISSION ON JEWISH EDUCATION

The Idea of a Commission

[When was the idea of the Commission first raised?]

Nov. 20, 1986           Mtg. in Cleveland: MLM, SF, HLZ, Steve Hoffman, Barry Shrage, Carol Willen (sec'y). Discussion centered on issue of shortage of qualified personnel and how a Mandel initiative could address it. An "informal, inside group" was proposed: Art Rotman (JWB), Jonathan Woocher (JESNA), Carmi Schwartz (CJF), Charles Ratner, HLZ, MLM, SF, Carol Willen. Suggested that by May 1987 a full commission be appointed. [18M]

HLZ proposed outline for the Commission's document:

- The rationale: Jewish education is the principal tool for ensuring Jewish continuity.
- Present the macro picture; list critical shortages and needs;
- Recommend ways of remedying problems.

Towards a Design Document

Jan. 12, 1987           Discussion paper prepared by AH and SF: "Senior Personnel in the Field of Jewish Education/Jewish Continuity - A Program for the Mandel Associated Foundations". Preliminary overview of the situation and the possible response. [55BM]

Jan. 22, 1987           Mtg. of "inside group" in New York.  
(get minutes from Cleveland)

Mar. 5, 1987           Meeting in Cleveland: MLM, Jack Mandel, Joseph Mandel, SF, HLZ, Steve Hoffman, Barry Shrage, Charles Ratner, Jonathan Woocher, Ann Klein, John Coleman, Carol Willen. Review of discussion paper on personnel. Discussion of composition of the Commission. SF, HLZ, Barry Shrage assigned task of writing first draft of design document, in consultation with Rotman, Schwartz and Woocher. [17M]

Apr. 1, 1987           Mtg. in Cleveland: SF, HLZ, BS, Carol Willen to discuss writing draft of the design document. Proposed composition of the Commission, proposed budget. [16M]

May 4, 1987 SF sent first draft of design document to Cleveland, plus preliminary suggestions for papers to be commissioned and possible candidates for the Commission. [51BM, 53BM]

May 6, 1987 HLZ and Carol Willen respond to SF first draft of design document. [95C]

May 10, 1987 First full draft of design document, including list of papers to be commissioned and candidates for membership on the Commission. [47BM, 50BM]

May 29, 1987 Mtg. in Cleveland to discuss design document. Proposed lay leaders for Commission discussed. (Get minutes from Cleveland.) [22C]

June 5, 1987 Design document revised; list of candidates for director of study suggested; list of candidates for Commission membership revised. [48BM]

Sept. 5, 1987 Mtg. in Cleveland: MLM, SF, AH, HLZ, HDS, VFL(Sec'y). Decision to establish two commissions: MI-NA and MI-G. Stein invited to be director of MI-NA, but declined. SF named director of MI-G. Suggested that first MI-NA meeting take place shortly after January 1988. [15M]

Oct. 20, 1987 Design document revised. [57 BM]

Nov. 9, 1987 Design document revised. [58BM]

Nov. 11, 1987 Mtg. in Cleveland: HLZ, SF, AJN, VFL, Arthur Blum, candidate for director of the Commission. Discussion of design document; AJN proposed outline for document. [names of all four candidates]

Nov. 17, 1987 Mtg. in Cleveland: MLM, SF, AH, AJN, HLZ, HDS, VFL. Review design document. Discussion of MI-NA's goals. Review of MI-G document. Timetable for MI-NA and MI-G.

Nov. 30, 1987 Design document revised.

Dec. 4, 1987 Design document revised.

Dec. 10, 1987 MLM met with Perry Davis - interview for position of Commission Director.

Dec. 14, 1987 Mtg. in Cleveland: MLM, SF, AJN, HLZ, HDS, AR, CS, DA, JW, VFL, Bennett Yanowitz. Review of design document. Discussion about choosing a director - qualiites needed, candidates. Draft letters to boards of JESNA, JWB. First mtg. of Commission tentative for March 1, 1988.

Dec. 30, 1987 SF and AH consultation with Lee Shulman, Jerusalem: the MI-NA process, potential problems. Suggestion of a MI-NA simulation. Discussion about MI-G.

Jan. 5, 1988 AJN redraft of design document.

Jan. 14, 1988 Design document revised.

Jan. 18, 1988 Design document revised.

Jan. 24, 1988 JESNA board authorized JESNA's participation in the Commission.

[How do the documents relate to the reality that was?]

#### Establishing the Commission

Feb. 4, 1988 Mtg. in Cleveland: MLM, SF, AH, AJN, HLZ, HDS, SH, JW, DA, VFL, Charles Ratner. Review of design document - final changes. Discussion about selection of Director. Discussion of Commission Memebership - should be no more than 40. Three lay leaders to every one professional. First mtg of Commission proposed for June 1, 1988. [24M]

[The "grid process"]

Feb. 25, 1988 Design document revised. [76BM]

Mar. 1, 1988 Official Launching of Commission? [107 C]  
Design document revised. [73BM]

Mar. 2, 1988 Perry Davis appointed as Commission Director. Began work immediately. [106C,75 BM]

Mar. 14...1988 Briefing PD [10PC,11PC]

Mar. 22-23, 1988 Meeting Perry - Cleveland [69BM,72 BM]

Mar. 24, 1988 Mtg. in Cleveland: MLM, SF, AH, AJN, HLZ, VL. Review of potential commission members. Concern abt. lay-professional ratio, abt. which professionals to invite. Idea of liason representation. Decision to disband larger

planning group and to name Senior Policy Advisors. (Steve Hoffman? AH?) Review of design document. [23M,25COM]

Mar. 30, 1988 Mtg. in N.Y.: MLM, PD, AR, CS, JW. "Formal Kickoff". June 23 tentative date for first meeting of Commission. Review list of Commissioners. [21M]

Apr. 6, 7 1988 Mtgs. in N.Y.: PD with JW, AR, CS to discuss an "improved design document", resources their agencies can offer, first Commission mtg.

Apr. 22, 1988 Mtg. in Cleveland: MLM, SF, AJN, HLZ, PD, VL. Selection of first 13 critical lay leader commissioners. Assignments for inviting them. Discussion of first meeting. [13M]

[when did actual inviting begin?]

Apr. 28, 1988 Draft of Commission's budget by PD. [34 BM]

#### Planning the First Meeting

May 20, 1988 Mtg. in Cleveland: MLM, AJN, HLZ, VL. Date for first meeting of Commission set for August 1. Draft of agenda. Discussion of budget, staff, PR. etc. [12M]

May 25-26, 1988 Mtg. in Cleveland: SF, AH, AJN, HLZ, VL. Discussion of goals for first mtg. Agenda, materials needed for mtg. Interviews assigned. [12M]

[when was idea of interviews suggested?]

June 6, 1988 Begin work on data sheet for first meeting. [81 C]

June 10, 1988 MLM sent letter to all Commissioners who had accepted, plus design document. [17COM]

June 15, 1988 Joe Reimer interviewed for assistant director.

June 1988 Interview Schedule for interviews of Commissioners [48I]. All commissioners interviewed during the months of June and July. [see Interview File]

June 20, 1988 Debby Hirshman interviewed for assistant director. [75C]

June 22, 1988 Joe Reimer invited to be assistant director.  
[92C]

June 26, 1988 Data paper revised. [36BM]

July 5, 1988 First draft of Two-Year Plan [98 BM]

July 6,7 1988 Meetings of Senior Policy Advisors, Cleveland:  
MLM, SF, AH, AJN, PD, VFL, JR, DA, SH.  
Logistics for Aug. 1st. Each commissioner will  
be assigned to a staff person for ongoing  
contact. Goals of first meeting, agenda.  
[39M]

July 12, 1988 AJN's letter of invitation to first meeting to  
all commissioners, along with final version of  
"Design Document to Establish the Commission  
on Jewish Education in North  
America. [162C,109BM]

July 12-14, 1988 Mtg. of Sr. Policy Advisors [get minutes from  
Cleveland] Mtg. of MLM, SF, AH [38M]

July 18, 1988 AJN mtg. with JW, N.Y. Discussion about task  
forces. [161C]

July 22, 1988 Draft of MLM's opening statement for Aug. 1st.  
[110BM]

July 26, 1988 Final draft of "selection from interviews"  
paper. [107BM]

July 31, 1988 Pre-Commission meeting in N.Y.: MLM, AJN, HLZ,  
SF, AH, JR, VL, AR, CS.

Aug. 1, 1988 First meeting of the Commission. Presentation  
of summary of interviews with commissioners  
prior to the meeting. Six central topics: the  
people who educate; clients of education;  
settings; methods; economics fo education; the  
community. Comments by Mandell Berman (CJF),  
Donald Mintz (JWB), Bennet Yanowitz (JESNA).  
Overview of current data. Discussion of  
strategies. [31M,33M]

Aug. 1, 1988 Meeting of Sr. Policy Advisors: MLM, AJN, SF,  
AH, JR, AR, HLZ, DA, VFL, PD. Debriefing on  
first meeting. [36M]

Aug. 2, 1988 Meeting of planning group: MLM, AJN, HLZ, SF,  
AH, VL, JR. Assignments made for follow-up on  
Commissioners. Master list of Commissioners

to be reviewed at every planning group mtg.  
Discussion of major themes from first mtg., MO  
for Commission, items for next Commission mtg.  
Canadian representation. Communications plan.  
[34M]

Aug. 2-15, 1988 SF, AH, AR follow-up calls to Commissioners.  
[60-64I, 151-153C]

Aug. 5-23, 1988 Letters from commissioners [124-136C, 140-142C]

Aug. 8, 1988 Draft of press release. [155C]  
(get copy of what was published)

#### Narrowing the Focus of the Commission

Aug. 21, 1988 Draft of 4-month plan for Commission. [99BM]

Aug. 22, 1988 Draft of budget for MAF in Israel. [5FI]

Sept. 6, 1988 Consultation with Mike Inbar - planning the  
approach the Commission should take. [145C]

Sept. 6, 1988 Memo on Options paper. [98BM]

Sept. 14, 1988 JR's Cautionary Note on the Personnel Agenda.  
[97BM]

Sept. 14, 1988 Suggested Norms for all Commission Documents,  
prepared by AH. [96BM]

Sept. 15, 1988 First draft of Options paper. Map (inventory)  
of elements: Personnel, Clients, Settings,  
Curriculum and Methods, the Community. [95BM]

Sept. 28, 1988 Meeting of Educators Forum: Walter Ackerman,  
Barry Chazan, Alan Hoffmann, Barry Holtz,  
Avraham Infeld, Debbie Meline, David Resnick,  
SF, AH. Discussion of how to choose options on  
which to focus, criteria; the inventory. [29M]

Oct. 1, 1988 Second draft of Options paper with decision  
matrix. [80BM]

Oct. 4, 1988 Draft proposal of Case Studies of Outstanding  
Programs in Jewish Education. [92BM]

Oct. 4, 1988 Two Year Plan [90BM]

Oct. 10, 1988 Meeting of the Planning Group: MLM, AJN, SF,  
AH, VFL, HLZ. Discussion: Canadian  
representation, contact with commissioners,  
options paper, agenda for December 13th [28M]

Oct./Nov. 1988 Writing of the individual options papers by JR, SF, AH, HLZ, Barry Holtz, with input from commissioners and members of Educators Forum. [see Options File]

Oct. 12, 1989 Meeting of the Senior Policy Advisors: MLM, AJN, SF, AH, VFL, JR, DA, AR, HDS, JW, HLZ, Rachel Gubitz. Discussion: Options paper, agenda for Dec. 13th, outreach to constituencies, vision and case study papers. [26M]

Oct. 14, 1989 Meeting of Commission Educators, Boston: AJN, SF, AH, JW, Jack Beiler, Josh Elkin, Sara Lee, Alvin Schiff, Barry Shrage. Discussion of Options paper, inventory, criteria for choosing options, task forces. [30M]

Oct. 26, 1988 Interview schedule for interview of commissioners prior to second meeting of the Commission. [26I]

Oct. 27, 1988 Meeting of Educators' Forum, Jerusalem: Walter Ackerman, Barry Chazan, Sol Greenfield, Sam Heilman, Barry Holtz, Alan Hoffmann, Zeev Mankowitz, David Resnick, Menachem Revivi, Don Sher, Jonathan Kestenbaum, SF, AH. Discussion of options, background materials for December 13th. [2M]

Nov. 16, 1988 Meeting of Steering Committee: MLM, HLZ, AJN, VFL. Discussion of possible task forces, final report. Letterhead approved.

Nov. 25, 1988 Background materials for the meeting of December 13th. [1BM]

Nov. 30, 1988 Memorandum on Task Force, agenda for Dec. 13th. [2C]

Dec. 8, 1988 Meeting of the Planning Group: MLM, AJN, SF, AH, JR, HDS, HLZ, VFL, Rachel Gubitz. Preparing for Dec. 13th. [10M]

Dec. 13, 1988 Second meeting of the Commission, Offices of UJA/Federation, New York. Narrowing the focus of the Commission: distinction between programmatic and enabling options; decision to focus on personnel and the community. [6M]

Dec. 14, 1988 Meeting of the Senior Policy Advisors: MLM, AJN, SF, AH, JR, VFL, HDS, HLZ, DA, SH, CS, Rachel Gubitz. Debriefing on third meeting: goal of developing a clearer focus



accomplished. Preliminary discussion of final report and "life after the Commission." Need for research, as expressed by the Commission, raised. [7M]

Dec. 19, 1988 Meeting of MLM, AJN, SF, AH: Staff tasks - planning for the third meeting. [24BM]

From Theory to Application: Developing Strategies

Jan. 3, 1989 Strategies for outreach to formal and informal educational institutions. [21BM]

Jan. 10, 1989 JR literature search on "demonstration centers": problems of limited energy, difficult to replicate. [198BM] Literature search on educational personnel. [197BM]

Jan. 17, 1989 Preliminary research plan in preparation of the third meeting of the Commission. [196BM]

Jan. 27, 1989 Five Month Plan - from second to third Commission meeting. [184BM]

Jan. 30, 1989 Suggestions for a mechanism for implementation. [192BM]

Feb. 1, 1989 Consultation with Mike Inbar, SF, AH. Discussion of the notions of a "prototype" and "workshop" for developing a demonstration project. [70I]

Feb. 7-9, 1989 Meeting of the Planning Group: MLM, SF, AH, VFL, AJN, JR, HDS, HLZ, Rachel Gubitz. Discussion of PR/Outreach; development of five-month plan; presentation of the instrumentality for implementation. [187BM, 50M]

Feb. 22, 1989 Meeting of the Public Relations Committee: MLM, AJN, VFL, Paula Berman Cohen, Stephen Hoffman, David Ariel, Charles Ratner. [208C]

Feb. 23, 1989 MLM's memo to SF: Suggestions for the II unit. [139BM]

Mar. 2, 1989 AJN trip to Boston: meetings with JR, Barry Shrage, members of Brandeis Faculty. [202C]

Mar. 7-10, 1989 Consultation in Jerusalem: SF, AH, AJN, JR. Objectives: building a team; clarification of

the ii concept; preliminary outline for final report. [53M, 176BM, 195C, 193C]

Mar. 15, 1989 Draft of Commission brochure [172BM]

Mar. 13, 1989 Consultation with Mike Inbar: implementation; director for the ii. [15PC]

Mar. 21, 1989 JR's memo on commissioning papers. [185C]

Mar. 29, 1989 Meeting of the Planning Group: MLM, SF, AH, VFL, AJN, JR, HDS. ii paper reviewed. Decided on the terminology "initiatives for Jewish education" and "community action sites". [68M]

March 29, 1989 "A Mechanism for Initiatives in Jewish Education," by SF and AH (in Cleveland) - revised version of ii paper, reflecting comments of the planning group. [205BM]

March 30, 1989 Meeting of Senior Policy Advisors: MLM, SF, AH, VFL, AJN, JR, HDS, DA, SH, AR, JW. IJE paper reviewed. Issue of denominations, PR discussed. Paula Berman Cohen hired to coordinate PR efforts; committee established. (Regional meetings to be chaired by CRB and Crown were scheduled for April but later cancelled.) [69M]

Apr. 5, 1989 Consultation with Commission Educators, N.Y. Discussion of enabling options; assumptions about the field; working through CAS. [145BM]

Apr. 12, 1989 Interview schedule for interviews with commissioners toward the third meeting prepared. [203BM] Interviews began.

Apr. 13, 1989 MLM's memo to SF concerning possible outcomes of the Commission: IJE; CAS; Building the Profession; Federation as a key; N. American Support System; Implementation of Programmatic Options; Research. [219C]

Apr. 27, 1989 Draft of a public relations brochure prepared.

Apr. 28, 1989 Memo by JR on papers that should be commissioned for the final report. [220C]

Apr. 30, 1989 Educators Forum in Jerusalem

May 2, 1989 Planning for the third meeting of the Commission. Desired outcomes: endorsement of the IJE concept, more active participation of

commissioners. [214C]

May 7, 1989 Meeting of the Planning group: MLM, SF, VFL, AJN, JR, HDS, HLZ. Discussion about need to more actively involve JWB, CJF and JESNA leadership. Agenda for June 14th. [63M]

May 11, 1989 AH's consultation with Mike Inbar re: research needed prior to launching IJE, and the imbalance between planning and implementation. [64M]

May 12, 1989 Outreach strategies developed by AJN for contact with CAJE, CJF, JESNA, Bureau Directors Fellowship, Conference of Jewish Communal Service, Federation Planners. [223C]

May 14, 1989 Meeting of MLM, SF, AH in Jerusalem. [200BM]

May 15, 1989 "A Roadmap to the Denominations and Their Key Players in Jewish Education," prepared by Jonathan Woocher. [201BM]

May 16, 1989 Revised proposal by JR for commissioning papers. [221C]

May 25, 1989 Planning Meeting: MLM, HLZ, VFL, AJN. Agenda for June 14th discussed.

May 31, 1989 "Federation-led Community Planning for Jewish Education, Identity and Continuity," prepared by Joel Fox as an appendix to the progress report of June 14th. [216BM]

June 1, 1989 "Community Organization for Jewish Education: Leadership, Finance and Structure," prepared by HLZ as an appendix to the progress report of June 14th. [215BM]

June 6, 1989 Meeting of Steering Committee: MLM, SF, AJN, JR, HLZ, HDS, VFL. Planning for June 14th; assignments to small groups. Decision to merge Planning Group and Steering Committee, to be called the Commission Steering Committee and to include: MLM, SF, AH, SH, VFL, AJN, JR, HDS, HLZ. [83M]

June 14, 1989 Fourth meeting of the Commission, Herew Union College, N.Y. Small group discussions (led by CRB, ELR, DH). Presentation of possible strategies for action; endorsement of the Community Action Site concept and need for continuing mechanism. [code of minutes?]

June 15, 1989 Meeting of the Senior Policy Advisors, NY -

debriefing on June 14th meeting. [74M]

Undertaking a Research Program

June 26, 1989 Consultation on Data and Research, Jerusalem: SF, AH, Isa Aron, Hannan Alexander, Jack Beiler, Aryeh Davidson, Alan Hoffmann, Jonathan Woocher, Joe Lukinsky. [72M]

July 3, 1989 Draft of outline of final report and research design prepared by SF and AH. [230,231 BM]

July 5, 1989 Meeting of Steering Committee, Cleveland: MLM, JR, HLZ, HDS, SH, VFL. Outline of final report reviewed; approval of structure. Research design reviewed; process for writing papers developed. Sara Lee identified as liason with CAJE. Mark Gurvis appointed to assist HLZ. [242BM]

July 5, 1989 SF and AH addressed members of the CJF Planners Mission in Jerusalem. [238BM]

July 11, 1989 Isa Aron submitted four research proposals: Teaching as a Profession; Analysis of Teacher Census Data; Information-Gathering in the Area of Personnel; "Snapshots" of Exemplary Practice. [262C]

July 19, 1989 Aryeh Davidson submitted research proposal: The Professional Training of Jewish Educators on the United States. (later revised) [328C]

July 1989 Walter Ackerman submitted research proposal: The Structure of Jewish Education in the U.S. [263BM]

July 19, 1989 AH spoke with Betsy Katz re: CAJE's involvement in completion of the options papers. [244BM]

July 20, 1989 Expanded version of research design, prepared by AH. [244BM]

July 23, 1989 Revised version of outline of final report, prepared by SF and AH.

July 26, 1989 Joe Reimer's submitted research proposal: Synagogues as a context for Jewish education. [264BM]

July 30, 1989 Meeting of the Senior Policy Advisors: MLM, SF, HLZ, VFL, HDS, JR, JW, SH, AR, Mark Gurvis, Martin Kraar. Discussion of outline of

final report, research design and papers to be commissioned. Suggestion of combining some of the options in order to complete the writing of the options papers. Issue of funding/family foundations raised. [80M]

July 1989 "Federation - Agency Relationships in Jewish Education," prepared by Jonathan Woocher and Bennet Yanowitz. [272BM]

July 30, 1989 Materials prepared by Sara Lee to be used at the CAJE conference: questionnaires to participants; interview schedule for group facilitators. [246,247BM]

Aug. 15, 1989 CAJE Conference. Meeting on Research: SF, AH, Mark Gurvis, Isa Aron, Aryeh Davidson, Hannan Alexander, Josh Elkin, Alvin Schiff, David Ariel. Discussion of research to be commissioned for final report.

Aug. 15, 1989 MLM's address to the CAJE Conference. Reactions by Elkin and Lee. Small group discussions. [270BM,337C]

Aug. 16, 1989 Meeting with CAJE leadership to discuss CAJE's relationship with the Commission and the possibility of CAJE undertaking completion of option papers. SF, AH, MG, Betsy Katz, Elliot Spack, Ron Reynolds, Sara Lee, Alvin Schiff, Paul Flexner, Roberta Goodman. [86M]

#### Toward a Plan of Action

Aug. 22, 1989 Recap of current thinking - memo from AH to SF in preparation of meeting of senior policy advisors and meeting of Oct. 23rd. Detailed workplan: complete research program; write final report; develop funding; operationalize IJE and CAS. [362C]

Aug. 24, 1989 Meeting of Senior Policy Advisors: MLM, SF, AH, MG, JR, HLZ, HDS, VFL, JW, SH, AR. Discussion of desired outcomes of the Commission: an action plan, with content for it (a research plan) and a final report leading to recommendations on community, personnel and implementation. Agenda for Oct. 23rd discussed. [87M]

Aug. 30, 1989 Interview schedule for interviews with commissioners toward the fourth meeting of the Commission prepared. Interviews began. [45COM]

Sept. 9, 1989            Status Report on Research Program [269M]

Sept. 13, 1989    MG met with Federation Planners at CJF  
Quarterly. Issues of community process,  
evaluation/research raised. Planners see  
federations as crucial in developing CAS.  
[352C]

Sept. 1989            MLM meeting with CRB re: funding. [350C]

Sept. 20, 1989    Draft of "From Decision to Implementation: A  
Plan for Action," with revised research design  
as appendix, prepared by SF and AH for fourth  
meeting of the Commission. [43BM]

Sept. 21, 1989       CAJE's proposal to undertake the writing of  
several options papers. [197C]

Sept. 28, 1989       Freelance writer hired for PR. [361C]

Oct. 16, 1989       Preliminary job description for director of  
the IJE.

Oct. 1989            MLM meeting with Lester Crown re: funding.

Oct. 23, 1989       Fourth meeting of the Commission

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Chronology of CJENA, cont. (from Debbie's work)

October 1989	"Appendix 1--Work in Progress: Research Design" (sent from VFL to commissioners in Jan., 1990)
Oct. 12, 1989	"My Research Paper: An Introduction" from Reimer to AH (2 pages)
Oct. 31, 1989	AH/SF to Gurvis on the format of Dec. 4/5 meeting
Nov. 1989	"Suggestions by commissioners from the 4th meeting (Taken from the tapes)"
Nov. 1, 1989	Minutes of Oct. 24 SPA meeting issued
Nov. 2, 1989	Gurvis letter to Betsy Katz and Eliot Spack (CAJE) re their helping the commission
Nov. 2, 1989	Gallup info sent from them to Caroline
Nov. 6, 1989	Commission-related assignments resulting from SPA meeting (VFL originator)
Nov. 6, 1989	Gurvis to AH correspondence on "programmatic agenda" assignment
Nov. 6, 1989	AH to Gurvis on "programmatic agenda" assignment with his CAJE leadership conversations
Nov. 8, 1989	Commission "progress report" document (of Oct. 23 meeting) sent out to participants
Nov. 9, 1989	Minutes of Oct. 23 meeting drafted by HLZ
Nov. 9, 1989	Preparations for researcher meeting in Cleveland, Dec. 5/6 (cover letter and list of probable participants)
Nov. 15, 1989	Proposal "The Satisfaction of Teachers in Jewish Schools: The Case of Los Angeles" from Hanan Alexander to SF
Nov. 16, 1989	Thank you letter from AH to Isa Aron re her paper (which will be given to researchers now)
Nov. 16, 1989	Memo from Reimer to AH, SF, Gurvis on meeting at GA with E. Spack and B. Katz
Nov. 22, 1989	Lipset to AH letter with questions useful for analysis of American Jew's behavior (for

Gallup)

Nov. 22, 1989	Reimer to SF and AH: The Synagogue as a Context for Jewish Education (preliminary)
Nov. 22, 1989	Document: "The Relationship between Jewish Education and Jewish Continuity: Studies/Materials on the Effectiveness of Jewish Education" (bibliography)
Nov. 24, 1989	Aryeh Davidson: preliminary report on the Preparation of Jewish Educators in North America
Nov. 26, 1989	"A Decade for Renewal" sent from SF and AH to HLZ (for SPA meeting Dec. 6)
Nov. 30, 1989	Rabbi Corson and SF scheduled to meet
Dec. 4/5, 1989	Meeting of Researchers at JCF-Cleveland CAJE consultation on programmatic agenda at JCF/Cleveland (see file "Options")
Dec. 6, 1989	SPA meeting in Cleveland
Dec. 13, 1989	Reimer comments on A Decade of Renewal
Dec. 13, 1989	CJF Approved Questionnaire: Jewish Education Module (unrelated to Commission)
Dec. 18, 1989	SPA Dec. 6 meeting minutes issued
Dec. 18, 1989	Commission Assignments resulting from SPA meeting (VFL originator)
Dec. 18, 1989	Suggested Interview Schedule from VFL to SPAs
Dec. 27, 1989	Consultation on Informal Education with B. Reisman at JWB (NY)
Jan. 3, 1990	Report on interview with Stuart Eizenstat, by Art Rotman
Jan. 9, 1990	Draft Proposal for a North American Jewish Teachers Corps sent from Gurvis to SPA
Jan. 10, 1990	Notes on meeting with Alvin Schiff, prepared by Joseph Reimer
Jan. 10, 1990	Interview with John Colman, by HLZ
Jan. 10, 1990	Notes on meeting with David Dubin, prepared by Jonathan Woocher
Jan. 16, 1990	Suggested format for 5th Commission meeting



(AH to Ginny)

Jan. 16, 1990	Revised draft of document for Commission meeting of Feb. 14 sent to HLZ
Jan. 16, 1990	Interview with Daniel Shapiro, by Art Rotman
Jan. 18, 1990	Format of research papers considered (fax from Debbie to Ginny)
Jan. 19, 1990	Proposed agenda for Feb. 14, 1990 CJENA meeting
Jan. 19, 1989	From Ron Reynolds to Gurvis: reports furnished to Roberta Reynolds and Ron Reynolds by members of the five working groups. (see end of MINA RESEARCH 3 file for details)
Jan. 22, 1990	Proposed agenda for SPA meeting, Jan. 23
Jan. 22, 1990	Notes on meeting with Maurice Corson, prepared by Jonathan Woocher
Jan. 23, 1990	SPA meet in Cleveland
Jan. 23, 1990	Possible Quotes to be Included in the Final Report (Debbie's work, quotes/10mn-w)
Jan. 24, 1990	Notes on meeting with Carol Ingall (JR:ls)
Jan. 24, 1990	Notes on meeting with Mandell Berman, prepared by Jonathan Woocher
Jan. 25, 1990	MLM meets with Orthodox Jewish Educators convened by Norman Lamm--Yeshiva University
Jan. 25, 1990	HLZ pages on Community and Funding for report
Jan 25, 1990	Letter from Finn to HLZ on outlook of final report, budget, etc. (3 pages)
Jan. 26, 1990	MLM meets with Conservative Jewish Education Cabinet convened by Ismar Schorsch--Jewish Theological Seminary
Jan. 26, 1990	Notes on meeting with Lester Pollack, prepared by Jonathan Woocher
Jan. 29, 1990	Final draft of background materials for 5th commission meeting sent by SF/AH to HLZ/VFL
Feb. 2, 1990	Minutes of Jan. 23 SPA meeting in Cleveland
Feb. 5, 1990	MLM Remarks--CJENA Fifth Meeting, Feb. 14, 1990

Feb. 6, 1990 Memo to MLM from Alvin Schiff: Personnel and Communal Financial Support are the Twin Major Challenges (Enabling Options) in Jewish Education in North America

Feb. 8, 1990 SF and I. Scheffler meet--three transcribed tapes on Jewish education and Jewish continuity result

Feb. 14, 1990 Meeting with foundation principals who are also commissioners (with MLM)

Feb. 14, 1990 Fifth Commission meeting, NY

Feb. 15, 1990 SPA meeting

Feb. 15, 1990 MLM meets with Reform Jewish educators, convened by Alfred Gottschalk--HUC

Feb. 20, 1990 Letter from Finn to AH/SF re: budget expectations of report, what will and will not be billed, etc.

Feb. 21, 1990 FAX from Gurvis to SPAs on protocol of re search paper reviews (Aron and Davidson distributed already)

Feb. 22, 1990 AH to Gurvis-- The Commission's Research Program: Status Report and Assignments

Feb. 23, 1990 Minutes of Feb.14 meeting issued

Feb. 23, 1990 Draft of Feb.15 SPA meeting minutes

Feb. 25, 1990 Long FAX (14 pages) from AH to David Finn about the final report--response to Finn's questions of Feb. 21

Feb. 26, 1990 Memo to AH from Gurvis on Aron and Davidson papers and update on Reisman paper

Feb. 26, 1990 Letter updating budget projections from Finn to HLZ

Feb. 28, 1990 Update of "Community Organization for Jewish Education" (Zucker) sent to SPAs for review

March 1990 SF meets with Eli Evans (report in "Commissioners 1.90" file

March 1, 1990 "Community Organizations for Jewish Education: Leadership, Finance, Structure" by HLZ, draft

March 2, 1990 Minutes of Feb. 14 Commission meeting dis-

tributed

March 2, 1990	Minutes of Feb. 15 SPA meeting issued
March 2, 1990	Gurvis memo to Finn on Community Planning in Jewish Education
March 6, 1990	FAX from Ginny with: Minutes of Feb.14 Commission meeting, cover letter that went with minutes, minutes of Feb.15 SPA meeting.
March 7, 1990	Long memo to Finn from SF on Commission, goals, explanations, clarifications, etc.
March 8, 1990	Reimer memo to Gurvis re: CAJE Field Notes
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and acknowledgments--not detailed here; also, has various and  
sundry commissioner comments from Oct. 1990--not detailed here)  
MINA FINAL REPORT  
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{chron}


Chronology of CJENA, cont. (from Debbie's work)


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Nov. 8, 1989 Commission "progress report" document (of Oct. 23 meeting) sent out to participants

 Nov. 9, 1989 Minutes of Oct. 23 meeting drafted by HLZ

Nov. 9, 1989 Preparations for researcher meeting in Cleveland, Dec. 5/6 (cover letter and list of probable participants)

 Nov. 15, 1989 Proposal "The Satisfaction of Teachers in Jewish Schools: The Case of Los Angeles" from Hanan Alexander to SF

Nov. 16, 1989 Thank you letter from AH to Isa Aron re her paper (which will be given to researchers now)

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Nov. 22, 1989 Lipset to AH letter with questions useful for analysis of American Jew's behavior (for

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Education and Jewish Continuity:  
Studies/Materials on the Effectiveness of  
Jewish Education" (bibliography)

Nov. 24, 1989 Aryeh Davidson: preliminary report on the  
Preparation of Jewish Educators in North  
America

Nov. 26, 1989 "A Decade for Renewal" sent from SF and AH to  
HLZ (for SPA meeting Dec. 6)

Nov. 30, 1989 Rabbi Corson and SF scheduled to meet

? \*) Dec. 4/5, 1989 Meeting of Researchers at JCF-Cleveland  
CAJE consultation on programmatic agenda at  
JCF/Cleveland (see file "Options")

Dec. 6, 1989 SPA meeting in Cleveland

Dec. 13, 1989 Reimer comments on A Decade of Renewal

Dec. 13, 1989 CJF Approved Questionnaire: Jewish Education  
Module (unrelated to Commission)

Dec. 18, 1989 SPA Dec. 6 meeting minutes issued

Dec. 18, 1989 Commission Assignments resulting from SPA  
meeting (VFL originator)

Dec. 18, 1989 Suggested Interview Schedule from VFL to SPAs

Dec. 27, 1989 Consultation on Informal Education with B.  
Reisman at JWB (NY)

Jan. 3, 1990 Report on interview with Stuart Eizenstat, by  
Art Rotman

Jan. 9, 1990 Draft Proposal for a North American Jewish  
Teachers Corps sent from Gurvis to SPA

Jan. 10, 1990 Notes on meeting with Alvin Schiff, prepared  
by Joseph Reimer

Jan. 10, 1990 Interview with John Colman, by HLZ

Jan. 10, 1990 Notes on meeting with David Dubin, prepared  
by Jonathan Woocher

Jan. 16, 1990 Suggested format for 5th Commission meeting



(AH to Ginny)

Jan. 16, 1990	Revised draft of document for Commission meeting of Feb. 14 sent to HLZ
Jan. 16, 1990	Interview with Daniel Shapiro, by Art Rotman
Jan. 18, 1990	Format of research papers considered (fax from Debbie to Ginny)
Jan. 19, 1990	Proposed agenda for Feb. 14, 1990 CJENA meeting
Jan. 19, 1989	From Ron Reynolds to Gurvis: reports furnished to Roberta Reynolds and Ron Reynolds by members of the five working groups. (see end of MINA RESEARCH 3 file for details)
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Jan 25, 1990	Letter from Finn to HLZ on outlook of final report, budget, etc. (3 pages)
Jan. 26, 1990	MLM meets with Conservative Jewish Education Cabinet convened by Ismar Schorsch--Jewish Theological Seminary
Jan. 26, 1990	Notes on meeting with Lester Pollack, prepared by Jonathan Woocher
Jan. 29, 1990	Final draft of background materials for 5th commission meeting sent by SF/AH to HLZ/VFL
Feb. 2, 1990	Minutes of Jan. 23 SPA meeting in Cleveland
Feb. 5, 1990	MLM Remarks--CJENA Fifth Meeting, Feb. 14, 1990

Feb. 6, 1990	Memo to MLM from Alvin Schiff: Personnel and Communal Financial Support are the Twin Major Challenges (Enabling Options) in Jewish Education in North America
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Feb. 14, 1990	Meeting with foundation principals who are also commissioners (with MLM)
Feb. 14, 1990	Fifth Commission meeting, NY
Feb. 15, 1990	SPA meeting
Feb. 15, 1990	MLM meets with Reform Jewish educators, convened by Alfred Gottschalk--HUC
Feb. 20, 1990	Letter from Finn to AH/SF re: budget expectations of report, what will and will not be billed, etc.
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Dear Annette:

This includes all of the files specified at the end. It seems to me that some research papers are still missing--wierd, since I went through all of the tikim. I still want to go through the ominous piles in the kitchen--perhaps that will supplement what is missing.

Alissa  
24.1.91

{chron}

Chronology of CJENA, cont. (from Debbie's work)

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(AH to Ginny)

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Dec. 18, 1989 SPA Dec. 6 meeting minutes issued

Dec. 18, 1989 Commission Assignments resulting from SPA meeting (VFL originator)

Dec. 18, 1989 Suggested Interview Schedule from VFL to SPAs

Dec. 27, 1989 Consultation on Informal Education with B. Reisman at JWB (NY)

Jan. 3, 1990 Report on interview with Stuart Eizenstat, by Art Rotman

Jan. 9, 1990 Draft Proposal for a North American Jewish Teachers Corps sent from Gurvis to SPA

Jan. 10, 1990 Notes on meeting with Alvin Schiff, prepared by Joseph Reimer

Jan. 10, 1990 Interview with John Colman, by HLZ

Jan. 10, 1990 Notes on meeting with David Dubin, prepared by Jonathan Woocher

Jan. 16, 1990 Suggested format for 5th Commission meeting

(AH to Ginny)

Jan. 16, 1990	Revised draft of document for Commission meeting of Feb. 14 sent to HLZ
Jan. 16, 1990	Interview with Daniel Shapiro, by Art Rotman
Jan. 18, 1990	Format of research papers considered (fax from Debbie to Ginny)
Jan. 19, 1990	Proposed agenda for Feb. 14, 1990 CJENA meeting
Jan. 19, 1989	From Ron Reynolds to Gurvis: reports furnished to Roberta Reynolds and Ron Reynolds by members of the five working groups. (see end of MINA RESEARCH 3 file for details)
Jan. 22, 1990	Proposed agenda for SPA meeting, Jan. 23
Jan. 22, 1990	Notes on meeting with Maurice Corson, prepared by Jonathan Woocher
Jan. 23, 1990	SPA meet in Cleveland
Jan. 23, 1990	Possible Quotes to be Included in the Final Report (Debbie's work, quotes/10mn-w)
Jan. 24, 1990	Notes on meeting with Carol Ingall (JR:ls)
Jan. 24, 1990	Notes on meeting with Mandell Berman, prepared by Jonathan Woocher
Jan. 25, 1990	MLM meets with Orthodox Jewish Educators convened by Norman Lamm--Yeshiva University
Jan. 25, 1990	HLZ pages on Community and Funding for report
Jan 25, 1990	Letter from Finn to HLZ on outlook of final report, budget, etc. (3 pages)
Jan. 26, 1990	MLM meets with Conservative Jewish Education Cabinet convened by Ismar Schorsch--Jewish Theological Seminary
Jan. 26, 1990	Notes on meeting with Lester Pollack, prepared by Jonathan Woocher
Jan. 29, 1990	Final draft of background materials for 5th commission meeting sent by SF/AH to HLZ/VFL
Feb. 2, 1990	Minutes of Jan. 23 SPA meeting in Cleveland
Feb. 5, 1990	MLM Remarks--CJENA Fifth Meeting, Feb. 14, 1990

Feb. 6, 1990	Memo to MLM from Alvin Schiff: Personnel and Communal Financial Support are the Twin Major Challenges (Enabling Options) in Jewish Education in North America
Feb. 8, 1990	SF and I. Scheffler meet--three transcribed tapes on Jewish education and Jewish continuity result
Feb. 14, 1990	Meeting with foundation principals who are also commissioners (with MLM)
Feb. 14, 1990	Fifth Commission meeting, NY
Feb. 15, 1990	SPA meeting
Feb. 15, 1990	MLM meets with Reform Jewish educators, convened by Alfred Gottschalk--HUC
Feb. 20, 1990	Letter from Finn to AH/SF re: budget expectations of report, what will and will not be billed, etc.
Feb. 21, 1990	FAX from Gurvis to SPAs on protocol of research paper reviews (Aron and Davidson distributed already)
Feb. 22, 1990	AH to Gurvis-- The Commission's Research Program: Status Report and Assignments
Feb. 23, 1990	Minutes of Feb.14 meeting issued
Feb. 23, 1990	Draft of Feb.15 SPA meeting minutes
Feb. 25, 1990	Long FAX (14 pages) from AH to David Finn about the final report--response to Finn's questions of Feb. 21
Feb. 26, 1990	Memo to AH from Gurvis on Aron and Davidson papers and update on Reisman paper
Feb. 26, 1990	Letter updating budget projections from Finn to HLZ
Feb. 28, 1990	Update of "Community Organization for Jewish Education" (Zucker) sent to SPAs for review
March 1990	SF meets with Eli Evans (report in "Commissioners 1.90" file
March 1, 1990	"Community Organizations for Jewish Education: Leadership, Finance, Structure" by HLZ, draft
March 2, 1990	Minutes of Feb. 14 Commission meeting dis-

tributed

March 2, 1990	Minutes of Feb. 15 SPA meeting issued
March 2, 1990	Gurvis memo to Finn on Community Planning in Jewish Education
March 6, 1990	FAX from Ginny with: Minutes of Feb.14 Commission meeting, cover letter that went with minutes, minutes of Feb.15 SPA meeting.
March 7, 1990	Long memo to Finn from SF on Commission, goals, explanations, clarifications, etc.
March 8, 1990	Reimer memo to Gurvis re: CAJE Field Notes
March 9, 1990	Memo to Gurvis from Woocher: Reaction to "Field Notes"
March 13, 1990	SPA Reactions to CAJE Material (memo to AH from Gurvis)
March 13, 1990	Draft of cover letters for research papers (from Mark Gurvis)
March 19, 1990	Gurvis to Woocher correspondence of March 9 re: Field Notes
March 19, 1990	Aron paper ready for publication
March 20, 1990	"Community Organizations for Jewish Education" by HLZ revised
March 22, 1990	SPA and staff assignments sent from VFL to SF/AH
March 23, 1990	Proposal to Commission (via SF) from Wilstein Institute of Univ. of Judaism
March 23, 1990	Ginny memo to SF, AH, Gurvis of March 22 phone conversation (updating, assignments)
March 23, 1990	Memo to MLM from Gurvis and Ginny re research reports (duplicating and binding costs)
May 1990	Joseph Reimer, "The Great Family Debate: Implications for Jewish Education" (sent to SPAs on July 3, 1990)
May 9, 1990	Proposed agenda for May 11 teleconference prepared by VFL and distributed to SPAs
May 11, 1990	Senior Policy Advisors Teleconference minutes issued by VFL (telecon on the 11th)

May 15, 1990	J. Reimer sends AH and SF "expanded version" of paper "The Synagogue as Context for Jewish Education"
May 20, 1990	AH memo to Gurvis re report order form
June 1990	Joseph Reimer, "What We Know About Jewish Family Education" (sent to SPAs on July 3, 1990)
June 1, 1990	Background materials for sixth Commission meeting distributed to Commissioners with letter from MLM
June 8, 1990	Mission Statement by Prof. Isadore Twersky
June 11, 1990	SPA meeting
June 12, 1990	Sixth/final meeting of CJENA (at AJC, NY)
June 12, 1990	Meeting with MLM and Lipset re: the involvement in analysis of CJF population survey (minutes issued July 15: AH to VFL)
June 13, 1990	SPA meeting (did it ever take place?)
June 22, 1990	From Lipset (Wilstein Institute of U. of Jud.) to AH: Proposal [to SF and MLM] to fund a "Utilization Conference" and Analysis of the Data from the 1990 Jewish National Population Survey under the auspices of the Wilstein Institute of Jewish Policy Studies at the University of Judaism
June 27, 1990	Minutes of June 12 Commission meeting distributed by VFL
July 1990	Time-Line, Planning and M.O.--April 1 to December 31, 1990
July 5, 1990	Minutes of June 12 meeting issued
July 6, 1990	Meeting with Dr. I. Schorsch in Jerusalem (with MLM, HLZ, SHH, AH--minutes issued my AH July 8)
July 16, 1990	Letters to L. Schipper, H. Schulweis, and I. Zeldin from MLM that their names being removed from list of commissioners due to meetings absense
Aug. 7, 1990	Letter from MLM to commissioners on Nov. 8 plans
Aug. 15, 1990	Memo from HLZ to MLM, SHH, SF re: Funding



## Responsibility of the CIJE

Sept. 4, 1990	Short memo from MLM to Commissioners and SPAs re date and time of Nov. 8 meeting
Sept. 16, 1990	SPA meeting in NY (minutes issued 19th)--telecon to AH/SF and Finn
Sept. 18, 1990	Date of letter sent from MLM to commissioners with final draft of final report to review (telephone contacts ensue over the next few weeks)
Sept. 23, 1990	Reimer paper sent to Ginny to print
Sept. 24, 1990	(First) proposed order form for reports sent to SHH from AH
October 1990	Joseph Reimer, "The Synagogue as a Context for Jewish Education"
Oct. 19, 1990	Rabbi Joshua Fishman (Torah Umesorah) letter to SHH re exclusion of right-orthodox and his general opinions
Oct. 23, 1990	CIJE Steering Committee Teleconference
Oct. 24, 1990	Minutes (VFL) of CIJE Steering Committee Teleconference issued
Oct. 29, 1990	Final list of invitees for Nov. 8 meeting (VFL FAX to SF)
Oct. 31, 1990	Memo to 14 from SHH re Nov. 8 press conference in NY
Nov. 7, 1990	CJENA Planning Meeting, NY
Nov. 8, 1990	Closing CJENA meeting; press conference; presentation of final report, <u>A Time to Act</u> ; NY
Nov. 13, 1990	Draft of minutes of Nov. 8 commission meeting
Nov. 20, 1990	AH Nov. 8 speech transcribed--sent from VFL

taken from files:

MINA 27  
MINA 30  
MINA 1-90  
MINA 2-90  
MINA 4-90

MINA 3  
MINA 4  
MINA RESEARCH 1  
MINA RESEARCH 2  
MINA RESEARCH 3  
MINA RESEARCH 4 (has drafts and redrafts of final report--not detailed here; also, comments on research papers)  
MINA RESEARCH 5 (has drafts and redrafts of final report-- not detailed here)  
MINA RESEARCH 6 (has many final report drafts, especially preface and acknowledgments--not detailed here; also, has various and sundry commissioner comments from Oct. 1990--not detailed here)  
MINA FINAL REPORT  
JOE REIMER  
COMMISSIONERS 1.90  
INTERVIEWS 1990  
NOVEMBER 8, 1990  
MINA RESEARCH 7 (nothing above--mostly general correspondences, Nov. 8 related, and transition to CIJE matters)  
COMMISSIONERS--CONTACTS WITH, '89  
FINN DEC. '89-MAY '90 (has many drafts and redrafts of report, not detailed here)  
FINN 20.5.90-31.7.90 (has many drafts and redrafts of report, not detailed here)  
FINN 1.8.90- (has many drafts and redrafts of report, not detailed here)

CHRONOLOGY OF THE COMMISSION ON JEWISH EDUCATION

The Idea of a Commission

[When was the idea of the Commission first raised?]

Nov. 20, 1986      Mtg. in Cleveland: MLM, SF, HLZ, Steve Hoffman, Barry Shrage, Carol Willen (sec'y). Discussion centered on issue of shortage of qualified personnel and how a Mandel initiative could address it. An "informal, inside group" was proposed: Art Rotman (JWB), Jonathan Woocher (JESNA), Carmi Schwartz (CJF), Charles Ratner, HLZ, MLM, SF, Carol Willen. Suggested that by May 1987 a full commission be appointed. [18M]

HLZ proposed outline for the Commission's document:

- The rationale: Jewish education is the principal tool for ensuring Jewish continuity.
- Present the macro picture; list critical shortages and needs;
- Recommend ways of remedying problems.

Towards a Design Document

Jan. 12, 1987      Discussion paper prepared by AH and SF: "Senior Personnel in the Field of Jewish Education/Jewish Continuity - A Program for the Mandel Associated Foundations". Preliminary overview of the situation and the possible response. [55BM]

Jan. 22, 1987      Mtg. of "inside group" in New York. (get minutes from Cleveland)

Mar. 5, 1987      Meeting in Cleveland: MLM, Jack Mandel, Joseph Mandel, SF, HLZ, Steve Hoffman, Barry Shrage, Charles Ratner, Jonathan Woocher, Ann Klein, John Coleman, Carol Willen. Review of discussion paper on personnel. Discussion of composition of the Commission. SF, HLZ, Barry Shrage assigned task of writing first draft of design document, in consultation with Rotman, Schwartz and Woocher. [17M]

Apr. 1, 1987      Mtg. in Cleveland: SF, HLZ, BS, Carol Willen to discuss writing draft of the design document. Proposed composition of the Commission, proposed budget. [16M]

May 4, 1987 SF sent first draft of design document to Cleveland, plus preliminary suggestions for papers to be commissioned and possible candidates for the Commission. [51BM, 53BM]

May 6, 1987 HLZ and Carol Willen respond to SF first draft of design document. [95C]

May 10, 1987 First full draft of design document, including list of papers to be commissioned and candidates for membership on the Commission. [47BM, 50BM]

May 29, 1987 Mtg. in Cleveland to discuss design document. Proposed lay leaders for Commission discussed. (Get minutes from Cleveland.) [22C]

June 5, 1987 Design document revised; list of candidates for director of study suggested; list of candidates for Commission membership revised. [48BM]

Sept. 5, 1987 Mtg. in Cleveland: MLM, SF, AH, HLZ, HDS, VFL(Sec'y). Decision to establish two commissions: MI-NA and MI-G. Stein invited to be director of MI-NA, but declined. SF named director of MI-G. Suggested that first MI-NA meeting take place shortly after January 1988. [15M]

Oct. 20, 1987 Design document revised. [57 BM]

Nov. 9, 1987 Design document revised. [58BM]

Nov. 11, 1987 Mtg. in Cleveland: HLZ, SF, AJN, VFL, Arthur Blum, candidate for director of the Commission. Discussion of design document; AJN proposed outline for document. [names of all four candidates]

Nov. 17, 1987 Mtg. in Cleveland: MLM, SF, AH, AJN, HLZ, HDS, VFL. Review design document. Discussion of MI-NA's goals. Review of MI-G document. Timetable for MI-NA and MI-G.

Nov. 30, 1987 Design document revised.

Dec. 4, 1987 Design document revised.

Dec. 10, 1987 MLM met with Perry Davis - interview for position of Commission Director.

Dec. 14, 1987 Mtg. in Cleveland: MLM, SF, AJN, HLZ, HDS, AR, CS, DA, JW, VFL, Bennett Yanowitz. Review of design document. Discussion about choosing a director - qualiities needed, candidates. Draft letters to boards of JESNA, JWB. First mtg. of Commission tentative for March 1, 1988.

Dec. 30, 1987 SF and AH consultation with Lee Shulman, Jerusalem: the MI-NA process, potential problems. Suggestion of a MI-NA simulation. Discussion about MI-G.

Jan. 5, 1988 AJN redraft of design document.

Jan. 14, 1988 Design document revised.

Jan. 18, 1988 Design document revised.

Jan. 24, 1988 JESNA board authorized JESNA's participation in the Commission.

[How do the documents relate to the reality that was?]

#### Establishing the Commission

Feb. 4, 1988 Mtg. in Cleveland: MLM, SF, AH, AJN, HLZ, HDS, SH, JW, DA, VFL, Charles Ratner. Review of design document - final changes. Discussion about selection of Director. Discussion of Commission Memebership - should be no more than 40. Three lay leaders to every one professional. First mtg of Commission proposed for June 1, 1988. [24M]

[The "grid process"]

Feb. 25, 1988 Design document revised. [76BM]

Mar. 1, 1988 Official Launching of Commission? [107 C]  
Design document revised. [73BM]

Mar. 2, 1988 Perry Davis appointed as Commission Director. Began work immediately. [106C,75 BM]

Mar. 14...1988 Briefing PD [10PC,11PC]

Mar. 22-23, 1988 Meeting Perry - Cleveland [69BM,72 BM]

Mar. 24, 1988 Mtg. in Cleveland: MLM, SF, AH, AJN, HLZ, VL. Review of potential commission members. Concern abt. lay-professional ratio, abt. which professionals to invite. Idea of liason representation. Decision to disband larger

planning group and to name Senior Policy Advisors. (Steve Hoffman? AH?) Review of design document. [23M,25COM]

Mar. 30, 1988 Mtg. in N.Y.: MLM, PD, AR, CS, JW. "Formal Kickoff". June 23 tentative date for first meeting of Commission. Review list of Commissioners. [21M]

Apr. 6,7 1988 Mtgs. in N.Y.: PD with JW, AR, CS to discuss an "improved design document", resources their agencies can offer, first Commission mtg.

Apr. 22, 1988 Mtg. in Cleveland: MLM, SF, AJN, HLZ, PD, VL. Selection of first 13 critical lay leader commissioners. Assignments for inviting them. Discussion of first meeting. [13M]

[when did actual inviting begin?]

Apr. 28, 1988 Draft of Commission's budget by PD. [34 BM]

#### Planning the First Meeting

May 20, 1988 Mtg. in Cleveland: MLM, AJN, HLZ, VL. Date for first meeting of Commission set for August 1. Draft of agenda. Discussion of budget, staff, PR. etc. [12M]

May 25-26, 1988 Mtg. in Cleveland: SF, AH, AJN, HLZ, VL. Discussion of goals for first mtg. Agenda, materials needed for mtg. Interviews assigned. [12M]

[when was idea of interviews suggested?]

June 6, 1988 Begin work on data sheet for first meeting. [81 C]

June 10, 1988 MLM sent letter to all Commissioners who had accepted, plus design document. [17COM]

June 15, 1988 Joe Reimer interviewed for assistant director.

June 1988 Interview Schedule for interviews of Commissioners [48I]. All commissioners interviewed during the months of June and July. [see Interview File]

June 20, 1988 Debby Hirshman interviewed for assistant director. [75C]

June 22, 1988 Joe Reimer invited to be assistant director.  
[92C]

June 26, 1988 Data paper revised. [36BM]

July 5, 1988 First draft of Two-Year Plan [98 BM]

July 6,7 1988 Meetings of Senior Policy Advisors, Cleveland:  
MLM, SF, AH, AJN, PD, VFL, JR, DA, SH.  
Logistics for Aug. 1st. Each commissioner will  
be assigned to a staff person for ongoing  
contact. Goals of first meeting, agenda.  
[39M]

July 12, 1988 AJN's letter of invitation to first meeting to  
all commissioners, along with final version of  
"Design Document to Establish the Commission  
on Jewish Education in North  
America. [162C,109BM]

July 12-14, 1988 Mtg. of Sr. Policy Advisors [get minutes from  
Cleveland] Mtg. of MLM, SF, AH [38M]

July 18, 1988 AJN mtg. with JW, N.Y. Discussion about task  
forces. [161C]

July 22, 1988 Draft of MLM's opening statement for Aug. 1st.  
[110BM]

July 26, 1988 Final draft of "selection from interviews"  
paper. [107BM]

July 31, 1988 Pre-Commission meeting in N.Y.: MLM, AJN, HLZ,  
SF, AH, JR, VL, AR, CS.

Aug. 1, 1988 First meeting of the Commission. Presentation  
of summary of interviews with commissioners  
prior to the meeting. Six central topics: the  
people who educate; clients of education;  
settings; methods; economics fo education; the  
community. Comments by Mandell Berman (CJF),  
Donald Mintz (JWB), Bennet Yanowitz (JESNA).  
Overview of current data. Discussion of  
strategies. [31M,33M]

Aug. 1, 1988 Meeting of Sr. Policy Advisors: MLM, AJN, SF,  
AH, JR, AR, HLZ, DA, VFL, PD. Debriefing on  
first meeting. [36M]

Aug. 2, 1988 Meeting of planning group: MLM, AJN, HLZ, SF,  
AH, VL, JR. Assignments made for follow-up on  
Commissioners. Master list of Commissioners

to be reviewed at every planning group mtg.  
Discussion of major themes from first mtg., MO  
for Commission, items for next Commission mtg.  
Canadian representation. Communications plan.  
[34M]

- Aug. 2-15, 1988 SF, AH, AR follow-up calls to Commissioners.  
[60-64I, 151-153C]
- Aug. 5-23, 1988 Letters from commissioners [124-136C, 140-142C]
- Aug. 8, 1988 Draft of press release. [155C]  
(get copy of what was published)

#### Narrowing the Focus of the Commission

- Aug. 21, 1988 Draft of 4-month plan for Commission. [99BM]
- Aug. 22, 1988 Draft of budget for MAF in Israel. [5FI]
- Sept. 6, 1988 Consultation with Mike Inbar - planning the  
approach the Commission should take. [145C]
- Sept. 6, 1988 Memo on Options paper. [98BM]
- Sept. 14, 1988 JR's Cautionary Note on the Personnel Agenda.  
[97BM]
- Sept. 14, 1988 Suggested Norms for all Commission Documents,  
prepared by AH. [96EM]
- Sept. 15, 1988 First draft of Options paper. Map (inventory)  
of elements: Personnel, Clients, Settings,  
Curriculum and Methods, the Community. [95BM]
- Sept. 28, 1988 Meeting of Educators Forum: Walter Ackerman,  
Barry Chazan, Alan Hoffmann, Barry Holtz,  
Avraham Infeld, Debbie Meline, David Resnick,  
SF, AH. Discussion of how to choose options on  
which to focus, criteria; the inventory. [29M]
- Oct. 1, 1988 Second draft of Options paper with decision  
matrix. [80BM]
- Oct. 4, 1988 Draft proposal of Case Studies of Outstanding  
Programs in Jewish Education. [92BM]
- Oct. 4, 1988 Two Year Plan [90BM]
- Oct. 10, 1988 Meeting of the Planning Group: MLM, AJN, SF,  
AH, VFL, HLZ. Discussion: Canadian  
representation, contact with commissioners,  
options paper, agenda for December 13th [28M]



Oct./Nov. 1988 Writing of the individual options papers by JR, SF, AH, HLZ, Barry Holtz, with input from commissioners and members of Educators Forum. [see Options File]

Oct. 12, 1989 Meeting of the Senior Policy Advisors: MLM, AJN, SF, AH, VFL, JR, DA, AR, HDS, JW, HLZ, Rachel Gubitz. Discussion: Options paper, agenda for Dec. 13th, outreach to constituencies, vision and case study papers. [26M]

Oct. 14, 1989 Meeting of Commission Educators, Boston: AJN, SF, AH, JW, Jack Beiler, Josh Elkin, Sara Lee, Alvin Schiff, Barry Shrager. Discussion of Options paper, inventory, criteria for choosing options, task forces. [30M]

Oct. 26, 1988 Interview schedule for interview of commissioners prior to second meeting of the Commission. [26I]

Oct. 27, 1988 Meeting of Educators' Forum, Jerusalem: Walter Ackerman, Barry Chazan, Sol Greenfield, Sam Heilman, Barry Holtz, Alan Hoffmann, Zeev Mankowitz, David Resnick, Menachem Revivi, Don Sher, Jonathan Kestenbaum, SF, AH. Discussion of options, background materials for December 13th. [2M]

Nov. 16, 1988 Meeting of Steering Committee: MLM, HLZ, AJN, VFL. Discussion of possible task forces, final report. Letterhead approved.

Nov. 25, 1988 Background materials for the meeting of December 13th. [1BM]

Nov. 30, 1988 Memorandum on Task Force, agenda for Dec. 13th. [2C]

Dec. 8, 1988 Meeting of the Planning Group: MLM, AJN, SF, AH, JR, HDS, HLZ, VFL, Rachel Gubitz. Preparing for Dec. 13th. [10M]

Dec. 13, 1988 Second meeting of the Commission, Offices of UJA/Federation, New York. Narrowing the focus of the Commission: distinction between programmatic and enabling options; decision to focus on personnel and the community. [6M]

Dec. 14, 1988 Meeting of the Senior Policy Advisors: MLM, AJN, SF, AH, JR, VFL, HDS, HLZ, DA, SH, CS, Rachel Gubitz. Debriefing on third meeting: goal of developing a clearer focus

accomplished. Preliminary discussion of final report and "life after the Commission." Need for research, as expressed by the Commission, raised. [7M]

Dec. 19, 1988 Meeting of MLM, AJN, SF, AH: Staff tasks - planning for the third meeting. [24BM]

From Theory to Application: Developing Strategies

Jan. 3, 1989 Strategies for outreach to formal and informal educational institutions. [21BM]

Jan. 10, 1989 JR literature search on "demonstration centers": problems of limited energy, difficult to replicate. [198BM] Literature search on educational personnel. [197BM]

Jan. 17, 1989 Preliminary research plan in preparation of the third meeting of the Commission. [196BM]

Jan. 27, 1989 Five Month Plan - from second to third Commission meeting. [184BM]

Jan. 30, 1989 Suggestions for a mechanism for implementation. [192BM]

Feb. 1, 1989 Consultation with Mike Inbar, SF, AH. Discussion of the notions of a "prototype" and "workshop" for developing a demonstration project. [70I]

Feb. 7-9, 1989 Meeting of the Planning Group: MLM, SF, AH, VFL, AJN, JR, HDS, HLZ, Rachel Gubitz. Discussion of PR/Outreach; development of five-month plan; presentation of the instrumentality for implementation. [187BM, 50M]

Feb. 22, 1989 Meeting of the Public Relations Committee: MLM, AJN, VFL, Paula Berman Cohen, Stephen Hoffman, David Ariel, Charles Ratner. [208C]

Feb. 23, 1989 MLM's memo to SF: Suggestions for the II unit. [139BM]

Mar. 2, 1989 AJN trip to Boston: meetings with JR, Barry Shrage, members of Brandeis Faculty. [202C]

Mar. 7-10, 1989 Consultation in Jerusalem: SF, AH, AJN, JR. Objectives: building a team; clarification of

the ii concept; preliminary outline for final report. [53M, 176BM, 195C, 193C]

Mar. 15, 1989 Draft of Commission brochure [172BM]

Mar. 13, 1989 Consultation with Mike Inbar: implementation; director for the ii. [15PC]

Mar. 21, 1989 JR's memo on commissioning papers. [185C]

Mar. 29, 1989 Meeting of the Planning Group: MLM, SF, AH, VFL, AJN, JR, HDS. ii paper reviewed. Decided on the terminology "initiatives for Jewish education" and "community action sites". [68M]

March 29, 1989 "A Mechanism for Initiatives in Jewish Education," by SF and AH (in Cleveland) - revised version of ii paper, reflecting comments of the planning group. [205BM]

March 30, 1989 Meeting of Senior Policy Advisors: MLM, SF, AH, VFL, AJN, JR, HDS, DA, SH, AR, JW. IJE paper reviewed. Issue of denominations, PR discussed. Paula Berman Cohen hired to coordinate PR efforts; committee established. (Regional meetings to be chaired by CRB and Crown were scheduled for April but later cancelled.) [69M]

Apr. 5, 1989 Consultation with Commission Educators, N.Y. Discussion of enabling options; assumptions about the field; working through CAS. [145BM]

Apr. 12, 1989 Interview schedule for interviews with commissioners toward the third meeting prepared. [203BM] Interviews began.

Apr. 13, 1989 MLM's memo to SF concerning possible outcomes of the Commission: IJE; CAS; Building the Profession; Federation as a key; N. American Support System; Implementation of Programmatic Options; Research. [219C]

Apr. 27, 1989 Draft of a public relations brochure prepared.

Apr. 28, 1989 Memo by JR on papers that should be commissioned for the final report. [220C]

Apr. 30, 1989 Educators Forum in Jerusalem

May 2, 1989 Planning for the third meeting of the Commission. Desired outcomes: endorsement of the IJE concept, more active participation of

commissioners. [214C]

- May 7, 1989 Meeting of the Planning group: MLM, SF, VFL, AJN, JR, HDS, HLZ. Discussion about need to more actively involve JWB, CJF and JESNA leadership. Agenda for June 14th. [63M]
- May 11, 1989 AH's consultation with Mike Inbar re: research needed prior to launching IJE, and the imbalance between planning and implementation. [64M]
- May 12, 1989 Outreach strategies developed by AJN for contact with CAJE, CJF, JESNA, Bureau Directors Fellowship, Conference of Jewish Communal Service, Federation Planners. [223C]
- May 14, 1989 Meeting of MLM, SF, AH in Jerusalem. [200BM]
- May 15, 1989 "A Roadmap to the Denominations and Their Key Players in Jewish Education," prepared by Jonathan Woocher. [201BM]
- May 16, 1989 Revised proposal by JR for commissioning papers. [221C]
- May 25, 1989 Planning Meeting: MLM, HLZ, VFL, AJN. Agenda for June 14th discussed.
- May 31, 1989 "Federation-led Community Planning for Jewish Education, Identity and Continuity," prepared by Joel Fox as an appendix to the progress report of June 14th. [216BM]
- June 1, 1989 "Community Organization for Jewish Education: Leadership, Finance and Structure," prepared by HLZ as an appendix to the progress report of June 14th. [215BM]
- June 6, 1989 Meeting of Steering Committee: MLM, SF, AJN, JR, HLZ, HDS, VFL. Planning for June 14th; assignments to small groups. Decision to merge Planning Group and Steering Committee, to be called the Commission Steering Committee and to include: MLM, SF, AH, SH, VFL, AJN, JR, HDS, HLZ. [83M]
- June 14, 1989 Fourth meeting of the Commission, Herew Union College, N.Y. Small group discussions (led by CRB, ELR, DH). Presentation of possible strategies for action; endorsement of the Community Action Site concept and need for continuing mechanism. [code of minutes?]
- June 15, 1989 Meeting of the Senior Policy Advisors, NY -

debriefing on June 14th meeting. [74M]

Undertaking a Research Program

June 26, 1989 Consultation on Data and Research, Jerusalem:  
SF, AH, Isa Aron, Hannan Alexander, Jack  
Beiler, Aryeh Davidson, Alan Hoffmann,  
Jonathan Woocher, Joe Lukinsky. [72M]

July 3, 1989 Draft of outline of final report and research  
design prepared by SF and AH. [230,231 BM]

July 5, 1989 Meeting of Steering Committee, Cleveland: MLM,  
JR, HLZ, HDS, SH, VFL. Outline of final  
report reviewed; approval of structure.  
Research design reviewed; process for writing  
papers developed. Sara Lee identified as  
liason with CAJE. Mark Gurvis appointed to  
assist HLZ. [242BM]

July 5, 1989 SF and AH addressed members of the CJF  
Planners Mission in Jerusalem. [238BM]

July 11, 1989 Isa Aron submitted four research proposals:  
Teaching as a Profession; Analysis of Teacher  
Census Data; Information-Gathering in the Area  
of Personnel; "Snapshots" of Exemplary  
Practice. [262C]

July 19, 1989 Aryeh Davidson submitted research proposal:  
The Professional Training of Jewish Educators  
on the United States. (later revised) [328C]

July 1989 Walter Ackerman submitted research proposal:  
The Structure of Jewish Education in the U.S.  
[263BM]

July 19, 1989 AH spoke with Betsy Katz re: CAJE's  
involvement in completion of the options  
papers. [244BM]

July 20, 1989 Expanded version of research design, prepared  
by AH. [244BM]

July 23, 1989 Revised version of outline of final report,  
prepared by SF and AH.

July 26, 1989 Joe Reimer's submitted research proposal:  
Synagogues as a context for Jewish education.  
[264BM]

July 30, 1989 Meeting of the Senior Policy Advisors: MLM,  
SF, HLZ, VFL, HDS, JR, JW, SH, AR, Mark  
Gurvis, Martin Kraar. Discussion of outline of

final report, research design and papers to be commissioned. Suggestion of combining some of the options in order to complete the writing of the options papers. Issue of funding/family foundations raised. [80M]

July 1989 "Federation - Agency Relationships in Jewish Education," prepared by Jonathan Woocher and Bennet Yanowitz. [272BM]

July 30, 1989 Materials prepared by Sara Lee to be used at the CAJE conference: questionnaires to participants; interview schedule for group facilitators. [246,247BM]

Aug. 15, 1989 CAJE Conference. Meeting on Research: SF, AH, Mark Gurvis, Isa Aron, Aryeh Davidson, Hannan Alexander, Josh Elkin, Alvin Schiff, David Ariel. Discussion of research to be commissioned for final report.

Aug. 15, 1989 MLM's address to the CAJE Conference. Reactions by Elkin and Lee. Small group discussions. [270BM,337C]

Aug. 16, 1989 Meeting with CAJE leadership to discuss CAJE's relationship with the Commission and the possibility of CAJE undertaking completion of option papers. SF, AH, MG, Betsy Katz, Elliot Spack, Ron Reynolds, Sara Lee, Alvin Schiff, Paul Flexner, Roberta Goodman. [86M]

#### Toward a Plan of Action

Aug. 22, 1989 Recap of current thinking - memo from AH to SF in preparation of meeting of senior policy advisors and meeting of Oct. 23rd. Detailed workplan: complete research program; write final report; develop funding; operationalize IJE and CAS. [362C]

Aug. 24, 1989 Meeting of Senior Policy Advisors: MLM, SF, AH, MG, JR, HLZ, HDS, VFL, JW, SH, AR. Discussion of desired outcomes of the Commission: an action plan, with content for it (a research plan) and a final report leading to recommendations on community, personnel and implementation. Agenda for Oct. 23rd discussed. [87M]

Aug. 30, 1989 Interview schedule for interviews with commissioners toward the fourth meeting of the Commission prepared. Interviews began. [45COM]

Sept. 9, 1989 Status Report on Research Program [269M]

Sept. 13, 1989 MG met with Federation Planners at CJF  
Quarterly. Issues of community process,  
evaluation/research raised. Planners see  
federations as crucial in developing CAS.  
[352C]

Sept. 1989 MLM meeting with CRB re: funding. [350C]

Sept. 20, 1989 Draft of "From Decision to Implementation: A  
Plan for Action," with revised research design  
as appendix, prepared by SF and AH for fourth  
meeting of the Commission. [43BM]

Sept. 21, 1989 CAJE's proposal to undertake the writing of  
several options papers. [197C]

Sept. 28, 1989 Freelance writer hired for PR. [361C]

Oct. 16, 1989 Preliminary job description for director of  
the IJE.

Oct. 1989 MLM meeting with Lester Crown re: funding.  
-interviews of commissioners

Oct. 23, 1989 Fourth meeting of the Commission