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CJENA planning groups, meetings, reports, and correspondence,  
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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

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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.
- 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 any commissioner who might benefit by a personal phone call from MLM.)
- C. MLM is to call Eli Evans and Arthur Green.
- 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. *paper is done the title. we aren't done yet with design*

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.

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.

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.
- 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.





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

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FUNCTION	Commission on Jewish Education in NA	
SUBJECT/OBJECTIVE	Mandel Assignments	
ORIGINATOR	VFL	DATE 9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Meet with Schorsch, Lamm and Gottschalk to develop a mechanism to involve the denominations, along with AR or JW.		MLM	3/30/89	9/30/89	
2.	<p>Contact assigned commissioners for follow up to June 14 meeting.</p> <ul style="list-style-type: none"> <li>- Max Fisher</li> <li>- Joseph Gruss</li> <li>- Ludwig Jesselson</li> </ul> <p>Send summary of interviews to VFL for circulation to senior policy advisors.</p>		MLM	6/15/89	9/15/89	
3.	Convene foundation and federation representatives, with HLZ.		MLM	6/15/89	10/1/89	
4.	Hold meeting with Twersky.		MLM	2/9/89	11/1/89	
5.	Recommend an author for the final report to SF.		MLM	7/30/89	10/1/89	
6.	Call Eli Evans and Arthur Green		MLM	8/24/89	10/23/89	
7.	Consider calling Herschel Blumberg and Paul Berger to interest <u>Moment</u> in the Commission.		MLM	3/30/89	TBD	
8.	Meet with Michael Albanese, HLZ and VFL to discuss developing monthly trend report and to discuss Commission budget.		MLM	4/4/89	TBD	
9.	Consider a trip to the west coast to meet with the local LA commission.		MLM	5/7/89	TBD	
10.	Consider attending a JESNA Board meeting to discuss Commission.		MLM	7/5/89	TBD	



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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Fox Assignments

ORIGINATOR

VFL

DATE

9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare proposal for implementation mechanism (IJE).	TP	SF	2/9/89	9/30/89	
2.	Prepare outline for a vision paper. (Part of IJE mission statement)	SP	SF	2/9/89	TBD	
3.	Contact assigned commissioners for follow up to June 14 meeting.  - Mona Ackerman - Charles Bronfman - Lester Crown - Alfred Gottschalk - David Hirschhorn - Sara Lee - Seymour Martin Lipset - Charles Ratner - Isadore Twersky  Send summary of interviews to VFL for circulation to senior policy advisors.		SF	6/15/89	9/15/89	
4.	Prepare progress report for Oct. 23  Commission meeting.		SF	7/30/89	9/25/89	

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FUNCTION Commission on Jewish Education in NA  
SUBJECT/OBJECTIVE Hochstein Assignments  
ORIGINATOR VFL DATE 9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact assigned commissioners for follow up to June 14 meeting.</p> <ul style="list-style-type: none"> <li>- David Arnow ✓</li> <li>- Norman Lamm ✓</li> <li>- Robert Loup ✓</li> <li>- Morton Mandel ✓</li> <li>- Matthew Maryles ✓</li> <li>- Florence Melton ✓</li> <li>- Esther Leah Ritz ✓</li> <li>- Ismar Schorsch ✓</li> <li>- Peggy Tishman ✓</li> </ul> <p>Send summary of interviews to VFL for circulation to senior policy advisors.</p>		AH	6/15/89	9/15/89	
2.	Recommend an author for the final report to SF.		AH	7/30/89	10/1/89	
3.	Provide VFL with a revision of the suggested interview schedule for distribution to those appointed to conduct interviews.		AH	8/24/89	9/1/89	
4.	Develop a list of questions for a survey of community leaders' attitudes for review by senior policy advisors, who will recommend how best to gather the data sought.		AH	8/24/89	10/24/89	





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FUNCTION	Commission on Jewish Education in NA					
SUBJECT/OBJECTIVE	Zucker Assignments					
ORIGINATOR	VFL	DATE		9/8/89		

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact assigned commissioners for follow up to June 14 meeting.  - John Colman  Send summary of interviews to VFL for circulation to senior policy advisors.		HLZ	6/15/89	9/15/89	
2.	Develop a plan for follow up to federation-related meetings at which Commission presentations occur.		HLZ	4/3/89	10/1/89	
3.	Work with C. Schwartz to ensure that Commission reports are on agendas of groups he convenes or reports to.		HLZ	5/7/89	ongoing	
4.	Recommend an author for the final report to SF.		HLZ	7/30/89	10/1/89	
5.	Draft a community/financing paper with staff assistance of MG and VFL.		HLZ	7/30/89	9/30/89	
6.	Call Steve Solender for suggestion of a New York lay person to add to panel on community/finance.		HLZ	7/30/89	9/30/89	
7.	Work with Kraar, Hoffman, Gurvis to plan a presentation for the General Assembly in November.		HLZ	7/30/89	9/30/89	
8.	Discuss with Hoffman and Kraar holding meetings with foundation donors regarding their interest in funding Commission implementation.		HLZ	7/30/89	9/15/89	

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FUNCTION	Commission on Jewish Education in NA	
SUBJECT/OBJECTIVE	Zucker Assignments	
ORIGINATOR	VFL	DATE 9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
9.	Meet with Ken Myers for possible free-lance writing of Commission press releases and advise MLM.		HLZ	8/24/89	10/1/89	
10.	Consider inviting Barbie Weinberg to attend a Commission meeting and advise MLM.		HLZ	8/24/89	10/1/89	
11.	Recommend a staff person to work directly with individuals identified by CAJE and other organizations for input on programmatic options.		HLZ	8/24/89	9/15/89	



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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Reimer Assignments

ORIGINATOR

VFL

DATE

9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact assigned commissioners for follow up to June 14 meeting.</p> <ul style="list-style-type: none"> <li>- Jack Bieler ✓</li> <li>- Josh Elkin ✓</li> <li>- Irwin Field ✓</li> <li>- Arthur Green ✓</li> <li>- Carol Ingall ✓</li> <li>- Henry Koschitzky ✓</li> <li>- Mark Lainer ✓</li> <li>- Haskell Lookstein ✓</li> <li>- Alvin Schiff ✓</li> <li>- Harold Schulweis ✓</li> <li>- Isaiah Zeldin ✓</li> </ul> <p>Send summary of interviews to VFL for circulation to senior policy advisors.</p>		JR	6/15/89	9/15/89	
2.	Draft paper on the synagogue as a context for Jewish education.		JR	6/15/89	10/23/89	
3.	Recommend an author for the final report to SF.		JR	7/30/89	10/1/89	
4.	Take responsibility for completing the original option papers.		JR	8/24/89	10/1/89	
5.	Work with Alvin Schiff on a Commission report for COJEO's upcoming meeting.		JR	8/24/89	TBD	



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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Rotman Assignments

ORIGINATOR VFL DATE 9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVE DATE
1.	Contact assigned commissioners for follow up to June 14 meeting.  - Stuart Eizenstat <i>AE</i> - Eli Evans <i>V</i> - Donald Mintz <i>DM</i> - Daniel Shapiro <i>DS</i>  Send summary of interviews to VFL for circulation to senior policy advisors.		AR	7/30/89	9/15/89	
2.	Recommend an author for the final report to SF.		AR	7/30/89	10/1/89	
3.	Work with HLZ to arrange for a Commission presentation at February meeting of JWB Center executives.		AR	8/24/89	12/15/89	
4.	In consultation with SF and JR, plan strategy for meetings with Lamm (including Torah U'mesorah involvement) and Gottschalk (including link with UAHC).		AR	8/24/89	9/20/89	





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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Woocher Assignments

ORIGINATOR VFL DATE 9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact assigned commissioners for follow up to June 14 meeting.</p> <ul style="list-style-type: none"><li>- Mandell Berman ✓</li><li>- Maurice Corson ✓</li><li>- David Dubin ✓</li><li>- Irving Greenberg ✓</li><li>- Lester Pollack ✓</li><li>- Harriet Rosenthal ✓</li><li>- Bennett Yanowitz ✓</li></ul> <p>Send summary of interviews to VFL for circulation to senior policy advisors.</p>		JW	6/15/89	9/15/89	
2.	<p>Recommend an author for the final report to SF.</p>		JW	7/30/89	10/1/89	
3.	<p>In consultation with SF and JR, plan strategy for meeting with Schorsch.</p>		JW	8/24/89	9/20/89	



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FUNCTION Commission on Jewish Education in NA  
 SUBJECT/OBJECTIVE Levi Assignments  
 ORIGINATOR VFL DATE 9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Follow procedure for scheduling Commission meetings for 2/14/90 and 6/13/90.		VFL	5/7/89	9/30/89	
2.	See that Lionel Schipper is assigned an interviewer.		VFL	8/24/89	9/30/89	
3.	Circulate Twersky letter to senior policy advisors.		VFL	8/24/89	9/15/89	
4.	Work with MLM to develop a list of commissioners whom MLM should call before each Commission meeting to urge their attendance.		VFL	8/24/89	9/30/89	
5.	Circulate a proposal from Aryeh Davidson on a training research paper to senior policy advisors.		VFL	8/24/89	9/1/89	



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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Stein Assignments

ORIGINATOR VFL DATE 9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Call CJF Personnel Department for details on current needs in area of personnel.		HDS	7/5/89	9/15/89	
2.	Recommend an author for the final report to SF.		HDS	7/30/89	10/1/89	



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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Gurvis Assignments

ORIGINATOR VFL DATE 9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Make necessary arrangements for a meeting with planners at the next Quarterly.		MG	7/30/89	9/1/89	
2.	Coordinate development of a PR plan through 1990.		MG	7/5/89	ongoing	
3.	Contact Carmi Schwartz to discuss how Commission should be featured at GA.		MG	7/5/89	8/24/89	
4.	Talk with David Ariel about arrangements for Sara Lee or Ariel to report on the Commission at the next AIHLJE meeting.		MG	8/24/89	9/20/89	
5.	Distribute summary of CAJE meeting to senior policy advisors.		MG	8/24/89	9/1/89	
6.	Serve as contact person for researchers on administrative matters.		MG	7/30/89	ongoing	





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FUNCTION Commission on Jewish Education in NA

SUBJECT/OBJECTIVE Hoffman Assignments

ORIGINATOR VFL DATE 9/8/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact assigned commissioners for follow up to June 14 meeting.</p> <p>- Ronald Appleby <i>no</i> - Robert Hiller <i>✓</i></p> <p>Send summary of interviews to VFL for circulation to senior policy advisors.</p>		SHH	8/24/89	9/15/89	

AMERICAN JEWISH  
ARCHIVES

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Proposed Group Assignments for Meeting #4

	<u>Group A</u>	<u>Group B</u>	<u>Group C</u>
Chair:	Bronfman	Crown	Ritz
Co-Chair:	Yanowitz	Pollack	Colman
Staff #1:	Fox	Zucker	Hochstein
Staff #2:	<u>Reimer</u>	<u>Woocher</u>	<u>Rotman</u>
	Evans	S. Crown	Corson
	Lamm	Schorsch	Melton
	Arnow	Hirschhorn	Green
	Loup	Hiller	Ratner
	Lipset	Lookstein	Schiff
	Rosenthal	Twersky	Maryles
	Tishman	Lee	Elkin
	Bieler	Ingall	Koschitzky
	Hat	Dubin	Gruss
	Hoffman	Solender	Stein
	Schwartz	Gurvis	Kraar

Organizational Contacts

<u>Organization</u>	<u>Contact</u>	<u>Proposed Contacts</u>
1. JESNA	Jon Woocher	Updates at each JESNA board meeting this year.
2. JWB	Art Rotman	Potential update at January JWB board meeting. Presentation at Center executives meeting in February.
3. Federation Planners	Norbert Freuhaft	Meetings at CJF Quarterly and GA to provide opportunity for input on Community Action Site and IJE concepts.
4. Federation Executives and Presidents	Marty Kraar/ Steve Hoffman	Informal meeting at Quarterly with small group of executives. Meeting at GA with presidents and executives on community/financing ideas.
5. Bureau Directors Fellowship	Jon Woocher	Provide update at BDF meeting on 11/14 in Cincinnati.
6. CAJE	Elliott Spack	Major presentation at August CAJE Conference. Provide opportunity for CAJE to suggest participants in process on options papers.



7. AIHLJE	Sara Lee/ David Ariel	Provide update at next meeting in January.
8. COJEO	Jack Sparks/ Alvin Schiff	Provide update at upcoming meeting.
9. Reform Movement	Alfred Gottschalk/ Art Rotman	Gottschalk to convene meetings in Jan./Feb. with UAHC leadership and UAHC Commission on Education. Consult on research for Reimer paper on synagogues.
10. Conservative Movement	Ismar Schorsch/ Jon Woocher	Schorsch to convene meeting on Jan. 26 with "education cabinet." Meeting with rabbinic leadership undetermined. Consult on research for Reimer paper on synagogues.
11. Orthodox Movement	Norman Lamm/ Art Rotman	Lamm willing to convene meeting(s) of Orthodox leadership. Several meetings may be necessary to cover various segments of the Orthodox community. Consult on Reimer paper on synagogues.



10/20/89

CJENA CONTACTS AT CJF GENERAL ASSEMBLY

- Tuesday, Nov. 14  
1:30 - 4:30 p.m.      -- Bureau Directors Fellowship. JESNA presentation will include discussion of the work of the Commission, involving A. Schiff and C. Ingall. (Jon Woocher, contact)
- Wednesday, Nov. 15  
8:30 a.m. - 12:30 p.m.      -- Joint meeting of federation planners and BJE directors on respective roles in planning in Jewish education. CJENA possible case example for discussion. (Joel Fox and Alan Bennett, coordinators)
- Wednesday, Nov. 15  
1:00 - 4:00 p.m.      -- JESNA Board meeting - Jon Woocher and Bennett Yanowitz will provide brief update on recent Commission meeting. (Jon Woocher, contact)
- Friday, Nov. 17  
10:00 a.m.      -- CJENA briefing for Anglo-Jewish press editors. (Frank Strauss, CJF staff contact)
- Friday, Nov. 17  
2:30 p.m.      -- CJENA meeting with federation presidents and executives, endowment chairmen, and budget and planning chairmen. (Norbert Freuhaft, CJF staff contact)

Also potentially on G.A. agenda:

1. Update for planners on CJENA?
2. Press conference for CJENA with Anglo-Jewish press?

COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

4500 Euclid Avenue  
Cleveland, Ohio 44103  
216/391-8300

Commissioners

Morton L. Mandel  
Chairman  
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Director

Arthur J. Naparstek

Staff

Virginia E. Levi  
Joseph Reimer

October 13, 1989


Dear Editor:

I am pleased to share with you the enclosed news release about an important event in North American Jewish life. The Commission on Jewish Education in North America will be holding its fourth of six scheduled meetings on Monday, October 23, 1989 in New York. The Commission expects to complete its report in June 1990, and to begin implementation of its recommendations even as the report is being developed.

I hope you will use this news release, or hold it in your files as background for further stories about the work of the Commission. Further information about the outcomes of the October 23rd Commission meeting will be forthcoming shortly.

Please call for any additional information you may need.

Sincerely,

  
Mark Gurvis  
Commission staff

10/13/89

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For information contact:  
Mark Gurvis (216) 391-8300

FOR IMMEDIATE RELEASE

COMMISSION ON JEWISH EDUCATION  
IN NORTH AMERICA

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Education Commission Moves from Ideas toward  
Action at Crucial Fourth Meeting

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Education has been an urgent concern of all Americans ever since the publication of the 1979 Carnegie report, titled "A Nation at Risk." That report awoke the country to the immediate need for improvement of the nation's educational system.

Many feel the Jewish community, too, is at risk. That is why THE COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA was formed in 1988, and that is why the Commission--a major initiative that has as its goal a radical change in Jewish education in North America--has been meeting regularly for more than one year, in hopes that by June, 1990, it will be able to announce plans for the revitalization of Jewish education, and for the implementation and funding of those plans.

Toward that end, the full Commission--comprised of 47 prominent Jewish scholars, educators, community organizers, religious and communal leaders--will meet in New York on October 23, 1989 to discuss its progress and to discuss moving from planning to action.



"When we established the Commission, it was with the hope that it would bring about major change in Jewish education throughout North America," said Morton L. Mandel, Cleveland, chairman of the Commission. "We understood from the very beginning that a message, a vision, was important, but that it would need to be accompanied by concrete plans to be implemented in the real world--in schools, in synagogues, in community centers, in camps, in educational programs in Israel, in adult and family education.

"Now, more than a year later, we have met as a Commission three times, and we have worked to boil down dozens of viable ideas into concrete strategies. We are now ready to begin moving from discussion to implementation."

At the October 23 meeting whose theme is, "From Decisions to Implementation: A Plan for Action," the commissioners will discuss how changes might be implemented simultaneously on a number of fronts.

By the time the Commission issues its final report next summer, some elements of the Action Plan will already be in place. For now, though, the Commission's task is to develop the strategies needed for putting those elements to work.

Specifically, the agenda for the October 23 meeting will include discussion of a seven-part Action Plan which has emerged from the Commission's first three meetings.

The seven-part Action Plan consists of:

1. Mobilizing the Community: A systematic effort to improve the climate in the Jewish community, in order to place Jewish education at the very top of the communal agenda, and to make resources available for implementation of programs.
2. Developing strategies for building a profession of Jewish education: Recruitment, training and retention of qualified, well-paid professional educators.
3. Developing Community Action Sites: Creating examples of the best that Jewish education has to offer, so that educators worldwide can learn from methods that are already proven successful.
4. Developing a continental support system for Jewish education to implement strategies which go beyond that which can be addressed in individual communities.
5. Outlining an agenda for programmatic areas, such as the media, informal education, the Israel experience, day school, college age, early childhood, etc.
6. Building a research capacity: To measure impact and effectiveness of programs, and to build a knowledge base for future decision-making.
7. Designing a mechanism for implementation: Continuing the work of the Commission through creation of a mechanism to implement its recommendations within the North American Jewish community.

"While each meeting to date has been important, the October 23 meeting will be pivotal," Mr. Mandel said. "It is one thing to come up with ideas for changing an existing structure. Commissions have been empaneled before, and they have issued recommendations for improving our Jewish educational system. What sets this Commission apart is its drive to see its recommendations implemented. Thinking through the crucial steps to take us from ideas to action will be our focus at the next meeting."

The Commission represents an effort not only to review the state of Jewish education and to recommend policies to guide Jewish education

into the 21st Century, but to stimulate priority attention to Jewish educators from leading individuals and institutions, and to implement recommendations leading to broad changes in Jewish education.

The Commission's members include Jewish leaders from all over the United States and Canada, from every branch of Judaism, and from a broad range of institutions concerned with Jewish education. It is sponsored by the Mandel Associated Foundations of Cleveland, in cooperation with the Jewish Welfare Board (JWB), the Jewish Education Service of North America (JESNA), and in collaboration with the Council of Jewish Federations (CJF).



OCT 10 1989

TO: Virginia F. Levi FROM: Morton L. Mandel DATE: 10/10/89  
NAME NAME  
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION  
REPLYING TO  
YOUR MEMO OF: \_\_\_\_\_

SUBJECT:

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This will summarize a conversation I had with Dr. Fred Gottschalk in New York on September 29. We met for lunch, and were together from about 12:30 to 2:30. During that time, I brought Dr. Gottschalk up to speed on the activities of the Commission, and he was quite interested. Regrettably, he will not be able to attend our meeting on October 23, because that is the same day as an all-day meeting of his Board.

The general thrust of our discussion was how we best could interface the Rabbis in the movement, particularly with regard to those who are interested in the Jewish educational aspect.

At the outset of our discussion, Fred felt that we were doing pretty well working with him, but as the conversation progressed, he agreed that it might make a lot of sense to convene a group of about ten, who would represent the various aspects of the reform educational apparatus, as well as the appropriate members of the rabbinate. This work group would, of course, include Rabbi Dan Syme. We agreed that such a meeting would be held most appropriately in December, January or February, and that he and I will coordinate as to when we would do this.

Essentially, this meeting would be an opportunity to bring this group up to date with regard to the Commission, and also give them the opportunity to input their ideas to the Commission. It was hoped that, by this connection, we will at least get them feeling that we are concerned with their reactions, and want to enlist their assistance.

As a further idea, we thought it might make sense for me to contact Rabbi Alex Schindler directly, in view of his leadership position with the Union of American Hebrew Congregations.

Fred was extremely supportive of the Commission work, and wants to do everything he possibly can to facilitate our objectives. He is solidly behind all that we are doing.



September 27, 1989

North American Commission on Jewish Education

Meeting with Yeshiva University Chancellor, Rabbi Norman Lamm, on Monday, September 25, at Dr. Lamm's office.

Presence on Commission

Dr. Lamm suggested that each of the three seminary heads be accompanied by their senior staff person having responsibility for Jewish education. In the case of Yeshiva University, this would be Vice Chancellor Bob Hert.

Torah U'Mesorah

Rabbi Lamm endorsed the idea of involving the Torah U'Mesorah Schools in the work of the Commission and its successor. He cautioned that we not try to bring up any ideological questions but rather the approach should be that our only interest is to see to it that, whatever they do, the Commission would try to assist them to do it better.

Hasidim

Each of the Hasidic movements has its own school and in some cases these are very large. These, too, should be involved in the process in the same way as the Torah U'Mesorah Schools. Al Schiff has contact with these schools. It was suggested that, after the October meeting of the Commission, the various heads of each of these Hasidic schools, or at least the larger ones, be brought together. At the same time, we could bring in other representatives of the Orthodox movement, such as the rabbis and synagogue groups. Rabbi organizations are the Rabbinical Council of America (RCA) and the Union of Orthodox Jewish Congregations. Such a meeting could be convened either by Mort Mandel as the Chairman of the Commission, or Dr. Lamm would be willing to do so. Again, the theme here would be that we are "anxious to help." The total number at the meeting should be between ten and twenty.

In response to Dr. Lamm's question, Mort Mandel described the work of the Cleveland Commission as a model of the Community Action Sites, which the Commission is interested in developing. This would require considerable funding and MLM was confident that it could be done. As to the Commission's successor, this could either be a continuation of the Commission, meeting perhaps once a year to oversee this development, or a separate entity set up for the purpose.



NOTES ON MEETING OF MORT MANDEL WITH ISMAR SCHORSCH -  
9/25/89

Dr. Schorsch was enthusiastic about assisting the Commission in reaching out to other constituencies within the Conservative movement.

He has established an "education cabinet" which will include key professional leadership from the United Synagogue, Solomon Schechter Principals Association, Melton Research Center, Jewish Educators Assembly, and the Jewish Theological Seminary. It was agreed that Dr. Schorsch would invite MLM to speak at the second meeting of this group, projected for late January or early February. MLM's office will need to be in touch with Dr. Schorsch to arrange a specific date and time.

Dr. Schorsch also offered to make contact with Rabbi Albert Lewis, President of the Rabbinical Assembly, to facilitate a contact from MLM. MLM asked him to hold off on this until a general approach has been worked out for contacting the rabbinic leadership of all of the movements.

Jonathan Woocher



110 EAST 11th STREET  
NEW YORK, NY 10003

212-524-2633

740 BROADWAY  
NEW YORK, NY 10005  
Tel: 212-524-2633

14 JONATHAN S. WOOCHEE  
Executive Vice President

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

July 25, 1989

Dear Barry:

Thank you for your recent letter in which you suggest that we include Hillel representation in the activities of the Commission on Jewish Education in North America. I agree with you! College youth represents an important segment of the population we wish to reach, and the Commission staff will consider ways to involve Hillel in our work.

Thanks for sharing your thoughts with us -- we will do our best to implement them.

Warmest regards.

Sincerely,

MORTON L. MANDEL

Mr. Barry Shrage  
Executive Vice President  
Combined Jewish Philanthropies  
of Greater Boston  
One Lincoln Plaza  
Boston, MA 02111



# COMBINED JEWISH PHILANTHROPIES 28

O F G R E A T E R B O S T O N

JOEL B. SHREVE  
President  
BARRY SHRAGE  
Executive Vice President

One Lincoln Plaza  
Boston, Massachusetts 02111  
617-330-9500  
telex  
617-330-5197

June 13, 1989

Mr. Morton L. Mandel  
4500 Euclid Avenue  
Cleveland, Ohio 44103

As a community that has a major stake in college-age services, we will be taking a look at our student population in our Commission on Jewish Continuity. I'm hoping that this can emerge as a major priority and that we can develop some models that can be useful around the country.

In my view, our work on the campus can and should focus on providing work experiences and training for students in Jewish education and Jewish communal service. This might provide both short and long-term benefits with regard to our personnel challenge.

Mort, I've recently met Richard Joel, the new international director of Hillel. I believe he would be a real asset to your national commission. In any event, some Hillel representation might be helpful in dealing with the continuing issues that affect students directly and in helping to make the best use of our student and campus resources in dealing with the personnel challenge.

Thanks so much for considering this thought.

Best regards to Barbara.

Sincerely,

  
Barry Shrage

BS:mm

*Plenty known  
will meet  
with R. Joel*



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COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

4500 Euclid Avenue  
Cleveland, Ohio 44103  
216/391-8300

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Director

Arthur J. Naparstek  
Staff

Virginia E. Levi  
Joseph Rimmer

October 6, 1989

Dr. Betsy Katz  
Coalition for the Advancement  
of Jewish Education  
261 West 35th Street, Floor 12A  
New York, NY 10001

Dear Betsy:

Thank you very much for your letter outlining CAJE's suggestion for involvement in the work of the Commission. We are keenly interested in CAJE's involvement and assistance.

The process outlined raises complex issues of logistics, time, and expense for us. Accordingly, we need a little time on our end to sort out how we should proceed. Our staff, both from Cleveland and Jerusalem, will be meeting together in mid-October and we will have a full opportunity to consider your proposal then. I'll be back in touch with you as quickly as I can so that we don't lose more time than absolutely necessary.

Thanks again for your proposal. I look forward to speaking with you soon. Best wishes for the New Year.

Sincerely,



Mark Gurvis  
Commission Staff

cc: Annette Hochstein  
Eliot Spack  
Morton L. Mandel



# The Coalition for the Advancement of Jewish Education

261 West 35th Street, Floor 12A  
New York, NY 10001 • 212-268-4210  
Fax 212-268-4214

September 21, 1989  
21 Elul, 5749

Mark Gurvis  
Commission on Jewish  
Education in North America  
4500 Euclid Ave.  
Cleveland, OH 44103

Dear Mark:

This letter is a response to our August meeting with you and your colleagues regarding CAJE's involvement in the work of the Commission on Jewish Education. Since we met we have used the opportunity to examine Commission documents and goals, evaluate CAJE's strengths and reflect upon the discussions and presentations at our Seattle Conference. A by-product of that process has emerged as a proposal for CAJE's involvement in the work of the Commission.

It is our feeling that CAJE members can be most effective in examining the following Options (as outlined in the December 13, 1988 paper):

- ✓ Option 1: Early Childhood Education
- ✓ Option 6 and 17: Family Life Education
- ✓ Option 7 and 17: Adult Education
- ✓ Option 9: Supplementary and Congregational School
- ✓ Option 10: Day School
- ✓ Option 19: Media and Resource Centers
- ~~Option 20: Shortage of Qualified Personnel and Teacher Training~~
- ~~Option 21: Working Together: Enhancing Community~~
- ✓ Option 24 and 25: Innovation and Research in Jewish Education
- ~~Option X: The Small School~~

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Program Chair Shirley Barish  
Development Chair Gerard Kaye  
Membership Chair Carolyn Starman Hessel  
Treasurer Lester Bronstein  
1990 Conference Chair Carol Folkert  
1991 Conference Chair Jack F. Gruenberg  
Past Conference Chair Carol Oseran Starin

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Regional Marsha Cohen—Southern  
Representatives David Goldstein—Eastern  
Frieda Huberman—Western  
Patti Kroll  
Michael A. Weinberg—Central

Publications Chair Richard Wagner  
Past Chairpeople Jerry Benjamin  
Stuart Kelman  
Cherie Koller-Fox  
Dan Syme

Executive Director Eliot G. Spack  
Director of Development Heidi L. Helt  
Conference Coordinator Paul A. Lichtman



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We propose bringing together for an intensive 2-3 day think-tank experience five to ten resource people in each Option area. We would attempt to do this in one setting, at the same time, to allow for some cross-overs where it may be warranted. This would also enable us to better control the logistics. We also believe that it would be advisable to convene a summative 1-2 day experience (after the group reports have been recorded) in order to analyze and synthesize the products of the individual groups. This summary session would involve 15-20 individuals (representing each of the Option areas).

We would expect that all resource participants would receive total underwriting of their expenses (lodging, meals and transportation). We also feel that, as the convenor/organizer of this total experience, CAJE requires a 15% overhead charge on the total costs incurred. This will offset the administrative expenses and time allocations incurred in support of this important process.

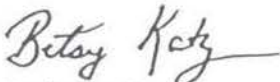
Our timetable is envisioned to be as follows:

September/October, 1989 - Select/contact resource participants for Option Areas. Determine site of think - tank meeting(s)  
November, 1989 - Convene Think - tank meeting(s)  
December, 1989 - Convene Synthesis session  
Early January, 1990 - Submit report to commission  
(It is our fervent hope to meet a date required so that our report can be incorporated in the Commission's first 1990 meeting)

I do feel an obligation to repeat something which was articulated at our August 16 meeting: The "reports" which will be submitted will be regarded as the by-products of individuals who were convened by CAJE for this specific purpose. We fully expect that their reports will reflect thoughtful, creative and stimulating analyses and conclusions. For obvious reasons, however, these reports are not to be regarded as an "official" expression of the CAJE Board or the CAJE Membership. We do not promulgate position papers/resolutions on behalf of our organization - that's not why we exist.

I want to convey our sincere excitement and eagerness at the prospect of working together with the Commission. It has been a long - time coming and we are most anxious to assist the Commission in its important mission.

B'shalom,



Betsy Katz  
Chairperson

cc: Roberta Louis Goodman  
Ron Reynolds  
Gerard Kaye  
Eliot G. Spack

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA  
List of Commissioners as of  
September 20, 1989

✓ Mona Ackerman <sup>HAT</sup> New York, New York	✓ Arthur Green Wyncote, Pennsylvania	✓ Florence Melton <sup>19</sup> Columbus, Ohio
- Ronald Appleby Toronto, Canada	✓ Irving Greenberg New York, New York	<del>X</del> Donald Mintz New Orleans, Louisiana
✓ David Arnow New York, New York	- Joseph Gruss New York, New York	✓ Lester Pollack <sup>20</sup> New York, New York
<del>X</del> - Mandell Berman Southfield, Michigan	✓ Robert Hiller Baltimore, Maryland	<del>X</del> Charles Ratner Cleveland, Ohio
✓ Jack Bieler New York, New York	✓ David Hirschhorn Baltimore, Maryland	✓ Esther Leah Ritz <sup>21</sup> Milwaukee, Wisconsin
✓ Charles Bronfman Montreal, Quebec	✓ Carol Ingall Providence, Rhode Island	✓ Harriet Rosenthal <sup>22</sup> South Orange, New Jersey
✓ John Colman Glencoe, Illinois	- Ludwig Jesselson New York, New York	✓ Alvin Schiff <sup>23</sup> New York, New York
✓ Maurice S. Corson Columbus, Ohio	- Henry Koschitzky Ontario, Canada	- Lionel Schipper <sup>24</sup> Toronto, Canada
✓ Lester Crown Chicago, Illinois	- Mark Lainer Encino, California	✓ Ismar Schorsch <sup>25</sup> New York, New York
✓ David Dubin Tenafly, New Jersey	✓ Norman Lamm New York, New York	✓ Harold M. Schulweis <sup>26</sup> Encino, California
- Stuart Eizenstat Chevy Chase, Maryland	✓ Sara Lee Los Angeles, California	- Daniel Shapiro New York, New York
✓ Joshua Elkin Newton, Massachusetts	- Seymour Martin Lipset Stanford, California	- Peggy Tishman New York, New York
✓ Eli Evans New York, New York	<del>X</del> Haskel Lookstein New York, New York	- Isadore Twersky Cambridge, Massachusetts
- Irwin S. Field <sup>H</sup> Norwalk, California	- Robert Loup Denver, Colorado	✓ Bennett Yanowitz <sup>27</sup> Cleveland, Ohio
✓ Max Fisher <sup>G</sup> Detroit, Michigan	✓ Morton Mandel Cleveland, Ohio	- Isaiah Zeldin <sup>28</sup> Los Angeles, California
✓ Alfred Gottschalk Cincinnati, Ohio	✓ Matthew Maryles New York, New York	

47/47 = 53%

COMMISSION ON JEWISH EDUCATION  
IN NORTH AMERICA

Morton L. Mandel, Chairman

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- Stephen H. Hoffman - Executive Vice President, Jewish Community Federation  
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- Martin S. Kraar - Executive Vice President, Designate  
Council of Jewish Federations  
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- Arthur Rotman - Executive Vice President, JWB  
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- Carmi Schwartz - Executive Vice President, Council of Jewish Federations  
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- Herman D. Stein - University Professor, Case Western Reserve University  
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- Jonathan Woocher - Executive Vice President, JESNA  
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- Henry L. Zucker - Consultant, Premier Industrial Foundation  
Executive Vice President Emeritus,  
Jewish Community Federation of Cleveland  
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Annette Hochstein

Joseph Reimer - Assistant Professor, Benjamin S. Hornstein Program in  
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Debbie Meline - Research Assistant,  
Nativ - Policy and Planning Consultants  
P. O. Box 4497, Jerusalem 91044  
02-662296

10/16/89

10/20/89

Commissioner Interview Assignments

Sr. Policy Advisor/Staff

Commissioner

Seymour Fox

Mona Ackerman *call*  
Charles Bronfman  
Lester Crown *H12*  
Alfred Gottschalk *call*  
David Hirschhorn *call*  
Sara Lee  
Seymour Martin Lipset  
Charles Ratner  
Isadore Twersky

Annette Hochstein

David Arnow  
Norman Lamm  
Robert Loup  
Morton Mandel  
Matthew Maryles  
Florence Melton  
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Ismar Schorsch  
Peggy Tishman

Stephen Hoffman

Ronald Appleby  
Robert Hiller

Morton Mandel

Max Fisher  
Joseph Gruss  
Ludwig Jesselson

Joseph Reimer

Jack Bieler  
Josh Elkin  
Irwin Field  
Arthur Green  
Carol Ingall  
Henry Koschitzky *call*  
Mark Lainer *call*  
Haskell Lookstein *call*  
Alvin Schiff  
Lionel Schipper *call*  
Harold Schulweis } *calls*  
Isaiah Zeldin

Sr. Policy Advisor/Staff

Commissioner

Arthur Rotman

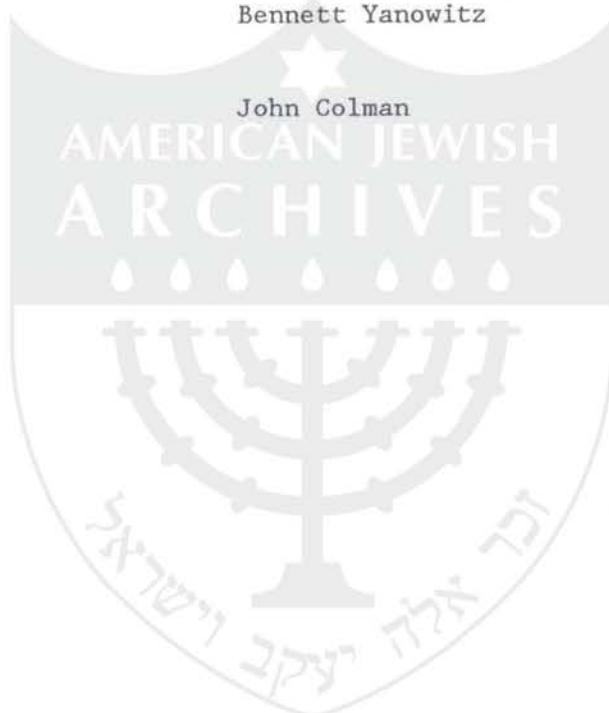
Stuart Eizenstat  
Eli Evans  
Donald Mintz  
Daniel Shapiro

Jonathan Woocher

Mandell Berman  
Maurice Corson  
David Dubin  
Irving Greenberg  
Lester Pollack  
Harriet Rosenthal  
Bennett Yanowitz

Henry Zucker

John Colman



## Agenda

Senior Policy Advisors

Sunday, October 22, 1989

7:30 - 10:00 p.m.

	<u>Tab</u>	<u>Assignment</u>
I. Review minutes from 8/24	1	VFL
II. Review interviews with commissioners, including critical comments		MLM
III. Review program for October 23	Handout	HLZ
IV. Review proposed assignments of commissioners and staff to break-out groups	3, p.15	VFL
IV. Discuss desired outcomes of meeting		MLM
V. Good and Welfare		MLM

Agenda  
Senior Policy Advisors  
Tuesday, October 24, 1989  
8:30 a.m. - 12:00 noon

	<u>Tab, Page</u>	<u>Assignment</u>
I. Reactions to Commission meeting <i>Lack of competence; lack of attendance; but good meeting</i>		MLM
II. Action needed		SF/AH/HLZ
A. Next steps		
Preparation of February and June meetings, including development of our findings and recommendations and preparation of final report		
B. Involvement of interested commissioners in research, funding and implementation		HLZ
III. Outreach/ Public Relations		
A. Preparations for GA	3, p.16-18	MG
B. News releases and other PR	3, p.19-23	MG
C. Update on denominations	3, p.24-26	MLM/AR/JW
D. Hillel involvement	3, p.27-28	HLZ
IV. Research		SF/AH
A. Progress report		
B. Next steps		
V. Schedule of future Senior Policy Advisor meetings		
A. Wed., Dec. 6 - 10:30 am - 3:00 pm; Sheraton Hopkins, Cleveland		
B. <del>January in Cleveland: Tues., Jan. 9 or Mon., Jan. 22</del>		
C. Tues., Feb. 13 - New York - pre-meeting review		
D. Wed., Feb. 14 - 9:30 am - 4:00 pm; New York - Commission meeting		
E. Thurs., Feb. 15 - 8:30 am - 12:00 noon - New York - follow-up		

①  
Dec 6

②  
out 1  
→ SPA

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you have the February 1

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March 4-5 Thurs