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CJENA correspondence, meetings and planning documents,  
1989.

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# MEETING AGENDA

Title SAAG Florence Reits Date Scheduled 20/10/89 Time \_\_\_\_\_

Purpose \_\_\_\_\_

Results Desired \_\_\_\_\_

Location \_\_\_\_\_

SCHEDULED			ACTUAL			MEETING COST		
Start	Stop	Total Hrs.	Start	Stop	Total Hrs.		Value Per Hr.	Total
Persons Attending						✓		
1	hagshu							
2	Credit for Int Foot all eggs in CAS							
3	what CAS can do							
4	BCAJE - credit							
5	inherent national							
6	implementation not strict							
7								
8								
9								
10	Criteria for selection of Application.							
Items To Be Discussed (see below letter of criteria. (1) Presentation to Board of								
1	she up-educator							
2	she's Louis Zachary - Mike her - get her report							
3	she Benel Die day school for Mechanism							
4	up							
5	limited to East Coast (including, middle, south, Canada,							
6	West Coast left out.							
7								
8	programmatis - also: Best Practice							
9	exams required. Should stem from existing							
10	programs.							
Material Needed (Number each item)						Person Responsible		
1	look at Pedagogic Reports of Fraule Felsen							
2	Funding: Research Fund (Foundation)							
3	Removal for Recruitment (Foundation)							
4	CJF contribute to scholarship fund for							
5	students to be named							
6	Mechanism (initially Commemorative)							
7	Should Federation endorsement - Feels must be a							
8	for funding. Body for establishing training							
9	Leadership - without knowledge in Fed							
10								



Real materials.

# MEETING NOTES - DECISIONS REACHED

D. Cohen / 11/1/82

Too soon for CAS. (then explained philosophy of CAS)

Mobilizing Committee. Identifiable success stories.

- ① Start with Research - 4. On training. Quality of staff & centers. Do we need that many. Can we coordinate efforts re- each specializing. Do we need to expand. ② Professional center - professional commitment immediately - Not his key identified in program. RESEARCH in care & trained personnel. Not for credibility. (Just begin with something concrete like that). CAS unit work. Ex. CAS

② & Discussion on CAS my explaining.

Philosophy. Available to 1-2-3 jobs. We have to let the community. We will work with you. Only a service group.

- ① Bring best practice & Professional Advice  
② Ongoing research with regard to what

[Synapse - Louis Sachaive. - get program]  
↓  
Synapse action plan.

Carnegie Report is what we must. Don't take away Community Option for Quality in Jewish Education. Don't go into community.

Need Budget. No open ended investment possible. DO PR. A lot there go into it. Development of information + goals of program.

Told her a re-CAS

A BODY of Advisory people. What the research has, with appropriate professionals & highly specialized. Ad-Hoc. Phase I. set task from roots 150

The Report: step taken & recommendation



~~Mike~~ Researching  
De-brief Mike

Need socialization

- (1) - You are scientists & are / have the best
- (2) - only top level

Thesis & Antithesis

leave as is (strong argument  
against pragmatist)

OR

Don't present yourself as strongly

When we write the report:

Now re. prof. - underexpress demands  
for individualism - prof in field as a  
means for progress & because  
there are falling back.  
However, strong case re-difficulties  
in general. & in few ed in particular  
(For this argument - see appendix)

However, not complete  
analysis to keep of prof. that  
can be achieved in general.

Ed it is a realistic &  
idealistic goal - why?

3rd to prof.  $\frac{1}{2}$  Expertise } the  
 $\frac{1}{2}$  autonomy } 2 an

which analysis is bases (see  
app) +  $\frac{1}{3}$  automation of

Service = 3 @es.  
Optimal = 3 @es.

In any case, could clear - the limits  
to autonomy as parents will never  
surrender (except for 12%.)



on the  
out of  
argument  
all agree

But ~~clearly~~ extremely  
clear that Expulise &  
customization can definitely  
be done

internal validity  
external validity

Campbell  
Donald

methodology  
the authority of [see  
quasi-experimental methods]

FAX SENT 31.10.89  
DATE: .....

Nativ Policy and Planning Consultants  
Jerusalem, Israel

נתיב-יועצים למדיניות ותכנון  
ירושלים

Tel.: 972-2-662 296; 699 951

Fax: 972-2-699 951

FACSIMILE TRANSMISSION

TO: Mark Gurvis  
FROM: Debbie Meline

DATE: 31.10.89

NO. PAGES: 1

FAX NUMBER: 216-361-9962

Dear Mark,

Again we seem to be having trouble receiving faxes from Cleveland. Today we received just the letterhead of your fax dated October 30th. and as I told you on Oct. 26th, the fax to Prof. Fox about Jack Sparks didn't come through clearly. Please try again on both.

Thank you,  
Debbie





PREMIER INDUSTRIAL CORPORATION

## REQUEST FOR TELEX/MAILGRAM/FAX

72343 (REV. 2/88) PRINTED IN U.S.A.

SPECIFY HOW TO SEND MESSAGE

DATE REQUESTED

☐ TELEX NO.☐ MAILGRAM☒ FAX NO.

NO. OF PGS.

(INCL. COVER SHEET)

☐ URGENT - Time sensitive - must go at once☒ REGULAR - Send at time rates are most economical

TYPE (USING DOUBLE SPACES) OR PRINT CLEARLY

## TO:

NAME Annette HochsteinCOMPANY NATIV

STREET ADDRESS

CITY, STATE, ZIP Jerusalem, ISRAEL

PHONE NUMBER

## FROM:

NAME V. LEVICOMPANY PREMIER

DEPARTMENT

COST CENTER 0902160619962

TELEX NO.: 6873015 PREMI UW

FAX NO.: 2163918327

TIME SENT:

## MESSAGE:

Enclosed are drafts of 1) minutes from 10/23, 2) minutes from 10/24, 3) cover letter to accompany minutes to commissioners. I'm faxing a set to SF at the Mayflower.

Given my assignment to get these out immediately, I'd appreciate your feedback + suggestions by Mon.

Thanks. Hope all is well.

*Virginia*

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

FROM: Virginia F. Levi *VFL*

DATE: October 26, 1989

Attached, for your information, is a report of an interview with Henry Koschitzky conducted by Joseph Reimer.

COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

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

Commissioners

Morton L. Mandel  
Chairman  
Monte Rikles Ackerman  
Ronald Appleby  
David Arrow  
Mandell L. Berman  
Jack Bieler  
Charles R. Bronfman  
John C. Colman  
Maurice S. Corson  
Lester Crown  
David Dublin  
Stuart E. Eisenstat  
Joshua Elkin  
Eli N. Evans  
Irwin S. Field  
Max M. Fisher  
Alfred Gottschalk  
Arthur Green  
Irving Greenberg  
Joseph S. Gross  
Robert L. Heller  
David Hirschhorn  
Carol K. Ingall  
Ludwig Josselson  
Henry Koschitzky  
Mark Lainer  
Norman Lamm  
Sara S. Lee  
Seymour Martin Lipset  
Haskel Lookstein  
Robert E. Loop  
Matthew J. Maryles  
Florence Melton  
Donald R. Mintz  
Lester Pollack  
Charles Ramer  
Esther Leah Ritz  
Harriet L. Rosenthal  
Alvin I. Schiff  
Lionel H. Schipper  
Smar Schorsch  
Harold M. Schulweis  
Daniel S. Shapiro  
Margaret W. Tishman  
Isadore Twersky  
Bennett Yimowitz  
Isaiah Zeldin

Information

Senior Policy Advisors

David S. Ariel  
Seymour Fox  
Annette Hochstein  
Stephen H. Hoffman  
Arthur J. Naparstek  
Arthur Rotman  
Carmi Schwartz  
Herman D. Stein  
Jonathan Woocher  
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia E. Levi  
Joseph Reimer

November 2, 1989

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

Dear Betsy and Eliot:

Thank you very much for your proposal for CAJE's involvement in the work of the Commission on Jewish Education in North America. Based on discussions of our staff and senior policy advisors, we would like to proceed in the following way:

1. The original list of programmatic areas has been reduced to twelve by combining or redefining some of the areas. Of the remaining twelve, we would appreciate CAJE's assistance with the following five:
  - a. to develop early childhood programs,
  - b. to develop and improve the supplementary and congregational school (elementary and high school),
  - c. to focus efforts on adults,
  - d. to focus efforts on the family,
  - e. to enhance the use of media and technology.
2. Each area would be worked on by a small task force (maximum of three people) charged with developing a draft agenda for action in their area. All five groups would meet concurrently on December 4th and 5th in Cleveland. The goal would be to have final drafts completed by late afternoon on December 5.
3. Commission staff would meet with the whole group of participants on Monday morning, December 4, to provide a general orientation and to help groups focus on their task. After the initial orientation, the groups would work on their



own through December 5th. Given the schedule outline the groups would have at least twelve hours of working group time to focus on their task. We would convene a meeting of Commission staff with group leaders at 4:30 p.m. Tuesday afternoon.

4. CAJE would develop a list of potential group leaders and participants and would extend the invitations to participate in the process. Commission staff may have some suggestions to make for participants based on the initial work on options papers. If so, we would provide these within the next week.
5. The setting will be the Jewish Community Federation on December 4 and the Jewish Community Center on December 5. Each facility has enough meeting space for each group to meet in a separate room. Both facilities serve only kosher meals. All participants would stay at the Bond Court Hotel in downtown Cleveland. We would begin on December 4th at 10:00 a.m., which would enable many to arrive that morning from their home town. If necessary, they may wish to fly in on Sunday.
6. The Commission will cover all air fare, hotel, and airport transfer expenses for all participants. Lunch on December 4th and 5th, and dinner on December 4th will be provided at the work group sites. Breakfasts may be charged to the hotel rooms on December 4th and 5th.
7. Joe Reimer and I are available at the General Assembly to discuss logistical preparations with you. We would need to move quickly to invite participants, send them preparatory materials, work with group leaders, etc. We would be glad to work with you to provide whatever logistical support is necessary to pull this off.

I recognize that you will need to review this plan with your leadership. We hope you will be able to work with us on this effort. I look forward to hearing from you as soon as possible.

Sincerely,



Mark Gurvis  
Commission Staff

cc: Seymour Fox  
Annette Hochstein  
Joseph Reimer  
Henry L. Zucker

3860

MEMO TO: Seymour Fox, Annette Hochstein

FROM: Mark Gurvis

DATE: November 10, 1989

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Seymour - Can you please hold Thursday, December 7 early morning for a meeting with me and David Ariel on faculty recruitment for Cleveland Fellows. We'll need to balance that with possibly getting you to New York for a noon meeting.

Jack Bieler is now a "yes" for the researchers meeting. I need your guidance on what to tell Josh Elkin, who can only come on the 5th. My feeling is we have enough people that Josh is not critical.

I am at the Clarion Hotel in Cincinnati, (513) 352-2100 from Tuesday, November 14 through Sunday, November 19. Feel free to leave messages for me there and I will get back to you if necessary.

Annette - I'll talk to you on Monday, November 13 at 8:30 a.m. Cleveland time.



62 m

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

DATE: October 24, 1989

DATE MINUTES ISSUED: November 1, 1989

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

COPY TO: David S. Ariel, Carmi Schwartz

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I. Impressions of the October 23 Commission Meeting

Senior policy advisors were asked for their reactions to the Commission meeting of the previous day. There was general agreement that the meeting went very well, that participants were involved and expressed their concerns openly. Some surprise was expressed at the lack of intensity or tension in the discussion of issues.

Commissioners were supportive of the action plan as presented, although they were not always clear on the specifics intended. Specific recommendations for the design of an implementation mechanism and definition of Community Action Sites will be important for the next meeting.

The significance of research to many commissioners was noted. Monitoring, evaluation, and analysis were used interchangeably in referring to research. This should be clarified for the recommendations.

It was suggested that the emphasis on research was indicative of the desire of the group to focus on the concrete. Commissioners are engaged and anxious to move ahead.

Concern was expressed at the absence of certain commissioners. AH and VFL will chart the absences so that staff can recommend corrective action.

Commissioner interest in best practices was also noted. We may wish to consider presenting some concrete examples of best practices at the next meeting.

It was suggested that some of the terms which have been developed during the life of the Commission (e.g., community action site, research, continental body, implementation mechanism, and Jewish education) need to be clarified. This will be especially important as the final report is drafted.

It was generally agreed that commissioners left the meeting feeling positive about progress to date and ready to see concrete products.

## II. Follow-up to Meeting

### A. Action Needed

There was discussion about whether the Commission could conclude after one more meeting or whether two are required. An alternative of regional meetings was suggested, but discarded. Following discussion, it was concluded that we do need two more meetings-- one at which to present a draft of final recommendations for commissioner reaction, highly focused on decisions, and a final meeting for presentation of the final report and launching of the implementation mechanism.

It was suggested that the next meeting of the Commission be held in March rather than February and that a meeting of senior policy advisors be scheduled a month in advance of the meeting. At that time, senior policy advisors would have an opportunity to react to the document proposed for mailing to commissioners.

It was proposed that a new format be considered for the next Commission meeting. Commissioners should be presented with concrete issues to which to respond. There should be small group meetings with well-prepared group leaders. It was suggested that the meeting be held over a two-day period, beginning on a Sunday at 4 p.m. and going through dinner followed by a full day of meetings on Monday. There will be a major agenda with significant decisions to be made.

It was suggested that the senior policy advisors meet, as scheduled, on Wednesday, December 6, 10:30 a.m. to 3:00 p.m. in Cleveland. At this point, an outline of the recommendations for the final report will be prepared, including an outline of the implementation mechanism.

A second meeting of senior policy advisors was tentatively scheduled for Thursday and Friday, February 1 and 2, possibly in Florida. At this meeting, the group will have an opportunity to review a first draft of the final report, including recommendations for action. Following this meeting, the draft will be revised for mailing to commissioners in advance of a Commission meeting tentatively set for Sunday and Monday, March 4 and 5. (This is currently under review and senior policy advisors will be notified as soon as possible.)

### B. Follow-up with Commissioners

The minutes and a carefully drafted cover letter will be sent to all commissioners as soon as possible. Senior policy advisors were encouraged to call or write their assigned commissioners, concentrating especially on those who were not present. A plan for communication with commissioners to take place between October and March will be developed and presented to senior policy advisors.



III. Research Update

It was reported that Isa Aron and Aryeh Davidson are proceeding with their research and should be ready with some preliminary findings by December 6.

Assignment

The proposed paper on the organizational structure of Jewish education in North America will be reconsidered.

Assignment

Assignment

It was agreed that programmatic options will be combined where feasible and that a three to four page overview of each will be completed for possible inclusion as an appendix to the final report. It was suggested that experts identified by CAJE and others be convened in Cleveland in early December to develop an agenda indicating basic data, trends, potential impact, problems, and recommendations for the programmatic areas. This agenda would be turned over to the implementation mechanism for further action.

Assignment

This proposal elicited detailed discussion among the senior policy advisors. The two primary approaches under discussion were to develop each remaining option for presentation in an appendix or to do an in-depth analysis of a small number (1 to 3) of the programmatic areas and to indicate that the implementation mechanism would proceed in the same manner with the other areas. SF and AH will review the alternatives and recommend further steps.

IV. A. Outreach/Public Relations

It was reported that meetings have been scheduled or are being planned to inform or update critical constituencies about the progress of the Commission. These include presentations to the JESNA board, the JWB board, federation planners, federation executives and presidents, bureau directors, the training institutions, COJEO, and the three denominations.

It was reported that we are taking advantage of organization publications to disseminate news about the Commission and have submitted the first in a series of press releases to the Jewish press.

B. Hillel Involvement

Assignment

It was suggested that Martin Kraar meet with Richard Joel, new international director of Hillel, to inform him of the activities of the Commission and to propose that he agree to consult with staff on the writing of the option paper on college youth.

V. Good and Welfare

Assignment

A. It was agreed that a "process and an event" for the presentation of the final report to the public will be discussed at the December meeting of senior policy advisors. It was suggested that we review the approach taken to the publication of the Carnegie Report.

Senior Policy Advisors  
October 24, 1989

Page 4

- assignment
- B. It was noted that the term "programmatic options" is no longer applicable and that a new term should be found.
  - C. It was suggested that a subcommittee or task force be established to work on an approach for developing federation support for the Commission product.
  - D. Participants were reminded that the next meeting of the senior policy advisors is scheduled for Wednesday, December 6, 10:30 a.m. to 3:00 p.m. at the Sheraton Hopkins, Cleveland.





COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

List of Commissioners Attending Meeting of  
October 23, 1989 in New York City

16 COM

A David Arnow	B Sara Lee
A Jack Bieler	A Seymour Martin Lipset
A Charles Bronfman	B Haskel Lookstein
C John Colman	A Robert Loup
C Maurice S. Corson	Morton L. Mandel
B Lester Crown	C Matthew Maryles
C David Dubin	C Florence Melton
C Joshua Elkin	B Lester Pollack
A ✓ Eli Evans	C Charles Ratner
C Arthur Green	C ✓ Esther Leah Ritz
C Joseph Gruss ?	A Harriet Rosenthal
A Kathleen Hat	C Alvin Schiff
B Robert Hiller	C <del>Lionel Schipper</del>
B David Hirschhorn	B Ismar Schorsch
B Carol Ingall	A Peggy Tishman
Henry Koschitzky ?	B Isadore Twersky ?
A Norman Lamm	A Bennett Yanowitz
B Susan Crown	

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Commission on Jewish Education in North America

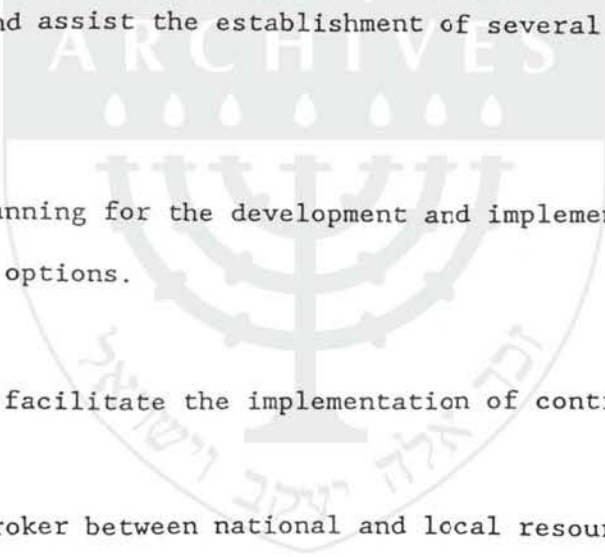
Meeting of October 23, 1989

The Action Plan

Guide for Discussion

A. The Action Plan includes seven elements. Are these the major elements?  
What else should be included?

B. Within each element, what ~~action~~ should be emphasized?

- 
- a. Facilitate and assist the establishment of several Community Action Sites.
  - b. Assist in planning for the development and implementation of programmatic options.
  - c. Initiate and facilitate the implementation of continued strategies.
  - d. Act as the broker between national and local resources.
  - e. Gather data and undertake the analysis necessary for implementation, or fund appropriate agencies or institutions to undertake such assignments.
  - f. Prepare annual progress reports on the implementation of all of these items.
- at back



*Plan: Elements*  
Action Steps 1 to 7:

1. Mobilize the community: Encourage more top leadership to work for Jewish education; develop and improve community structures that deal with Jewish education and serve as support systems; generate significant additional funding. (p. 3, 4)\*
2. Build the profession of Jewish education: Attract more talented people to the field; increase salaries and benefits; improve training opportunities; develop more and new full-time positions; find new and improved ways of recruitment and retention. (p. 4, 5)
3. Community Action Sites: Demonstrate in one or more communities what happens when you implement the best programs and ideas for Jewish education with the necessary personnel and community report and financing.
4. Continental strategies: Jewish education must also be developed on the continental level and in Israel. Training and recruitment are among the elements that will require action on the continental level. (p. 6)
5. Programmatic options: Deal with the programmatic options, as commissioners have urged. Some can be acted upon almost immediately if we mobilize the appropriate brain power and financial support. For each option we would offer a general overview of the needs, problems, and scope, and identify the key opportunities for intervention.  
(p. 6, 7)

\* Page numbers refer to the background materials.

6. Research: Improve the research base to enable us to make informed decisions in the area of Jewish education. In the process of commissioning the limited research we needed for our process, we have identified many items that belong on a longer term research agenda. This could serve as the beginning of a broad research agenda for the North American Jewish community. (p. 7 and Appendix)
7. Implementation mechanism: The seventh point of the Action Plan is the development of an implementation mechanism. Commissioners have pointed out that some mechanism will be needed to facilitate the implementation of findings and recommendations. Therefore, we suggest designing a mechanism for implementation. It could serve many functions.





4th Meeting

23.10

① attendance statistics

$\frac{25}{47}$  attended = 53%

$\frac{22}{47}$  did not attend = 47%

of these 10 are chronic non-attenders  
20% of total

45% of non-attenders

5 real excuses (Ratner, Mintz, Ben-Zur, Lasker, Lipsitz)

6 new non-attenders

Lainer - Israel

Koshitzky

Loup - was not #3 either

Twersky

Tishman

Shapiro

$\frac{47}{24} = 1.958$   
 $\frac{24}{6} = 4$

10.5

John to prepare

(1) P. start 10 AM to 1  
For SPA 130  
RLI - 9<sup>30</sup>

zurvis

the memo (take copy home)

revised list of options - age groups

Kraar mtg. with Richard Joel (Hillel)

was budget for Dec 4/5 approved? yes

Joe's panel - ortho rep

(2) The letter  
Saymon

ginny

minutes

no grammar or style in our stuff  
content only

the letter

Rotman stated well the case:

The whole story is coming together

"we really need you for the whole day to discuss this  
the recommendations

stylistic unity

NO  
Sunday  
not done  
Hershkov  
non committing  
so far ahead

minutes

5-10

generalist  
question

Memo on Caje tonight

What are the reason a person like  
you might want/ not to send kids  
to day-school & supplementary school



10/19/89

170  
BM

CHAIRMAN'S COMMENTS

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

OCTOBER 23, 1989

I. Update on progress since the June meeting:

*drop into research*

A. In developing action plan, research was necessary about salaries; personnel; cost of education; effectiveness of programs. Limited research program put in place.

B. We have begun to reach out to federations, foundations, educators, local commissions, denominations. *More on that later*

- afternoon*
1. Met twice with planners of key federations.
  2. Had informal meeting with key federation executives, scheduled General Assembly meeting with large group of federation presidents and executives.
  3. Addressed hundreds of Jewish educators at CAJE conference.
  4. Contact with several local commissions on Jewish education/Jewish continuity.
  5. Denominational movements. Plan several meetings this winter.

II. Between now and June:

A. We can focus on action.

B. We look forward to two major outcomes from the Commission process--a Commission report, and an Action Plan.

1. The Commission report will overview the current state of the field, make recommendations on community and financing, personnel, and programmatic areas. Our vision for the future. Next meeting, February 14, will focus on the suggested recommendations.
2. The Action Plan represents means through which we implement our recommendations. The focus of today's meeting.
3. Implementation is something we integrate into the planning phase. Next eight months, complete our report and recommendations, simultaneously be doing all we can to begin implementation. Outreach work, first steps of implementation.

III. Today's Agenda: §

A. Discussion of proposed Action Plan includes suggestions for implementation. *Some of you will recognize yr suggestions*

B. Action steps:

1. Mobilize the community: Encourage more top leadership to work for Jewish education; improve community structures that deal with Jewish education; generate significant additional funding.
2. Build the profession of Jewish education: improve training opportunities; find improved ways of recruitment and retention. *Salaries a factor*
3. Community Action Sites: Demonstrate what happens when you implement the best programs in Jewish education with the necessary personnel and community support.
4. Continental strategies--Address problems that go beyond what can be done solely at the local level.
5. Programmatic options: Deal with the programmatic options, offer a general overview of the needs, problems, and scope, and identify the key opportunities for intervention.
6. Research: Improve the research base to enable us to make intelligent decisions about Jewish education.



C. Implementation mechanism--An implementation mechanism could serve many functions:

1. Assist in establishment of several community action sites.

(2. Assist in <sup>addressing</sup> ~~developing~~ programmatic options.

3. Initiate continental strategies on problems, <sup>and solution</sup> that go beyond what can be done solely at the local level.

4. Act as the broker between national and local resources.

5. Gather data necessary for implementation.

6. Prepare annual progress reports on implementation.

D. Discussion today: focus on what kind of implementation mechanism will work best, avoid adding a large new bureaucratic structure, envision a small body that might broker between existing resources, between local institutions and communities and national players. How would it relate to national organizations, to denominations, to communities? Would it be an independent, new organization, or be associated with an existing organization?

E. Secure adequate funding. My initial thinking:

1. Long-term financial needs will have to be met by the community--by the federations. However, to get a quick start, and test new ideas, we will need substantial funds from individuals, foundations, and endowment funds, the major sources of start-up funds while the federations are gearing up to provide ongoing funding.
2. We have begun to discuss this opportunity with some individuals. Preliminary response is encouraging.
3. Cleveland local commission produced a plan for dealing with Jewish education. Several families agreed to participate in the necessary funding while the Federation builds up its funding participation over the next few years. Mandel is participating in the local funding, and is prepared to participate in national effort.
4. Discussion. We will review each point of the Action Plan, item by item. What we don't cover in this initial plenary session can be covered in our small group discussions.

## JOB DESCRIPTION

We are looking for the chief professional officer to lead a very small elite, innovative effort, with highest quality lay and professional colleagues.

The efforts involve: acting as a catalyst toward the implementation of the decisions of the North American Commission on Jewish Education. In particular, this effort will involve being proactive and facilitating the development of a number of wide-scale community action sites, assist them in any way needed, coordinate funding efforts, lend professional support to a variety of development efforts, monitor and report on progress, disseminate change for knowledge and XXX.

### JOB QUALIFICATIONS:

The candidate must be a person with excellent experience in XXX





4. Manage relationships with and serve as resource to national and local groups pursuing related efforts (Federations, Synagogues, Bureaus).
5. Develop a manage or working partnership among local and national funders to increase and optimize support and investment in demonstration center programming.
6. Stimulate the development of, provide counseling to, on where appropriate, oversee and manage common pools on projects which utilize philanthropic monies dedicated to demonstration initiatives.
7. Identify, solicit and work with other organizations to research and support policies and practices that will increase or improve funding for Jewish education on a national and local level.
8. Manage and give leadership to a staff competent in the technical aspects of ll's work (research, planning, analysis, evaluation, diffusion of innovation), to work with consultants, scholars and lay leaders throughout the world in bringing a team approach to bear in developing and implementing the demonstrations.

#### Attributes

1. Excellent communication.
2. Commitment to Jewish education as a means of further Jewish continuity.
3. Creative thinker (innovative; able to envision the future.
4. Hands on Manager (able to perform effectively with a small staff, capable of networking and motivating other people to accomplish tasks.
5. Low profile operations style - able and willing to work through others to accomplish objectives; willing to give credit to others (including other organizations) for significant accomplishments; patience with inevitable challenge of influencing others) effecting change without direct responsibility.

## Position Description

Director

IJE

*AJ Napauster*  
*Written - March 1989*

### A. Position Summary

The director of the IJE is to give leadership in North America to the promotion of change and innovation in Jewish education. He or she will guide a management and planning process that is characterized by an approach which is proactive, engages in thoughtful and thorough analysis in the design and implementation of development strategies.

The director will offer the donors and the board a source of vision, a base of knowledge in Jewish education, and will network with and convene those from educational institutions, national organizations, foundations and experts from the educational, denominational, and federation communities in developing strategies of change in Jewish education throughout North America.

The director of IJE is responsible to the Board of Trustees for directing all activities of the organization in accordance with 11's mission statement. This includes managing day-to-day operations, hiring, developing and motivating staff and coordinating IJE internal and external efforts to enhance work on a cross national (USA and Canada) basis and with communities in the development and implementation of demonstration Centers.

### Position Duties and Responsibilities

1. Work with members of the Board of Trustees to keep them informed, motivated and committed to 11.
2. Develop and implement strategies to involve lay leaderships in all aspects of the program.
3. Manage a strategic planning process that will lead to implementation initiatives consistent with the 11 overall strategy. Includes setting priorities for demonstrations in the areas of personnel and community, determining appropriate response to requests from demonstration sites for IJE support, staff assistance (and, where appropriate, leadership to undertake and complete initiatives.

6. Initiative/high energy level - strong action orientation; able to provide continuity and energy; able to suggest new actions and/or programs.



3/30/89



J & descriptors

Write to guide the  
hiring.

We are looking for the  
Chief Professional Officer  
to lead a very small  
elite <sup>important</sup> effort  
with highest quality  
lay and professional  
& colleagues

To be a catalyst  
in (reform) etc -  
(+ add what I/E  
wants to accomplish)

stare

## Attributes

[Q1] what must he  
know (re-education)

Be Jewishly what?  
Is social worker with  
little knowledge  
only ed world?

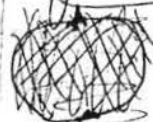
10  
[Q2] knowledge of  
community  
organization  
process

analyze city  
org. challenges  
keen sense of



Can personal  
relationship  
dynamics of  
AA City and its  
finances.

Articulate  
good writing skills

 High energy level

Familiarity &  
~~Fundraising~~  
demonstrated  
capacity for large-  
gift solicitation



Demonstrated ~~the~~  
management  
ability <sup>both personal</sup> & <sup>fiscal</sup> matters

Demonstrated  
ability to conceptualize  
complex ~~the~~ matters

Fiscal accountability

○ Familiarity with  
foundation community

# Job Description

Self

To coordinate and manage the implementation of the ~~decisions~~ of the Commission's decisions - Take leadership in bringing about reform of J.E.N.A for IC.

In particular:

Bring about Community Action Sites and assist <sup>other</sup> in Any way possible needed

Coordinate Funding Efforts

Bring about Continental plans (training)

Set up Bring about new structures/new age Monitoring and Report on Progress

Umbrella organization: give professional support to Specific Commissioners' programmatic effort

## Job Specs

- Management
- Lay and Community relations
- Vision, ~~a~~ <sup>begin</sup> belief, ~~scope~~ personable & strong
- Energy
- Excellent Knowledge of Jewish City NAT
- Jewish Affairs in General
- ability to lead, convince, raise funds
- ability to set up small organization and direct major
- Successful experience



Director of the IJE  
Job Description

I. Description of the Position

We are searching for the appropriate chief professional officer to lead an elite, innovative effort by a group of lay leaders and professionals of the highest quality.

The effort is to coordinate and manage the implementation of the decisions and recommendations of the Commission on Jewish Education in North America which are aimed at bringing about the significant reform of Jewish Education in North America for the purpose of Jewish Continuity.

Specifically, the position will involve:

A. Developing and facilitating a number of Community Action Sites.

In addition to the conceptual development of these wide-scale demonstration projects, Community Action Sites will require ongoing professional support, assistance in resolving new issues as they arise and rigorous monitoring. The information and innovations which emerge from the Community Action Sites will have to be appropriately diffused.

B. Designing and implementing nation-wide strategies for development in designated areas (e.g. training of educators).

C. Providing support to specific programmatic efforts undertaken by individual commissioners or special groups.

D. Developing new structures needed to meet the emerging needs of the new age of Jewish education in North America.

E. Coordinating the funding of the above-mentioned projects, including serving as the liason between funders and institutions.

F. Evaluating the above-mentioned projects and reporting their progress to the Commission.

## II. Required Qualifications

This position requires an experienced, committed, top-level professional.

In particular, we are looking for someone who is:

- A. Familiar with Jewish education. (Specific knowledge required?)
- B. Familiar with the structure, organization and dynamics of the Jewish Community in North America, including an awareness of its finances.
- C. Keenly aware of the lay - professional relationship and can facilitate community relations.
- D. Familiar with the foundation community and the fundraising process and has demonstrated the capacity to solicit large gifts.
- E. Articulate and possesses excellent writing skills.
- F. Able to establish a small organization, direct its projects, manage its personnel and be accountable for its fiscal matters.
- G. Energetic, visionary and possesses leadership qualities.
- H. Capable of conceptualizing complex matters.

10/19/89

255 BM

CHAIRMAN'S NOTES

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

OCTOBER 23, 1989

I. 10:00 to 10:30 A.M.: PLENARY 1, INTRODUCTORY REMARKS - MLM

A. Welcome participants and guests. First time attendees include:

Lionel Schipper - head of Schipper Enterprises in Toronto, a lay leader and a Commission member from Toronto

Martin Kraar - CJF executive director; new senior policy advisor

Ken Myers - freelance writer, working on public relations

Mark Gurvis - assistant planning director of Cleveland Federation;

deeply involved in Cleveland's Commission on Jewish Education,

and on loan to Commission staff part-time

Susan Crown - guest (ask Lester Crown to introduce her)

Kathleen Hat - ~~attending in place of Mona Ackerman~~ - Executive of Riklis Foundation program

B. Review participants' books and schedule for the day:

1. 10:00 to 10:30 a.m. -- Introductory presentation.
2. 10:30 to 12:15 p.m. -- Full group discussion.
3. 12:15 to 2:15 p.m. -- Small group discussions including lunch.
4. 2:15 to 4:00 p.m. -- Full group discussion.

C. Chairman's Comments (attached)



II. 10:30 to 12:15 P.M.: PLENARY DISCUSSION

Staff available to answer questions and give additional input.

[The following topics may warrant responses ~~and minor presentations~~:

Community (HLZ)

Personnel (SF)

Programmatic <sup>agenda</sup> ~~options~~ (SF, AH, ~~IR~~)

Community action sites (SF)

Research (AH) - also call on David Hirschhorn for statement on  
research

The mechanism for implementation (SF, AH)].

[At 11:45 a.m. direct the discussion to the implementation mechanism if  
the Commission has not yet reached that subject.]

III. 12:15 to 2:15 P.M.: SMALL GROUP DISCUSSION (INCLUDING LUNCH)

A. Continuation of discussion on the Action Plan, using the discussion  
guide.

B. Divide the commissioners into three groups with chair, co-chair and  
two staff people.

1. Group A - Charles Bronfman, chair

Bennett Yanowitz, co-chair

Seymour Fox and , staff

2. Group B - Lester Crown, chair

Lester Pollack, co-chair

Henry Zucker and , staff

3. Group C - Esther Leah Ritz, chair

John Colman, co-chair

Annette Hochstein and , staff

IV. 2:15 to 4:00 P.M.: PLENARY 2

A. Report of group discussions.

B. Discussion of reports.

C. Summary--MLM

1. A continuing role for the Commission ensuring the implementation of its ideas. (Desired outcomes for this meeting are endorsement and go-ahead on the mechanism for implementation and endorsement of the Action Plan.)

2. Our February 14, 1990 meeting, (at the same time and place) will focus on specific recommendations in the areas of community/financing, personnel, and programmatic options.

D. D'var Torah--Rabbi Arthur Green, President, Reconstructionist Rabbinical College.

781

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

List of Advisors and Staff Attending Meeting of  
October 23, 1989 in New York City

✓ Seymour Fox

Mark Gurvis

✓ Annette Hochstein

✓ Stephen H. Hoffman

✓ Martin S. Kraar

Virginia F. Levi

Ken Myers

✓ Joseph Reimer

✓ Arthur Rotman

✓ Carmi Schwartz ?

✓ Herman D. Stein

✓ Jonathan Woocher

✓ Henry L. Zucker

✓ Stephen Solender



10/18/89

Proposed Agenda  
Commission Staff  
Thursday, October 19, 1989

I. Commission meeting of 10/23 - Review the day

- ✓ A. MLM opening remarks - critique MG/AH
- B. Plenary discussion
1. Hirschhorn role SF
2. ~~Possible mini presentations~~ AH
- Community  
Personnel *agenda*  
Programmatic *options*  
Community Action Sites  
Research  
Mechanism for Implementation
- C. Small groups
- ✓ 1. commissioner assignments VFL
- ✓ 2. discussion guide AH
- ✓ 3. staff role - assignment of recorders VFL
- D. Logistics *Food Treatment Room* VFL

II. Staff and commissioner issues

- ✓ A. Process for preparation of final report and authorship HLZ
- ✓ B. Director of IJE AH
- ✓ C. JR memo about commissioner concerns JR
- D. ~~Any other commissioner suggestions?~~ Team

✓ III. Involving CAJE and others with programmatic options (Discuss on 10/22?) MG/AH

IV. Outreach MG

- A. Comprehensive picture
- B. Public relations
- C. MLM's presentation at GA and follow-up with federations
- D. Denominations
- E. Local commissions
- F. Foundations

V. Research Update

SF/AH

VI. Agendas for Senior Policy Advisors - 10/22 and 10/24

VFL

VII. Other



DRAFT 10/18/89

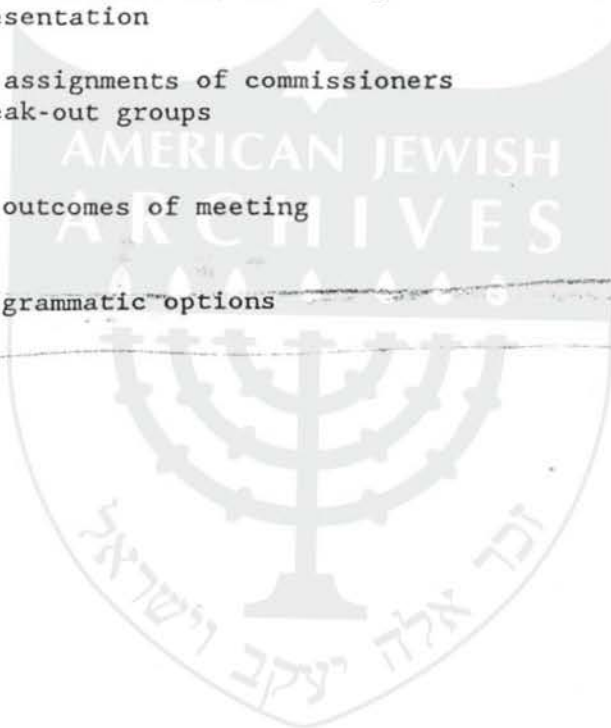
Proposed Agenda

Senior Policy Advisors

Sunday, October 22, 1989  
7:30 - 10:00 p.m.

89M

	<u>Tab</u>	<u>Assignment</u>
I. Review minutes and assignments from 8/24	1,2	VFL
II. Review program for October 23, including MLM introductory presentation	Handout	HLZ
III. Review proposed assignments of commissioners and staff to break-out groups	3	VFL
IV. Discuss desired outcomes of meeting		MLM
V. CAJE and the programmatic options	3	MG





F A C S I M I L E   T R A N S M I   S I O N

Nativ-Policy and Planning Consultants  
Jerusalem

367C

To: Prof. S.Fox

From: A. Hochstein

Date: October 16, 1989

-----  
Dear Seymour,

Two documents are attached: the job description - sent to Cleveland - and your version of the discussion guide. Don't think I'll do more on it, because pre-travel misery has set in.

Spoke to Hank this morning re-the preparation of chairs for small groups. He will ask Crown; I will ask Esther Leah. Would you please ask CRB (Charles) to chair a group - and also ask Hirshhorn if he would be willing to offer remarks about research and accountability. Since I didn't know if you wanted them to call you I volunteered to let you know that these jobs are yours. Hank liked the job-description.

I spoke to your people -- things really sound nice with both programs - details on Wednesday.

Regards

A

P.S., Should you talk to Florence, it may be politic to let her know I'll have 2-2,5 hours only. That should suffice for being eaten alive anyway...

PS<sub>2</sub> sent giving an agenda for Thursday's meeting.  
See your hand on page 1.

Commission on Jewish Education in North America

Meeting of October 23, 1989

Guide for Discussion

In our discussion we may want to relate to the various elements of the proposed action plan. (see next page for reference to the elements). The following questions may help guide the discussion:

1. In your opinion, does the action plan include the major elements that must be dealt with or are some important items missing?

2. Within each element, what action should be emphasized? For example, for "Mobilizing the Community" we suggest recruiting more outstanding leaders, dealing with the structures that service Jewish education, and generating additional funding. Are these the issues to emphasize?

3. How should this plan be implemented? What should the mechanism for implementation be?

568A

The Action Plan:

1. **Mobilizing the Community** (leadership, structure, finance) for implementation and change. (see p. 3/4)
2. Developing strategies for **building the profession of Jewish education**, including recruitment, training and retention. (see p. 4/5)
3. Establishing and developing **Community Action Sites** to **demonstrate** what Jewish education at its best can be, and to offer a feasible starting point for implementation. (see p. 5/6)
4. Implementing **strategies on the continental level and in Israel** in specific areas -- such as the development of training opportunities or recruitment programs to meet the shortage of qualified personnel. (see p. 6)
5. Developing **an agenda for programmatic options** and an approach for dealing with them. (see p. 6/7)
6. Building a **research capability** to study questions such as the impact and effectiveness of programs. (see p.7)
7. Designing a **mechanism for implementation** that will continue the work of the Commission, as well as initiate and facilitate the realization of the action plan. (see p. 7/8)



FAX SENT

DATE:

16/10

Nativ Policy and Planning Consultants  
Jerusalem, Israel

נתיב-יועצים למדיניות ותכנון  
ירושלים

Tel.: 972-2-662 296; 699 951

Fax: 972-2-699 951

FACSIMILE TRANSMISSION

TO: Giny Levi

FROM: Annette Hochster

FAX NUMBER:

DATE: 16/10/89

NO. PAGES: 3

As promised - a draft for Thursday. Please  
feel free to comment. It is a suggestion  
only.

Best Regards

Annette

The Commission on Jewish Education in North America  
Staff Meeting of October 19, 1989

Suggested Agenda

I. Meeting of October 23rd

A. Review of the Day

1. Introduction

possible → 2. Plenary Discussion : Discussion of the <sup>action</sup> plan, including Mini Presentations (or responses)

Community

Personnel

Programmatic Options

Community Action Sites

Research

The Mechanism for Implementation

3. Group Discussions / Lunch

4. Plenary Discussion

Conclusions

D'var Torah

B. Small Groups

1. Assignments of Commissioners

2. Chairs and Co-Chairs

Preparing Chairs

3. Staff

C. Attendance

D. Logistics

E. Materials

1. Discussion Guide

2. Slides

3. Handouts

II. Research - Update

A. Papers Commissioned

Aron: The Profession; Data Analysis

Davidson: Training Institutions

Reimer: Synagogue/Denominations

Ackerman: History

B. Programmatic Options:

the CAJE proposal

MG's suggested seminar

III. Funding

IV. Outreach and PR

A. Denominations

B. Federation planners/executives

C. Local commissions

V. Other

VI. Next Steps

The director





FAX SENT

DATE: 16/10/89

F A C S I M I L E T R A N S M I S S I O N

Nativ-Policy and Planning Consultants  
Jerusalem

To: Henry L.Zucker, Virginia F.Levi, Mark Gurvis

From: Annette Hochstein

Date: October 16, 1989

-----  
Please find attached a draft of the job description for the  
director of the mechanism for implementation.

I have received copy of the background documents. Thank you for  
faxing them.

Planning to call later today (you early a.m.) to discuss matters  
such as the preparation of small group chairs.

Best Regards,

Annette

# DIRECTOR OF THE MECHANISM FOR IMPLEMENTATION

## Job Description

### Introduction

The Commission on Jewish Education in North America has prepared an action plan and recommendations for dealing with the issues facing Jewish education in North America.

The action plan calls for major developments in the way that the community relates to Jewish education and allocates resources to it, and for steps towards developing the profession of Jewish education.

The plan also calls for the establishment of Community Action Sites to demonstrate what Jewish education at its best can be and for the development of national strategies in areas such as the training of educators, recruitment of qualified people to the profession and more.

### The position

We are now looking for the chief professional officer to lead this innovative effort in Jewish education. This person, together with lay and professional colleagues of the highest calibre, will act as a catalyst in bringing about the implementation of the plan.

The director will provide leadership to the promotion of change and innovation in Jewish education in North America. He/she will co-ordinate and manage the process that will lead to implementation of the recommendations of the Commission for Jewish Education in North America.

Specifically, the position will involve:

- developing a small, elite, professional unit that will act as a catalyst to bring about change;
- bringing about the establishment of Community Action Sites;
- assisting in the planning and development of programmatic areas;
- co-ordinating funding efforts;
- providing planning and research assistance as needed;
- setting up evaluation, monitoring and reporting mechanisms.

### Qualifications

The candidate must be a qualified, experienced, professional who has demonstrated leadership ability, is knowledgeable of the organized Jewish community in North America, preferably familiar with the universe of Jewish education, and able to work with a board of outstanding community leaders, scholars and professionals.

In addition he/she must have the following qualifications:

- a keen sense of lay-professional relations
- a clear understanding of the dynamics of the North American Jewish community and its finances
- a demonstrated ability for community relations
- a demonstrated ability to conceptualize complex matters
- a demonstrated ability for large-gift solicitation
- a demonstrated ability for management in the personnel and fiscal realms
- energetic, dynamic and articulate
- good writing skills





OCT 16 '89 10:05

PREMIER CORP. ADMIN.

PAGE 01



PREMIER INDUSTRIAL CORPORATION

REQUEST FOR TELEX/MAILGRAM/FAX

72343 (REV. 2/83) PRINTED IN U.S.A.

SPECIFY HOW TO SEND MESSAGE

DATE REQUESTED

10-16-89

☐ TELEX NO.☐ MAILGRAM☒ FAX NO. 01-9722-699951NO. OF PGS.  
(INCL. COVER SHEET)☒ URGENT - Time sensitive - must go at once☐ REGULAR - Send at time rates are most economical

TYPE (USING DOUBLE SPACES) ON FRONT OF COVER

TO:

NAME

Annette Hochstein

COMPANY

NATI

STREET ADDRESS

CITY, STATE, ZIP Jerusalem, Israel

PHONE NUMBER

FROM:

NAME

Ginny Levi

COMPANY

Premier

DEPARTMENT

COST CENTER

216 391 9962

TELEX NO.: 6873015 PREMI UW

FAX NO.: 0109910027

TIME SENT:

MESSAGE:

Annette - Esther Leah Ritz has a reservation  
for 10/16 + 17 at the Summit Hotel - 212-752-7000.  
JDC didn't know if she'd arrived, yet.

Best,  
Ginny

\*\* TOTAL PAGE 01 \*\*

Points From Interviews Towards the Fourth Meeting

C.A.S.

Eisenstadt: CAS will be good catalyst for bringing various elements together. Concentrate financial resources in a few sites. CAS should be in Washington!

Evans: CAS will be expensive, tough to implement, will cause negative response by other communities, will force community to free up funds from other projects and cause resentment within the community. CAS will require alot of national support (what we call continental strategies).

Corson: CAS will be impossible to replicate - due to lack of resources.

Shapiro: Sites should be spread out geographically. Should consider the community's ability to provide financial support. Involve the Orthodox!

Twersky: Best practice should be brought to CAS.

Hirschhorn: In some communities, federation might not be able to build coalition.

Ingall: Don't skip over bureaus and work directly with federations on Jewish education. Work through the bureaus!

Successor Mechanism

Evans: Who will be the board of the SM? Shouldn't be composed like the Commission. MLM should pick 10-12 qualified people.

Corson: Don't build a new bureaucracy!

Shapiro: Commission should continue to oversee, but SM should have its own board which would make policy decisions.

Ingall: There is no conflict in continuing to support JESNA in what it does and in creating a more action-focused mechanism.

Schiff: Mechanism should be an independent foundation. JWB and JESNA can only be stimulated by an outside foundation.

### Funding

Eisenstadt: Federation campaigns have been flat; no money to give to CAS.

Evans: Philanthropists are excited for a year or two and then disappear. The effort requires \$10 - 15 million a year for 10 years.

Twersky: Concerned about lack of clarity. (See MLM's letter to him.)

Lipset: Must address issue of Economics of Jewish Education.

### Personnel

Gottschalk: HUC's faculty is overburdened. Need to address the role of the rabbi.

Ratner: Not optimistic about solving personnel problem in near future. The Cleveland College experience could be used in other places.





3680

MEMO TO: David S. Ariel, Seymour Fox, Mark Curvis, Annette Hochstein,  
Stephen H. Hoffman, Martin S. Kraar, Virginia F. Levi,  
Morton L. Mandel, Ken Myers, Joseph Reimer, Arthur Rotman,  
Carmi Schwartz, Herman D. Stein, Jonathan Woocher

FROM: Henry L. Zucker

DATE: October 12, 1989

SUBJECT: Upcoming Meetings

-----

Attached please find a copy of the letter of October 11, 1989 and the accompanying background materials which have been sent to Commission members in preparation for the October 23 meeting of the Commission on Jewish Education in North America.

This will serve as a reminder of the three upcoming meetings in New York City:

1. Final planning meeting - Sunday, October 22 - 7:30 p.m. - The Board Room of the Harmonie Club, 4 East 60th Street, New York City.
2. Commission meeting - Monday, October 23 - 10 a.m. to 4 p.m. - UJA/Federation of Jewish Philanthropies of New York, 130 East 59th Street, New York City. (Please plan to be there by 9:30 a.m.)
3. Debriefing session - Tuesday, October 24 - 8:30 a.m. to 12:00 noon - JWB, 15 East 26th Street, New York City.

I look forward to seeing you there.

Attachments

Organizational Contacts

TB

OrganizationContactProposed Contacts

✓ 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. ✓

10/17/89  
Meeting  
4. Federation Executives and PresidentsMarty 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. Invite BDF to suggest participants in process on options papers. NO!!!

✓ 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

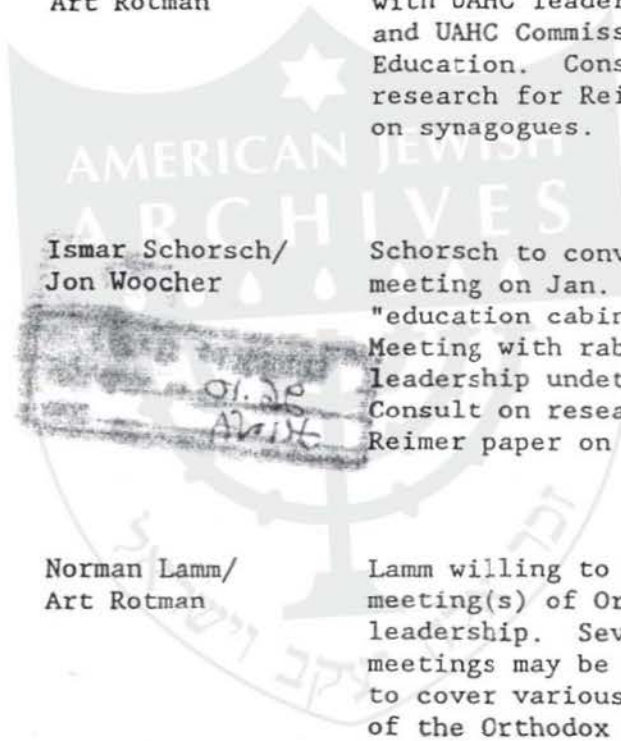
Alfred  
Gottschalk/  
Art Rotman

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.



87C

TO: Annette  
FROM: Debbie  
DATE: Oct. 15  
RE: MG's memo of Oct. 11th

MG participated in a project conducted by HUC and UJ, funded by the Milken Foundation, on how to train Jewish professionals for a changing society. The document he sent is the introduction to the project's final report (which is 300 pages).

Isa Aron and Seymour Lipset, as well as Sara Lee, were involved in the project.

The first "focus experience" (January 1989) focused on how the Jewish community is changing. Key findings:

- American Jews tend to identify with secular high culture; they are not a very religious group.
- The folk myths of anti-semitism and Israel, which used to be central to Jewish identification, are quickly declining.
- Federations and synagogues no longer correspond to realities of Jewish community.
- Judaism is a part-time recreation. Jews are consumers within the Jewish community, not adherents to the community.
- Inter-marriage up; synagogue affiliation 50%.
- Jewish organizations can't expect to solve problems, but rather "manage crises".

The second focus experience (April 1989) addressed how professionals should be educated in order to contend with the transformed Jewish community. Key findings:

- Jewish professionals are representatives of a religious system. In addition to task at hand, they must advocate greater involvement in Jewish life.
- Must focus on how Jewish values and tradition are communicated.
- There is a gap between theory and practice. Maybe some things should be taught in formal settings and other things in the field.
- Academic institutions focus on the ideal; communities are in constant flux. Training programs need to take this gap into account.
- Different institutions (universities, seminaries, professional schools) have different self-definitions. Training programs involve all three but attempts to balance them lead to confusion.
- Alumni may be the most important bridge between the community and the academic institution, as they are the nexus between theory and practice.

Conclusion: the project provided both HUC and UJ with a deliberative model for introspection and evaluation.

COMMISSION  
ON JEWISH EDUCATION  
IN NORTH AMERICA

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

Commissioners

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Chairman  
Mona Riklis Ackerman  
Ronald Appleby  
David Arnov  
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In Formation  
Senior Policy Advisors

David S. Ariel  
Seymour Fox  
Annette Hochstein  
Stephen H. Hoffman  
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Arthur Rotman  
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Director

Arthur J. Naparstek

Staff

Virginia F. Levi  
Joseph Reimer

October 13, 1989

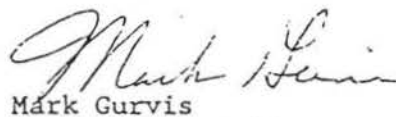
Dear Editor:

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

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.

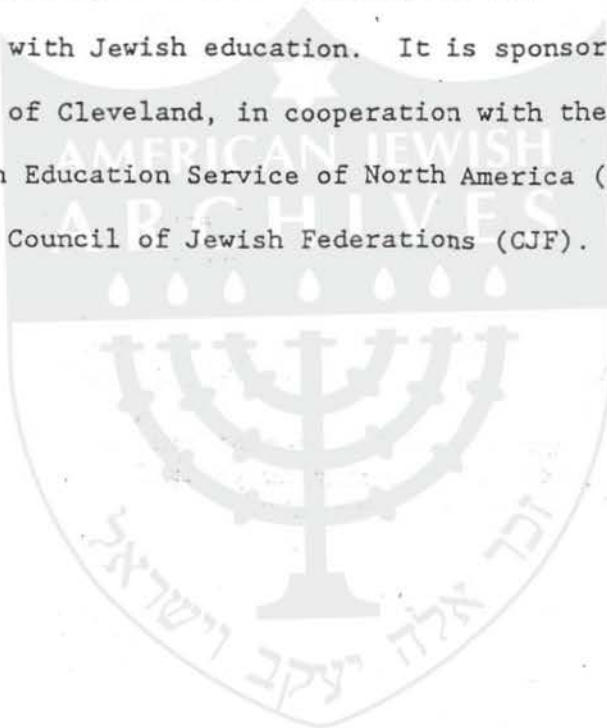
7. Designing a mechanism for implementation: Continuing the work of the Commission through creation of a mechanism to implement its recommendations within the North American Jewish community.

"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

to 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).





AFT 10/19/89

88 N

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

	<u>Tab</u>	<u>Assignment</u>
I. Reactions to Commission meeting		MLM
II. Action needed		SF/AH/HLZ
A. Next steps		
B. Involvement of interested commissioners in research, funding and implementation		
III. Outreach/ Public Relations		MG
A. Preparations for GA	3	
B. News releases and other PR	3	
C. Update on denominations	3	
D. Hillel involvement	3	
IV. Research		SF/AH
A. Progress report		
B. Recommendations for market study		
C. next steps		
V. Calendar for preparation of February and June meetings, including development of our findings and recommendations and preparation of final report		
VI. Schedule of future Senior Policy Advisor meetings		
A. Wed., Dec. 6 - 10:30 am - 3:00 pm; Sheraton Hopkins, Cleveland		
B. January in Cleveland: Tues., Jan. 9 or Mon., Jan. 22		
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		

DATE: 11/10

Nativ Policy and Planning Consultants  
Jerusalem, Israel

נתיב-יועצים למדיניות ותכנון  
ירושלים

Tel.: 972-2-662 296; 699 951  
Fax: 972-2-699 951

FACSIMILE TRANSMISSION

URGENT

TO: Mr Henry L. Zucker  
FROM: Annette Hochstein

DATE: October 11, 1989

NO. PAGES: 7

FAX NUMBER:

Dear Hank,

I am pleased to forward a draft of MLM's notes for the meeting of October 23rd. Technology has been co-operative - so it reflects already Seymour's input. We have tried to be true to content as well as to include Commissioners' views as reflected in the interview reports. I will call later today to discuss this - or to set a more convenient time for calling.

Hope it is useful.

Very Best Regards,

Annette



CHAIRMAN'S NOTES -- MEETING OF OCTOBER 23

PLENARY I

10:00 A.M. - 10:30 A.M.: INTRODUCTION -- MLM

- \* WELCOME PARTICIPANTS AND GUESTS
- \* REVIEW THE PARTICIPANTS' BOOKS AND PRESENT THE SCHEDULE FOR THE DAY.

[INTRODUCTION]

- \* AS WE PLANNED THE FOURTH MEETING OF THE COMMISSION AND REVIEWED THE REPORTS OF INTERVIEWS, WE REALIZED THAT THERE IS WIDESPREAD AGREEMENT AMONG COMMISSIONERS AND THAT WE ARE READY TO ACT.
- \* WE ARE SUGGESTING THAT OUR NEXT MEETING BE DEVOTED TO THE FINDINGS AND RECOMMENDATIONS THAT WILL BE INCLUDED IN OUR FINAL REPORT. HOWEVER, COMMISSIONERS HAVE EMPHASIZED THAT THEY WANT THIS COMMISSION TO ISSUE A REPORT THAT WILL BE ACTED UPON, AND THEREFORE WE NEED TO PREPARE AN ACTION PLAN.
- \* WHAT WE CAN ACT UPON COULD MAKE A SIGNIFICANT DIFFERENCE. FOR EXAMPLE:
  - IT LOOKS LIKE WE WILL HAVE TO INCREASE THE CAPACITY OF THE TRAINING PROGRAMS AND ENHANCE THEIR QUALITY. THAT WOULD ALLOW THEM TO TRAIN MANY MORE TEACHERS, SPECIALISTS, PRINCIPALS.
  - THE PROFESSION NEEDS BUILDING. WE KNOW THAT WE NEED NEW TYPES OF FULL-TIME POSITIONS. A LADDER OF ADVANCEMENT MUST BE DEVELOPED. STANDARDS FOR TRAINING AND PRACTICE NEED TO BE ESTABLISHED.
  - WE NEED MANY MORE TALENTED PEOPLE FOR THE FIELD. WE WILL NEED TO CREATE THE CONDITIONS THAT WILL KEEP GOOD EDUCATORS IN THE FIELD AND ATTRACT NEW PEOPLE TO ENTER THE PROFESSION.
  - WE WILL HAVE TO RECRUIT THE MOST DYNAMIC AND OUTSTANDING LAY LEADERSHIP IN EACH COMMUNITY FOR JEWISH EDUCATION.
- \* YOU HAVE URGED US TO DEAL WITH PROGRAMMATIC OPTIONS. THERE ARE MANY WAYS THIS MIGHT BE DONE. FOR EXAMPLE, AS I LOOK AROUND THIS ROOM I SEE THE PRINCIPALS OF SEVERAL INSTITUTIONS AND FOUNDATIONS THAT HAVE ALREADY TAKEN LEADERSHIP IN A GIVEN PROGRAMMATIC AREA OR EXPRESSED INTEREST IN IT. WE MAY CONSIDER WAYS TO BUILD UPON THIS.



- \* AT OUR LAST MEETING WE ENDORSED THE IDEA OF COMMUNITY ACTION SITES: THEY ARE A WAY TO BEGIN OUR WORK, A GOOD WAY TO DEMONSTRATE ON THE LOCAL LEVEL WHAT CAN BE DONE. BUT WE RECOGNIZE THAT THEY ARE NOT THE WHOLE STORY. WE HAVE LEARNED THAT WE WILL HAVE TO COMBINE ACTION AT THE LOCAL LEVEL - IN COMMUNITY ACTION SITES - WITH ACTION AT THE CONTINENTAL LEVEL. FOR EXAMPLE WE WILL HAVE TO DEAL WITH TRAINING AT THE CONTINENTAL LEVEL - AND IN ISRAEL.

[REVIEW OF WORK SINCE LAST JUNE]

- \* LET ME TELL YOU SOME OF THE THINGS WE HAVE DONE SINCE OUR LAST MEETING. YOU REMEMBER, I AM SURE, THAT WE DISCUSSED THEN HOW TO BEGIN WORK ON PERSONNEL, ON THE COMMUNITY, AND ON PROGRAMMATIC OPTIONS. WE DISCUSSED THE CONCEPTS OF DEMONSTRATION AND COMMUNITY ACTION SITES. THE QUESTION FOR THE STAFF WAS HOW TO BEGIN TO TRANSLATE ALL OF THIS INTO A FEASIBLE ACTION PLAN.

- \* WHEN WE BEGAN GATHERING THE DATA NEEDED TO PREPARE THE PLAN, WE FOUND OUT HOW LITTLE DATA THERE IS. I MEAN THE SORT OF DATA THAT WE WOULD EXPECT IN ANY FIELD: WE DON'T REALLY KNOW WHAT THE SALARIES ARE; WE DON'T KNOW MUCH ABOUT THE QUALIFICATIONS OF TEACHERS; WE DON'T EVEN HAVE RELIABLE FIGURES AS TO THE NUMBER OF EDUCATORS IN THE FIELD; WE KNOW VERY LITTLE ABOUT THE COST OF JEWISH EDUCATION; AND WE HAVE ALMOST NO DATA ABOUT THE EFFECTIVENESS OF PROGRAMS.

- \* SO IT BECAME CLEAR THAT IT WAS NECESSARY TO UNDERTAKE A LIMITED RESEARCH PROGRAM THAT WOULD BEGIN TO PUT TOGETHER THE INFORMATION WE WILL NEED FOR OUR REPORT AND FOR OUR ACTION PLAN. THIS RESEARCH WILL HELP US PROVIDE SOME OF THE KNOWLEDGE NECESSARY TO ALLOW US TO TAKE INFORMED DECISIONS.

WE HAVE ATTACHED A WORKING PAPER ABOUT THIS RESEARCH PROGRAM IN YOUR BACKGROUND MATERIALS. THE LAST PAGE OF THE APPENDIX LISTS THE PAPERS THAT HAVE BEEN COMMISSIONED.

- \* SINCE WE LAST MET, WE HAVE BEGUN TO REACH OUT MORE SYSTEMATICALLY TO VARIOUS KEY CONSTITUENCIES: TO FEDERATIONS, EDUCATORS, LOCAL COMMISSIONS, DENOMINATIONS.

- FOR EXAMPLE, WE HAVE MET TWICE WITH THE PLANNERS OF KEY FEDERATIONS TO DISCUSS THE WORK OF THE COMMISSION. THEY ENDORSED THE NOTION OF DEMONSTRATION IN COMMUNITY CONTEXTS; THEY POINTED OUT THE NEED TO AFFECT THE CLIMATE AMONG LEADERSHIP AND THEY TOLD US AGAIN OF THE PAUCITY OF EVALUATION DATA ON JEWISH EDUCATION.

- I WAS PLEASED TO BE INVITED TO ADDRESS SEVERAL HUNDRED EDUCATORS AT CAJE AND TELL THEM OF THE WORK OF THIS COMMISSION. I LEARNED A GREAT DEAL FROM THEM. LET ME JUST MENTION TWO THINGS: THEY TOLD US THAT MANY OF OUR EDUCATORS HAVE NEVER HAD THE OPPORTUNITY OF AN ISRAEL

EXPERIENCE - THEY WANT SUCH AN OPPORTUNITY. I WAS SHOCKED TO HEAR THAT MANY WOMEN COULD NOT BE IN THE FIELD OF JEWISH EDUCATION WERE IT NOT FOR THEIR HUSBAND'S INCOME. WE WILL HAVE TO FIND WAYS TO ADDRESS THIS.

- WE HAVE MADE CONTACT WITH SEVERAL OF THE LOCAL COMMISSIONS ON JEWISH EDUCATION/JEWISH CONTINUITY. THE RESPONSE IN EACH CASE WAS EAGER AND HOPEFUL. PEOPLE SHARED THEIR KNOWLEDGE WITH US AND WANT TO WORK WITH THIS COMMISSION. THE LOS ANGELES COMMISSION HAS BEEN HELPFUL IN ASSISTING US WITH SOME OF OUR RESEARCH.

(HANK AND MARK, I HAVE NOT COVERED THE DENOMINATIONS, FOR LACK OF KNOWLEDGE.)

[THE COMING MONTHS]

- \* WHEN WE BEGAN WORK MANY IDEAS WERE SUGGESTED, BUT WE DID NOT KNOW HOW TO START DEALING WITH THE ENORMOUS CHALLENGE AHEAD.

I BELIEVE THAT NOW - A YEAR AFTER WE BEGAN WORK - THE VARIOUS PIECES ARE BEGINNING TO COME TOGETHER.

- \* IT APPEARS THAT THE WORK OF THIS COMMISSION IS GOING TO HAVE TWO MAJOR PRODUCTS: **A COMMISSION REPORT AND AN ACTION PLAN.** AT OUR NEXT MEETING IN FEBRUARY WE WILL DISCUSS IN DETAIL THE COMMISSION REPORT.

- \* HERE IS WHAT WE PLAN TO DO IN THE COMING MONTHS IN ORDER TO MOVE TOWARD THE COMPLETION OF OUR WORK:  
FOR THE COMMISSION REPORT WE NEED:
  - TO COMPLETE RESEARCH AND DATA GATHERING
  - OFFER AN OVERVIEW OF THE CURRENT STATE OF THE FIELD
  - DEVELOP SUGGESTED RECOMMENDATIONS ON THE COMMUNITY, ON PERSONNEL AND ON PROGRAMMATIC AREAS THAT WILL LAY OUT OUR VISION FOR THE FUTURE OF JEWISH EDUCATION IN NORTH AMERICA
  - PREPARE FOR IMPLEMENTATION TO BEGIN THE MORNING AFTER WE COMPLETE OUR REPORT.

WE PLAN TO BRING SUGGESTIONS IN EACH OF THESE AREAS FOR DISCUSSION AT OUR NEXT MEETING.

[TODAY'S AGENDA]

- \* AS I MENTIONED, WE ARE SUGGESTING THAT TODAY'S MEETING BE DEVOTED TO THE DISCUSSION OF AN ACTION PLAN. IT INCLUDES SUGGESTIONS FOR IMPLEMENTATION AND I AM SURE THAT YOU WILL RECOGNIZE MANY OF YOUR OWN CONTRIBUTIONS TO THESE IDEAS. LET ME BRIEFLY REVIEW ITS ELEMENTS AND THEN WE CAN BEGIN OUR DISCUSSION.



1. YOU HAVE TOLD US THAT IF WE WANT CHANGE, WE WILL NEED TO **MOBILIZE THE COMMUNITY** FOR JEWISH EDUCATION. SO OUR FIRST POINT DEALS WITH THAT :

- WE WILL HAVE TO RECRUIT MORE TOP LEADERSHIP TO WORK FOR JEWISH EDUCATION.

- WE WILL NEED TO DEVELOP AND IMPROVE THE COMMUNITY STRUCTURES THAT DEAL WITH JEWISH EDUCATION AND FORM ITS SUPPORT SYSTEM

- AND WE WILL NEED TO GENERATE SIGNIFICANT ADDITIONAL FUNDING - I WILL RETURN TO THIS TOPIC LATER.

2. WE ARE LEARNING THAT A KEY FACTOR IS THE NEED TO **BUILD THE PROFESSION OF JEWISH EDUCATION** - WE HAVE SPOKEN ABOUT THAT. IN ORDER TO HAVE TALENTED PEOPLE IN THE FIELD WE WILL NEED TO INCREASE AND IMPROVE THE TRAINING OPPORTUNITIES, WE WILL HAVE TO FIND WAYS OF ATTRACTING PEOPLE TO THE PROFESSION AND RETAINING THEM IN THEIR JOBS.

3. AT OUR LAST MEETING WE DISCUSSED **COMMUNITY ACTION SITES** AS THE WAY TO BEGIN IMPLEMENTATION. WE WILL WANT TO DEMONSTRATE IN ONE OR MORE COMMUNITIES WHAT JEWISH EDUCATION CAN BE LIKE WHEN THE PERSONNEL SHORTAGE IS ADDRESSED AND THE COMMUNITY IS MOBILIZED FOR THIS ENDEAVOUR. WE WILL BRING TOP EDUCATORS TO THE SITE. WE WILL ENGAGE TRAINING INSTITUTIONS IN THE WORK OF UPGRADING AND DEVELOPING ADEQUATE IN-SERVICE TRAINING. WE WILL BE ABLE TO REPLICATE THERE THE BEST PROGRAMS IN VARIOUS PROGRAMMATIC AREAS AND THERE WILL BE ROOM FOR INNOVATION TOO.

4. IT IS CLEAR THAT WE WILL HAVE TO **DEVELOP CONTINENTAL STRATEGIES** THAT WILL COMPLEMENT THE WORK ON THE LOCAL LEVEL. TRAINING, FOR ONE, CANNOT BE DONE SOLELY ON THE LOCAL LEVEL. POLICIES FOR SALARIES AND BENEFITS WILL NEED TO BE SET CONTINENTALLY. SOME PROGRAMMATIC AREAS - RESEARCH, THE MEDIA - HAVE CONTINENTAL COMPONENTS IN ADDITION TO LOCAL ONES.

5. AS I MENTIONED EARLIER, COMMISSIONERS HAVE URGED US TO DEAL WITH THE **PROGRAMMATIC OPTIONS**. WE HAVE LEARNED THAT THERE ARE PROGRAMMATIC OPTIONS THAT CAN BE ACTED UPON ALMOST IMMEDIATELY IF WE MOBILIZE THE APPROPRIATE BRAINPOWER AND FINANCIAL SUPPORT. FOR EACH OPTION WE HOPE TO OFFER A GENERAL OVERVIEW OF THE NEEDS, THE PROBLEMS, THE SCOPE AND WE WILL IDENTIFY THE KEY OPPORTUNITIES FOR INTERVENTION.

6. I MENTIONED **RESEARCH** BEFORE. TOO OFTEN WE HAVE TO TAKE DECISIONS WITHOUT DATA. WE DON'T KNOW WHAT WORKS IN JEWISH EDUCATION, WE DON'T KNOW THE EXTENT OF NEEDS; WE DON'T KNOW WHAT PEOPLE WANT OR WHAT THE COSTS ARE. WE DON'T KNOW WHAT THE BEST PROGRAMS ARE. WE WILL NEED TO FIND OUT. TO DO THIS WE NEED TO DEVELOP A RESEARCH CAPABILITY IN NORTH AMERICA.



7. IN ORDER TO ENSURE THAT OUR PLAN BECOMES REALITY, THAT WE DO NOT END WITH RECOMMENDATIONS ONLY - NO MATTER HOW GOOD THE RECOMMENDATIONS - COMMISSIONERS HAVE POINTED OUT THAT SOME MECHANISM WILL HAVE TO BE CREATED TO FACILITATE THE IMPLEMENTATION OF OUR DECISIONS. THEREFORE WE SUGGEST DESIGNING A MECHANISM FOR IMPLEMENTATION .

THIS MECHANISM COULD SERVE MANY FUNCTIONS -- I'LL MENTION SOME:

- IT COULD FACILITATE AND ASSIST THE ESTABLISHMENT OF SEVERAL COMMUNITY ACTION SITES.
- IT COULD ASSIST - IF REQUESTED - IN PLANNING FOR THE DEVELOPMENT AND IMPLEMENTATION OF PROGRAMMATIC OPTIONS.
- IT COULD INITIATE AND FACILITATE THE IMPLEMENTATION OF THE CONTINENTAL STRATEGIES.
- IT COULD ACT AS BROKER BETWEEN NATIONAL AND LOCAL RESOURCES.
- IT COULD GATHER DATA AND UNDERTAKE THE ANALYSIS NECESSARY FOR IMPLEMENTATION, OR FUND THE APPROPRIATE AGENCY OR INSTITUTION TO UNDERTAKE THE ASSIGNMENT.
- IT COULD PREPARE ANNUAL PROGRESS REPORTS ON IMPLEMENTATION.

[FUNDING]

- \* BEFORE OPENING THE DISCUSSION, I WOULD LIKE TO MAKE ONE MORE POINT:

IMPLEMENTATION WILL DEPEND ON OUR SKILLS, ON OUR ABILITIES AND ON OUR IDEAS -- BUT NOTHING WILL BE ACCOMPLISHED UNLESS WE MAKE ADEQUATE RESOURCES AVAILABLE FOR THE IMPLEMENTATION OF OUR RECOMMENDATIONS.

TO ESTABLISH COMMUNITY ACTION SITES, TO DEVELOP TRAINING PROGRAMS, TO RETAIN TALENTED EDUCATORS IN THE FIELD, TO DEVELOP THE KNOWLEDGE BASE NEEDED, TO EXPAND THE BEST PROGRAMS AND TO ENCOURAGE INNOVATIONS WILL ALL REQUIRE SIGNIFICANT FUNDS.

SO LET ME SHARE SOME OF MY THINKING ON THAT TOPIC WITH YOU:

- \* I BELIEVE THAT LONG-TERM FINANCIAL NEEDS WILL HAVE TO BE MET BY THE COMMUNITY - BY THE FEDERATIONS.
- \* HOWEVER, IN ORDER TO GET STARTED WE WILL NEED SUBSTANTIAL FUNDS FROM INDIVIDUALS AND FOUNDATIONS.
- \* WE HAVE BEGUN DISCUSSING THIS OPPORTUNITY WITH SOME INDIVIDUALS AND WITH SOME FOUNDATIONS. WE ARE HOPEFUL OF THEIR RESPONSE - WE WILL KNOW BETTER IN A FEW WEEKS.

IN CLEVELAND WE HAD A COMMISSION ON JEWISH CONTINUITY THAT PRODUCED A PLAN FOR DEALING WITH JEWISH EDUCATION. SEVERAL OF US PERSONALLY AGREED TO PARTICIPATE IN THE FUNDING OF THE EDUCATIONAL EFFORTS THERE AND I INTEND TO PARTICIPATE IN THIS NATIONAL EFFORT AS WELL.

- \* TO FACILITATE OUR DISCUSSION, WE HAVE PREPARED A DISCUSSION GUIDE THAT IS IN YOUR KITS. I BELIEVE IT WILL HELP US HAVE A VERY FRUITFUL DAY.

#### 10:30 A.M. - 12:30 A.M.: PLENARY DISCUSSION

[ STAFF WILL BE AVAILABLE THROUGHOUT TO ANSWER QUESTIONS AND GIVE ADDITIONAL INPUT. YOU MAY WANT TO CALL ON THEM IF AND WHEN USEFUL. THE FOLLOWING TOPICS MAY WARRANT RESPONSES AND MINOR PRESENTATIONS:

COMMUNITY (HLZ)  
PERSONNEL (SF)  
PROGRAMMATIC OPTIONS] (HLZ, SF, AH)  
COMMUNITY ACTION SITES (SF)  
RESEARCH (AH OR DH)  
THE MECHANISM FOR IMPLEMENTATION (AH)

[AT 12:00 'OCLOCK YOU MAY WANT TO DIRECT THE DISCUSSION TO THE MECHANISM FOR IMPLEMENTATION -- IF IT HAS NOT YET BEEN DISCUSSED.]

#### 12:30 P.M. - 2:00 P.M.:

##### SMALL GROUP DISCUSSION (including lunch)

CONTINUATION OF DISCUSSION ON THE ACTION PLAN - BASED ON THE DISCUSSION GUIDE.

[LIKE LAST TIME WE WILL DIVIDE THE COMMISSIONERS INTO THREE GROUPS WITH CHAIR, CO-CHAIR AND 2 STAFF PEOPLE]

#### 2:30 P.M.- 4:00 P.M.:

##### PLENARY II

REPORT OF GROUP DISCUSSIONS

DISCUSSION OF REPORTS

SUMMARY -- MLM

- \* A CONTINUING ROLE FOR THE COMMISSION

#### DESIRED OUTCOMES:

ENDORSEMENT AND GO-AHEAD ON THE MECHANISM FOR IMPLEMENTATION  
ENDORSEMENT OF THE ACTION PLAN

DVAR TORAH.



PREMIER INDUSTRIAL CORPORATION

**REQUEST FOR TELEX/MAILGRAM/FAX**

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10/11/89

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**TO:**NAME ANNETTE HOCHSTEINCOMPANY NATIV

STREET ADDRESS

CITY, STATE, ZIP JERUSALEM

PHONE NUMBER

**FROM:**NAME SINNY LEVICOMPANY PREMIER

DEPARTMENT

COST CENTER 090

216361 9962

TELEX NO.: 6873015 PREMI UW

FAX NO.: 2163918327

TIME SENT:

**MESSAGE:**

Annette - Following are our recommendations  
for group chairs, co-chairs, and staff:

1. Crown - Pollack - Zucker
2. Bronfman - Yanowitz - Fox
3. Ritz - Colman - Hochstein





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

Commissioners

Sam L. Mandel  
Sam  
Riklis Ackerman  
Ed Appleby  
J. Arrow  
Jell L. Berman  
Bieler  
Charles R. Bronfman  
C. Colman  
Nancy S. Conson  
Er Crown  
Ed Dubin  
Art Eizenstat  
Ira Elkin  
N. Evans  
Sam S. Field  
M. Fisher  
Ed Gottschalk  
Thur Green  
Ing Greenberg  
S. Gross  
Robert I. Hiller  
David Hirschhorn  
Paul K. Ingall  
Adwig Jesseban  
Henry Koschitzky  
Mark Lainer  
Norman Lamm  
Sara S. Lee  
Seymour Martin Lipset  
Isabel Lasokstein  
Robert E. Laup  
Matthew J. Maryles  
Florence Melton  
Donald R. Mintz  
Lester Pollack  
Charles Ratner  
Esther Leah Ritz  
Harriet L. Rosenthal  
Alvin L. Schiff  
Laurel H. Schipper  
Ismael Schorsch  
Harold M. Schulweis  
Daniel S. Shapiro  
Margaret W. Fishman  
Isadore Twersky  
Bennett Yarnowicz  
Isaiah Zeldin

October 11, 1989

Dear

I am looking forward to the October 23rd meeting of the Commission and hope that you are, too.

Working back from the Commission's projected completion date in June 1990, we can identify concrete agendas for both this upcoming meeting, and the fifth meeting after that scheduled for February 14, 1990.

October 23 - Review of interviews with commissioners, and of research which has been undertaken; discussion of a proposed action plan; strategies for how the Commission might implement recommendations upon completion of its report; progress report on personnel, community, and programmatic options.

February 14 - Review of specific recommendations on personnel, community, and programmatic options.

Based on these broad agendas, we have prepared the enclosed background materials for your review, including a discussion draft of a proposed action plan and an appendix outlining a research plan. The proposed action plan will be the primary focus of our discussions on October 23rd.

The research plan represents efforts to build a knowledge base needed to prepare recommendations for the final report. These recommendations will be more fully covered at the February meeting.

Information  
Senior Policy Advisors

David S. Ariel  
Seymour Fox  
Annette Hestheim  
Stephen H. Hoffman  
Arthur J. Naparstek  
Arthur Rotman  
Carmel Schwartz  
Hermon D. Stein  
Jonathan Woscher  
Henry L. Zucker

Director

Arthur J. Naparstek

Staff

Virginia L. Levy  
Joseph Berman

I look forward to seeing you on Monday, October 23rd, from 10:00 a.m. to 4:00 p.m. at the UJA/Federation office, 130 East 59th Street in New York City. As usual, coffee and rolls will be available at 9:30 a.m., and we will start the meeting promptly at 10:00 a.m.

Best wishes for a happy, healthy, and fruitful New Year!

Shana Tova,

Morton L. Mandel  
Chairman



# COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

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

## Commissioners

Morton L. Mandel  
Chairman  
Mona Riklis Ackerman  
Ronald Appleby  
David Arnow  
Mundell L. Berman  
Jack Bieler  
Charles R. Bronfman  
John C. Colman  
Maurice S. Corson  
Lester Crown  
David Dubin  
Stuart E. Eizenstat  
Joshua Elkin  
Eli N. Evans  
Irwin S. Field  
M. M. Fisher  
Alfred Gottschalk  
Arthur Green  
Irving Greenberg  
Joseph S. Gruss  
Robert I. Hiller  
David Hirschhorn  
Carol K. Ingall  
Ludwig Jesselson  
Henry Koschitzky  
Mark Lainer  
Norman Lamm  
Sara S. Lee  
Seymour Martin Lipset  
Isakel Lookstein  
Robert E. Loup  
Matthew J. Maryles  
Florence Melton  
Donald R. Mintz  
Jester Pollack  
Charles Ratner  
Esther Leah Ritz  
Harriet L. Rosenthal  
Al Schiff  
Israel H. Schipper  
Smar Schorsch  
Harold M. Schulweis  
Daniel S. Shapiro  
Margaret W. Tishman  
Isidore Twersky  
Kenneth Yanowitz  
Miah Zeldin

October 10, 1989

prefix first last  
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company OB  
street  
address

Dear sal :

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## Information Senior Policy Advisors

David S. Ariel  
Seymour Fox  
Innette Hochstein  
Stephen H. Hoffman  
Arthur J. Naparstek  
Arthur Rotman  
Barry Schwartz  
Bernard D. Stein  
Jonathan Woocher  
Henry L. Zucker

## Director

Arthur J. Naparstek

## Staff

Virginia E. Levi  
Joseph Reimer



I am truly sorry that you are unable to join us on October 23. Please review the background materials and, if possible, share your thoughts and reactions both before and after the meeting. One of our senior policy advisors will be in touch to share with you the discussions that occur on October 23.

Best wishes for a happy, healthy, and fruitful New Year!

Shana Tova,

Morton L. Mandel  
Chairman



FAX SENT

DATE: 5/11/89

Nativ Policy and Planning Consultants  
Jerusalem, Israel

נתיב-יועצים למדיניות ותכנון  
ירושלים

Tel.: 972-2-662 296; 699 951

Fax: 972-2-699 951

FACSIMILE TRANSMISSION

TO: Steve Huberman

DATE: October 5, 1989

FROM: Annette Hochstein

NO. PAGES: 1

FAX NUMBER: 001-213-655-4458

Dear Steve,

Your fax to Seymour arrived this morning. He will not receive the information for a few days, however, as he is on vacation in Turkey. He will call you during the week of October 18th to respond.

I would like to take this opportunity to wish you a healthy, fruitful, creative and peaceful year.

עם חג חמשה עצור

Annette

# COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

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

## Commissioners

Morton L. Mandel  
Chairman  
Mona Riklis Ackerman  
Ronald Appleby  
David Arnow  
Mandell L. Berman  
Jack Bieler  
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Lester Crown  
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Seymour Fox  
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Arthur Roman  
Carmi Schwartz  
Herman D. Stein  
Jonathan Woocher  
Henry L. Zucker

## Director

Arthur J. Naparstek

## Staff

Virginia E. Levi

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

377C



D R A F T

F A C S I M I L E      T R A N S M I S S I O N

37  
FAX SENT 8/10/89

DATE: 8/10/89

To: Prof. S. FOX  
(guest arriving today -- Sunday October 8)

From: A. Hochstein

FAX # : 90 - 51 - 191 - 709

7. pages

Date: October 8, 1989

-----  
Dear Seymour,

I am attaching a draft of the notes for MLM. As you can see they are more than bullet points and less than a speech. Hank wants other people's input in this - he mentioned staff but may have intended policy advisors too. He thought this would be the basis for writing a speech. I may have convinced him that MLM may prefer bullet points.

Should I not hear from you I will fax this on Wednesday. I can be called tomorrow evening or Tuesday before 10:00am and after 12:30. Tuesday evening I won't be home after 6:45. Should you prefer the written word: fax # 972-2-699-951.

This writing has clarified for me much about the 23rd, its possible pitfalls, needs and needed preparations. We will need to have a number of serious mini-presentations ready. Unless you tell me otherwise I will mail a memo in this topic to your address in London.

The next critical piece is the discussion guide. I'll get to it as soon as this is done.

Gmar Tov,

Best Regards, Annette

P.S. Hank is going to Crown & daughters on Tuesday. We sent him ~~back~~ reports of your ~~past~~ interviews.

A.

20PC

Summary of telephone conversation with Elliot Spack  
October 10, 1989

I called Elliot to touch base in wake of Betsy Katz's recent letter (proposal) to Mark Gurvis and Mark's response.

Elliot told me that, concerning its work with the Commission, CAJE is open to a number of possibilities: CAJE is willing to undertake the writing of only a part of the options papers - if we so decide. And if we decide to convene a group in Cleveland to work on the options papers, CAJE would be willing to send its people there.

CAJE is waiting for guidance from the Commission staff before it moves ahead. They have not yet identified specific people to work on the various options papers, but their proposal is based on their informed view that in the areas they listed they do have the appropriate people to do the work.



call4.10/8mn-w

18PC

Notes from call with Mark Gurvis  
Oct. 4th

Corrections on Progress Report

They incorporated the two suggestions AH made in fax of 3.10.89. AH mentioned two more minor changes. MG said "they'd take another look at them."

They will reprint the report - type set, similar to our style. AH asked that they send copy as soon as its done.

They are drafting letter to Commissioners. Will be discussed at meeting with MLM tomorrow. Will fax us a copy.

Discussion Guide

They are anxious to receive draft of discussion guide "in order to be able to prepare MLM's remarks". AH said HLZ should discuss the issue of MLM's remarks with SF.

AH told MG not to expect draft of guide until the end of next week. The draft could be worked on at the staff meeting on Oct. 19th. AH assured MG that the disc. guide wouldn't be a problem.

Slides

AH told MG that we are preparing 5 slides and will also have hard copies of them available to hand out if necessary. MG asked to see the designs of the slides as soon as possible.

CAJE

AH suggested that MG write to BKatz in response to her proposal and reaffirm the Commission's interest in CAJE involvement, but tell her that we needed to discuss the logistical issues at the next staff meeting. At the same time, AH will call Elliot Spack and sound him out about who CAJE thinks might be able to do the options papers. AH expressed concern that their proposal may not be feasible (can't pull people out of their normal jobs to do the necessary work; 10 options is a big project).

MG is worried about giving CAJE a mixed message: after setting a time limit for them in August, how can we delay our response to them now? AH agreed that it may be a mixed message but we have to carefully check the feasibility of this project. It may be necessary to use other people as well. BK made it clear that CAJE people who worked on the options papers would be doing so as individuals, not as representatives of CAJE - so she left the door open to calling on other people as well.



AH said she'd call Barry Holtz to further discuss the CAJE proposal.

### 3-Day Conference

AH said that MG's idea of bringing together professionals to work on the options papers, best practice, etc. was interesting and should be discussed at the staff meeting.

MG said he was less concerned about the format of the conference than he was about getting the options papers and the CAJE issue on the table.

### Scenario for the Day

see attached

### FROM CONVERSATION WITH GINNY

AH asked Ginny to print 100 extra copies of the progress report for AH to bring back to Israel.

Attendance - so far: 24 commissioners are definitely coming; 9 are not; 14 haven't responded. Ginny will begin calling them early next week.

MLM did call Gottschalk, but he will not be able to attend the meeting. *Very good meeting on denominations. Very positive Gottschalk's attitude*  
MLM has been in touch with Crown. Crown cannot see SF when he is in the U.S.

JR will interview Peggy Tishman. Ginny is trying to arrange a meeting for AH with PT in Israel at the end of October.

F A C S I M I L E     T R A N S M I S S I O N

To: Prof.S. FOX (hotel guest)  
Room 415

FAX SENT

DATE:

4/10/89

From: A. Hochstein

FAX No: 00 90 63 614 914

Date: 4/10/89

Dear Seymour,

As per our call I am attaching the suggested scenario for the 23rd - I mailed it to Cleveland yesterday, and am ready to prepare MLM's notes.

Below are Hank et al's remarks to those notes --

1. In the introduction, add the following to MLM's points:
  - \* The work that has been going on in the past several months :  
research program  
outreach and p.r.
  - \* Walk commissioners through the next few months up to the writing of the final report
2. Under elements of the Action Plan Hank would feel more comfortable if the discussion of demonstration and Community Action Sites were linked to the mechanism for implementation -- suggests to join them at the end of the list
3. They suggest that we make sure MLM directs the plenary discussion to ensure discussion of the Mechanism BEFORE the small groups meet. Mechanism in their view includes a. functions and b.the way it relates to other structures in North America.
4. Limit small group discussion to 1,5 hours (12:30 to 2:00)

I reasonably agreed to everything and -- truth to tell -- I am enjoying this whole exercise in moderate response mightily. Mark and I now agree on almost everything...

Hope you don't allow this to intrude significantly in your vacation: we really have things under control.

Regards to Sue,

*Carmette*

*Sony: Can't locate Batschaw materials here.*

F A C S I M I L E      T R A N S M I S S I O N

To: Prof.S. FOX (hotel guest)  
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Regards to Sue,

*Carmette*

*Sony: Can't locate Batslow materials here.*



12:30 P.M. - 2:30 P.M.:

**SMALL GROUP DISCUSSION (including lunch)**

Continuation of the discussion of the Action Plan.

**Materials:** same discussion guide as above

**Resource People:** chair, co-chair, staff, senior policy advisors.

**Desired Outcome:** Endorsement of the Action Plan.

2:30 P.M.- 4:00 P.M.:

**PLENARY II**

- Reports of group discussions
- Discussion
- Summary including next steps:
  - Funding
  - Preparing for implementation
  - Completing the research program
  - The report
  - Defining a continuing role for the Commission
  - Dvar Torah

**Desired Outcomes:**

Endorsement of Mechanism for Implementation;  
Endorsement of Action Plan.

MEETING OF OCTOBER 23, 1989

SUGGESTED SCENARIO FOR THE DAY

**Agenda:** The Action Plan and the Mechanism for Implementation

**Format:**

- A plenary, beginning with an introduction by MLM
- Group discussions
- A second plenary

**PLENARY I**

**10:00 A.M. - 10:30 A.M.: INTRODUCTION BY MLM**

- \* How the Commission work has led to an action plan
- \* The Commission will have two main outcomes: the report and the Action Plan.
- ① \* Review the elements of the Action Plan:
  - Mobilizing the Community
  - Building the Profession
  - ② - Demonstration: Community Action Sites
  - Continental strategies - e.g. training and recruitment
  - Agenda for Programmatic Options
  - Research Capability
  - A mechanism for implementation

**Desired Outcome:** Focus discussion on the Action Plan.

**10:30 A.M. - 12:30 A.M.: PLENARY DISCUSSION**

Discussion of the Action Plan - element by element.

**Materials:** A 1-2 page discussion guide providing a brief explanation of each of the elements of the Action Plan will be available to all participants.

Slides on key topics will be prepared and used as needed.

**Resource People:** Staff will be available to respond on the different topics as required (HLZ, SF, AH).

**Desired Outcome:** To discuss as many of the elements of the Action Plan as time allows. Discussion will be continued in the smaller groups.

Nativ Policy and Planning Consultants  
Jerusalem, Israel

DATE: 10/10/89  
נתיב-יועצים למדיניות ותכנון  
ירושלים

Tel.: 972-2-662 296; 699 951

Fax: 972-2-699 951

FACSIMILE TRANSMISSION

TO: Henry L. Zucker & Virginia Lei  
FROM: Annette Hochstein

DATE: 3/10/89

NO. PAGES: 3

FAX NUMBER:

Please find, attached, a suggested scenario for  
October 23. Hope it is useful.

Best-Regards,

Sincerely,

Annette





MEETING OF OCTOBER 23, 1961

SUGGESTED SCENARIO FOR THE MEETING

**Agenda:** The Action Plan and the Mechanism for Implementation

**Format:**

- A plenary, beginning with an introduction by the Chairman
- Group discussions
- A second plenary

**PLENARY I**

**10:00 A.M. - 10:30 A.M.: INTRODUCTION BY CHAIRMAN**

- \* How the Commission work has led to an action plan
- \* The Commission will have two main outcomes: the report and the Action Plan.
- \* Review the elements of the Action Plan:
  - Mobilizing the Community
  - Building the Profession
  - Demonstration: Community Action Sites
  - Continental strategies - e.g. training and recruitment
  - Agenda for Programmatic Options
  - Research Capability
  - A mechanism for implementation

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12:30 P.M. - 2:30 P.M.:

**SMALL GROUP DISCUSSION (including lunch)**

Continuation of the discussion of the Action Plan.

**Materials:** same discussion guide as above

**Resource People:** chair, co-chair, staff, senior policy advisors.

**Desired Outcome:** Endorsement of the Action Plan.

2:30 P.M.- 4:00 P.M.:

**PLENARY II**

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- Discussion
- Summary including next steps:
  - Funding
  - Preparing for implementation
  - Completing the research program
  - The report
  - Defining a continuing role for the Commission
  - Dvar Torah

**Desired Outcomes:**

Endorsement of Mechanism for Implementation;  
Endorsement of Action Plan.

FAX SENT

DATE:

4/10/89

Nativ Policy and Planning Consultants  
Jerusalem, Israel

נתיב-יועצים למדיניות ותכנון  
ירושלים

Tel.: 972-2-662 296; 699 951

Fax: 972-2-699 951

FACSIMILE TRANSMISSION

TO: Mr. Arthur Rotman  
Executive Director, JWB  
FROM: Annette Hochstein

DATE: October 4, 1989

NO. PAGES: 1

FAX NUMBER: 001-212-481-4174

Dear Art,

Your fax to Seymour arrived this morning. He will not be able to respond immediately, as he is out of the country right now. I do expect to be in contact with him in the coming days and will convey your messages to him. I believe he'll call you when he arrives in the United States towards the middle of the month.

Let me take this opportunity to wish you and your family Shana Tova and Gmar Tov.

Best Regards,

Annette





# Brandeis University

Philip W. Lown  
School of  
Near Eastern and  
Judaic Studies

Benjamin S. Harnstein  
Program in Jewish  
Communal Service  
617-736-2990

Waltham, Massachusetts  
02254-9110

3820

TO: SEYMOUR FOX, ANNETTE HOCHSTEIN, MORT MANDEL,  
HENRY ZUCKER, MARK GURVIS, VIRGINIA LEVI

FROM: JOSEPH REIMER

DATE: OCTOBER 3, 1989

RE: INTERVIEWS WITH COMMISSIONERS

In the spirit that Mort sets in our senior policy advisor meetings to share negative feedback, I think it wise to share an undercurrent of negative feeling I have picked up in some of my interviews. This comes primarily from professionals and represents maybe seven conversations in total. But it is out there and we may encounter it at the meeting on October 23.

Most broadly, I'd call it a feeling of Commissioner non-involvement. M. Lookstein wants to know if the research papers have any connection to Commissioner input. A. Schiff wants to know whether he will be consulted on their content. J. Bielar wonders if there will be a format for his sustained input. A. Green wonders why we need the research. C. Ingall wonders if her concerns about the place of bureaus and Federations are being considered. J. Elkin wonders what happened to best practices. E. Evans calls to ask if I think anyone is listening to the points he raises, and whether they will make it into the final report.

In all cases, I do my best to assure the Commissioners that people are listening and that feedback is a vital part of the process. Yet, in stepping back, I also hear a complaint that may need to be addressed.

FAX SENT

DATE: 3/10/89

F A C S I M I L E      T R A N S M I S S I O N  
Nativ-Policy and Planning Consultants  
Jerusalem

330C

To: Mark Gurvis

From: Annette Hochstein

Date: October 3, 1989

Dear Mark,

I received your fax with the suggested corrections to the background documents for the commissioners. Most suggestions are improvements on the text and they are very welcome. One small problem: on page 2 of the main document (in section "A. Background") the word "demonstration" is being replaced with "an implementation mechanism". The addition of the implementation mechanism is helpful, but the link between demonstration and Community Action Sites should not be lost. Therefore I suggest that the sentence read:

"This led to the clear need for an implementation mechanism and to the endorsement of the concept of demonstration in Community Action Sites".

For page 14 (under "4. The relationship between the community and the denominations") the following could be inserted :

"Research Needed: Analysis of the respective roles of denominations, congregations and federations as regards Jewish education. The analysis would focus on opportunities for cooperative development efforts, potential changes and emerging structures.

Feasibility: Case studies of federations, congregations and current cooperative ventures could be prepared in time for the Commission report. The larger analysis belongs in the longer term agenda."

We can discuss some smaller items tomorrow by phone.

As for the printing: if you plan professional printing (typesetting of some sort or desk-top publishing) you should indeed do it in Cleveland. If not, we can easily insert the corrections in the text here and express-mail it to you in time. We may want to decide this too tomorrow.

Best Regards,



Nativ Policy and Planning Consultants  
Jerusalem, Israel

נתיב-יועצים למדיניות ותכנון  
ירושלים

Tel.: 972-2-662 296; 699 951

Fax: 972-2-699 951

FACSIMILE TRANSMISSION

TO: Mark Gurus  
FROM: Annette Hochstein  
FAX NUMBER: 44

DATE: October 2, 1989  
NO. PAGES: 1

Dear Mark,

I will call on Wednesday, October 4 between  
8-9 AM Cleveland time to discuss the CAJE  
project and your memo re-educators.

Shana Tova

Annette



196C

MEMO TO: Annette Hochstein

FROM: Mark Gurvis MB

DATE: October 2, 1989

MLM initiated a review of the background materials for the October 23rd Commission meeting on October 2nd with HLZ, VFL, and me. He requested that a number of additional changes be incorporated before the materials are sent out to the Commission. However, we agreed that it would be unfair to have you keep adapting the material from Jerusalem. Accordingly, we will have the material revised and printed in final form here. We may want to do this for our future meetings as a way of taking some of the pressure off of you in Jerusalem for preparing final documents. Enclosed is a copy of your last draft with the proposed changes marked. Most are of a stylistic nature, but some are substantive ones, as follows:

1. Language on "decisions of the Commission" has been softened to "discussions" in order to keep the tone of the process away from formal decision making.
2. In the research design we have changed the title of topic (1) to "The Link Between Jewish Continuity and Jewish Education." The reasoning is that MLM does not want to raise doubts for commissioners about why the Commission exists. While such a statement may open the report, it doesn't need to be included here. For the same reason, we suggest eliminating the second research question in that section.
3. In general, we have suggested language on feasibility that places things in a positive context of what can be accomplished for the report, and then indicates what needs to be included in a longer term research agenda.
4. The section on relationship between community and denominations is missing statements on research needed and feasibility. We aren't sure if this is by design, or if it got lost in the word processing.

We can include a review of the proposed changes in our call scheduled for 8:00 to 9:00 a.m. on Wednesday, October 6. Please try to call as close to 8:00 a.m. as possible as I have a 9:30 meeting at Federation and want to be sure we have enough time to cover everything we need to.

Best wishes,

cc: Henry L. Zucker  
Virginia F. Levi

F A C S I M I L E      T R A N S M I S S I O N

Nativ - Policy and Planning Consultants  
Jerusalem

To: Ginny Levi

From: Annette Hochstein

FAX SENT

DATE: 2/10/89

Date: October 2, 1989

Dear Ginny,

Re : miscellaneous matters

I hope the hard copy of the materials have arrived safely. As promised the suggested scenario/agenda and the job description will follow in the coming days.

This is to inform you that Seymour and I will be landing on the 19th at 14:45pm for our meeting. Will it take place at the airport or at the office? *in Cleveland*

Peggy Tishman: As you guessed I cannot see her at 2:pm on the 18th - since Esther Leah Ritz is postponing her return to Milwaukee for our meeting at that time. Someone else should interview her. Yes it might be useful to see her post-commission here: does that require your setting up a time? if yes I'll be back at work on the 29th.

If she is being interviewed the following might be useful:  
The interviewer may want to read the reports of the previous interviews with her.

I believe she is more concerned with the funds needed for Russian Jews than with other topics at this time. She has not been very involved in the second meeting (attended the second half only) - and I do not recall if she did attend the third. It may be necessary to step back a little and help her get back on board.

Koshitzky: Seymour suggests that if possible, MLM should call to encourage Koshitzky to attend. The line could be that a number of Commissioners are attending the meeting of the 23rd and flying to the Jewish Agency meetings after that (Loup, Ritz, Tishman).

That's administration for today.  
Best regards to all of you,

*Annette*



cc: Mark Gurvis  
Virginia F. Levi

TO: Morton L. Mandel

NAME

DEPARTMENT/PLANT LOCATION

FROM: Henry L. Zucker

NAME

DEPARTMENT/PLANT LOCATION

DATE: 10/2/89

REPLYING TO  
YOUR MEMO OF: \_\_\_\_\_

SUBJECT:

Here are some ideas I would like to see discussed at the October 23rd Commission meeting. Some of them could be used in your opening statement. Others might be introduced in the discussion period.

Community/Financing Section

There is a consensus among Commission members that the time is ripe for a major move forward in the field of Jewish education. To take advantage of this opportunity requires an input of a substantial amount of new money. While some believe that not all of our problems will be solved with more money, it seems clear that substantially more money is needed to effect needed changes and to energize the field of Jewish education. At this point, there is only a vague idea of how much new money is needed. There are questions about what should be the sources of funding, and where the new monies should be allocated to achieve the most beneficial results.

The following propositions should be evaluated by the Commission and by its follow-up mechanisms:

1. The bulk of the new monies will need to come from foundations and families with a special interest in Jewish education; and from federations on behalf of the organized Jewish communities.
2. The foundations and private family sources should be a primary source for near-term funding to give the forward movement a quick start, and to demonstrate where the best investments can be made in Jewish education. Substantial funding by foundations and private families will be needed, and should be projected for a period of at least 5 to 10 years. Federations and the organized Jewish community should be looked to for near-term funding, and should be viewed as carrying primary responsibility for long-term improvement in the Jewish community's investment in Jewish education.
3. Prevailing and anticipated conditions are a cause for hope that substantial additional funding can be made available. There has been a rapid growth of foundations and family charitable funds. This is a recent development in Jewish philanthropy. There is strong evidence that this growth will continue, both in the resources of existing foundations, and in the development of new foundations. The challenge will be to develop ideas and programs which will appeal to foundation principals and trustees, and to use their funds in a manner to inspire confidence.

Plans are under way to meet with foundation principals and others to ascertain the extent of their interest and their willingness to participate.



4. Obtaining substantial new funds from federations presents a more complicated problem. Federations are under pressure now to supply substantial new funds in other directions (i.e., Russian immigration), and current fundraising campaigns are not producing sufficient additional funds. On the other hand, federation leaders are very concerned about Jewish continuity and Jewish education, and are placing a higher and higher value on them. There has been a steady growth of support for Jewish education, and it appears that Jewish education will continue to have an increasing priority in distribution of campaign proceeds. There is a strong probability, too, that as federations get more deeply involved in basic studies of Jewish continuity and Jewish education, ways will be found to produce additional funds. Also, in recent years, federations have experienced a rapid growth of endowment funds, and these funds continue to grow at a good pace. Endowment funds and family foundations should be a rich source of funding for local programs. At least one major federation has already put together a multi-million dollar special fund for Jewish education. The process of developing community action sites should result in several models of local financing of major Jewish education initiatives.

Informal discussions have been held with individual federation leaders, including small meetings with federation executives and with federation planners. The Chairman of the Commission is scheduled to meet with the presidents, executives, budget and planning chairmen and endowment chairmen of all the federations on November 17th. It is too early to make a judgment of when and how much additional support will be forthcoming from federations. It seems clear, however, that at least some federations will make an important step forward in funding Jewish education, and that forward movement is likely to accelerate during the next 5 to 10 years.

#### Questions:

1. Should there be a dollar goal for our appeal to foundations? If so, how much?
2. Should there be challenge funds available nationally to stimulate local communities to raise funds for their local program?
3. Should there be created a national endowment for Jewish education? What financial resources should it command?
4. Should the use of nationally controlled funds be concentrated in a few local action sites, or should they be available to any community or organization which has a competitive idea?
5. Can nationally controlled funds be used for both local action sites and for continental interventions in critical areas (training, research, media, etc.)?
6. Should family foundations contribute to a central fund which selects the recipient organizations; or should they fund directly the programs in which they have a special interest? If funding is to be determined directly by each foundation, should we ask each foundation to reserve a specific sum for Commission-recommended programs?

cc: Mark Gurvis  
Virginia F. Levi

TO: Morton L. Mandel FROM: Henry L. Zucker DATE: 10/2/89  
NAME NAME  
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION  
REPLYING TO  
YOUR MEMO OF: \_\_\_\_\_

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The following propositions should be evaluated by the Commission and by its follow-up mechanisms:

1. The bulk of the new monies will need to come from foundations and families with a special interest in Jewish education; and from federations on behalf of the organized Jewish communities.
2. The foundations and private family sources should be a primary source for near-term funding to give the forward movement a quick start, and to demonstrate where the best investments can be made in Jewish education. Substantial funding by foundations and private families will be needed, and should be projected for a period of at least 5 to 10 years. Federations and the organized Jewish community should be looked to for near-term funding, and should be viewed as carrying primary responsibility for long-term improvement in the Jewish community's investment in Jewish education.
3. Prevailing and anticipated conditions are a cause for hope that substantial additional funding can be made available. There has been a rapid growth of foundations and family charitable funds. This is a recent development in Jewish philanthropy. There is strong evidence that this growth will continue, both in the resources of existing foundations, and in the development of new foundations. The challenge will be to develop ideas and programs which will appeal to foundation principals and trustees, and to use their funds in a manner to inspire confidence.

Plans are under way to meet with foundation principals and others to ascertain the extent of their interest and their willingness to participate.

INTER-OFFICE CORRESPONDENCE



4. Obtaining substantial new funds from federations presents a more complicated problem. Federations are under pressure now to supply substantial new funds in other directions (i.e., Russian immigration), and current fundraising campaigns are not producing sufficient additional funds. On the other hand, federation leaders are very concerned about Jewish continuity and Jewish education, and are placing a higher and higher value on them. There has been a steady growth of support for Jewish education, and it appears that Jewish education will continue to have an increasing priority in distribution of campaign proceeds. There is a strong probability, too, that as federations get more deeply involved in basic studies of Jewish continuity and Jewish education, ways will be found to produce additional funds. Also, in recent years, federations have experienced a rapid growth of endowment funds, and these funds continue to grow at a good pace. Endowment funds and family foundations should be a rich source of funding for local programs. At least one major federation has already put together a multi-million dollar special fund for Jewish education. The process of developing community action sites should result in several models of local financing of major Jewish education initiatives.

Informal discussions have been held with individual federation leaders, including small meetings with federation executives and with federation planners. The Chairman of the Commission is scheduled to meet with the presidents, executives, budget and planning chairmen and endowment chairmen of all the federations on November 17th. It is too early to make a judgment of when and how much additional support will be forthcoming from federations. It seems clear, however, that at least some federations will make an important step forward in funding Jewish education, and that forward movement is likely to accelerate during the next 5 to 10 years.

#### Questions:

1. Should there be a dollar goal for our appeal to foundations? If so, how much?
2. Should there be challenge funds available nationally to stimulate local communities to raise funds for their local program?
3. Should there be created a national endowment for Jewish education? What financial resources should it command?
4. Should the use of nationally controlled funds be concentrated in a few local action sites, or should they be available to any community or organization which has a competitive idea?
5. Can nationally controlled funds be used for both local action sites and for continental interventions in critical areas (training, research, media, etc.)?
6. Should family foundations contribute to a central fund which selects the recipient organizations; or should they fund directly the programs in which they have a special interest? If funding is to be determined directly by each foundation, should we ask each foundation to reserve a specific sum for Commission-recommended programs?



COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

Organizational Contacts

TB

Organization

Contact

Proposed Contacts

✓ 1. JESNA

Jon Woocher

Updates at each JESNA board mee<sup>+</sup>, this year. ✓

✓ 2. JWB

Art Rotman

Potential JWB board Presentati executives n February.

✓ 3. Federation Planners

Norbert Freuhaft

Meetings at CJF Qu: and GA to provide opportunity for inpu Community Action Sit IJE concepts.

MCW printing 4. Federation Executives and Presidents

Marty Kraar/  
Steve Hoffman

Informal meeting at Quarterly with small g up of executives. Meetin at GA with presidents a executives on comm y financing ideas. ✓

✓ 5. Bureau Directors Fellowship

Jon Woocher

Provide update at BDF meeting on 11/14 in Cincinnati. Invite BDF to suggest parti pants in process c options papers.

NO!!!

✓ 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.

Group Assignments for Meeting #3

	<u>Group A</u>	<u>Group B</u>	<u>Group C</u>
Chair:	Bronfman	Ritz	Hirschhorn
Co-Chair:	Yanowitz	Miricz	Berman
Community:	Zucker	Hoffman	Hiller
Personnel:	<u>Fox</u>	<u>Reimer</u>	<u>Hochstein</u>
	Colman	Schwartz	Stein
	Elkin	Greenberg	Ackerman
	Gottschalk	Green	Bieler
	Maryles	Ingall	Corson
	Pollack	Lainer	Arnou
	Rosenthal	Lee	Evans
	Shapiro	Lookstein	Lipset
	Twersky	Ratner	Melton
	Woocher	Schorsch	Schiff
		Tishman	
		Ariel	