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MINA

[GREETINGS] THIS IS A SPECIAL GROUP...
TO MY KNOWLEDGE THERE HAS NEVER BEEN SUCH A GROUP ASSEMBLED TO
LOOK AT THE PROBLEM OF JEWISH CONTINUITY THROUGH JEWISH EDUCATION
IN A SYSTEMATIC AND SUSTAINED WAY. IT WAS CLEAR FROM THE
BEGINNING THAT IF AN IMPACT IS TO BE MADE, IT REQUIRES THAT A
CONSENSUS BE DEVELOPED BETWEEN THE ORGANIZED JEWISH COMMUNITY AND
ITS OUTSTANDING LEADERS, JEWISH EDUCATORS, JEWISH SCHOLARS,
SCHOLARS FROM THE HUMANITIES AND SOCIAL SCIENCES, AND THE HEADS
OF OUR INSTITUTIONS OF HIGHER LEARNING. IN MY CONVERSATIONS WITH
YOU OVER THE YEARS, AND THROUGH MY EXPERIENCE WORKING WITH THE
JWB, THE JEWISH EDUCATION COMMITTEE, THE JEWISH AGENCY, AND OTHER
COMMUNAL ORGANIZATIONS, I HAVE COME TO LEARN THAT IT IS IMPORTANT
FOR US TO DEVELOP A PLAN, OR ROAD MAP FOR JEWISH EDUCATION, THIS
IS PARTICULARLY TRUE NOW THAT SO MANY OF US RECOGNIZE THE
IMPORTANCE OF A JOINT EFFORT TO DEAL WITH THE PROBLEMS OF JEWISH
EDUCATION. ALL OF US IN THIS ROOM BELIEVE THAT IF WE COMBINE OUR
EFFORTS AND PAUSE TO CAREFULLY CONSIDER THE NEXT STEPS THAT ARE
LIKELY TO HAVE AN IMPACT, WE WILL MAKE A SIGNIFICANT CONTRIBUTION
TO AMERICAN JEWISH LIFE.

AS A RESULT OF CONSULTATIONS WITH ALL OF YOU - BY ME PERSONALLY,
OR BY MY COLLEAGUES ON THE STAFF OR SENIOR POLICY ADVISORS - WE
HAVE LEARNED WHAT WE COLLECTIVELY BELIEVE TO BE THE KEY ISSUES.
IF WE WERE TO CONTINUE WITH THE ANALOGY OF A ROAD MAP, WE NOW
KNOW THE TOPOGRAPHY OF THE ROAD THAT WE WANT TO TRAVEL.

30 BM

IT APPEARS THAT ALL OF YOU AGREE (LIST THOSE THAT DON'T AGREE OR HAVE DIFFERENT EMPHASIES AND INDICATE HOW WE WILL TREAT THAT) THAT THE PERSONNEL OF JEWISH EDUCATION IS THE FIRST AND MOST SIGNIFICANT ISSUE THAT WE MUST CONSIDER. I HAVE ALSO LEARNED FROM YOU THAT WHEN WE ARE ATTACKING THE PROBLEM OF PERSONNEL THERE ARE CERTAIN NECESSARY PRECONDITIONS OR ACCOMPANYING ASSUMPTIONS THAT MUST GUIDE US. FOR EXAMPLE, DEVELOPING A NEW APPROACH TO JEWISH EDUCATION REQUIRES DEALING WITH THE AMBIANCE CONDUCIVE TO REAL CHANGE, REAL IMPACT. THIS MEANS ISSUES SUCH AS THE ATTITUDE OF THE COMMUNITY LEADER TOWARD JEWISH EDUCATION, THE WAY THE ORGANIZED JEWISH COMMUNITY APPROACHES THE PROBLEM, ETC.

FURTHERMORE, MANY OF YOU HAVE POINTED OUT THAT WHEN WE SPEAK ABOUT JEWISH EDUCATION WE SPEAK ABOUT IT IN ITS ENLARGED OR BROADEST CONTEXT. THIS INCLUDES NOT ONLY FORMAL EDUCATION AND INFORMAL EDUCATION WHERE INSTITUTIONS AND PROGRAMS HAVE LONG BEEN IN PLACE BUT ALSO EDUCATION ON THE COLLEGE CAMPUS IN SETTINGS AS DIFFERENT AS INSTITUTIONS THAT DEFINE THEMSELVES AS EDUCATIONAL - SUCH AS HILLEL - IN THE CLASSROOMS OF JEWISH STUDIES PROGRAMS. WE INCLUDE IN OUR CONCEPT OF JEWISH EDUCATION THE WORK OF THE ORGANIZED JEWISH COMMUNITY AS WELL AS THE ROLE OF MAJOR EVENTS IN WORLD JEWRY, SUCH AS THE WORK ON BEHALF OF RUSSIAN JEWS OR ACTIVITIES RELATED TO ISRAEL. ALSO INCLUDED ARE AREAS WHERE WE KNOW THE NEEDS BUT HAVE NOT YET FOUND THE WAY TO MEET THEM. FOR EXAMPLE, FAMILY EDUCATION AS SOME OF YOU HAVE MENTIONED.

I HAVE LEARNED FROM YOU (MENTION NAMES AND GIVE EXAMPLES) THAT THERE MAYBE OTHER ISSUES THAT WE HAVE TO CONSIDER SUCH AS:

A)

B)

C)

WHEN WE APPROACH THE PROBLEM OF PERSONNEL ITSELF, WE MUST INCLUDE THE ISSUE OF HOW TO BUILD A PROFESSION FOR JEWISH EDUCATION (BY PROFESSION WE MEAN - A COMMON BODY OF KNOWLEDGE, ACCEPTED STANDARDS, A CODE OF ETHICS NETWORKS THROUGH RECOGNIZED PROFESSIONAL ORGANIZATIONS, PUBLICATION, CONFERENCES FOR THE EXCHANGE AND PROMOTION OF KNOWLEDGE. WE WANT TO FIND OUT WHAT IT WILL TAKE TO RECRUIT AND RETAIN THE KIND OF PERSONNEL FOR JEWISH EDUCATION THAT ARE LIKELY TO MAKE AN IMPACT ON THE FIELD.

IN THE VARIOUS CONVERSATIONS THAT WE HAD PREVIOUS TO TODAY'S MEETING, I HAVE LEARNED FROM YOU (MENTION SOME NAMES) THAT WE WILL HAVE TO LOOK CAREFULLY AT THE ISSUE OF THE ECONOMICS OF JEWISH EDUCATION. WHAT ARE WE CURRENTLY INVESTING IN JEWISH EDUCATION? WHAT WILL THE IMPACT OF OUR RECOMMENDATIONS MEAN? WHAT WILL OUR PRIORITIES FOR EXPENDITURES BE? WHAT IS LIKELY TO BE DIMINISHED AND WHAT ADDITIONAL FUNDS WILL BE REQUIRED?

WE CERTAINLY WILL HAVE TO

CONCENTRATE A GOOD DEAL OF EFFORT ON THE ISSUE OF TRAINING EDUCATORS. WHAT ARE LIKELY TO BE THE MOST WORTHWHILE INVESTMENTS IN TERMS OF TRAINING IN THE SHORT RUN AS WELL AS FOR THE LONGER

HAUL? (SEVERAL OTHER EXAMPLES SHOULD BE INDICATED - INSTITUTIONS, RETENTION).

WE WILL HAVE TO DECIDE HOW WE APPROACH EACH OF THESE ISSUES. EACH OF THEM ARE WORTHY OF A FULL-BLOWN STUDY, AND POSSIBLY EVEN A FULL COMMISSION.

THERE APPEARS TO BE A LOGIC THAT GUIDES THE ASSUMPTION THAT WE HAVE LISTED HERE IN THE PAPER THAT YOU HAVE ALL RECEIVED. (THEY SHOULD ALL HAVE RECEIVED A PAPER BEFORE THE MEETING.) AND I WONDER IF YOU MIGHT BE WILLING TO TURN TO THIS PAPER AND THEN I HAVE ASKED MRS. X AND MR. Y TO RESPOND TO THE LOGIC THAT HAS GUIDED IT WE HOPE THAT WE COULD CONSIDER THIS AND DECIDE WHETHER AT LEAST FOR THE MOMENT THIS APPROACH IS TO GUIDE OUR WORK.

AFTER A GOOD DEAL OF DISCUSSION, THE CONCEPTION OF TASK FORCE SHOULD BE PRESENTED. SEVERAL OF THE POTENTIAL TASK FORCE CHAIRMEN MIGHT SPEAK ABOUT HOW THEY THINK A TASK FORCE MIGHT WORK OR MAYBE THAT MIGHT BE MOVING TOO QUICKLY. IN ANY EVENT, THE CONCEPTION OF TASK FORCES SHOULD BE CONSIDERED. THESE ARE SOME OF THE THOUGHTS THAT I THINK COULD GUIDE OUR WORK IN MAY. I THINK IF WE WORK WITH THIS WE COULD THEN WORK BACKWARDS AND DECIDE WHAT ARE ALL THE STEPS THAT ARE NECESSARY IN ORDER TO PREPARE OURSELVES FOR SUCH A MEETING.



Draft - MUMS Speech
for 1st Meeting

31 BM

MINA

IN MY CONVERSATIONS WITH THE YOU OVER THE YEARS AND IN THE EXPERIENCE THAT I HAVE HAD WORKING WITH THE JWB, THE JEWISH EDUCATION COMMITTEE, THE JEWISH AGENCY, ETC. I HAVE COME TO LEARN THAT IT IS IMPORTANT FOR US TO DEVELOP A ROAD MAP FOR JEWISH EDUCATION, PARTICULARLY NOW THAT SO MANY OF US HAVE COME TO RECOGNIZE (ORGANIZATIONS, INSTITUTIONS, ETC.) THE IMPORTANCE OF A COMBINED ATTACK ON THE PROBLEM OF JEWISH CONTINUITY THROUGH JEWISH EDUCATION, THAT WE PAUSE AND DECIDE WHAT ARE THE STEPS, THAT IF TAKEN, ARE LIKELY TO MAKE A SIGNIFICANT IMPACT. IT WAS CLEAR FROM THE BEGINNING, IF SUCH AN IMPACT WAS TO BE MADE, THAT A CONSENSUS WOULD HAVE TO BE DEVELOPED BETWEEN THE ORGANIZED JEWISH COMMUNITY AND ITS OUTSTANDING LEADERS, JEWISH EDUCATORS, JEWISH SCHOLARS, SCHOLARS FROM THE HUMANITIES AND SOCIAL SCIENCES, AND THE HEADS OF OUR INSTITUTIONS OF HIGHER JEWISH LEARNING. TO MY KNOWLEDGE THERE HAS NEVER BEEN SUCH A GROUP ASSEMBLED TO LOOK AT THE PROBLEM IN A SYSTEMATIC AND SUSTAINED WAY.

AS A RESULT OF CONSULTATIONS WITH ALL OF YOU, MANY OF YOU BY ME PERSONALLY, OTHERS BY MY COLLEAGUES ON THE STAFF OR SENIOR POLICY ADVISORS, WE HAVE LEARNED WHAT IT IS THAT WE BELIEVE ARE THE KEY ISSUES ONE MIGHT SAY IF WE WERE TO CONTINUE WITH THE ANALOGY OF A ROAD MAP, THE TOPOGRAPHY OF THE ROAD THAT WE WANT TO TREVERSE.

IT APPEARS THAT ALL OF YOU AGREE (LIST THOSE THAT DON'T AGREE OR HAVE DIFFERENT EMPHASIES AND INDICATE HOW WE WILL TREAT THAT) THAT THE PERSONNEL OF JEWISH EDUCATION IS THE FIRST AND MOST SIGNIFICANT ISSUE THAT WE MUST CONSIDER. LET ME MAKE IT CLEAR FROM THE VERY OUTSET THAT I HAVE LEARNED FROM YOU THAT BY ATTACKING THE PROBLEM OF PERSONNEL YOU UNDERSTAND THAT THERE ARE CERTAIN NECESSARY PRECONDITIONS OR ACCOMPANYING ASSUMPTIONS THAT MUST GUIDE US AS WE DEAL WITH THE ISSUE OF PERSONNEL. FOR EXAMPLE, UNLESS WE DEAL WITH THE AMBIANCE THAT IS TO CHARACTERIZE A NEW APPROACH TO JEWISH EDUCATION SUCH AS THE ATTITUDE OF THE COMMUNITY LEADER TOWARD JEWISH EDUCATION THE WAY THE ORGANIZED JEWISH COMMUNITY APPROACHES THE PROBLEM, WE WILL SIGNIFICANTLY DIMINISH OUR IMPACT.

FURTHERMORE, WHEN WE SPEAK ABOUT JEWISH EDUCATION WE SPEAK ABOUT IT IN ITS ENLARGED OR BROADEST CONTEXT, IT INCLUDED NOT ONLY FORMAL EDUCATION AND INFORMAL EDUCATION WHERE INSTITUTIONS AND PROGRAMS HAVE LONG BEEN IN PLACE BUT EDUCATION ON THE COLLEGE CAMPUS BOTH IN INSTITUTIONS THAT DEFINE THEMSELVES AS EDUCATIONAL SUCH AS HILLEL AS WELL AS IN THE CLASS-ROOM OF THE PROGRAMS OR COURSES IN JEWISH STUDIES. WE INCLUDE IN OUR CONCEPT OF JEWISH EDUCATION THE WORK OF THE ORGANIZED JEWISH COMMUNITY

THE IMPACT OF MAJOR EVENTS IN THE JEWISH COMMUNITY SUCH AS THE WORK RELATED TO RUSSIAN JEWRY AS WELL AS AREAS WHERE WE KNOW WE HAVE TO DEVELOP PROGRAMS AND HAVE NOT AS YET MADE SIGNIFICANT STRIDES FORWARD SUCH AS FAMILY EDUCATION ETC.

I HAVE LEARNED FROM YOU (MENTION NAMES AND GIVE EXAMPLES) THAT THERE MAYBE OTHER ISSUES THAT WE MAY HAVE TO CONSIDER SUCH AS:

A)

B)

C)

WHEN WE APPROACH THE PROBLEM OF PERSONNEL ITSELF WE HAVE LEARNED THAT WE MUST INCLUDE AT LEAST THE ISSUES OF THE PROFESSIONS OR MORE EXACTLY HOW TO BUILD A PROFESSION FOR JEWISH EDUCATION (BY PROFESSION WE MEAN -) WHAT IT WILL TAKE TO RECRUIT AND RETAIN THE KIND OF PERSONELL FOR JEWISH EDUCATION THAT ARE LIKELY TO MAKE AN IMPACT ON THE FIELD.

IN THE VARIOUS CONVERSATIONS THAT WE HAD PREVIOUS TO TODAYS MEETING, I HAVE LEARNED FROM YOU (MENTION SOME NAMES) THAT WE WILL HAVE TO LOOK CAREFULLY AT THE ISSUE OF THE ECONOMICS OF JEWISH EDUCATION. WHAT ARE WE CURRENTLY INVESTING IN JEWISH EDUCATION? WHAT WILL THE IMPACT OF OUR RECOMMENDATIONS MEAN? PRIORITIES FOR EXPENDITURES WHAT IS LIKELY TO BE DIMINISHED AND WHAT ADDITIONAL FUNDS WILL BE REQUIRED. WE CERTAINLY WILL HAVE TO CONCENTRATE A GOOD DEAL OF EFFORT ON THE ISSUE OF TRAINING EDUCATORS. WHAT ARE LIKE TO BE THE MOST WORTHWHILE INVESTMENTS IN TERMS OF TRAINING IN THE SHORT RUN AS WELL AS FOR THE LONGER HAUL. (SEVERAL OTHER EXAMPLES SHOULD BE INDICATED).

WE WILL HAVE TO DECIDE HOW WE APPROACH EACH OF THESE ISSUES ALL OF WHICH ARE WORTHY OF A FULL-BLOWN STUDY AND POSSIBLY EVEN A FULL COMMISSION.

THERE APPEARS TO BE A LOGIC THAT GUIDES THE ASSUMPTION THAT WE HAVE LISTED HERE IN THIS PAPER THAT YOU HAVE ALL RECEIVED AND I WONDER IF YOU MIGHT BE WILLING TO TURN TO THIS PAPER AND THEN I HAVE ASKED MRS. X AND MR. Y TO RESPOND TO THE LOGIC THAT HAS GUIDED THESE PAPERS WITH THE HOPE THAT WE COULD CONSIDER THIS AND DECIDE WHETHER AT

LEAST FOR THE MOMENT THIS IS TO GUIDE OUR APPROACH TO OUR WORK.

AFTER A GOOD DEAL OF DISCUSSION, THE CONCEPTION OF TASK FORCE SHOULD BE PRESENTED. SEVERAL OF THE POTENTIAL TASK FORCE CHAIRMEN MIGHT SPEAK ABOUT HOW THEY THINK A TASK FORCE MIGHT WORK OR MAYBE THAT MIGHT BE MOVING TOO QUICKLY. IN ANY EVENT THE CONCEPTION OF TASK FORCE SHOULD BE CONSIDERED. THESE ARE SOME OF THE THOUGHTS THAT I THINK COULD GUIDE OUR WORK IN MAY. I THINK IF WE WORK WITH THIS WE COULD THEN WORK BACKWARDS AND DECIDE WHAT ARE ALL THE STEPS THAT ARE NECESSARY IN ORDER TO PREPARE OURSELVES FOR SUCH A MEETING.





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6/30/88

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 (INCL. THIS COVER SHEET)

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 * PRIORITY - Send at time rates are most
 economical

TO:

NAME Annette Hochstein

COMPANY Nativ Consultants

STREET ADDRESS

CITY STATE ZIP Jerusalem

PHONE NUMBER

FROM:

NAME Virginia Levi

DEPARTMENT

COST CENTER 090

TELEX NO.: 6873015 PREMI UW

FAX NO.: (216) 391-8327

TIME SENT:

MESSAGE: TYPE (VOLUME DOUBLE OR TRIPLE) ON FIRST LINE ONLY

Seymour and Annette:

I would find it helpful to know your thoughts and expectations for the meetings with MLM (a.m.) and MLM + Sr. Policy Advisors (p.m.) on 7/7. We have asked the SPAs to plan to begin at 2:00 with the understanding that MLM will join us at 3:30. Art and I plan to discuss this on 7/6, but I'd appreciate your thoughts prior to that time, if possible. If I am to have any documents ready for them, I need to know. We will have a place for you to work on 7/6, a.m.

Thanks.

Ginny

** TOTAL PAGE.01 **



91 C



Brandeis University

AT

JUL 5 1988

Philip W. Lown
School of
Near Eastern and
Judaic Studies

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

Waltham Massachusetts
02254-9110

June 30, 1988

James Lackner, Provost
Brandeis University

Dear Dr. Lackner,

Over the past months, the Mandel Associated Foundations of Cleveland, Ohio have been working in cooperation with the JWB and the Jewish Education Service of North America (JESNA) and in collaboration with the Council of Jewish Federations to establish a Commission on Jewish Education in North America. The purpose of the Commission will be to review the field of Jewish education, recommend practical policies to set clear directions for the field, develop plans to implement these policies and stimulate significant financial and personal commitments to support the plans for implementation.

Members of the Commission will include prominent lay leaders and professionals in the field. Among the former will be Morton Mandel, Leslie Wexner, Charles Bronfman, Max Fisher and Stuart Eisenstadt: all outstanding leaders in the North American Jewish community. The Commission will have its opening meeting on August 1, 1988 and will continue to meet -- as a plenum and in several task forces -- over the course of the next 18 months.

On July 1, 1988, Dr. Art Naparstack, an alumni of the Heller School and currently the Dean of the School of Social Work at Case Western Reserve, will assume the presidency of the Mandel Associated Foundations and the directorship of this Commission. On June 15, on a previously scheduled visit to Brandeis, he met with me to discuss the Commission and my possible involvement with it. A week later he asked me to consider becoming Associate Director of the Commission for a period of 18 months.

As I had made it clear in our conversation on June 15th that I wished to continue my work as a faculty member at Brandeis, Dr. Naparstack has agreed to a proposal whereby I would continue one quarter time in my regular duties at Hornstein and work three quarter time as associate director of the Commission. The work for the Commission would be based in Hornstein and be considered as my major responsibility as a faculty member for the next 18 months. The Foundations, through a grant, would cover for that period that proportion of my salary and benefits. They would also cover the expenses for half time secretarial help to assist me in my work on the Commission and a summer salary for me for 1989.

920

James Lackner
P. 2, June 30, 1988

The duties of the associate director, I believe, are consonant with professorial responsibility and the mission of the University and the Hornstein Program. They are:

- 1.) to provide logistical preparation and study documents for the meetings of the Commission, its task forces, and senior policy advisors;
- 2.) to tap into the network of Jewish educators to support the work of the Commission;
- 3.) to be commission historian; and
- 4.) to edit the final report of the Commission.

As associate director I would have a primary role in building a consensus among the members of the Commission about which proposals to support and an opportunity to educate myself, them and the Brandeis community about future directions for the field of Jewish education. As commission historian, I would be gathering and analyzing data which could lead to future publications in the field.

On June 27th I spoke by telephone with Bernard Reisman who is currently lecturing in Australia. While having concerns about replacing my time in the Hornstein Program and finding space for extra secretarial help in the Lown Building, Bernie is encouraging that this proposal go forth. I spoke that same day to Greg Shesko who also encouraged this proposal to go forward and thought that this reassignment of my time and responsibilities would not impact negatively on my reappointment this coming year or my future prospects for tenure.

Dr. Naparstack awaits official approval from yourself and the University for this proposal. He has stressed his willingness to be in touch whenever necessary to work out the details. His sense of urgency arises from the timing of the Commission's opening meeting on August 1.

I will be away in Israel between July 10 and July 26th. Bernie will be returning from Australia on July 18. I hope we can act on this proposal in time to realize the potential inherent in this opportunity for Hornstein, Brandeis and the North American Jewish community.

Sincerely yours,

Joseph Reimer

cc: Bernard Reisman
Art Naparstack ✓
ng

FAX SENT
DATE: 30/6/88

NATIV POLICY AND PLANNING CONSULTANTS
P.O.B. 4497, Jerusalem 91044
Telephone: 972-2-662296
Facsimile No. 972-2-699951

FACSIMILE TRANSMISSION

TO: VIRGINIA LEVY

FROM: ANNETTE HOCHSTEIN

FAX NUMBER: 001 216 391 8327

DATE: JUNE 29, 1988

NO. OF PAGES: 1

Dear Ginnie,

I would like to summarize my schedule as it stands now *for July 4-5-6.*

July 4: Carol Ingall in Providence

July 5: Greenberg, Tishman, Bieler. Fly to Cleveland.

Would it be possible for me to work at the office during the morning of the 6th? I will have a lot of materials to process.

Thanks for your help!

Annette

930



CLAL

The National Jewish
Center for Learning
And Leadership

TELECOPY LEAD SHEET

TODAY'S DATE 6/20/88

TIME SENT 12:05 N.Y.

NO. OF PAGES 3 (not including this cover sheet)

TO: Seymour For and
Annette Hochstein

TELECOPIER # _____

FROM: Debby Hershman
at CLAL

COMMENTS _____

Any problems with this transmission,
please call CLAL at 212/714-9500, or FAX 212/465-8425.

June 20, 1988



CLAL

The National Jewish
Center for Learning
And Leadership

Dr. Seymour Fox
Annette Hochstein

Dear Seymour and Annette,

It was my pleasure to see both of you at the airport. I am always thrilled with the amount of information that Annette and I cover in a short span of time. I felt very stimulated and excited about a most outstanding project. I was in Cleveland last week. Enclosed you will find a letter which I sent as a follow-up to my trip. I will not be hearing from Art for another few days. I would like to have a conversation with you prior to my conversation with Art.

I was most pleased to receive a copy of the interview questions from Art. I shared with him my thoughts that in addition to all that you have included, it would be worthwhile to focus on each of the commission members in terms of their own personal experiences in Jewish education as well as their own involvement on various Jewish education committees or projects. I think that getting each of them to feel invested as a person will enhance their contribution to the process. We want to build an emotional link to this project in addition to the intellectual commitment. In fact, one of my concerns after my visit to Cleveland, was that in discussing the first meeting with Art, there did not seem to be a focus on some of these matters.

I will look forward to again discussing this with you by phone. If for any reason I don't reach you by phone, I will be in my office on Tuesday at 212-714-9500.

I know we have not gotten to know each other as well as I would like, and yet, I hope you know me well enough to know that I try to be honest and, most of all, am deeply committed to affecting Jewish education. Systemic change in the field is critical and my desire to help you and help the project is, I hope, apparent. I am not certain what form this will take, but I hope that in whatever direction things will go, we can all help to insure an outstanding process, and thereby, an outstanding product.

I look forward to talking with you soon.

Most sincerely,

Debby Hirshman
Director, Beit Clal

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CLAL

June 16, 1988

The National Jewish
Center for Learning
And Leadership

Morton Mandel
Arthur Naparstek
Premier Industrial Foundation
4500 Euclid Ave.
Cleveland, Ohio 44103

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Dear Mort and Art,

I want to thank you very much for providing me with the opportunity to come to Cleveland and to discuss this most outstanding project which you have initiated. As I said to you, Mort, I felt very privileged to meet you and to hear your thoughts about the need for such a commission and the need for systemic change in Jewish education.

I feel fortunate that I have worked in three main areas of Jewish education, i.e., the supplementary school, the day school, and the camp setting. I have had the opportunity to create environments in which children as well as parents did gain a strong sense of themselves and did strengthen their Jewish identity. The potential for all of these institutions is enormous. The capacity for Jewish education to enhance the lives of children as well as adults is great.

Our heritage and culture provide us with such rich materials that can truly guide Jewish institutions in their formation and ultimately in the successful achievement of their mission. I have hoped that there would be new visions in Jewish education. I thank you for making this your priority. I hope that through your efforts and the efforts of the commission, systemic change will come!


Projects that are important to me I think about at all different times. I did want to share some thoughts that I had regarding the first commission meeting. I think the first commission meeting can be a model. I think the meeting needs to be an experience in Jewish education for the commissioners as well as an emotional experience for them. It might be wonderful to build into the program some form of learning which may be done by one of the chancellors of the various seminaries or one of the other senior scholars.

Another thought that I had was to see if one of the individuals who is on the commission (based on your interview process) might want to share their own case history or a case history of a project which they feel is valuable to the field of Jewish education. These two components may help to create a connectedness that will go beyond the intellectual commitment that the entire group has made to the project.

I share these thoughts with you because I care. I will look forward to sharing other thoughts or ideas in the future. Please feel free to contact me if I can be of help.

Thank you again. Let me wish you great success.

Most sincerely,



Debby Hirschman
Director, Beit Clal

NATIV POLICY AND PLANNING CONSULTANTS
P.O.B. 4497, Jerusalem 91044
Telephone: 972-2-662296
Facsimile No. 972-2-699951

URGENT

FACSIMILE TRANSMISSION

TO: VIRGINIA LEVI

FROM: ANNETTE HOCHSTEIN

DATE: JUNE 20, 1988

FAX NUMBER: 601-216-381-8327

NO. OF PAGES: THIS +3



To :Virginia Levi
From :Annette Hochstein

Re: Logistics for our interview-trips

Hello!

1.We have received the package of materials -- letters and design document. The document looks very nice and the compact format makes it both accessible and easy to handle. Congratulations.

2.Now to the most difficult: every mathematician seems to know that the travelling salesman's schedule is an impossible problem to solve. Seymour and I have worked out some guidelines for our respective interview schedules and wonder if someone in your office could help set up the appointments.

3.In any given location 3 interviews are possible in one day. However when travel interferes I believe the following rules apply: about 3 hours + flight time are needed for travel to and from the airport and for check-in and out procedures. One more hour for possible delays may be a reasonable safety margin. Metropolitan travel - by car or train - depends on the time of the day as well as distance.

4.We both would like to have as many interviews as possible completed before our Cleveland meeting -- for reporting purposes.

5.When the first interviews are scheduled we will plan the rest, and will let you know, of course.

6. I'm interviewing Mrs Florence Melton on Tuesday the 21st, right here.

7.Thanks!

A handwritten signature in blue ink, appearing to read "Annette", is written over a faint circular stamp that contains the word "ARCHIVES".

Seymour Fox

1. Possible dates :

a. East Coast: July 4, 5, 6 and 7. July 6 should end in Cleveland in the late afternoon for meeting with Mr Mandel.

b. Preferences: July 4: New York and Montreal (Gottshalk - if in New-York; Bronfman and Hecht in Montreal)

July 5: Montreal - Boston (complete Montreal if necessary; Isadore Twersky in Boston)

July 6: Chicago - Cleveland (Lester Crown in Chicago)

July 7: Cleveland - Charles Ratner (when we don't meet)

We should try to fit Washington into this schedule if Mr. Smith agrees.

There is flexibility during these days -- that is things can be arranged during the 4-5-6 so as to maximize the interviews.

2. West Coast. Seymour will schedule Lainier, Lypsett and Sara Lee after the above is scheduled.



Annette Hochstein

Possible dates :

July 4,5,6,7

Must arrive July 6 late afternoon in Cleveland.

July 4, 5 :New York -- Bieler, Greenberg, Schorsh, Lamm, Jesselson (if already invited)

July 5,-- Providence, Carol Ingall (train is probably best -- see if I could interview her in Israel during the second half of July. That would allow a full second day in New-York)

July 6,-- Milwaukee, Esther-Leah Ritz

July 6 or 7, M.L.Mandel

I will set up a date with Bob Loup when I speak to him next.



mi-nados/2MN-W

1. SUCCESS STORIES
2. THINGS TO CHECK OUT
3. INFORMATION RE-PEOPLE
4. RESOURCES
5. SUGGESTIONS

1. SUCCESS STORIES

*SUPPLEMENTARY SCHOOL:
CAROLINE KELLER -- LEXINGTON MASS

DID A SUPPLEMENTARY SCHOOL JOB THAT INCLUDED LINKAGES AND VIGOROUS ADDITIONS: CHAABAT DINNERS, FAMILY ACTIVITIES; ISRAEL PROGRAMS, OTHER.

(HAS LEFT HER JOB FOR BURNOUT'S SAKE)



74

2. THINGS TO CHECK OUT

- *HOW DOES HUC CHANNEL PEOPLE THROUGH THEIR SYSTEM TO RECRUIT THEM FOR EDUCATION?
- *DOES DAVID ARIEL TRAIN TEACHERS? DO OTHER COLLEGES?



3. INFORMATION RE-PEOPLE

GOTTSHALK:

HAS VISION; IS A DOER; GREAT FUNDRAISER; BUILT UP HIS
INFRASTRUCTURE WELL;
THERE ARE 12 DAY-SCHOOLS.



5. SUGGESTIONS

*SAM SHAFFLER ON TASK FORCE?



ART

what's new

debbie hirshman
job definition

joey riemer

barry holtz

we are going to ask them to help us with the logistics

we need another planning group meeting
purpose: to simulate every step for the first commission meeting

I understand that all we owe him is the two year plan

Perry is in touch with annette
asking him not to touch any of the stuff if we don't approve

Next steps

bring up the letter if appropriate

did they send us a package with materials? (letter + reports)

federation representyation

Canadians

Tish

Moguloff

84

Canadian
Jish
propuloff

49C

PHONE CALL TO GINIE -- 14.6.88

1. Bob Smith -- do they really want him *he'll die*
2. What happened to Barry Shrage - *decision no federation pro*
had no going any further *Carrie's new / strange politics*
3. What's with the remaining uninvited commissioners such as Jesselson *are in the works*
4. What about Wexner
5. Why I need the letters now -- for calls to commissioners
6. Annette Speaks to Perry today
7. Where was Mrs Melton materials sent *Fisher*
8. What's with the Canadians
- ✓ 9. What's their response to interview schedule
- ✓ 10. Josh Elkin done
- ✓ 11. Switch Gottschalk-Bieler
12. Planning group meeting after the meeting of the policy advisors
13. Fax latest list *x*
14. Debbie Hirshman, Joey Riemer, Barry Holtz

Kushky only Canada
as if.

Should we meet before
Monday -

think there's no longer
in the running

1
is there
Yesterday

1
but is
seeing him later this week

1
thinking

A German letter
arrives
Propuloff out not invited

Green most will call
Turk / Fishman / Zorady
Sharon dixit
most is done

Tishman

June 12, 1988

Rabbi Josh Elkin
3 Mapu St.
Jerusalem

Dear Josh,

On its way to you from Cleveland is a package of material on the Commission, which includes a letter of confirmation. I am attaching here a partial reconstruction of that package because I believe it would be helpful for you to see it before our conversation tomorrow.

Warm Regards,

Annette

elkin/1MN-W



7/2/88

MANDEL INITIATIVE -- NORTH AMERICA

PARTIAL LIST OF COMMISSIONERS ALREADY CONFIRMED

Commissioners

Sheldon Beren	Denver
Mandell Berman	Detroit
Charles Bronfman	Montreal
Lester Crown	Chicago
Stuart Eizenstadt	Baltimore
Max Fisher	Detroit
Mark Lainer	Los Angeles
Robert Loup	Denver
Morton L. Mandel	Cleveland
Matthew Maryles	New York
Florence Melton	Columbus
Donald Mintz	New Orleans
ester Pollack	New York
Charles Ratner	Cleveland
Harriet Rosenthal	New Jersey
Esther Leah Ritz	Milwaukee
Dan Shapiro	New York
Bennett Yanowitz	Cleveland
Eli Evans	
Robert Hiller	
Alfred Gottschalk	Cincinnati
Norman Lamm	New York
Ismar Schorsch	New York
Seymour Martin Lipset	Palo Alto
Isadore Twersky	Boston
David Dubin	New Jersey
Jack Bieler	New York
Joshua Elkin	Newton
Sara Lee	Los Angeles
Alvin Schiff	New York
Irving Greenberg	New York
Carol Ingall	Providence

Senior Policy Advisors

David Ariel	Cleveland
Seymour Fox	Jerusalem
Annette Hochstein	Jerusalem
Stephen Hoffman	Cleveland
Arthur Naparstek	Cleveland
Arthur Rotman	New York
Carmi Schwartz	New York
Herman Stein	Cleveland
Jonathan Woocher	New York
Henry Zucker	Cleveland

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Dan Shapiro	New York
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Eli Evans	
Robert Hiller	Cincinnati
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Norman Lamm	New York
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David Dubin	New York
Jack Bieler	Newton
Joshua Elkin	Los Angeles
Sara Lee	New York
Alvin Schiff	New York
Irving Greenberg	Providence
Carol Ingall	

Senior Policy Advisors

David Ariel	Cleveland
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Annette Hochstein	Jerusalem
Stephen Hoffman	Cleveland
Arthur Naparstek	Cleveland
Arthur Rotman	New York
Carmi Schwartz	New York
Herman Stein	Cleveland
Jonathan Woocher	New York
Henry Zucker	Cleveland



PREMIER INDUSTRIAL CORPORATION

4500 EUCALYPTUS AVENUE • CLEVELAND, OH 44122 • (216) 391-8300

TELECOPIER COVER SHEET

TO: ANNETTE HOCHSTEIN FROM: GINNY LEVI
NAME: SEYMOUR FOX NAME: GINNY LEVI
COMPANY: NATIV CONSULTANTS COMPANY: PREMIER
LOCATION: JERUSALEM FACSIMILE NO: (216) 391 8327
FACSIMILE NO: ⁰¹¹ 12 2 699951
TOTAL NUMBER OF PAGES (INCLUDING THIS COVER SHEET): 1
DATE SENT: _____ TIME SENT: _____
PLEASE CALL US AT (216) 391-8300 EXT: 2400 IF ALL PAGES ARE NOT RECEIVED.
MESSAGE:

JUNE 10, 1988

Go ahead with interview plans. The only change is that MLM would like Seymour to talk with Lester Crown, rather than HLZ. If you want to send me a rough schedule of your interviews, we could try to make some phone calls.

Confirmation letters went out today, so you should be OK calling after Tues.

D.

Mandel
Associated
Foundations

1750 Euclid Avenue • Cleveland, Ohio 44115 • (216) 566-9200

Jack N. and Lilyan Mandel Fund
Joseph C. and Florence Mandel Fund
Morton L. and Barbara Mandel Fund

June 10, 1988

Dear sal :

I am delighted that you will join the North American Commission on Jewish Education. The Commission will suggest practical steps and concrete recommendations for the improvement of Jewish education in North America in all its forms and settings.

We anticipate that the Commission will meet three or four times over a period of 18 months. Our first meeting will be held on August 1, 10:30 a.m. to 4:00 p.m., at the offices of JWB, 15 East 26th Street, New York, New York. Please mark your calendar.

The Commission will oversee the activities of Commission Director Arthur Napaisten and appropriate supporting staff, whose responsibilities will include gathering and organizing data, preparing background papers and reports, consulting with scholars, educators and policy makers, and coordinating the ongoing participation of important Jewish publics.

The Commission will start its work with some already established benefits. It has begun its planning stage in cooperation with JWB and the Jewish Education Service of North America (JESNA), and has held discussions with the Council of Jewish Federations (CJF). A number of national educational organizations and foundation leaders have also been consulted.

Enclosed is a paper describing our concept of the work of the Commission. It reflects the thinking of a small group that has worked to describe the idea behind the Commission. I am also enclosing a list of those who have agreed to serve on the Commission, thus far.

17 com

Prior to our first meeting, a member of the Commission staff will contact you to schedule a meeting to discuss your views with respect to the Commission and Jewish education in North America.

I hope to see you at our first Commission meeting. An agenda, background material and particulars will be sent well in advance.

I look forward, with pleasure, to working with you.

Cordially,

MORTON L. MANDEL

prefix first last
title OB
company OB
street
address

Enclosures



COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA
List of Commissioners
as of
June 9, 1988

Mandell Berman Southfield, Michigan	Irving Greenberg New York, New York	Donald Mintz New Orleans, Louisiana
Jack Bieler New York, New York	Robert Hiller Baltimore, Maryland	Lester Pollack New York, New York
Charles Bronfman Montreal, Quebec	Carol Ingall Providence, Rhode Island	Charles Ratner Cleveland, Ohio
John Colman Glencoe, Illinois	Mark Lainer Encino, California	Esther Leah Ritz Milwaukee, Wisconsin
Lester Crown Chicago, Illinois	Norman Lamm New York, New York	Harriet Rosenthal South Orange, New Jersey
David Dubin Tenafly, New Jersey	Sara Lee Los Angeles, California	Alvin Schiff New York, New York
Stuart Eizenstat Chevy Chase, Maryland	Seymour Martin Lipset Stanford, California	Ismar Schorsh New York, New York
Joshua Elkin Jerusalem, Israel	Robert Loup Denver, Colorado	Daniel Shapiro New York, New York
Eli Evans New York, New York	Morton Mandel Cleveland, Ohio	Isidore Twersky Cambridge, Massachusetts
Max Fisher Detroit, Michigan	Matthew Maryles New York, New York	Bennett Yanowitz Cleveland, Ohio
Alfred Gottschalk Cincinnati, Ohio	Florence Melton Columbus, Ohio	

**Mandel
Associated
Foundations**

1750 Euclid Avenue • Cleveland, Ohio 44115 • (216) 566-9200

Jack N. and Lilyan Mandel Fund
Joseph C. and Florence Mandel Fund
Morton L. and Barbara Mandel Fund

June 10, 1988

Dear sal :

I am very happy that you will be serving as a senior policy advisor to the North American Commission on Jewish Education. This letter is to ask you to hold several dates, and to bring you up to date on recent developments. Our first meeting of the senior policy advisors will be at 3:30 p.m. on Thursday, July 7, 1988 at Premier Industrial Corporation, 4500 Euclid Avenue, followed by the first Commission meeting scheduled for August 1, 10:30 a.m. to 4:00 p.m., at the offices of JWB, 15 East 26th Street, New York, New York.

A copy of the Design Document, which you helped to draft, is enclosed.

Good progress has been made toward completing the membership of the Commission. Thus far the following persons have agreed to serve: Bill Berman, Jack Bieler, Charles Bronfman, John Colman, Lester Crown, David Dubin, Stuart Eizenstat, Joshua Elkin, Eli Evans, Max Fisher, Alfred Gottschalk, Yitz Greenberg, Robert Hiller, Carol Ingall, Mark Lainer, Norman Lamm, Sara Lee, Seymour Martin Lipset, Robert Loup, Matthew Maryles, Florence Melton, Donald Mintz, Lester Pollack, Charles Ratner, Harriet Rosenthal, Esther Leah Ritz, Alvin Schiff, Ismar Schorsh, Dan Shapiro, Yitzak Twersky, and Bennett Yanowitz. (As yet, we have had no turndowns.)

Art Naparstek, who will be joining the Premier/Mandel program on July 1, 1988, will also be assuming the directorship of the Commission. Please call Art if you have questions about any aspect of the Commission's work.

Again, many thanks for signing on in this undertaking, and warm personal regards.

Cordially,

MORTON L. MANDEL

prefix first last
title OB
company OB
street
address

**Mandel
Associated
Foundations**

1750 Euclid Avenue • Cleveland, Ohio 44115 • (216) 566-9200

Jack N. and Lilyan Mandel Fund

Joseph C. and Florence Mandel Fund

Morton L. and Barbara Mandel Fund

June 10, 1988

Dear Annette:

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Again, many thanks for signing on in this undertaking, and warm personal regards.

Cordially,



MORTON L. MANDEL

Ms. Annette Hochstein
Nativ Policy & Planning Consultants
10, Yehoshafat St.
P. O. Box 4497
Jerusalem, Israel 93152

796 ✓

54I

TOWARDS THE FIRST COMMISSION MEETING:

INTERVIEW OF COMMISSIONERS SUGGESTED SCHEDULE

I. Topics

The following topics are suggested for your interview:

1. Views on Jewish Education in North America today -- its problems.
2. The opportunities that make the Commission timely.
3. The systemic changes and private/communal dimension of the Commission.
4. The representativeness of the Commission -- institutional and individual.
5. The process and workmode -- planful and implementation oriented.
6. The outcomes -- policies and programs.
7. Our initial cut into the subject: personnel.
8. The preferences and likely involvement of the commissioner.
9. The first meeting of the Commission.

II. Background

A. The purposes of the individual interviews of commissioners are:

- * To prepare and involve the commissioners for their work on the Commission and for the first meeting.
- * To learn where they stand and what they think.
- * To gather materials for the opening statement.

B. It is suggested that this be done by means of a 1-2 hour long structured conversation (guided by open questions). Possible outcomes:

1. The commissioners will have been introduced to the concept of the Commission, its organization and anticipated scope.
2. We will have begun to learn the views, stands, beliefs of the various commissioners on as many as possible of the above mentioned topics (# 1)
3. The commissioners will be involved in the process of

the Commission prior to the first meeting and we will have a first assessment of their willingness to take on an active role -- as presenter, discussant, task force chair, member -- or as future funder and implementor of plans.

C. The interviews should take place in a relaxed framework conducive to exchange of views.

D. We should decide what materials it may be useful to leave with the interviewee: list of Commission members, staff, Senior Policy Advisors, additional copy of the Conceptual paper, data - if already available.

E. An effective means of reporting should be chosen -- one with which both the interviewer and interviewee can feel comfortable: notes or recording. Barring this, we recommend oral reporting to a writing member of the planning group.

One of our goals is to have materials (quotes or ideas) for the opening statement.

III. The Interview

The interview cannot be expected to follow the order of the above-listed topics. It will obviously be determined by the interests and style of the interviewee.

A possible beginning:

We were gratified to learn that you have accepted Mr Mandel's (Mort's) invitation to serve as member of the Commission. As you know, its purpose is to look at the state of Jewish Education in North America today and to come up with concrete recommendations for action. I am a member of the planning team -- (president of MAF, Consultant to MLM, etc....) and before starting the actual work of the Commission we thought it would be important for us to learn of your views -- intentions -- ideas -- about the topic of the Commission, its work, its possible outcomes. As you know this is going to be an active Commission -- and your views -- those of all the commissioners -- will shape its agenda and guide its work."

1. Views on Jewish Education in North America today -- its problems.

a. It is important here to remind the Commissioner that our working definition of Jewish Education involves :

-formal education

-informal education

-development of Jewish identity and values

participation etc..)

-community events (Russian Jewry)

-Israel: visits, study, support]

b.If the Commissioner does not respond to the invitation to discuss the serious problems of Jewish Education, data should be offered. e.g. "only 50% of Jewish children attend Jewish schools at any one time; 75% of them are in supplementary schools; personnel is underpaid and poorly trained; very few training institutions; no specific training for informal education for Jewish content.

2. The opportunities that make the Commission timely

a.Today Jewish education is of concern to every major Jewish organization.

b.The emergence of the private foundations.

c.Greater allocations by Federations than ever before.

d.The encouraging response of the partners (JWB;JESNA;CJF) and of the denominations (Hebrew Union College; JTSA; Yeshiva University); etc...

e.The impact of Commissions in general education -- beginning with Flexner (medical education) to the recent reports by Carnegie; Holmes; etc...

3. The systemic changes and private/communal dimension of the Commission

a.A fragmented approach will loose impact

b.What is needed is a road-map that will tell as much of whole story as is possible and bring the question of priorities to the forefront. Thus offer the possibility of a plan that can be implemented.

4. The representativeness of the Commission -- institutional and individual

a.It might be useful to review the list of members of the Commission and the broad spectrum of Jewish life they represent and can influence.

b.How the Foundations will serve as catalyst.

c.The National and local organised Jewish Community, by being involved from the very beginning, will experience ownership and might commit itself to thoughtful and systematic implementation.

5. The process and workmode -- planful and implementation oriented.

a. The Commission will meet 4-6 times but will continue to work between commission meetings with taskforces.

b. The taskforces will be staffed and will almost have a life of their own.

c. The specific taskforces will depend on the focus and topic of the commission. You may want to introduce the topic of personnel at this point (the treatment of this in the design document -p.9 - could assist in conveying the point.)

d. Possible taskforces could be:

- * Institutional structures for Jewish education
- * Creating a climate and building lay-leadership
- * Building the profession (including a treatment of the economics of Jewish education)
- * Training, recruiting and retaining appropriate personnel
- * The future as history -- blue-sky scenario for the 21st century.

e. It should be emphasized that this interview is the first step in a process that will involve a constant interchange and involvement between staff, senior policy advisors and commission members. This could be a good time to introduce the membership of the Senior Policy advisors' group and the staff of the commission.

6. The outcomes -- policies and programs

a. It is not only a roadmap.

b. It is not only priorities.

c. But plans, projects and programs that will be implemented.

d. This is possible because the Foundations will offer challenge grants, outright support and partnerships amongst themselves, with local communities or national organizations.

7. Our initial cut into the subject: personnel.

a. If the topic of personnel has not emerged until this point you may decide that it is useful to deal with it directly and use the design document (p.9) _

8. The preferences and likely involvement of the commissioner

How does the commission member view his/her participation in the work of the Commission :

- a. only as a commission member
- b. taskforce member -- in which taskforce are they interested?
- c. Leading member or chairman of taskforce.

9. The first meeting of the Commission

- a. Similar conversations are being held with all commissioners towards setting the agenda of the first meeting.
- b. Data is being prepared so that the meeting will permit maximum communication and progress.

10. Summarize your understanding of the interviewee's views expressed during the interview.

Some impressions we may want to avoid in the interviews:

1. That the Commission will produce a vision and no practical results.
2. That the Commission will suggest that we need "more and better" Jewish education.
3. That we have the answers and the Commission is a rubber stamp.

7.6.88

FOR CALL WITH GINNIE

I had a good conversation with Perry Davis.

I sent him the same materials you received (not the letter to you).

Annette subsequently spoke to him at length (last night) and we shall keep in close touch with him on all developments.

Please be in touch if there is anything further we should do -- except for the interview schedule which we shall do by Friday.

In looking over the list of commissioner I noticed that Heinz Eppler's name is absent. What was the decision taken on this matter?

We look forward to hearing the final decision about the interview schedule so that we can arrange logistics.

What about alternative dates for July (Senior Policy Advisors; Mort, planning group) -- July 6,7,11

Was she in touch with Lipset and Twersky.

5 PC^v

FAX SENT
DATE: 6/6/88

NATIV POLICY AND PLANNING CONSULTANTS
P.O.B. 4497, Jerusalem 91044
Telephone: 972-2-662296
Facsimile No. 972-2-699951

URGENT

FACSIMILE TRANSMISSION

TO: Art Naparstek

FROM: Seymour Fox

FAX NO.: 001-216-391-8327

DATE: JUNE 6, 1988

Number of pages: 5

AMERICAN JEWISH
ARCHIVES



Dear Art,

Here is a first stab at questions to be answered for the fact sheet towards the first Commission meeting. We will refine it as we work.

I will talk to Perry Davis in the next few minutes.

When we have the data we will suggest the principles by which it is to be analysed and the form in which it is to be presented. Do you think that it might be a good idea for the senior policy advisors to approve this -- and all other printed material at our meeting in July?

We will be sending the revised interview schedule in the next few days.

I think it is important to take a final decision on who interviews whom and have a phone conversation on how to arrange the logistics.

Best Regards,


Seymour





mina6688

BM 35

PRELIMINARY DRAFT

DATA SHEET

THE DATA SHOULD PROVIDE IN A CONCISE AND DIRECT FORM A FIRST PICTURE OF :

1. THE FIELD OF JEWISH EDUCATION IN NORTH AMERICA TODAY
2. THE GAPS -- THE PROBLEMS

OUR QUESTIONS:

- **** WHAT ARE THE RELEVANT PARAMETERS
 - **** DOES THE DATA EXIST
 - **** HOW EASILY ACCESSIBLE IS IT?
-

1. DEMOGRAPHIC DATA: TOTAL POPULATION
AGE GROUPS (WHICH?)
TOTAL ENROLLMENT IN JEWISH EDUCATION OF ALL
TYPES -- AT GIVEN TIME (NOW) BY AGE
-- AT ANY TIME IN THEIR SCHOOLING YEARS
(DEFINE ENROLLMENT)

This data should be gathered from authoritative statistical sources and checked with :
CJF research department; Joey Riemer; Steven M. Cohen; A. Schiff;
etc...

2. EDUCATIONAL INSTITUTIONS AND PROGRAMS (FORMAL AND INFORMAL)

a. NUMBER OF:

EARLY CHILDHOOD INSTITUTIONS

- IN JCC'S
- IN SYNAGOGUES
- OTHER

DAY-SCHOOLS (ELEMENTARY SCHOOL; HIGH SCHOOL)

SUPPLEMENTARY SCHOOLS (ELEMENTARY SCHOOL; HIGH SCHOOL)

EDUCATIONAL PROGRAMS AT JCC'S

YOUTH MOVEMENTS

SUMMER CAMPS

COLLEGE/GRAD JEWISH STUDIES COURSES

ADULT EDUCATION (SYNAGOGUES, JCC'S, FEDERATIONS, BUREAUS,
ORGANIZATIONS SUCH AS HADASSAH, HILLEL, ETC...)

7. FINANCIAL DATA

*COST
*FUNDING
*GRANTS

salaries
Federations

Start with the research departments of JWB and CJF. Check with JESNA and with Schiff. Check with Senior federation planner such as Huberman; Jack Ukeles knows a lot.

For all categories the data should be checked with top experts. No new data should be created; only available data should be sought.

THE DATA SHOULD HELP US DEAL WITH A DEFINITION OF NEEDS, GAPS, FURTHER DATA THAT MUST BE GATHERED.

IN ORDER TO ILLUSTRATE THE POINT COULD WE:

USE ONE MAJOR METROPOLITAN CENTER AS EXAMPLE/CASE? (e.g. Los Angeles study of 1982?)

USE MEDIUM CITY

USE SMALL COMMUNITY (Ask Susan Wall about New Haven)

b. PARTICIPANTS IN PROGRAMS (ABSOLUTE AND RATIO'S BY TYPE OF INSTITUTION, PROGRAM AND BY AGE GROUP)

The best starting point is probably the Hebrew University's joint data project with JESNA. Start at JESNA for this data -- they may already have the new printouts. Then check with Schiff; Riemer, JWB, Riesman, us.

3. NATIONAL AND LOCAL SERVICE ORGANIZATIONS - INSTITUTIONS

BUREAUS

Other local educational institutional structures

The denominations and their educational institutions and structures.

4. PERSONNEL -- THE EDUCATORS:

- * NUMBERS BY TYPE OF INSTITUTIONS (SEE LIST #2 ABOVE)
- * NUMBERS BY LEVEL AND FUNCTION
- * PROFILE - EDUCATIONAL BACKGROUND, ISRAELIS,
- * EMPLOYMENT CONDITIONS : SALARIES, BENEFITS
- * FULL-TIME; PART-TIME
- * TURNOVER (RETENTION)
- * RECRUITMENT

5. JOBS:

- * POSITIONS (BY TYPE)
- * FILLED (BY QUALIFIED/LESS THAN QUALIFIED)
- * UNFILLED

Try the placement bureaus -- JESNA and the denominations; Sylvia Ettenberg at JTS; etc...

6. TRAINING INSTITUTIONS BY PROGRAM TYPE, NUMBER OF PARTICIPANTS AND ANNUAL NUMBER OF GRADUATES (WHERE THEY ARE?)

FULL TIME PROGRAMS

PART-TIME

IN-SERVICE

-Bureaus

-On the Job Training Programs (in schools; JCC's etc..)

PROGRAMS IN ISRAEL

- Short term (e.g. Summer programs at Melton; etc..)
- Long-term (e.g. Machon Gold; Greenberg Institute; Melton Center; other)

JESNA did a survey in 1986. They should have it on file. Includes economic data.

Ask Joey Riemer and people at Brandeis. See "Jewish Education" -

NATIV POLICY AND PLANNING CONSULTANTS
P.O.B. 4497, Jerusalem 91044
Telephone: 972-2-662296
Facsimile No. 972-2-699951

FACSIMILE TRANSMISSION

TO: Virginia Levy

FROM: Debbie Meline

FAX NO.: 001-216-391-8327

DATE: June 1, 1988

No. OF PAGES: 6

FAX SENT
DATE: 1.6.88

Dear Virginia,

Annette asked me to forward the attached resume of
Debra Hirshman to you.

Debbie
Debbie Meline

82e

Debra Cay Hirshman
248 W. 88 St. Apt. 14B
New York, NY 10024
(212) 769-3420

82c

Personal Information

Born:

Chicago, Illinois

Professional Experience

Director, Beit Clal
CLAL
New York, NY

August 1987 - present

Responsibilities include: Planning and overseeing development and construction of National Jewish Conference Center; planning and overseeing 25 million dollar fund-raising campaign; planning and overseeing development of programs to be held at conference center; working with committees and board members; developing and managing annual budget; developing long range plan for CLAL and Beit Clal.

Principal, Solomon Schechter Day School
St. Louis, Missouri

August 1983 - August 1987

Responsibilities included: Defining educational goals and developing curriculum; hiring of personnel; supervising teachers; staff development; developing fund-raising plan; soliciting and raising funds; developing and managing annual budget; board development; public relations; developing school handbook, faculty handbook, and brochure; developing and supervising implementation of plans for new school building.

Director, Camp Ramah in New England
Palmer, Massachusetts

September 1978 - 1983

Responsibilities included: Supervising winter and summer office; developing and managing a one million dollar budget; fund-raising; developing public relations materials; recruiting campers and staff; hiring, training and supervising 250 staff people, including kitchen, laundry, maintenance, infirmary, specialty staff, counselors and teachers; overseeing for ten weeks a community of 750 people (250 staff and 500 children, ages 8 - 16); providing a vision for the camp and the summer community; developing curriculum and goals for each age group; developing training materials and manuals for supervisory staff; developing educational materials for educational program; developing regional camp committees; programming winter activities; developing a Board of Directors; developing and overseeing physical plant maintenance and improvement program.

Principal, Kehillath Israel Hebrew School
Brookline, Massachusetts

August 1976 - 1978

Consultant
Program of Jewish Studies
Bureau of Jewish Education
Boston, Massachusetts

1978 - 1980

Consultant
Childrens' Museum of Boston
Boston, Massachusetts

1987 - 1980

Teacher, Beth Israel Center
Madison, Wisconsin

1975 - 1976

Division Head, Head of Sports, Counselor, Teacher
Camp Ramah in Wisconsin

Summers of 1971 - 1975

Education

Harvard University
Master of Education 1981
Graduate School of Education
Concentration: Administration, Social Policy and Planning

Barnard College
Bachelor of Arts Cum Laude 1975
Major: Intellectual History
Bryson Award for Outstanding Service
Margaret Holland Award for Excellence

Extra-curricular Activities:
President, Undergraduate Association
Co-chair, Curriculum Review Committee
Residence Counselor
Intercollegiate Athletics

Jewish Theological Seminary
Teachers' Institute
Major: Jewish Philosophy
1971 - 1974

University of Wisconsin
Course work completed for Master of Arts
Major: European Intellectual History
1975 - 1976

Ida Crown Jewish Academy High School

Valedictorian

1967 - 1971

Mayor Daley Award to Outstanding High School Student

Akiba Jewish Day School

1956 - 1967

Projects, Publications, Affiliations , *✓ dates?*

"Teaching of traditional texts to Non-Observant Children" - Paper presented at the First International Conference on Elementary Jewish Education, Melton Center, Jerusalem, Israel

"Due Process of Law - Fourteenth Amendment" for publication by Women's League of Voters - Madison, Wisconsin

Steering Committee: Principal's Council of Solomon Schechter Day School Association

Member of Executive Committee, Jewish Educator's Assembly

Member of Educational Confederation of Private Schools, St. Louis, MO

Workshop Leader: St. Louis Symposium on Jewish Education; Solomon Schechter Day School Principals' Conference; New England Educators' Assembly Teachers' Conference; National Ramah Weinstein Institute; A.Z.Y.F. Camp Directors' Conference

Coordinator of New England Kara'ti (Jewish Read-a-Thon) Program

Travel

Israel, Hungary, Poland, Czechoslovakia, France, Austria, England,
United States

References available upon request.



FAX SENT
DATE: 31/5/88

NATIV POLICY AND PLANNING CONSULTANTS
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FACSIMILE TRANSMISSION

TO: MR. MORTON L. MANDEL
PIERRE HOTEL

FROM: PROF. SEYMOUR FOX

FAX NUMBER: 212-758 1615

DATE: MAY 31, 1988

NO. OF PAGES: 9



83C

31/5/88

Dear Mort,

I think I failed to convey to you the sense of progress that I came away with from last week's meetings in Cleveland. I will not report on the important administrative decisions that will be recommended to you. I am sure those will be covered in Virginia's minutes and in Art Naparstek's report to you. However I would like to highlight the progress.

1. A clear and complete proposal was developed - for your decision - concerning the agenda, content and format of the first commission meeting.

2. Our proposal is based on every commission member being interviewed, and offering his views and suggestions as to the Commission's assignment, method of working, possible outcomes, and the content for the first meeting. The enclosed interview schedule prepared by Annette and me served as a draft for our discussions at last week's meeting. We are now re-writing it on the basis of the comments of Hank, Art, Perry and Ginie.

3. We are further suggesting that Hank, Art, Annette and me interview all the Commissioners by mid-July. In Ginie's minutes you will find the proposed assignments (who interviews whom)

4. We had a long discussion concerning the best way to analyze these interviews and how to best introduce their content in your opening statement at the first Commission meeting. Annette and I accepted the assignment of preparing a draft of this opening statement. A good deal of time was devoted at our meeting to this subject.

5. We agreed that it is important to prepare basic data summarizing the present status of Jewish education. The data would include matters such as: number of participants in various types of institutions (formal and informal); personnel numbers and characteristics; data on training, etc... This will both prevent a good deal of misunderstanding and save time at our first commission meeting. It will also serve as background data for the case that you will be building in arguing for the importance of the Commission, of its assignment and its timeliness.

6. We have convened a meeting in Jerusalem on Wednesday evening June first, with several Jerusalem Fellows, Walter Ackerman, Alan Hoffmann, Annette and myself to discuss how to prepare this material and to see that it is prepared in time.

7. It became clear to us that it is difficult to plan the first commission meeting unless it is seen in the context of the whole work of the Commission. For example: what taskforces are to be established. How and when will taskforces report; what kind of data and/or research will need to be undertaken during the life of the commission. Therefore Annette and I, despite the crunch we are in (e.g. finishing the work for the JEC and planning first steps for MI-G) have agreed to take a stab at this assignment. We will try to produce a rough draft of a planning document for the 18 to 24 months of the work of the Commission.

8. Time was devoted to the role of the Senior Policy advisors and we are suggesting that you convene a meeting of this group when Annette and I are in the States for the interviews. At that meeting you might share the following with the Senior Policy Advisors:

- a. what we have learned from the interviews of the Commissioners,
- b. the agenda, content and hoped for outcomes of the first Commission meeting
- c. Feedback on all materials and visual aids to be distributed or displayed at the first meeting.

9. We realised that a meeting on August first would make it impossible for some of the Educators on our commission to attend, because of the CAJE conference in Jerusalem. It was suggested that those who could not attend be convened separately, before the meeting, to indicate how seriously we take the contribution of the Jewish Educators. Subsequently I have learned that several of the educators will be able to attend, while those who will not be able to attend are both understanding of our dilemma and satisfied with the idea of a possible preliminary meeting.

10. Art presented a job description for an assistant director and we discussed this position as well as his other staff needs. We have arranged for him to meet Joseph Riemer and Debbie Hirshman who now works for Clal. Debbie, as I indicated to you on the telephone, may be a serious candidate for full time employment some time in the near future. She has great strengths and may also have some significant weaknesses. We have transmitted all of this information to Art and are asking him to check it out carefully.

11. Several important other matters were discussed, such as a sustained and systematic approach to public relations, and the publication of interim reports that could be useful beyond their information and public relations value.

Perry participated in a very constructive and useful way and Art, I know, discussed with him what his role would be in the work of the Commission. Art, I also know, has undertaken to pick up Perry's role with Woocher, Art Rotman and Carmi

As soon as this Fax is sent Annette and I will begin to work on our proposal for your answer to the comptroller's report on the Jewish Education Committee. If you have the report with you in New York, I suggest you may want to read it before you receive our answer at your home in Cleveland on Sunday.

I believe it will be useful for me to speak with you before 12:30 (Cleveland time) on Sunday. I will be meeting with Barak before then. I will try in the next few days. When we speak on the phone I will give you a full report on a meeting between Mendel, Alan and Annette.

With very best regards,


Seymour

Dear Seymour,

This is written in flight, as I am de-briefing -- the following things concern you:

1. We want a Mi-na meeting in Jerusalem to deal with the paper on "the state of the field" -- the relevant parameters and existing data. Participants: Aryeh Davidson, Josh Elkins, Acky, Della Pergola, Fox, Hochstein. Someone from Melton?

2. I told Ami to see you about: his article
Youth and Hechalutz budget

3. Mi-na thoughts: the synagogal dimension: your idea of adding rabbis is becoming more relevant -- and will - in my opinion -- become even more so with every lay interview. It represents clearly the world of the supplementary school and all its implications. With it we may be able to replicate - and bring to the field - Mort's achievement with the denominations at the level of the Training Institutions.

4. For You me and Alan : do we want Kalms at MI-G (really for you and Alan when in UK)

5. My notes mention the thought of a meeting you-Mendel.

6. What do we do with Breslau in June? Shouldn't we prepare him somewhat (like telling him the outcomes of their interventions in February? Whipping him up about the financial needs for training programs, sharing budgetary data with him? etc...)

7. Would you check with Zvi Inbar about why the contracts on France and England have not yet been signed? (MAYBE CAN GO TO BARAK-MANDEL AGENDA?)

8. For your Constantiner meeting -- is Mexico lost for good? Do we free Rachel?

gmc

Working Papers
for Review
May 25, 1988

1. Annette Hochstein's checklist 1
2. Two lists of potential Commission members
- a. characteristics 3
- b. status checklist 6
3. Draft agenda for first Commission meeting 9
4. Draft position description for Associate Director 10
5. Draft travel expense policy 11

Mandel Initiative - North America
Summary of Meetings
May 25-26, 1988

Present: Perry Davis, Seymour Fox, Annette Hochstein, Arthur Naparstek,
Henry Zucker, Virginia Levi (Sec'y)

I. Review of minutes of 5/20/88

- Canadians - Perhaps Bronfman should be involved in the selection of Canadian commissioners. Those selected come highly recommended, but should be checked with Bronfman before being invited.
- Senior Policy Advisors - HLZ has spoken with all but C. Schwartz and is drafting a follow-up letter.
- Concept Paper - J. Woocher and A. Rotman have signed off. SF suggested two minor changes.
- Meeting Date - CAJE will be meeting in Israel on August 1. SF will notify the educator/commissioners of the date. If there are too many conflicts, we will try to schedule a meeting prior to the Commission meeting for those unavailable on 8/1.

II. Review of Assignments

The Assignments were reviewed. An updated list is attached.

All present agreed that Arthur Green should be invited. AJN will propose this to MLM.

Further consideration will be given to how M. Corson might be involved.

HLZ will talk with MLM about whether to invite Rob't Arnow, his wife, or his son and how to approach.

VFL and AJN will talk about having the concept paper printed prior to distribution.

III. Agenda of First Commission Meeting

A. Goals

There was extensive discussion on the goals of the meeting and the means of achieving them. The following general points were made:

- Commissioners should come away with a sense of commitment, of the value of this endeavor, and of involvement.

MM

- There should be no feeling among commissioners that they are there to rubber stamp an already-developed set of proposals. They must feel they are being listened to.
- It is our job to create for the commissioners a sense of clarity of the goals and objectives of the Commission.

B. Format

1. 10:00 AM - coffee
2. 10:30 AM - 12:30 PM
 - a. The meeting should open with a presentation by MLM which includes the following:
 - i. personal statement - MLM's reasons for being here today
 - ii. summary of key issues (with reference to interviews with Commissioners)
 - iii. statement of goals and objectives of Commission and how we envision accomplishing them
 - iv. method of operation - frequency of meetings; role of task forces; duties of commissioners, senior policy advisors, staff, and consultants.
 - b. The leaders of JWB, JESNA, and CJF will each make a presentation which includes:
 - i. his organization's resources, experiences, and contributions to this process
 - ii. a statement which cements the involvement of his organization
 - iii. a brief presentation on an issue specific to his organization's interests
 - c. The remainder of the morning will be devoted to discussion among Commissioners. [How the leaders' presentations and discussion will be scheduled/balanced remains to be determined.]
3. 12:30 - 1:30 PM - Lunch with no speaker.
4. 1:30 - 2:00 PM

Someone will be asked to provide a synthesis of the morning's discussion, a statement of where we are, followed

by a presentation by Art Rotman on the Senior Policy Advisors' suggestions (based on recommendations of commissioners gleaned from interviews) for task forces.

5. 2:00 - 4:00 PM

It is planned that this will be devoted to general discussion of the synthesizing statement and of the proposed task forces. If this appears to be lagging, we could break into smaller groups, each to discuss a particular task force, with time at the end to report back.

6. 4:00 PM - Summation

MLM will summarize the day - what we've done and where we go from here.

S.M. Lipset will be prepared to make a final statement to raise the level of discourse, if necessary, and to comment on the impact of the Commission. He will be prepared to condense or expand his remarks, depending on how the meeting is going.

C. Place of Meeting

It was agreed that the New York Federation offices provide the best meeting site. They have enough meeting rooms and can provide Kosher food. VFL will check on availability. If we do meet there, we will invite Steve Solender and Peggy Tishman to attend.

D. Name

It was agreed to call this the Commission on Jewish Education in North America.

IV. Pre-Commission Tasks

- A. VFL and AJN will arrange to have the design document printed.
- B. The confirmation letter, which should include reference to the meeting date and a paragraph introducing the pre-commission interview, will be completed and mailed with the design document enclosed by June 3.
- C. The interviews have been assigned and are to be conducted by early July. AH will get a revised format for the interview to AJN in the next week.

- D. A meeting of the planning group with MLM is to be scheduled on July 6, 7, 11, or 13. We will schedule a meeting of the Senior Policy Advisors for the same day, also with MLM, if possible. At that meeting the results of the interviews and a draft report on the parameters of the problems of Jewish education in North America will be presented for discussion. The Advisors will review and advise on the agenda for the Commission meeting.
- E. Regarding public relations, it was suggested that David Finn be asked to meet with the Senior Policy Advisors and follow up with a proposed two-year plan. (This idea has to be checked with MLM, first.) We might then establish an advisory committee specifically to handle PR. The first meeting must be covered and a press release done. No assignments were made.
- F. AH and SF will prepare by early July a draft two-year plan for the Commission, including content, process, and organization. This may be presented to the Senior Policy Advisors at the July meeting.
- G. AJN will meet with Rotman, Schwartz, and Woocher in the next two weeks to update them.
- H. A meeting will be scheduled in July with the educators who will be attending the CAJE meeting in August to brief them on plans for the Commission meeting.
- I. Materials to be prepared for first meeting:
1. MLM opening statement - AH and SF will draft the personal statement and closing remarks and will create a shell for the body, to be filled in with results from interviews.
 2. AH and SF will work during the next two weeks with their staff in Israel to gather background data to be inserted in Commissioners books and referred to during the meeting. This will be checked with key people in North America. AJN will talk with Carmi Schwartz about data he has available.
 3. Following the meeting of the Senior Policy Advisors, the professionals from JWB, JESNA, CJF will work with AJN to draft talking points for the use of their principals at the Commission meeting.

25/5/88 - MI-NA

Prioritize tasks

1. Commissioners on Board

- date ^{1/8} - ok? - call ^{also} people
- send materials - letter, document

Brayman
Fisher - Wexler
The commissioners
Other Foundations

2. Preparation of Commissioners

- ✓ - interview

✓ Dates + divide

3. Interviews

- ✓ - who talks with whom
- ✓ - preparation of interviewers - AJN
- ✓ - Summary & synthesis

AF

4. Preparation of Policy Advisors

- add status

- date

- update

- pe. meeting

5 June - July schedule - + assignments

6. data preparation

7. - MCM paper

- Meeting planning group & Mart.
Session Brief Interviews / - R. V. sample & prepared

6. Logistics

- place
- rooms
- name tags - place cards
- materials
- registration
- food
- minutes
- messages
- typing during meeting
- photographer
- cars coming & going
- expenses (who?)



7. Preparation for Meeting

- brief the presenters
- agenda
- materials
- MLM paper
- Task force preparation
- Flow to meeting 2

8. ²⁴18 month + 6 month plan



DRAFT AGENDA FOR
FIRST COMMISSION MEETING

at N.Y. Federation
59th anniv for
Bloomingdale's

<u>Subject</u>	<u>Presenter</u>	<u>Time</u>
I. Coffee		10 9:30
II. The Commission Process and Mission	MLM	10:00-10:30
III. Current Conditions, Problems/ Opportunities	Mintz, Yanowitz, Berman	10:30-11:00
IV. Discussion		11:00-12:00
V. Lunch		12:00-1:30
Presentation and discussion on why commissions are sound strategies for change--to build enthusiasm	Larry Cremin	
VI. Present organizational structure for Commission		1:30-3:45
Build Task Force Approach		
Task Forces May Meet		
VII. Summation	S. M. Lipset	3:45-4:00

wrap up — MLM

28 BM ✓

11
5/9/88

Attached is a draft of a travel expense policy for use with individuals working with the MI-NA Commission. As an alternative, HLZ suggests that we establish a "reasonably generous" pre deim (one for Cleveland, another for NYC) to cover meals, hotel, and ground transportation. We could provide a list of hotels in Cleveland and NYC in the appropriate price range and offer to assist with reservations at the Hollenden here, but leave the decisions up to the individuals. We would not require receipts or an expense statement for anything except airfare and extraordinary expenses.

Questions to be answered:

Who does this cover?

How do they know it?

How do we tell others that they're not being reimbursed?

Do we cover some expenses for others? Hotel? Airfare?

TRAVEL EXPENSE POLICY FOR INDIVIDUALS WORKING ON BEHALF OF THE
COMMISSION ON JEWISH CONTINUITY/JEWISH EDUCATION

I. GENERAL

A. Reimbursement of Expenses

The Mandel Associated Foundations will reimburse selected individuals for travel expenses incurred on behalf of the Commission on Jewish Continuity/Jewish Education. In most cases, expenses are to be paid by the person incurring them and then reimbursed after a Travel Expense Statement (Exhibit A) is submitted to _____.

II. AUTHORIZED TRAVEL EXPENSES

A. Air Travel

1. Reservations

If feasible, Premier Industrial Corporation's authorized travel agency should be used for all travel reservations. This can be arranged by providing Joan Wade, (216) 391-8300, with the date and timing of your travel plans. She will serve as liaison with the travel agency.

✓

2. Airlines

All air travel should be on commercial air lines, coach or economy class. Special discount fares will be taken into consideration by our travel agency when arranging flights.

B. Ground transportation

1. By private car

In those instances where a personal car is driven to and from the airport or a meeting, mileage will be reimbursed at the rate of \$.20 per mile. Parking and toll charges will be reimbursed at the actual expense. Receipts should be obtained whenever possible.

2. By rental car

When it is necessary to rent a car, a compact car should be rented through Premier's authorized travel agency. A credit card should be used to pay rental charges and expenses should be listed on the Travel

Expense Statement. [Premier policy advises against taking collision and other insurance because of the Company's insurance. Does the same apply here?]

3. By bus, taxi, airport limousine service, or train

These costs should be itemized individually on the Travel Expense Statement. A receipt should be obtained whenever possible.

In Cleveland, free van service is available between Cleveland Hopkins Airport and the Hollenden House and between the Hollenden House and Premier. This van should be used whenever possible. A schedule is available from the Hollenden House or Premier.

C. Hotel/Motel Accomodations

1. In Cleveland

All hotel/motel reservations for overnight accommodations in Cleveland will be handled by the staff of Premier Industrial Foundation. Call Joan Wade at (216) 391-8300 to initiate the process. She will need to know flight arrival information as well as the dates of the visit. If any changes occur in flight times, call Joan Wade or notify the Hollenden House desk clerk directly at (216) 621-0700.

2. In New York

Based on convenience, cost, and accessibility, the following hotels have been identified for use in New York City:

[I have a list of possibilities from P. Davis]

Single minimum rate rooms should be used.

3. Payment of charges

Hotel/motel charges are to be paid upon checking out and reported on the Travel Expense Statement.

4. Cancellations

If circumstances necessitate cancellation of a reservation, the traveler is responsible for notifying the hotel.

D. Meals

Meal expenses will be reimbursed at the following rates
(tips included):

1. Breakfast - up to a maximum of _____ [Premier allows
\$4.75.]

2. Lunch - up to a maximum of _____ [Premier allows
\$4.50.]

3. Dinner - up to a maximum of _____ [Premier allows
\$11.25.]

[Perhaps we should set a per diem rather than a
meal-by-meal limit. \$20.50 won't go far in NYC.]

Receipts should be obtained whenever possible.

III. SUBMITTING THE TRAVEL EXPENSE STATEMENT

Travel Expense Statements should be completed in ink, receipts
attached, and submitted promptly for approval. Every effort will
be made to reimburse expenses within two weeks of submission of a
properly completed Travel Expense Statement.

1

MEETING

1988

AJN

ion Meeting

AJN

AMERICAN JEWISH
ARCHIVES

5/20 for details

klist of 5/18

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AJN

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AJN

זכר אלה יעקב וישראל

29 BM

5/23/88

Mandel Initiative - North America
Summary of Meeting
May 20, 1988
9:30 - 11:00 A.M.

Present: Morton L. Mandel, Arthur J. Naparstek, Henry L. Zucker,
Virginia F. Levi (Sec'y)

Following is a summary of items discussed and assignments made:

I. Review of Assignments and Work Plan for Pre-Commission Tasks

- A. MLM noted the five lay people he is to contact and the three college presidents. He will complete these assignments by June 3.) Amy
- B. From the list of six possible Canadian Commission members, it was agreed to invite Philip Granovsky, Thomas Hecht, and Henry Kochitsky. HLZ will invite them following MLM's meeting with Charles Bronfman. Clarification
- C. AJN and VFL will revise the appointment letters for Commission members and Senior Policy Advisors, using HLZ's letter to foundation professionals as a model, by May 25. These letters are to go out as soon as possible. w/ Berman 15/5/88
- D. Minor revisions were made in the Concept Paper. This version will be faxed to Rotman and Woocher for final approval. HLZ will send an "advance copy" to Schwartz for his information.
- E. The date for the first Commission meeting was tentatively set for August 1, 1988, based on the fact that Berman, Fisher, Mandel, Mintz, and Yanowitz are all available on that date. MONDAY

II. Draft Agenda for First Commission Meeting

- A. Objectives of the morning program:
 - 1. Clarify mission and method of operation
 - 2. Involve group in discussion to gain understanding and commitment.
 - 3. Give JWB, JESNA, and CJF a feeling of ownership.
 - 4. Make participants feel good about their own personal involvement.
 - 5. Create a sense of excitement, opportunity, importance.
 - 6. Gain the approval of the group to the general approach.
 - 7. Gain input.ON PAPER
JWB
- 12 M

B. Proposed schedule

1. 9:30 A.M. - coffee and mingling
2. 10:00 - 10:30

MLM will open with an overview of the process and history of the formation of the Commission - the fact that this is an area of major interest to the Mandels, who began by seeking guidance on how best to invest their resources. It became apparent that this is a concern shared by many and that our endeavor would benefit by input from the organized community (JWB, JESNA, CJF). Our goal is to develop an agenda on which we, other foundations, and other founding sources can draw for funding decisions.

MLM will also present a mission statement. This will be a single page which can be incorporated in the final report of the Commission.

3. 10:30 - 11:00

Presentations (10 minutes each) by Mintz, Yanowitz, and Berman on current conditions, problems/strategies, from their organizations' perspectives. We will work with Rotman, Woocher, and Schwartz on preparation of these remarks.

4. 11:00 - 12:00

Commissioners will be invited to comment on the morning's presentations.

5. 12:00 - 1:30 Lunch

Allow time for Commissioners to talk with each other. For this purpose, round tables for 6 would be ideal. (New York Federation offices may be a good place to hold this event, in which case, Steve Solender and his president will be invited - possibly for the entire day, possibly just for lunch.)

Lunch speaker - maybe Larry Cremin - should be someone who can make an exciting presentation. To be discussed with SF, AH, and PD on 5/25.

6. 1:30 - 3:45

Present organizational structure, build task force approach. Details are to be developed on 5/25.

7. 3:45 - 4:00

Summation - should also be by an exciting speaker who can send participants away feeling that they are involved in

an important process. Discuss on 5/25 whether Lipset is the right choice for this.

Following the meeting we should have cars to take participants directly to the airport.

III. Budget and Structure

A. Proposed budget

The proposed budget was discussed and minor revisions were suggested. We will plan for four Commission meetings in New York and six meetings of the Senior Policy Advisors in Cleveland. We will retain the line for a 1/2-time secretary, but will hold off on implementing until we need the help. We may be able to get sufficient secretarial help from within Premier.

AJN and VFL will revise the proposed budget for further discussion on 5/25.

B. Associate Director

The draft position description was discussed. While it would be preferable to get one person to join on a full-time basis, it may be necessary to divide the description into a content (or administrative) track and a Jewish education (or management) track and seek two part-time people. AJN will pursue this with candidates whom he has in mind and will discuss with SF on 5/25.

C. Expense Policy

VFL will talk with Schwartz, Rotman, and Woocher about how they handle travel expenses of participants in their national meetings and will review this further with the group on 5/25.


IV. Public Relations

A. Name

To be discussed on 5/25.

B. Press releases

MLM will talk with Art Rotman about loaning a staff member for public relations assignments. AJN will then enlist the services of the JWB press officer.



Date 1

May 18, 1988

Dear Seymour,

Re: towards the first commission meeting

Following our latest conversation here is a suggested checklist (not yet exhaustive) of those things you and I have agreed need to be done through the first commission meeting.

* * * * *

1. Invite commissioners :

- * Complete the key 12 invitation *Finalize letter & design document*
- * Set date for the commission meeting on the basis of 6 key commissioners (Perry reported that Mort wanted these to be, Fisher, Mintz, Yanowitz, Berman, Bronfman and MLM)
- * Complete the second tier of invitations (many already done) *June 3rd*
- * Invite all commissioners

2. Final definition for the participation/representation of various interest-groups: Foundation executives, the training institutions, etc... *done*

3. On the basis of this begin ongoing *contacts with these publics* contacts with these publics (where relevant).

4. Bring educational consultants on board. Their tasks may include:

- * Help prepare the first meeting of the commission - content and data-wise *who write Riemer & us*

- * Help define the content of the Commission, and the knowledge base needed (what exists; what should be provided); perhaps prepare the first working document defining the state of the field.

- * Staff the taskforces

- * Keep various publics informed *86c*

5. Set final agenda for first meeting of the Commission (goals:

- * First understanding of problems and opportunities
- * Sense of ownership and participation

* Understanding that the outcome will be action
 I believe a concept evolved at the April meetings -- the following tasks relate to the concept of a meeting carried primarily by commissioners, with a significant opening statement / short and substantial general discussion, as well as data presentations -- where relevant -- by commissioners. Closing address perhaps by scholar; nomination of first taskforces)

.Draft suggestions for MLM's opening statement

.Discuss commission and first meeting with commissioners individual interviews/meetings?; some only?; all?). Learn their views and stands.

*interview
commissioners*

.If interviews of individual commissioners : prepare interview schedule; divide interviews amongst planning team and consultants, set timetable for interviews)

9. Define data needed and format for key data presentation (by community leaders? scholar [star?], staff consultant?)

10. Assign preparation of data/analytic materials. (e.g. the current state of Jewish Education; key challenges/issues)

11. Redraft opening statement in light of 8.

12. Develop concept of taskforces and modus operandi

13. Develop first topics for taskforces (related to anticipated outcomes of the commission -- e.g. taskforce on training)

Matrix

14. Concrete suggestions for first taskforces to be discussed (and hopefully approved) at the Commission meeting. This might include suggested topic, chair, staff and perhaps membership.

*what is
assigned
for taskforce*

15. Decide if materials will be sent to Commissioners in advance of meeting. If yes -- define and prepare.

16. Decide on PR -- is anything to be done before, during, or after the first meeting?

17. It would probably be useful to simulate the total commission process and prepare a very rough first 2-year plan.

18. Logistics for the first meeting



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

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FUNCTION COMMISSION ON JEWISH EDUCATION/CONTINUITY

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR Arthur J. Naparstek

DATE 5/20/88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Need to finalize Commission and Senior Policy Advisors.		AJN		6/3/88	
	a. Beren		TBD			
	b. Bronfman		MLM			
	c. Crown		MLM			
	d. Eizenstadt		AJN			
	e. Jesselson		MLM			
	f. Shapiro		MLM			
	g. Smith		SF			
	h. Wexner		MLM			
	i. Granovsky		HLZ/SF			
	j. Ziegelman		Greenberg			
	What about Tisch/Tishman/Zorensky?					
	k. Ackerman		HLZ			
	l. Arnow (?)		HLZ			
	m. Mogulof		HLZ			
	n. Evans		HLZ			
	o. Hiller		HLZ			
	Canadians		TBD			
	Presidents of Higher Education					
	a. Gottschalk		MLM		5/30/88	
	b. Lamm		MLM		5/30/88	
	c. Schorsh		MLM		5/30/88	
	Senior Policy Advisors		AJN		5/25/88	
	Revise letters of appointment		AJN/ VFL	5/20/88	5/25/88	
2.	Administrative transition of Commission.		MLM/ HLZ/ SF/ AJN	5/20/88	5/27/88	
3.	Set Date for First Commission Meeting.		MLM/ AJN/ HLZ	5/20/88	5/20/88	

85C



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

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FUNCTION COMMISSION ON JEWISH EDUCATION/CONTINUITY

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR Arthur J. Naparstek

DATE 5/20/88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
4.	Define Commission Agenda.		MLM/ HLZ AJN	5/18/88	6/15/88	
5.	Define Pre-Commission Meeting Tasks and Timetable.		AJN/ SF/ AH	5/20/88 and 5/25/88	5/25/88 5/25/88	
6.	Set Date and Agenda for Senior Policy Advisors.		AJN	5/19/88	5/20/88	
7.	Prepare logistics for Commission meeting.		VFL	5/18/88	5/31/88	
8.	Announce and invite to first Commission meeting.		MLM/	5/20/88	6/3/88	
9.	Prepare Commission meeting materials.		AJN	5/20/88	7/1/88	
	a. Mission statement		AJN	5/20/88	7/1/88	
	b. Papers to be given by Berman (?), Mintz, Yanowitz		AJN	5/20/88	7/1/88	
	c. Paper on Commission structure and charge to Task Forces		AJN	5/20/88	7/1/88	
10.	Staff and space needs for Commission operation.		AJN/ VFL	5/20/88	7/1/88	
11.	Expense and travel policy.		AJN VFL	5/20/88	5/30/88	

FAX SENT

DATE: 10/5/88

NATIV POLICY AND PLANNING CONSULTANTS
P.O.B. 4497, Jerusalem 91044
Telephone: 972-2-662296
Facsimile No. 972-2-699951

FACSIMILE TRANSMISSION

TO: MR. PERRY DAVIS C/O MR. GREILSHEIMER

FROM: ANNETTE HOCHSTEIN

FAX NUMBER: 001-212-9490995

DATE: MAY 10, 1988

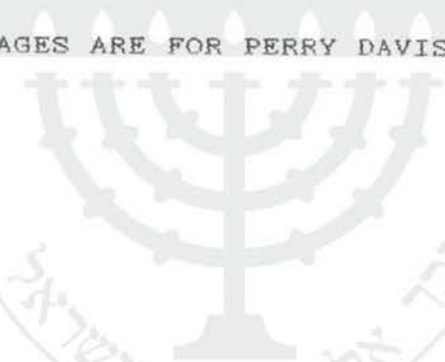
NO. OF PAGES: 4

DEAR MR. GREILSHEIMER,

THE ATTACHED PAGES ARE FOR PERRY DAVIS.

THANK YOU

A. HOCHSTEIN

AMERICAN JEWISH
ARCHIVES

Dear Perry,

These are the pages I read to you over the phone. Of course they are nothing more than a beginning.

Best regards,

Annette
nnette



May 8, 1988

DRAFT

The first commission meeting: suggestions

Opening presentation by MLM (see suggested draft) . The presentation will focus on key problems and challenges as perceived and expressed in interviews by the various commissioners. Extensive references will be made to views expressed in the interviews.

Following the presentation there will be a major discussion.

When reference is made to data, selected commissioners will be asked to present relevant data. That data will have been prepared by MI-NA staff and will have been discussed with the commissioners at private meetings preceeding the Commission meeting.

The discussion will lead to a reformulation of MLM's statement and to agreement about it.

The advantages of this suggested approach are :

Involvement of the Commissioners into content, even before the first meeting of the Commission

* Ownership of the agenda, by virtue of the incorporation of their views and stands into the opening statement by MLM.

* Ownership of data by virtue of data preparation and presentation.

(We have not yet discussed the necessity - or not - of deciding on task forces at the first meeting of the commission. Do we need to give out further material before the commission meeting?)

8.5.1988

DRAFT

88C

TASKS FOR THE PREPARATION OF THE COMMISSION

1. Formulate a preliminary version of MLM's report to the commission.
2. Define the questions to be raised during the interviews with the commissioners.
4. Carry out the interviews during the month of June.
5. Reformulate the paper inserting relevant findings from the interviews and referring to commissioners by name.
6. Prepare the data that might be needed to substantiate discussion.
7. Define the desired outcomes of the commission in terms of the content of its work - namely the subjects of the tasks forces, the key problems to point out and deal with.
8. All this pre-supposes the invitations to the commission members.

AGENDA FOR PHONE CALL WITH PERRY DAVIS

MAY 9, 1988

1. Agenda for May 16-19 : detail the Agenda for the first meeting of the commission. ✓
2. Define the work method between now and the commission meeting. ✓
3. Define the questions for the interview of the commissioners. ✓
4. Devise an approach for these interviews and a formula for reporting by all the interviewers. ✓
5. we will bring a first draft for Mort's paper -- for reformulation after we agree on the questions to the commissioners and for reformulation following the interviews. ✓
6. Staff -- Issa Aron, Helmreich is no → - let's wait -
7. Suggested schedule
8. US AIR 159, 7:55AM, May 17 ✓

AMERICAN JEWISH
ARCHIVES

who interviews
have interviews

Discussed the May 8, 1988

Carmin said: if you have Ben-Zion, Yonah, Mintz
they'll talk about the partnership. Formal
or not?

CPC

PHONE CALL WITH PERRY DAVIS

MAY 9, 1988

SCHEDULE OF MEETINGS:

HE AND I -- FROM EARLY MORNING TO 1:45
FROM 4:00 TO EVENING

{ 10¹⁵ - 21725

HE SHOULD FLY IN RIEMER FOR AN EARLY DINNER, AND INVITE HOLTZ
TOO. OUR AGENDA SHOULD BE TO BRING THEM ON BOARD RE THE WHOLE
STORY, THE COMMISSION, ETC.

WE'LL ALL FLY TUESDAY MORNING TO CLEVELAND (FOX ARRIVES AT 6:00
AM KENNEDY). IF ALL GOES WELL WE CAN TAKE THE 8:15. WHAT DOES HE
THINK? TUESDAY ALL DAY WITH THE GUYS AND THE TEAM -- IT IS
HANK'S ONLY DAY. MAYBE KEEP RIEMER THROUGH WEDNESDAY

THEN WORK ON WEDNESDAY WITH THE PLANNING GROUP FOR THE RELEVANT
AGENDA POINTS (DON'T KNOW ABOUT WEDNESDAY EVENING)

THURSDAY MORNING TO EARLY AFTERNOON WITH MLM, TO DISCUSS OUTCOMES
(ALSO JEC?)

SF AND I LEAVING AROUND 2 P.M.

DID MLM SPEAK TO GOTSCHALK, HARMON (?) SCHORSH.

MARGY'S MATERIAL

MLM
Is supposed to work on
it this week.

I re-schedule Fri meeting to SAT
Very upset by them perhaps saying no.
Wexler
Bronfman

Re Cremen v. EL Ritz re-commissions?

Free-wheeling danger
Presentations lost

Wexler "under control" - preliminary agenda issue
Carmi
Bruce Phillips & Michael Feldman
(Brynn Cornish - Gary Tobin) & (Bronfman - ...)

S.F.
Prepare MLM
for Agenda

The Carmi Pals
this issue

10 DO
Branche's
no questions
washed.

TASKS FOR THE PREPARATION OF THE COMMISSION

1. Formulate a preliminary version of MLM's report to the commission.
2. Define the questions to be raised during the interviews with the commissioners.
3. Carry out the interviews during the month of June.
4. Reformulate the paper inserting relevant findings from the interviews and referring to commissioners by name.
5. Prepare the data that might be needed to start negotiating more various points.
6. Define the desired outcomes of the commission in terms of the content of its work - namely the subjects of the tasks forces, the key problems to point out and deal with.



Suggested approach for the preparation and running of
the first commission meeting

At the meeting MLM we'll make the opening presentation. In it he will refer to the key problems and challenges as they were perceived by the various commissioners, making reference to things they may have said during the interviews.

Following this presentation there will be a major discussion. When reference is made to data, staff people or selected commissioners (probably mainly the latter) will be asked to present relevant data. That data will have been prepared by MI-NA staff and will have been discussed with the commissioners at a preceding meeting.

The meeting will then proceed to reformulate the paper and agree upon it.

(Seymour: we have not yet discussed the necessity - or not - of deciding on task forces at the first meeting of the commission.

Do we need to give out further material before the commission meeting?)

PERRY/c:

PHONE CALL WITH PERRY DAVIS 3.5.88

I suggested the following agenda for the call

1. The Commission - Status Reports of Contacts
2. Meetings of May 16 - 19, 1988 : Agenda and Organization
3. Various

.. The commission and status report

I informed Perry that Fox has the agreement of Lipsett, Ingall, Sarah Lee, Jack Bieler, Josh Elkin. He will speak tonight to Twersky. Thus Fox will have finished all expect for Smith.

Hank will call Greenberg this week.

I told Perry that since Sarah Lee has already been invited contact should be made with Gottschalk to let him know that he is been invited.

Hank suggested that Bob Lanir be added to the commission from California.

No further steps have been taken concerning Bronfman and Wexner.

Perry will find out whether Art Rotman spoke to Dave Dubin.

Perry will be meeting Marilys next week and later on Steve Sollinger to talk about N.Y. lay people.

Fox prepared Robert Loup.

A number of people were invited at the JWB meeting, including Esther Leah Ritz, Lester Pollack.

At his meeting with Mort on Friday, Mort suggested as possible new dates for the commission, July 28 or 27. The reason is that Mintz can't attend on July 21-22. Mort reiterated that Yanowitz, Mintz, Berman, Bronfman, Fischer and Mort are the names upon which the date is conditional.

7 PC

Perry mentioned Hank's version of the Corson story, summarizing it as a personal desire to be brought on board rather than a rather more significant statement. Hank reported also that at this point he did not invite the group of foundation executives to join. Their main problem was with the auspices (The issue of whether it is a Mandel commission or a Joint Commission of all the Foundation).

2. Meetings May 16-19.

We discussed the time, possible agenda, and participation in the meetings.

Perry seemed to be troubled by Holtz, he reiterated this in a number of context:

- Holtz will be in Israel next year
- Holtz does not believe in the commissioners-lay people concept
- Will Holtz put in the number of hours etc

We agreed that Holtz should participate in the main meetings and that we should postpone decisions.

I related to Perry your suggestions to hire Holtz and Riemer immediately and to bring them to Cleveland by Tuesday night. Perry said that Holtz could not be in Cleveland on the 18th or the 19th. Therefore he suggested meetings on Monday with him, me, Barry Hotson and Joey Reimer to be continued with you on Tuesday, and then flying to Cleveland Tuesday night or Wednesday morning. We did not complete that schedule. I wanted to discuss it with Fox.

Perry suggested the following items as an agenda for the commission:

Commission agenda:

Dvar Tora

1. Process and mission (MLM)
2. Mission statement (full commission)
3. The current conditions, problems and opportunities (Yanowitz, Mintz, Berman)
4. Lunch : a. substantive discussion or b. presentation

5. Discussion on substance (full commission)

Here Perry thought that vision of the future could be discussed and that professionals scholars and educators might be "planted" into the audience to make comments.

6. Task force approach and vote on task forces (full commission)

7. Summation (Lipsett)

For each item he asked: 1. what's the formal agenda item. 2. who is the presenter. 3. what the expending agenda. 4. what is the expected outcome. 5. what are the tasks to be done.

In my opinion this is a good basis from which to proceed in the discussion with Perry about the first meeting. I suggested that item 3 ("current conditions, problems and opportunities") is where staff work has to be done perhaps by Holtz and Riemer or by others. It may also be the meat of the substantive discussion during lunch.

3. Various

(P.D. asked if Helmreich is a no. He said you didn't say a word about it so he took it as a no. I suggested his interpretation might be correct and said I would check with you.

Perry expressed concerned that he's quite understaffed at the present and asked whether we have thoughts about other consultants. He reported excellent meetings with Alan in St. Louis and mentioned having a pleasant time with Barry Chazar.

We discussed the budget. I had only few and minor remarks but don't feel secure that I have done my homework on it. I'm not sure I know to well how to deal with this. Perry mentioned the low level of educational thinking and activities of JWB.

Perry asks us to prepare an outline of the opening remarks of Mort for the commission meeting by the May meetings.

Perry was concerned that the week of June 14 to 21 for the next series of meetings might be too early after this meetings. Our problem of course is that the Jewish Education Committee meets at the end of the month and to go to America twice in July is going to be quite heavy. So we may choose to remain with the June dates.

"How do you give an impression for hope and offer nuggets if you believe that everything is bleak and not good?"

We discussed contents, data, and other such minor matters.

For a name for the commission Perry suggested "North American Jewish Education Initiative" NAJEI.



4/28/88

To: Annette Hockstein

From: Perry Davis Assoc. Inc.

no. of pages : 12 including this.



34 BM

DRAFT - April 22, 1988

Mandel Initiative - North America
Summary of Meeting
April 22, 1988
10:00 A.M. - 2:00 P.M.

Annette: This is a
DRAFT. PD asked
me to send it in
this form. It may
change. Cheers!

Present: Perry Davis, Seymour Fox, Morton L. Mandel, Arthur J. Naparstek,
Henry L. Zucker, Virginia F. Levi (Sec'y)

Jimmy

I. COMMISSION MEMBERSHIP

A. Selection of Potential Lay Members

The list of potential Commission members was reviewed and selections were made of the "first 13" lay members: those whose participation is considered critical both to the Commission and to attracting others. An additional 12 potential lay members were identified, along with 6 foundation representatives who are to be considered lay members. Assignments were made for inviting their participation and are indicated on the attached chart.

B. Selection of Potential Professional Members

The list of potential professional members was reviewed and 13 were identified with one (Darrell Friedman) to be considered further. Assignments were made for inviting their participation and are indicated on the attached chart.

14/11

II. INVITATION FORMAT AND APPROACH

A. Approach

Initial contact will generally be made in person or by telephone, as indicated on the chart. This will immediately be followed up by a letter (and the design document) and, shortly thereafter, by a personal meeting with one of our planning group to discuss the ideas to be presented at the first meeting.

B. Meeting Date

PD will check immediately with Rotman, Schwartz, and Woocher to determine the best of three possible dates for them and their presidents. MLM will check the dates as early as possible with Bronfman and Fisher. The dates under consideration, in order of preference, are:

1. July 21, 1988
2. July 20, 1988
3. July 14, 1988

Once a meeting date has been selected by the aforementioned group, it will be relayed to others as they are invited or as soon thereafter as possible.

III. FIRST COMMISSION MEETING

A. Anticipated Outcomes

It is intended that the Commissioners will leave the first meeting informed on the issues, aware of both the emerging crisis in Jewish education and the opportunity of the group to have a positive impact. They should agree on the mission of the Commission, expected outcomes and a means of organizing themselves to reach those outcomes (task forces), and a timetable for accomplishing their goals.

B. Possible Components of the Meeting

1. Opening statement by MLM summarizing the dilemma and opportunity (will have been discussed with Commission members prior to meeting).
2. JWB and JESNA presidents provide background and current picture from their organizations' perspectives.
3. Present talking papers which focus on the issues to be addressed by Commission (through task forces).

4. Eye-catching presentation to get the attention of members ("A little Broadway").
5. Close with presentation by respected participant (possibly M. Lipset) summarizing meeting and commenting on the fit of Commission's goals in the world in which we live.

IV. NEXT MEETING OF PLANNING GROUP

This group will meet in Cleveland on May 17-19 to plan the first Commission meeting. PD, SF, AJN, and VFL will be present for the entire time. HLZ will participate on 5/17 and MLM on 5/19.

V. TASKS TO ACCOMPLISH BY MAY 17

- Invite Commission members - as indicated on attached chart.
- HLZ - ask S. Solender to meet with PD to discuss potential New York commissioners.
- PD - meet with S. Solender to discuss potential New York commissioners.
- HLZ - talk with Steve Ain about Canada representation.
- HLZ - check D. Friedman's acceptability as a Federation representative.
- PD - check dates with AR, CS, and JW and their presidents.
- MLM - check dates with Bronfman and Fisher.

--PD - develop task chart.

--PD - draft confirmation letter to go to commissioners.

PD and SE - begin drafts of talking papers for first meeting.

--PD and VFL - develop an assembly line process for the invitation stage and early stages of the Commission and stay in frequent contact with updates.



1/22/88

Mandel Initiative - North America
Characteristics of Potential Commission Members
List for Review 4/21-22/88

Name	Location	Affiliation	Denomination	Age Range	Assignment
LEADERS					
eldon Beren +	Denver	Torah Umesorah	Orthodox		CS & PD will ask
ndell Berman ✓	Detroit	CJF - Pres.	Conservative	60-ish	MLM will reconfirm
Charles Bronfman	Montreal	Foundation	x	50-60	MLM will see
ester Crown (or C.G.)	Chicago	Foundation	Conservative		MLM - phone call
Stuart Eizenstadt +	Baltimore				AJN will see
Max Fisher ✓	Detroit	CJF/Foundation	x	70's	MLM will see Sun. 4/23
"Corky" Goodman +(orLC)					
Ludwig Jesselson	New York	Foundation	Orthodox	70's	PD will check how best to reach
Robert Loup	Denver	UJA/Federation	x	60-ish	SF will prepare for MLM phone call
Morton L. Mandel ✓	Cleveland				
Matthew Maryles	New York	CLAL/Federatn	Orthodox	40's	PD will see
Florence Melton ✓	Columbus	Foundtn/J. Ed	Conservative	65-70	Accepted - SF will write
Donald Mintz ✓	New Orleans	<u>JWB - Pres.</u>			MLM will reconfirm 4/28
Lester Pollack ✓	New York	NYCRC/JWB		50's	MLM will see 4/28
Charles Ratner ✓	Cleveland	Federation	Conservative	50	MLM will call
Harriet Rosenthal ✓	New Jersey	JWB			MLM will see 4/28
Esther Leah Ritz ✓	Milwaukee	CJF/JWB/JDC	x	60-ish	MLM will see 4/28
Jan Shapiro	New York	Federation	Conservative	50	MLM will see in NY
Robert Smith	Washington	JWB/Heb. U/JCC	Conservative	55	SF & AR will see & advise MLM on next step
Leslie Wexner ✓	Columbus	Foundation	x	50	MLM will see in NY after Bronfman & Fisher
Bennett Yanowitz ✓	Cleveland	JESNA	Conservative	50-60	Accepted accept
John Colman	Chicago	JDC/Federation	Reform	60-ish	MLM will see in Cleve. 5/4
Philip Granovsky	Canada				HLZ or SF will see after Bronfman accepts
Heinz Eppler		JDC			HLZ will see
Laron Ziegelman +	New York	CLAL			I. Greenberg to contact later
(1) Billie Tisch or (2) Peggy Tishman or (3) Mary Zorensky					PD will do some checking
Sylvia Hassenfeld -Fdn					HLZ will handle
Iona Ackerman -Fdn					HLZ will handle
Robert Arnow - Fdn					HLZ will handle

first group x = strong second + = added by NY group ? = discuss further

APR 26 '88 16:22

PREMIER CORP

PAGE. 07

20 copy

DRAFT 4/22/88

Mandel Initiative - North America
Characteristics of Potential Commission Members
List for Review 4/21-22/88

Name	Location	Affiliation	Denomination	Age Range	Assignment
"Koret Rep." - Fdn					HLZ will handle
Eli Evans - Fdn					HLZ will handle
Robert Miller - Fdn					HLZ will handle
II. PRES, HIGHER JEWISH ED					
Alfred Gottschalk	Cincinnati	HUC	Reform	55-60	MLM will see
Norman Lamm	New York	Yeshiva Univ.	Orthodox	55-60	MLM will see
Ismar Schorsch	New York	JTS	Conservative	50	MLM will see
III. SCHOLARS/EDUCATORS (1)					
✓ Seymour Martin Lipset	Palo Alto	Stanford	x	65	SF will see 4/23
IV. JUDAIC SCHOLARS (1)					
- Aaron Twersky +	Boston	Harvard			SF will see
V. JEWISH EDUCATORS (7)					
✓ David Dubin	New Jersey	JWB	Orthodox	50-ish	MLM will ask A Rotman to see
✓ Jack Bieler	New York	Ramaz School	Orthodox	30's	SF will call
✓ Joshua Elkin +	Newton, MA	Schechter Sch.	Conservative		SF will call
✓ Sara Lee	Los Angeles	HUC	Reform	55	SF will call
✓ Alvin Schiff	New York	Educ/Fed	Orthodox	60	SF will call
Irving Greenberg	New York	CLAL	Orthodox	50-ish	HLZ will contact
✓ Carol Ingall	Providence	BJE	Conservative	45-50	SF will call
VI. COMMUNAL PROFESSIONAL					
1. Barry Shrage	Boston	Federation	Orthodox	40's	HLZ will call
? Darrell Friedman ?	Baltimore	Federation			HLZ will check with Federation pros

X = first group x = strong second + = added by NY group ? = discuss further

RECEIVED COPY

PAGE 08

Mandel Initiative - North America
Summary of Meeting
April 22, 1988
10:00 A.M. - 2:00 P.M.

Present: Perry Davis, Seymour Fox, Morton L. Mandel, Arthur J. Naparstek,
Henry L. Zucker, Virginia F. Levi (Sec'y)

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 2. July 20, 1988
 3. July 14, 1988
- 13M

Once a meeting date has been selected by the aforementioned group, it will be relayed to others as they are invited or as soon thereafter as possible.

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B. Possible Components of the Meeting

1. Opening statement by MLM summarizing the dilemma and opportunity (will have been discussed with Commission members prior to meeting).
2. JWB and JESNA presidents provide background and current picture from their organizations' perspectives.
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4. Eye-catching presentation (vignette) to get the attention of Commission members ("A little Broadway").
5. Close with presentation by respected participant (possibly M. Lipset) summarizing meeting and commenting on the fit of Commission's goals in the world in which we live.

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- HLZ - talk with Steve Ain about Canada representation.
- HLZ - check D. Friedman's acceptability as a Federation representative.
- PD - check dates with AR, CS, and JW and their presidents.
- MLM - check dates with Bronfman and Fisher.
- PD - develop task chart.
- PD - draft confirmation letter to go to commissioners.
- PD and SF - begin drafts of talking papers for first meeting.
- PD and VFL - develop an assembly line process for the invitation stage and early stages of the Commission and stay in frequent contact with updates.





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

73890 (REV. 10/86) PRINTED IN U.S.A.

DATE 5/20/88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Need to finalize Commission and Senior Policy Advisors.		AJN		6/3/88	
	a. Beren		TBD			
	b. Bronfman		MLM			
	c. Crown		MLM			
	d. Eizenstadt		AJN			
	e. Jesselson		MLM			
	f. Shapiro		MLM			
	g. Smith		SF			
	h. Wexner		MLM			
	i. Granovsky		HLZ/SF			
	j. Ziegelman		Greenberg			
	What about Tisch/Tishman/Zorensky?					
	k. Ackerman		HLZ			
	l. Arnow (?)		HLZ			
	m. Mogulof		HLZ			
	n. Evans		HLZ			
	o. Hiller		HLZ			
	Canadians		TBD			
	Presidents of Higher Education					
	a. Gottschalk		MLM		5/30/88	
	b. Lamm		MLM		5/30/88	
	c. Schorsh		MLM		5/30/88	
	Senior Policy Advisors		AJN		5/25/88	
	Revise letters of appointment		AJN/VFL	5/20/88	5/25/88	
2.	Administrative transition of Commission.		MLM/HLZ/SF/AJN	5/20/88	5/27/88	
3.	Set Date for First Commission Meeting.		MLM/AJN/HLZ	5/20/88	5/20/88	



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

73890 (REV. 10/86) PRINTED IN U.S.A.

FUNCTION COMMISSION ON JEWISH EDUCATION/CONTINUITY

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR Arthur J. Naparstek

DATE 5/20/88

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
4.	Define Commission Agenda.		MLM/ HLZ AJN	5/18/88	6/15/88	
5.	Define Pre-Commission Meeting Tasks and Timetable.		AJN/ SF/ AH	5/20/88 and 5/25/88	5/25/88 5/25/88	
6.	Set Date and Agenda for Senior Policy Advisors.		AJN	5/19/88	5/20/88	
7.	Prepare logistics for Commission meeting.		VFL	5/18/88	5/31/88	
8.	Announce and invite to first Commission meeting.		MLM/	5/20/88	6/3/88	
9.	Prepare Commission meeting materials.		AJN	5/20/88	7/1/88	
	a. Mission statement		AJN	5/20/88	7/1/88	
	b. Papers to be given by Berman (?), Mintz, Yanowitz		AJN	5/20/88	7/1/88	
	c. Paper on Commission structure and charge to Task Forces		AJN	5/20/88	7/1/88	
10.	Staff and space needs for Commission operation.		AJN/ VFL	5/20/88	7/1/88	
11.	Expense and travel policy.		AJN VFL	5/20/88	5/30/88	

4 Working Papers
for Review
May 25, 1988

1. Annette Hochstein's checklist 1
2. Two lists of potential Commission members
 - a. characteristics 3
 - b. status checklist 6
3. Draft agenda for first Commission meeting 9
4. Draft position description for Associate Director 10
5. Draft travel expense policy 11

10F
april

PERRY --- HIS REQUESTS AND QUESTIONS, OUR PROMISES,
AGENDA ITEMS FOR YOU

1. WRITTEN SET OF DEFINITIONS OF JEWISH EDUCATION (DENOMINATIONAL)

2. PROFILE OF TEACHERS/EDUCATORS: WE PROMISED TO LOOK INTO THE AVAILABILITY OF MATERIALS. I HAVE NOT DONE IT.

3. PHD'S RELATED TO THE COMMISSION'S SUBJECT: REZNIK IS DOING UP TO 2-3 YEARS AGO. I'LL SEND IT AS SOON AS READY.

call
when
home

4. EXPLAIN FURTHER THE LINK JEWISH EDUCATION/JEWISH CONTINUITY (for discussion rather than writing)

5. CALL TUCKER FOR HIM -- HE WANTS TO MEET WITH TUCKER TO LEARN ABOUT CARNEGIE.

tell

6. NEUSNER'S JERUSALEM POST ARTICLE ATTACKING THE FOUNDATIONS

7. FOR HIS MEETING WITH YOU: CHALLENGE THE ASSUMPTIONS IN HIS ONE PAGE STATEMENT OF "STRATEGIC ASSUMPTIONS" (IN GINIE'S FAX OF 4/5). The missing line in paragraph 4 of that page reads: "The blueprint... issue of personnel -- professional educators and lay intellectual..."

8. YOU MAY WISH TO GO OVER HIS SUMMARY OF THE MEETING AT JWB WITH THE PROS AND MORT (MARCH 30). THERE ARE A NUMBER OF PROBLEM ITEMS THERE. I'LL MENTION SOME:

-- THE SUGGESTED STATUS OF THE FOUNDATION EXECS.

-- THE INVOLVEMENT OF SUPPORT STAFF FROM JESNA, JWB, CJF (YOUR CONCERN WITH STANDARDS) (P.2, PARA 2)

-- THE LIST OF COMMISSIONERS - JEWISH SCHOLARS, ETC.. (YOU MAY CHOOSE TO LEAVE THIS FOR CLEVELAND)
etc...

8. YOU SUGGESTED ADDING A TASKFORCE ON "CREATING THE CLIMATE". THIS FINN-STYLE ASSIGNMENT MIGHT BE LED BY PEOPLE SUCH AS ESTHER LEAH OR BOB LOUP AND MIGHT INVOLVE MATTERS SUCH AS: DESIGNING A YEAR OF FEDERATION PROGRAMS FOR GETTING THE MI-NA MESSAGE INTO THE FEDERATION MOVEMENT.

9. IT MIGHT BE USEFUL TO ENCOURAGE PERRY TO SEE SMART PEOPLE -- SOMEWHERE ALONG THE RIEMER-TUCKER CONTINUUM -- TO GET APPROPRIATE LEVEL, NON-PARTISAN, CONSTRUCTIVELY CRITICAL INPUT AS HE GOES AHEAD.

AMONGST THE NAMES YOU HAD MENTIONED RECENTLY : SYLVIA ETTEBERG, SARA LEE, BOB ABRAMSON, BARRY CHAZAN, FLORENCE MELTON, DANY MARGOLIS, ELLIOTT SPACK, LEE SHULMAN, DAVID COHN, SAM SHAFFLER

I BELIEVE THIS SHOULD BE STRUCTURED MEETINGS, WHEN QUESTIONS

10. LET'S REMEMBER HOW USEFUL THE WELL-PLANNED FIRST ROUND OF LAY, PROFESSIONAL AND ADMINISTRATORS' INTERVIEWS YOU SENT ME ON WAS (NOV.84). I WISH PERRY COULD HAVE A SIMILAR INTENSIVE SET OF MEETINGS.

11. FOR THE FIRST MEETING OF THE COMMISSION: A PRESENTATION BY A NOTED SCHOLAR ON THE STATE OF JEWISH EDUCATION.

ISSUES: WHAT SHOULD THIS BE
WHO SHOULD DO IT

THE PURPOSE SHOULD BE MORE THAN HIGH-LEVEL ENTERTAINMENT. IT SHOULD ILLUSTRATE THE SCOPE OF THE PROBLEM FOR THE COMMISSIONERS (WITH A FEW ILLUSTRATIVE NUMBERS); INDICATE THE ELEMENTS (PERSONNEL; TRAINING; PROFESSION-BUILDING; ETC...); TELL OF HOPE; INDICATE THE MEANING OF INTERVENTION.

THE ORIENTATION SHOULD NOT BE PURELY SCHOLARLY. IN MY JARGON IT SHOULD BE POLICY ORIENTED -- THUS SETTING THEIR MINDS GOING TOWARDS POSSIBILITIES FOR ACTION.

I DON'T KNOW WHO SHOULD/COULD DO THIS BUT BELIEVE WE SHOULD BE HEAVILY INVOLVED IN THE PREPARATION, TO AVOID IT BEING ENTERTAINMENT, TO ASSURE MEANING.

12. FOLLOWING HIS MEETING WITH THE PROS -- THE QUESTION WAS RAISED : IS THERE VALID DATA FOR THE COMMISSION'S WORK? DO WE NEED MORE?

IT MIGHT BE USEFUL TO INDICATE TO PERRY THE QUESTIONS THAT HAVE NOT BEEN RESEARCHED. OUR ELEMENTARY BEGINNINGS RE-RECRUITMENT (POTENTIAL CANDIDATES FOR TRAINING) AND RE-RETENTION. CONTENT ISSUES: WHAT TRAINING SHOULD BE. ECONOMICS. ETC...

13. FOR TASKFORCES AND PAPERS TO BE COMMISSIONED SEE LIST IN THE MAY (INSPIRATIONAL) VERSION OF MI-NA

you mentioned the following items for the MI-NA meetings:

THE FOUNDATION EXECUTIVES : WILL THEY BE PRESENT AT THE COMMISSION'S MEETINGS?

WHO SHOULD ATTEND REGULARLY MEETINGS SUCH AS THE ONE THAT TOOK PLACE LAST WEEK WITH THE PROS? HANK?

THE MAIN SUBJECTS SHOULD INCLUDE:
FINAL LIST OF COMMISSIONERS
THE FIRST MEETING

