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Jewish Community Federation of Cleveland, Ohio, 1954-1955.

JWF

Jewish Children's Bureau of Cleveland

FOSTER HOME AND INSTITUTIONAL PLACEMENTS • ADOPTIONS • DAY NURSERY

1001 Huron Road • Cleveland 15, Ohio • Cherry 1-6850

February 18, 1954

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A RED FEATHER SERVICE

Rabbi Abba Hillel Silver
The Temple
Cleveland, Ohio

Dear Rabbi Silver:

We should like to invite you and Mrs. Silver to be our guests at the Jewish Children's Bureau Annual Meeting, Wednesday, March 3rd, at the Tudor Arms Hotel. A reception will be held at 6:30, followed by dinner.

We are honoring our President, Bertram J. Krohngold, that evening.

Henrietta Gordon, editor of "Child Welfare" will address the meeting.

We hope very much that you and Mrs. Silver will join us. Enclosed is a card for your convenience in responding.

Sincerely yours,

Mrs. Alexander Mintz, Chairman
Annual Meeting Committee





THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

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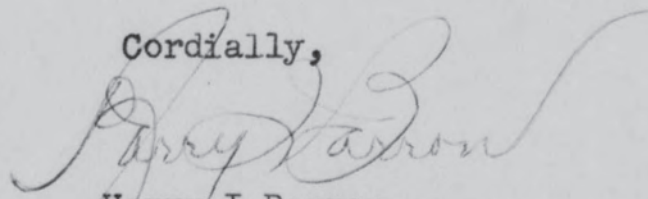
Dear Rabbi Silver:

Many thanks for your recent letter in which you include suggestions of persons to be invited to the March 23 Tercentenary observance. It is an excellent list and we are inviting all of the persons you have suggested.

It was indeed good of you to take the trouble of listing these suggestions. We are very appreciative.

All good wishes.

Cordially,


Harry I Barron
Associate Director

March 8, 1954

*I your sermon on Tzavah to be printed?
I would greatly appreciate the opportunity to read it.
Sorry I could not hear it last Sunday.
HB*

M I N U T E S

Special
Board of Trustees Meeting
Jewish Community Federation

Monday, March 15, 1954, 8:15 P M
at The Community Temple

PRESENT: Max Freedman, presiding; Mrs Jack J Bloch, Sigmund Braverman, Jerome N Curtis, Bertram W Amster, Raymond S Freiler, Mrs Moses P Halperin, Louis G Herman, Irving Kane, Mrs Samuel S Kates, Mrs Louis Kaufman, Max I Kohrman, Willard P Livingston, James H Miller, Elmer I Paull, Rabbi Israel Porath, Aaron Resnick, Rabbi Rudolph M Rosenthal, Leonard Ratner, Lloyd S Schwenger, Ezra Z Shapiro, Phillip L Steinberg, Irving I Stone, Sidney N Weitz, Lawrence H Williams; Henry L Zucker, Secretary. STAFF. GUESTS: Consultants of the Jewish Education Study: Dr Oscar Janowsky, and Dr Uriah Z Engelman, and the following: Garson Adler, Irwin A Adler, Mrs David H Apple, Max Apple, Mr & Mrs Charles Auerbach, I Axelrod, Dr & Mrs D J Barben, Hylah Bass, Florence V Benjamin, Benjamin E Bodow, Mrs Morris Bogart, Mr & Mrs Sam H Bonchek, Mrs Sam Botnik, Abraham M Braun, Edward Braverman, Nathan Brilliant, Mrs Ronald Brown, Meyer Z Bruder, Sol D Busch, Mrs Samuel S Cohen, Israel Comet, Robert S Copelin, Mrs Jerome N Curtis, Arnold Edelman, Mr & Mrs George Eisenberg, Gilbert Eisenberg, Rabbi Louis Engelberg, Max Epstein, Jac Fallenberg, Harold Fallon, Gabriel Feigenbaum, Mordecai Feigenbaum, Sol A Finesilver, Mr & Mrs Harry Fox, George E Frankel, Mrs Bessie S Friedman, Myron H Friedman, Harold Galvin, Dr and Mrs Moses Garber, William S Gibberman, Sylvan J Ginsburgh, Max J Goldfarb, Benjamin Goldish, Nettie Heller Goldstein, Samuel Goldstein, Mrs Albert Gomberg, Mrs Leo Greenberger, Joseph Guzik, Mrs Esther Haber, Moses P Halperin, Dr & Mrs Oscar Halpern, Sam Handschuh, George H Hays, Ruth Hirsch, Rabbi Jack J Herman, Philip Horowitz, Mr & Mrs Joseph B Horwitz, Mrs Jacob M Hurwitz, Mrs Herman Jacobson, Henrietta G Joseph, Rabbi Jacob Kabakoff, Morry Kadis, Mrs Irving Kane, Louis Kaufman, Rabbi Hugo H Klein, Rabbi & Mrs Meyer Kogen, Sonald Kraus, Mr & Mrs Edward Kravitz, Rabbi Isaak Krislov, Rabbi E H Kronheim, Sam J Levin, Ben I Levine, Mrs Helen Levine, Mrs Theodore Levine, Bernard Levitin, Mrs Willard P Livingston, Dr David Magid, Mrs Allan Madorsky, Meyer M Marcus, Lillian Marks, Mr & Mrs Mordecai Medini, Cantor Saul Meisels, Howard M Metzenbaum, Mrs Gerald J Miller, Ivan L Miller, Tobias Miller, Mrs Alexander Mintz, Mr & Mrs Norman H Polster, Mr & Mrs Joseph Porath, Frank Rabinsky, Mr & Mrs Irving Rabinsky, Mrs Harry Ratner, Max Ratner, Leon H Richman, Mrs A M Rosenberg, Meyer H Sarkin, Mrs Ezra Z Shapiro, Rabbi Myron Silverman, Mr & Mrs Robert Silverman, Alvin H Simon, Samuel Skolnik, Mrs Paul Sogg, Dr Henry S Soille, David L Sperling, Rabbi Shubert Spero, Saul Stillman, Rabbi Earl S Stone, Harry H Stone, Mrs Abraham Strauss, Sol L Sugarman, Pearl Turner, Leo Weidenthal, Mr & Mrs Leon G Weil, Mrs Joseph L Weinberg, Aaron A Weiser, Milton Willner, Marian K Wolfe, Herbert M Yager, Mrs J D Zaremsky, Mrs Malcolm Zucker, Mrs Fanny Rosenberg, Herbert A Rosenthal.

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MINUTES, Board of Trustees . . . Monday, March 15, 1954, 8:15 P M
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MINUTES.

V

- O It was voted upon motion by Mr Kane, duly seconded, to ap-
T prove the minutes of February 24, 1954, as mailed.
E

ANNOUNCEMENTS.

The Chairman made the following announcements: Congratulations were sent to Alfred A Benesch on the occasion of his 75th birthday. Max Simon and James H Miller were appointed to serve as chairmen of two important committees of the Jewish Education Study Committee, which are now ready to begin consideration of the recommendations of the national surveyors, Dr Janowsky and Dr Engelman. Harold Arian resigned as Executive Director of the Jewish Community Centers effective on or about July 1, 1954, to accept the post of Administrative Field Secretary of the New York Metropolitan Section of the National Jewish Welfare Board. Sidney Z Vincent was appointed to represent the Jewish Community Federation on the Area Councils Association of the Welfare Federation of Cleveland, for the coming year. The Chairman paid tribute to Mr Vincent's excellent work as secretary of the Jewish Education Study Committee, which will report at this meeting. Condolences were sent to David Schonberg, and to Henry A Rocker on the death of Mrs David Schonberg (Mollie Rocker Schonberg).

1954 ANNUAL MEETING.

The Chairman reported that the Executive Committee recommends that the President designate the 1954 Annual Meeting Committee and that this Committee set the time of the next annual meeting as soon as feasible. It has been suggested that such a meeting be held in late November or early December rather than in late January.

V

- O The Board voted upon motion by Mr Steinberg, seconded by Mr
T Weitz to approve the recommendation of the Executive Com-
E mittee.

JEWISH EDUCATION STUDY (DR OSCAR JANOWSKY
AND DR URIAH Z ENGELMAN, REPORTING).

The Chairman recalled that in July, 1952, the Board of Trustees authorized Cleveland's participation as a pilot city in a national study of Jewish education, under the auspices of the American Association of Jewish Education. The intensive study was completed in the summer of 1953, and a preliminary report of findings is now available. He stated that our local Committee, under the Chairmanship of Jerome N Curtis, has been working closely through all phases

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MINUTES, Board of Trustees. . . Monday, March 15, 1954, 8:15 P M
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of this project, and will ultimately bring a set of recommendations to the Social Agency Committee and to the Board of Trustees. Tonight's meeting is for the purpose of providing general informational background of the surveyors' findings and recommendations in preparation for the Committee's follow-up.

The Chairman then called on Mr Curtis, who introduced the speakers and led the discussion.

Remarks of Mr Curtis. He emphasized the vast scope of the study that had been undertaken in Cleveland, stating that both the gathering of the data and its collation demanded substantial investments of time and energy from the national surveyors, as well as the local community. At this point, the community has received a preliminary draft of findings from the surveyors, as well as recommendations based upon these findings. However, he pointed out, the recommendations at the present time exist in the form of suggestions from the national surveyors to the local Jewish Education Study Committee, which is presently engaged in an extensive study of the report and will then make recommendations based on its study for consideration by the appropriate arms of the Federation.

This process, which, he emphasized, may take considerable time, is presently going forward through the work of two subcommittees, under the Chairmanship of James H Miller and Max Simon.

He then stated the community was fortunate to have as surveyors two men of stature on the national scene, competent in the field of Jewish education and research. The work they have done in Cleveland, he stated, has generally been accepted by those who have had an opportunity to observe it as constituting one of the most thorough research projects undertaken in the Jewish community field. He then called upon the surveyors to present their report in order to provide a background and understanding for the specific recommendations that would be forthcoming at a later date from the Jewish Education Study Committee.

Report of Dr Janowsky. Dr Janowsky began his report by referring to the time table that had been established in advance of launching the study just a year ago. The schedule then set forth has been adhered to, since the field work was completed as contemplated in June and the partial report submitted to Cleveland in January, 1954. The purpose of the visit this evening, he stated, was to cast further light on matters that he knew would eventually become controversial, since many of the recommendations of the surveyors involved substantial changes in present community procedures. Since it will be the responsibility of the community to convert the surveyors' conclusions into specific recommendations, Dr Janowsky felt it was his duty to report to the Federation on the major matters at issue in his report. He hoped that throughout the period of studying the report, a community point of view could be maintained and the primary focus could be kept on the welfare and betterment of the

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MINUTES, Board of Trustees Monday, March 15, 1954, 8:15 P M
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Jewish education of Cleveland's children. He stated that his remarks would be addressed to four considerations - - how evidence was gathered, explanation of the tone of the report, fundamental issues facing Cleveland, and a brief description of the "total picture." He asked Dr Uriah Engelman to report on the first of these considerations.

Remarks of Dr Engelman. Dr Engelman stated that the surveyors had attempted in every way possible to preserve objectivity in their gathering of materials since the facts so collected would be the basis not only of local recommendations, but for much of the subsequent work in the national survey. All the vast material that had been collected was gathered by the surveyors themselves or by their associates under their direct supervision. The data - were invariably the primary records, rather than digests submitted by the various schools. In the equally voluminous material on attitudes, the interviewers responsible for this phase of the work had been chosen from all sections of the community in order to minimize bias. All had been submitted to a careful process of training.

A carefully worked out technique involving a stratified random ten per cent of the population had been employed in order to guarantee as far as possible an approach to all sections of the community. A broad historic background had been achieved, particularly in reference to the Bureau of Jewish Education, by exhaustive study of community records and minutes. Considerable testing of achievement in the schools and general information in the community had also been undertaken, as well as some degree of direct class observations, although Dr Engelman stated that this last aspect had unfortunately not been given adequate attention. All these techniques, he concluded, had been utilized for the sake of complete coverage and objectivity, and he expressed his hope that exceptions taken to the report would not be based on a lack of confidence in the fairness of the surveyors to all points of view.

Tone of Report. Dr Janowsky, resuming the report, stated that some criticism had been made that the survey was full only in the case of the Bureau of Jewish Education and that the other institutions had been treated sociologically but not historically. In the case of the individual schools, he stated, only present conditions had been described, rather than the historic conditions underlying the present status, and as a result the tone of the report seemed to some school systems unnecessarily harsh. Dr Janowsky reminded the audience that only a partial report had been so far submitted and that the final report would seem far less harsh because further evidence such as the attitudes of children, extra-curricular activities and PTA organizations, would be included.

Lack of time, finances and personnel had made it impossible to conduct a study of the individual schools on a historical basis. Moreover, he stated, a principle had been evolved that would be retained in the national study of treating central educational agencies, such as the Bureau, both historically and

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sociologically, but studying individual agencies such as particular schools only sociologically.

Basis Issues. Turning his attention to specific problems confronting Jewish education in Cleveland, Dr Janowsky stated that most distressing was the existence of many "fragment" schools with extremely limited enrollments. He referred to the fact that the community supports seven branches of afternoon Hebrew schools with the result that it is extremely difficult to grade the children properly. In addition, such smaller branches make enrichment subjects impossible, are wasteful of funds, and generally make it impossible to utilize the sharply limited teaching staff most effectively. The surveyors therefore recommended the establishment of a single afternoon Hebrew school system involving the present Cleveland Hebrew Schools, Yeshivath Adath B'nai Israel, and congregational Hebrew schools into two or three district Hebrew schools. The consolidation would not mean rigid uniformity of curriculum, nor the imposition of one school system and its thinking upon another. Ideological differences should be respected. Such respect does not make it impossible to consolidate. Those who claim that you cannot compromise or even coordinate school programs because of ideological differences should refer to the situation in Israel, he stated, where far more formidable ideological barriers to a system of national education were overcome.

The legitimate aspirations of congregations not to lose the loyalty of their children would constitute another barrier, he stated, but techniques of attendance at junior congregations, plus once a week education in individual schools might overcome much of the problem.

It was also recommended, he stated, in order to overcome fragmentation, that secondary Jewish education in Cleveland be combined into a single communal high school with two units, one for Hebrew high schools and one for Sunday high schools.

The teacher shortage constituted here as everywhere, an extremely serious problem. Dr Janowsky emphasized the need for a continuing Institute of Jewish Education at which the rabbis would teach in order to lend their prestige and their knowledge. In addition, a permanent staff should be assigned to the Institute whose membership, he felt, could be composed of staff members of the Bureau of Jewish Education to which he would refer later in his report. He suggested the worthwhileness of a link with the local university to undertake the general educational training, with the Jewish Institute specializing in specific Jewish skills.

The United Jewish Religious Schools, the communally-supported Sunday school, is also a highly limited operation unable in the available time to give a satisfactory Jewish education to the children attending it. The surveyors had therefore recommended three alternative plans - - absorption of the children of the

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United Jewish Religious Schools into the congregational Sunday schools, absorption only from the seventh grade up, or the strengthening of present UJRS operation so that it become comparable to the congregational Sunday schools.

Tuition fees, he stated, should be raised at least to the average of the rest of the country. Fees should not be assessed on a monthly basis, but on an annual basis in order to minimize withdrawals and to increase parental responsibility. Parents should be encouraged to pay an increasingly larger share of the cost.

School boards of all communally-supported schools should reflect broad community participation.

On the question of subventions, Dr Janowsky said that some communally-supported schools claimed that community subventions in Cleveland were discriminatory. He suggested development of a principle of equality in subventions to schools that deserved support, but that this subvention should be related to enhancement of the schools' effectiveness. The community's role should be one of subsidizing the children of parents unable to pay and generally providing for the suggested enhancement.

The final recommendations concerned the Bureau of Jewish Education. Twenty-four specific recommendations were made in regard to this agency. Fundamentally they were based on the theory that the Bureau should primarily exercise a coordinating and "encouraging" responsibility and should directly function only in the areas of research, experimentation, supervision, and promotion in the early stages of projects. Structurally, he stated, the Bureau should operate through an Educators' Council as far as the pedagogical phase of the work was concerned, and a Coordinating Committee, made up of the chairmen of all individual school committees, for the administrative phase of the work.

All of these many recommendations, he stated, were made with the realization that budget expenditures were limited and no vast increase in community subventions was contemplated. Further, the burden of the entire report was on spending the funds available as effectively as possible in order that the community could realize full value for those dollars it expended. The largest additional expenditure, he stated, consisted of the suggestion that two full-time educators be appointed to the staff of the Bureau of Jewish Education, one to be concerned with the Hebrew schools, and one with the Sunday schools. These two could also form the nucleus of the teacher training institute to which he had referred earlier.

QUESTIONS AND DISCUSSION. In a limited question period that followed, Mr Rabinsky inquired as to the advantages of consolidating the congregational Hebrew schools into a single communal unit since they were already large. Dr Janowsky said his suggestions were fundamentally aimed at the

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smaller schools and although a single over-all unit would represent maximum achievement, the pressing problem related to the smaller units.

Rabbi Rosenthal asked whether it was possible to discuss the goals of Jewish education at this time and whether the surveyors had found that our Jewish schools were oriented to the American scene. Dr Janowsky and Dr Engelman stated that the data on goals of Jewish education would not be available until the entire national study was complete. They also stated that the schools, in their estimation, had not fully related themselves to - - and in many cases had hardly touched - - the American scene. In response to a further question from Rabbi Rosenthal, they stated that this lack of orientation was largely due to an excessive absorption with teaching of language and, even in the instruction in Hebrew, concern was primarily with Bible teaching and prayer study, rather than with Hebrew as a living language.

Mrs Halperin asked how consolidation could be effected since attitudes were so basic to consolidation and the attitudes thus far seemed strongly opposed to the proposed mergers. Dr Janowsky expressed the hope and confidence that consolidation would lessen divisiveness without loss of ideology. The important things in Jewish life, he emphasized, were what united rather than divided us.

TOTAL PICTURE. Because of the lateness of the hour, Mr Curtis suggested that further questions be suspended in order to allow Dr Janowsky to complete his report. Dr Janowsky then devoted the rest of his remarks to a quick summary of the results of various questionnaires that had been undertaken. He stated that a fuller report of these various statistics would be available to the Jewish Education Study Committee and the other arms of the Federation after the present compilation and study were completed.

ADJOURNMENT.

Mr Curtis adjourned the meeting by thanking Dr Janowsky and Dr Engelman and expressing his belief that the evening's session had made it possible for the Social Agency Committee and the Board of Trustees to receive the subsequent recommendations that might be forthcoming in the light of fuller acquaintance with all the pertinent facts.

The meeting was adjourned at 10:35 P. M.

Respectfully submitted,

Henry L Zucker
Secretary

hlz:rs.



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

March 23, 1954.

TO: THE BOARD OF TRUSTEES

FR: MAX FREEDMAN, PRESIDENT

IN RE: Meeting, Wednesday, March 31, 1954, 12:45 P M
12:00 Noon - Lunch Federation Office

The regular meeting of the Board of Trustees will be held on Wednesday, March 31st, at 12:45 P M at the Federation office.
Lunch will be available at 12:00 noon promptly for those who wish it.

Several important matters will be considered by the Board as follows:

- (1) The Committee on Capital Fund Policy will recommend the adoption of a statement of policy that the raising of necessary capital funds is the responsibility of each respective agency after determination by the Federation as to the validity, priority, extent and timeliness of a capital fund drive. Staff and facilities of the Federation shall be made available to such extent as may be consistent with the proper conduct of the regular business of the Federation without the employment of additional staff.
- (2) The Executive Committee will recommend the adoption of an amendment to the by-laws and two amendments to the constitution as set forth in the statement sent to the Board of Trustees along with the notice of the January meeting. It will also recommend the appointment of a new special committee to consider the feasibility of the Federation's observing kashruth at its annual meeting.
- (3) The Social Agency Committee will recommend approval of a new program of Friendly Visiting to Older Persons under the co-sponsorship of the Jewish Family Service Association and the Cleveland Section, Council of Jewish Women. It will also recommend the adoption of the report of its Committee on Chaplaincy Needs and Services (previously distributed by mail).

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President: MAX FREEDMAN Vice-Presidents: JUDGE MAURICE BERNON, JEROME N. CURTIS, IRVING KANE
Treasurer: M. E. GLASS Associate Treasurer: LEONARD RATNER Executive Director: HENRY L. ZUCKER

- (4) The Welfare Fund Committee will review the current negotiations for a merger of HIAS and the USNA; will recommend approval of a \$5.00 membership campaign for the newly-organized Cleveland Chapter of the Women's American ORT; and will recommend denial of financial support to several new agencies which are requesting such support.
- (5) The Budget Committee will recommend a 1952-1953 deficit allocation to Camp Wise and a special allocation for the purpose of meeting expenses incident to the administrative study of Montefiore Home.
- (6) The Chairman will bring the Board uptodate with respect to the current UJA Funding Project.
- (7) The Federation will be asked to receive a new trust fund and will consider a method for receiving such funds in the future.

Please mark and return the enclosed card, indicating your attendance at lunch and at the meeting.

encl.

MINUTES

Jewish Education Subcommittee on
Bureau of Jewish Education
Jewish Community Federation

November 8, 1954, 8:00 p.m.

Bureau of Jewish Education Bldg

ATTENDANCE Jerome N Curtis, Chairman; Mrs Michael Bogomolny, Nathan Brilliant, Mrs Leo Greenberger, Frank Joseph, Bernard Levitin, Ezra Z Shapiro. Staff: Harry I Barron, David Rabinovitz and Sidney Z Vincent, secretary.

APPROVAL OF MINUTES The minutes of the previous meeting were approved as mailed.

REPORT OF UNITED JEWISH RELIGIOUS SCHOOLS Mr Curtis announced that the previous week a meeting had been held with the parents of those children attending grades which will be incorporated within the congregational schools if the committee's recommendation on the UJRS is approved. He asked Mr Vincent to report on the meeting. Mr Vincent stated that approximately one-fourth of the parents had attended the meeting and after the committee's recommendation for merger of the 7th, 8th and 9th grades with the congregations had been explained, a full and frank discussion had followed with many questions and comments coming from the parents. He said that objections to the merger seemed to fall into four categories - the reluctance to assume what seemed to be greatly increased tuition charges, the fear that the children from the UJRS schools would occupy an inferior status in the congregational schools, the feeling that the present limited operation of the UJRS was all that parents wished for their children, and the concern, particularly in the Heights area, that the merger would result in the elimination of a strong and active parents organization.

Mr Vincent briefly outlined the answers that had been made to each of these objections and emphasized that many of the parents attending the meeting themselves took the lead in pointing out advantages in the merger and suggesting answers to various objections. He also stressed the general friendliness of the group and the apparent shift in thinking during the course of the evening in the direction of greater acceptance of the plan. He concluded by stating that at the end of the meeting when Mr Copelin called for a show of hands concerning the attitude toward the proposed merger, the majority of parents present indicated their approval of the recommendation.

Mr Curtis then raised the question as to whether the next step ought to be consultation with the congregations on specific plans for merging of the schools or whether the Social Agency Committee and the Board of Trustees should be asked to approve in principle the recommendations for merging the upper grades of the UJRS with the congregations. Mr Shapiro urged that contacts be established with the congregations to secure their specific approval first, and Mr Levitin expressed the opinion that most parents would go along with the plan and that every effort should be made to secure congregational approval as soon as possible. Mr Curtis suggested on the basis of the discussion that the chairman of the subcommittee be empowered to work out the specific details and that the principle of merger should be submitted for approval of the full committee. This suggestion was universally agreed to.

CONSIDERATION OF MEMORANDUM ON BUREAU OF JEWISH EDUCATION

The chairman reminded the committee that at the last meeting consideration of tuition proposals had consumed almost all of the time and that only at the end of the meeting had the committee turned to the Draft Statement of

Recommendations concerning the Bureau of Jewish Education. Mr Kutash and Mr Joseph had briefly expressed their unhappiness with the formulation and it had been agreed that opportunity would be extended to them to express themselves in greater detail at this meeting. He then called on Mr Joseph to lead off the discussion in the absence of Mr Kutash from the city.

Mr Joseph stated that he was not opposed to anything contained in the three page draft statement. However, it did not in his estimation or in that of Mr Kutash deal with the basic questions that any searching survey should concern itself with such as: What is the fundamental function of a Bureau of Jewish Education? In what direction should it be going? Where ought it to be in five or ten years? Everyone could agree with the list of recommendations, he stated, because they were lacking in substance. The only solid recommendation was the suggestion of hiring a bigger staff.

Mr Joseph then briefly reviewed the history of the Bureau, indicating that it was well known that a split many years back had taken place as between the congregations and the Bureau, perhaps involving personalities and also revolving around a differing emphasis in Jewish education - the religious or the nationalist. Generally speaking the attitude of the congregations to the Bureau since that time had been indifferent, he stated, and the attitude of many of the rabbis had been hostile. No helpful light had been shed on this basic problem of relationship with the congregations by the survey, he stated, and it was of the highest importance that the committee face this question, which contained the key to all future success of the Bureau operation. Mr Joseph concluded by expressing his unhappiness with the survey in general which he felt contained a great deal of information, but lacked organization and specific proposals and alternatives for consideration of the committee.

Mr Brilliant pointed out that the section on the Bureau constituted only one phase of the total survey and that it was unfair to assess the work of the surveyors only on the basis of their material in connection with a single institution. He also made a distinction between the sweeping survey on Jewish education covering many organizations, the majority of which were not financially supported by the community, and the other surveys that had recently been conducted in the community which had been limited to one or two organizations, all of whom received subventions from the central community.

Mr Shapiro stated that he welcomed Mr Joseph's desire to make the report more challenging and agreed that the survey would fail to realize its potential if it did not create considerable interest in the community. He stressed in detail, however, the fact that the Bureau had for years had to contend with the vested interests of the congregations and pointed out that the lengthy survey process which had taken so much time of the committee had also significantly failed to gain the full participation of the congregations.

Mr Joseph stressed that this very history indicated the necessity for sitting down with the leadership of the congregations to build a more solid Bureau.

FURTHER DISCUSSION Mr Curtis stated that he felt it would be a mistake to spend too much time on past history or to seek to assess blame for any shortcomings that had occurred either in the survey process, in the general Bureau operation, or in the attitude of the congregations. Rather, he said, it would be fruitful to seek answers to the question of what we wanted from the Bureau, what should be the relationship between the Bureau and its constituent schools,

and what should be the relationships between the Bureau and the community. Our fundamental position, he stated, should be that there ought to be a mutual responsibility between the Bureau and the various schools and congregations, and the Bureau leadership and congregational heads and rabbis should consult intimately together and accept joint responsibility for all phases of Jewish education. In this way the Bureau would become the effective arm of the Jewish Community Federation in the field of education in planning its progressive development. He suggested that the time had now arrived when it would be helpful to sit down with the various rabbis on an individual basis to work out means for insuring that the Bureau would be a thoroughly vital force for Jewish education in our community.

Mr Joseph also stressed the need to go at this time to the congregations to tie them in more closely with the Bureau operations. He stressed that unity has been achieved to a remarkable degree in other phases of community effort and it would be highly worthwhile to secure the same type of cooperation in the field of Jewish education.

Mr Vincent expressed agreement with the need to enlist the cooperation of the congregations, but stated that in his estimation there would be very little point in such an approach if it were limited only to generalities. Further, he stated, it would be helpful to approach the congregations with a program of services that the Bureau was prepared to offer. He then briefly outlined each of the recommendations contained in the draft statement on the function of the Bureau and pointed out how they might be developed into a total and effective program of Bureau services that might be of interest to the congregations. In the long run, he concluded, the Bureau would win acceptance not on the basis of argument and persuasion, but on the basis of demonstrating that it filled a real need in the community.

General and prolonged discussion followed on the methods of approach to the congregations and the question as to whether the recommendations contained in the present draft statement should wait until such consultations were held. Mr Shapiro and Mr Brilliant pointed out that despite all difficulties the Bureau had succeeded in achieving a high degree of cooperation with the congregations through its Educator's Council, and that if more manpower were available further and more significant services could be rendered to both the communal and congregational schools. Both stressed their willingness and desire to cooperate fully with congregations and stated that what was needed was an equal desire to cooperate on the part of the congregations.

Mrs Bogomolny, Mr Curtis and Mr Joseph again stressed the need to utilize the survey for the purpose of revitalizing the relationship between the Bureau and the congregations without permitting past lack of understanding to prejudice this effort. After much further discussion it was agreed that Mr Vincent would attempt to rewrite the memorandum in more specific and organized form and submit it again to the committee, and that an attempt would thereupon be made to enlist the support of the congregations for the program therein contained.

APPROVAL OF MEMORANDUM ON
TUITION PROCEDURES

discussion the draft was unanimously approved.

The committee then read the redraft of the Statement on Tuition Procedures contained in the minutes of the previous meeting. After some questions and

The meeting adjourned at 10:45 p.m.

Respectfully submitted,

Sidney Z Vincent
Secretary



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

December 2, 1954

TO: JEWISH EDUCATION COMMITTEE ON
BUREAU OF JEWISH EDUCATION

FROM: MAX SIMON, CHAIRMAN

The next meeting of our Jewish Education Subcommittee will be held Wednesday night, December 15, at 8:30 p.m. in the Bureau of Jewish Education Bldg.

As agreed at the last meeting, the secretary has redrafted the recommendations on the Bureau in the enclosed memorandum. I hope you have an opportunity to review the memorandum and the enclosed minutes in advance of the meeting and come prepared with your suggestions for amendment.

We also hope to report some promising developments concerning the United Jewish Religious Schools.

I am very hopeful that we can now conclude our study of the Bureau, and I therefore urge that you make every effort to be present at this important meeting when we shall undoubtedly formulate our final recommendation on the Bureau. Please indicate on the enclosed card whether you can attend.



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

December 6, 1954.

TO: THE BOARD OF TRUSTEES
FR: MAX FREEDMAN, PRESIDENT

Enclosed is a list of the Board of Trustees following -
elections at yesterday's annual meeting of the Federa-
tion.

Will you please check your name, mailing address and
telephone number. If your listing should be changed in
any respect, please inform Henry Zucker at the Federa-
tion office.

The first regular monthly meeting of the new Board is
on Wednesday, December 29th, 12:00 noon lunch
(meeting starts at 12:45 promptly) at the Federation
office. A notice indicating agenda items, will be sent
you about a week in advance of the meeting.

:rs.

December 6, 1954

BOARD of TRUSTEES elected at the 51st Annual Meeting of the
Jewish Community Federation on December 5, 1954

Harry F. Affelder ✓	Wolfe Envelope Co.-P.O.Box 6296	PR 1-8470	R.T.
Bertram W. Amster	2043 East 55th St. (3)	HE 1-1641	WFC
Isadore Axelrod	10631 Euclid Ave. (6)	SW 1-3836	D.A.
Edward M. Baker ✓	200 Nat'l City E. 6th Bldg. (14)	PR 1-4747	H.T.
Alfred A. Benesch ✓	1106 Citizens Bldg. (14)	CH 1-0240	H.T.
Joseph M. Berne ✓	1130 B.F. Keith Bldg. (15)	MA 1-8400	1956
Louis S. Bing ✓	514 Prospect Ave. (15)	TO 1-6300	1955
Sigmund Braverman	7016 Euclid Ave. (3)	EX 1-4015	D.A.
Rabbi Barnett R. Brickner	Euclid Ave. Temple	CE 1-0862	H.T.
	8206 Euclid Ave. (3)		
Ralph A. Colbert	1500 Midland Bldg. (15)	CH 1-2600	1955
Jerome N. Curtis ✓	1130 B.F. Keith Bldg. (15)	MA 1-8400	1957
Emil M. Elder	1968 East 66th St. (3)	EX 1-2525	1957
Gabriel Feigenbaum	Taylor Rd. Synagogue, 1970 S.Taylor	FA 1-8415	C.T.
	Office: 1010 Euclid Ave. #516 (15)	MA 1-5110	
Eugene H. Freedheim	800 Nat'l City E. 6th Bldg. (14)	MA 1-6720	1957
Max Freedman ✓	3615 Chester Ave. (14)	EX 1-4200	1957
I. F. Freiburger	Cleveland Trust Bank	MA 1-1600	H.T.
	916 Euclid Ave. (15)		
Raymond S. Freiler	611 Citizens Bldg. (14)	CH 1-7285	D.A.
Martin Friedman	235 East 131st St. (8)	GL 1-2600	WFC
Sydney S. Friedman ✓	436 Engineers Bldg. (14)	MA 1-8589	D.A.
Alan S. Geismer ✓	800 Nat'l City E. 6th Bldg. (14)	MA 1-6720	R.T.
M. E. Glass	1018 Nat'l City Bank Bldg. (14)	SU 1-7500	1956
Mrs. M. E. Glass	32750 Cedar Rd. (24)	HI 2-5150	WFC
William Goldberg	1248 Walnut Ave. (14)	MA 1-3739	1956
Samuel Goldhamer	1001 Huron Rd. (15)	TO 1-4360	H.T.
Eugene H. Goodman ✓	275 East 131st St. (8)	GL 1-5000	1956
Nathan I. Gordon	510 Leader Bldg. (14)	TO 1-6100	D.A.
Henry S. Gottfried	1110 Hippodrome Bldg. (14)	SU 1-8550	1957
Mrs. Leo Greenberger	14425 Onaway Rd. (20)	LO 1-4730	R.T.
Myron Guren	2945 East 83rd St. (4)	MI 1-0505	1955
Mrs. Moses P. Halperin	3305 Bradford Rd. (18)	YE 2-9519	D.A.
Rabbi Jack J. Herman	Community Temple	FA 1-6340	C.T.
	3557 Washington Blvd. (18)		
Louis G. Herman ✓	c/o Jos. Laronge Hts. office	FA 1-2535	WFC
	2124 Lee Rd. (18)		
Mrs. Siegmund Herzog	2558 Euclid Hts. Blvd. (6)	FA 1-1342	H.T.
Frank E. Joseph ✓	1759 Union Commerce Bldg. (14)	MA 1-5800	R.T.
Harold H. Kahn	915 Nat'l City E. 6th Bldg. (14)	MA 1-0532	WFC
Irving Kane ✓	1991 East 66th St. (3)	EX 1-4703	1955
Milton Kane ✓	1301 N.B.C. Bldg. (14)	MA 1-2105	WFC
Max I. Kohrman	436 Engineers Bldg. (14)	MA 1-8589	R.T.
Henry Kutash ✓	1759 Union Commerce Bldg. (14)	MA 1-5800	1955
Jack Lampl, Sr. ✓	Sun Finance Bldg.- 747 Euclid Ave (14)	CH 1-0660	R.T.
Joseph G. Lampl	2576 Superior Ave. (14)	CH 1-1864	1956
Morris Lange	5713 Euclid Ave. (3)	UT 1-8400	D.A.
Albert A. Levin	1318 Nat'l City Bank Bldg. (14)	TO 1-1775	D.A.
Willard P. Livingston	9305 Woodland Ave. (4)	RA 1-2100	WFC

Board of Trustees

A. M. Luntz ✓	1372 Hanna Bldg. (15)	SU 1-9330	WFC
Morton L. Mandel	4415 Euclid Ave. (3)	EX 1-8300	R.T.
Maurice Maschke, Jr. ✓	3611 Payne Ave. (14)	HE 1-0035	1956
George B. Mayer	616 The Arcade (14)	TO 1-2323	1955
Mrs. Joseph Merlin	3715 Blanche Ave. (18)	FA 1-9310	D.A.
Howard M. Metzenbaum	700 Union Commerce Bldg. (14)	CH 1-7843	CRC
Alex Miller	6600 Grant Ave. (5)	VU 3-4972	WFC
Mrs. Alex Miller	2958 Fontenay Rd. (22)	WY 1-5732	R.T.
James H. Miller	1600 East 30th St. (14)	PR 1-3960	1956
Herman Moss ✓	900 Union Commerce Bldg. (14)	CH 1-1000	1955
David N. Myers ✓	Byerlite Co.-2300 W. 3rd St. (13)	PR 1-0345	1957
L. W. Neumark ✓	8701 Kinsman Rd. (4)	SW 1-1900	1956
A. E. Persky	5006 Woodland Ave. (4)	HE 1-7210	R.T.
Rabbi Israel Porath	Heights Jewish Center	YE 2-2690	C.T.
	14269 Superior Rd. (18)		
Leonard Ratner	17903 St. Clair Ave. (10)	KE 1-6600	1957
Arthur J. Reinthal	6118 Kinsman Rd. (4)	EN 1-4800	R.T.
David F. Reinthal	6118 Kinsman Rd. (4)	EN 1-4800	R.T.
Mrs. Harry Robbins	2187 Brockway Rd. (18)	FA 1-3164	R.T.
Henry A. Rocker	731 Leader Bldg. (14)	MA 1-0940	H.T.
Judge Emanuel M. Rose	940 Leader Bldg. (14)	MA 1-6384	R.T.
Herbert A. Rosenthal	1078 Union Commerce Bldg. (14)	MA 1-2400	D.A.
Rabbi Rudolph M. Rosenthal	Temple on the Heights	YE 2-1820	C.T.
	3130 Mayfield Rd. (18)		
Maurice Saltzman	2230 Superior Ave. (14)	TO 1-1525	WFC
Lloyd S. Schwenger ✓	978 Union Commerce Bldg. (14)	MA 1-2526	1956
Ezra Z. Shapiro	540 Nat'l City Bank Bldg. (14)	CH 1-3737	1957
Herbert D. Shaw	427 Euclid Ave. (14)	PR 1-1690	WFC
William M. Shipley ✓	5005 Euclid Ave. (3)	EX 1-1800	WFC
Judge Joseph H. Silbert ✓	Common Pleas Court - Court House	CH 1-2700	R.T.
	1. Lakeside Ave (13)		
Rabbi Abba Hillel Silver ✓	The Temple	SW 1-7755	H.T.
	Ansel Rd. at E. 105th St. (6)		
Howard M. Silver	8911 Lorain Ave. (2)	ME 1-4640	1955
Edward Silverberg	The Temple - 3621 Chester Ave. (14)	UT 1-9506	C.T.
Max Simon	700 St. Clair Ave. W. (13)	MA 1-8073	1957
Alfred I. Soltz	The Euclid Ave. Temple	CH 1-1450	C.T.
	740 Leader Bldg. (14)		
Phillip L. Steinberg ✓	1713 N.B.C. Bldg. (14)	MA 1-7860	D.A.
Irving I. Stone	1328 West 78th St. (2)	OL 1-5000	WFC
Mrs. Abraham Strauss ✓	19015 Van Aken Blvd. (22)	SK 1-8456	D.A.
William C. Treuhaft ✓	8701 Kinsman Rd. (4)	SW 1-1900	1957
David R. Wahl	17714 Miles Ave. (28)	NO 2-3758	D.A.
Loren B. Weber ✓	234 St. Clair Ave. W. (13)	SU 1-9400	WFC
Dr. Myron A. Weitz	10605 Chester Ave. #405 (6)	CE 1-4447	1955
Sidney N. Weitz ✓	940 Leader Bldg. (14)	MA 1-2160	WFC
Lawrence H. Williams	531 Soc. for Savings Bldg. (14)	MA 1-6784	D.A.

Henry L. Zucker, Secretary and Executive Director

C.T.	-	Congregational Trustee
H.T.	-	Honorary Trustee
R.T.	-	Representative Trustee (Agency)
W.F.C.	-	Welfare Fund Committee
Year	-	Expiration of term on Trustee-At-Large
P.P.	-	Past President
D.A.	-	Delegate Assembly



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

December 31, 1954

TO: JEWISH EDUCATION STUDY COMMITTEE
FROM: JEROME N CURTIS, CHAIRMAN

For almost exactly a year, the two subcommittees of the Jewish Education Committee have studied the report of the national surveyors concerning the Bureau of Jewish Education and the various communal schools. One subcommittee on local Hebrew schools, under the chairmanship of James Miller, has concluded its assignment and the other, on the Bureau and the United Jewish Religious Schools, has made considerable progress.

The time has therefore arrived for the full committee to meet and consider the recommendations of the subcommittees that have been formulated. I am therefore calling a meeting of the full committee for Thursday night, January 13, at 8:30 p.m. in the building of the Bureau of Jewish Education to consider the enclosed recommendations of the two subcommittees.

It is extremely important that we take action without undue delay on these recommendations because other arms of the Jewish Community Federation will have to be given time to consider our suggestions and it is highly desirable to complete this process in time to plan effectively for the next school year. In addition, we have been informed that the national surveyors will turn over to us the second half of their report on January 31, (please reserve that night, if at all possible) and it would obviously be helpful if we could finish as much of our communal school study as possible by that time.

So much time and effort have already gone into the study that I hope you will make every effort to attend the January 13 meeting where we shall undoubtedly make a number of important decisions. Please indicate on the enclosed card whether you can attend.



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

Rabbi Abba Hillel Silver
The Temple
E 105th & Ansel Road
Cleveland 6, Ohio

Dear Rabbi Silver:

Irving Kane has told me that he has sent you a copy of the summary of his conference with Moshe Davis regarding the Cleveland Jewish community history. He expressed the hope too that you might find it possible to join us when a meeting is set up in Cleveland with Dr Davis.

We have now succeeded in arranging for such a meeting on Monday, January 17, 12 o'clock noon, at the Federation office. I certainly hope it will be possible for you to be with us at that time.

Warm regards.

Sincerely,

Judge Albert A Woldman, Chairman
Tercentenary Committee on Research & Publications

December 31, 1954

PROPOSED STATEMENT CONCERNING THE BUREAU OF JEWISH EDUCATION

January, 1955

Effective Jewish education is the bedrock of a meaningful continuing life for Judaism, the Jewish community, and for Jews as Jews. The synagogue, the school and the community all must work together toward this end.

One of the basic conditions for achieving the most effective Jewish education in our community is the securing of maximum cooperation between the congregational and communal schools and the Bureau of Jewish Education. To effect this relationship the Bureau should not be thought of as an outside supervisory body apart from the various schools, but rather as an instrumentality through which the schools and the community can work together cooperatively for the purpose of furthering Jewish education in Cleveland. The Bureau should impose or favor no single philosophy of Jewish life, but should serve equally all types of positive education. Its function is to work for the goals mutually desired by the schools and the community, to serve as a channel for disseminating information, encouraging more effective teaching methods, improving teaching standards, and stimulating, guiding, and encouraging cooperative efforts for the betterment of Jewish education. The following recommendations are made to achieve these goals:

1. The composition of the Board of Trustees of the Bureau of Jewish Education should reflect the mutual cooperation described above. The present constitutional provisions of the Bureau providing for representation in equal proportions from the congregational schools, the communal schools, and the community-at-large would seem to be an appropriate reflection of this aim. Any change that seems desirable to the constituent partners should be suggested within the present Bureau constitutional framework.
2. In order to achieve in every day practice the suggested cooperation, the Board of Trustees of the Bureau should rely on two advisory bodies for guidance in formulation and implementation of policy, as follows:
 - a. An Educational Directors' Council, made up of the educational directors of all affiliated schools, endowed with the functions of an educational committee.
 - b. A Coordinating Committee, whose membership shall include, among others, the chairmen of School Committees of all affiliates. This group would devote its attention to administrative questions -- interschool problems, mergers, transportation, meeting unmet needs, fiscal considerations, and the like.
3. Opportunities should be provided through the Bureau for activities involving all the various schools - meetings of Student Council PTA organizations, occasional celebrations on a community basis, etc. The Bureau should explore with the congregations the possibilities of establishing a central Hebrew High School for the graduates of congregations, and opportunities for closer relationships among the Sunday high schools should be developed.
4. With regard to the composition of the Board of Trustees of the various communal schools, the Bureau should encourage observance of the principle of rotation in office and the widest possible representation from among those interested in the school's objectives.

5. Teacher training and recruitment is the most vital single need in Jewish education today. This matter is of such importance that it is dealt with in detail in the attached memorandum on this subject.
6. Minimum school standards should be established by the Bureau in conjunction with the various schools. A code should be formulated which would specify health and safety requirements, standards of grading, promotion, administration, recording and reporting, curriculum, and employment of qualified teachers with adequate salaries. The Bureau should be constantly concerned with the maintenance of these standards.

DIRECT SERVICES OF THE BUREAU

7. Experimentation is necessary for the healthy growth of the schools. The Bureau in conjunction with the various schools should therefore undertake to provide the experimental use, under critical observation and controlled conditions, of programs and courses of study, text-books and teaching aids, methods of instruction and classroom administration and encouragement of model classes in cooperation with interested schools. For example one school system could become the curricular center for the community in teaching of Bible stories, another in American Jewish history, another in customs and ceremonies, etc. Special competence resulting from these emphases could be shared by visits, reports, conferences and written syllabi.
8. Experiences and achievements of individual schools should be shared to the widest extent possible with all other schools. The Bureau can make a contribution in this area by providing a service of constructive school visits in consultation with educational directors, followed by evaluation of classroom observations.
9. Schools and Bureau together should work out a system of standard tests adaptable to the local scene that would enable individual schools and the community as a whole to evaluate more effectively the successes and lacks in various courses of study and teaching methods.
10. Teaching aids of all kinds are important to successful and improved classroom functioning and the Bureau should attempt to provide this service. A full time, trained librarian should provide books, pamphlets, holiday material, audio-visual aids and other enrichment material. Cooperative relations should be established with all affiliates so that material in individual schools and libraries may be available as far as possible to the entire community through a central information service.
11. Uniform school records should be kept in order to provide a basis for effective evaluation of the data available from the various schools.
12. Each school, congregational or communal, should define its program of Jewish education. School curricula should be analyzed and courses of study should be developed based on these definitions. The Bureau and the schools should work together in formulating the curricula and courses of study.

13. Data on education should be available to all schools. Therefore, all educational data should be centralized in the Bureau where it can be utilized by the various schools. In addition, the Jewish child and youth population of the community require periodic research to establish the nature, extent and distribution of the unschooled, and the problems arising out of population movements.

RELATIONS WITH OTHER AGENCIES

14. Closer relationships are necessary between the Bureau and the various youth and group work agencies of the city. Formal education is indispensable, but youth and group work that is educationally oriented has great potentialities which should be utilized. The Bureau should consider means of giving representation to these agencies on its Board of Trustees.

TUITION FEES FOR COMMUNAL SCHOOLS

15. Jewish education preserves the autonomy of the group as such and makes possible the continuity of the Jewish community by passing on Jewish values to the next generation. If Jewish education were to cease the entire Jewish community could not continue and therefore the community has a unique and distinctive stake in Jewish education.

The trend in all Jewish communal services in recent years has been toward asking the recipient of the services to pay for what he receives. While the committee recommends that parents ought to bear a reasonable share of the cost of Jewish education, it also recognizes that assessing the full per capita cost would make it difficult and in some cases prohibitive for parents to provide a Jewish education for their children. Since the community has a vital stake in keeping as large a number of children within the school as possible, it is suggested that the parents and the community be considered partners in sharing the cost of Jewish education. The schools should realize in fees from parents as much of their costs as possible without depriving any child of the right to a Jewish education.

STAFF

16. The implementation of the above recommendations (including those contained in the Memorandum on Teacher Training) would require the addition to the Bureau staff of two full-time educators and a full-time librarian.

PROPOSED RECOMMENDATIONS ON
RECRUITMENT AND TRAINING OF TEACHERS

January 3, 1955

Recruitment and training of teachers beyond question represent the major problem of Jewish - and indeed general - education today. No matter what techniques are employed to improve text books, supervision, curriculum or other aspects of Jewish education, what happens in the classroom is the determining factor. Improvement will come only to the extent that there is sufficient qualified teaching manpower available.

HISTORY

The primacy of this problem has been recognized for decades. Indeed a Jewish Teachers Institute was established by the rabbis of the two largest congregations in Cleveland before the founding of the Bureau of Jewish Education in 1924. After the Bureau was organized, the Institute became affiliated with the Bureau, but only for the training of Sunday school teachers. Later, a Beth Midrash was organized by the Cleveland Hebrew Schools to recruit and train Hebrew teachers. After a history of varying successes and failures, both these institutions were compelled to curtail their activities during the second World War largely because of the unusual demands made upon young people during that time. Although teacher-training courses were offered by the Bureau during this period, attempts to reestablish both these institutions as operating units were unsuccessful until 1950 when the Institute of Jewish Studies was reorganized to recruit and train teachers and set educational standards. It has functioned for the past four years as an autonomous agency but in close association with the Bureau of Jewish Education.

It presently has a program for training both Sunday school and Hebrew school teachers. (Copies of its present schedule of courses are available.) Approximately 20 teachers and potential teachers are enrolled in various courses offered for Sunday school and 24 in the course for Hebrew school teachers. The faculty of the Sunday school training department is drawn largely from the educational directors and rabbis of the congregations and heads of the communal schools. The faculty of the Beth Midrash consists of the dean of the Institute and two instructors.

RECRUITMENT

While various efforts have been made during past years to deal with the crucial problem of teacher recruitment, little has been done by way of initiating a solid program.

The following program is suggested by way of meeting the difficult and crucial problem of providing a potential of Sunday school teachers:

1. An intensive educational program be undertaken with the confirmation classes, and more particularly the high school departments of all schools to point out the advantages of training for Sunday school teaching. Outstanding students in particular should be encouraged through a central program of cadet teaching to prepare themselves for taking over classrooms subsequently.

2. As part of this program, credits should be given in high school toward meeting the requirements of the Institute for Jewish Studies in order that high school students may commit themselves seriously at this early stage toward a part-time teaching career. It is recognized that the problem of students who leave town for college work presents many difficulties, but it might be fruitful to examine the possibilities of working out a study or teaching program with the rabbi in the town where the college is located.
3. The Jewish Vocational Service, which is increasingly responsible for guidance of young people, should be asked to consult with representatives of the Bureau or the Institute on means whereby interest in this field can be encouraged with promising students.
4. Jewish public school teachers are a valuable source for recruitment. Although the Bureau itself and many schools have utilized this source, the Bureau should be responsible for a continuing and complete inventory of Jewish public school teachers in Greater Cleveland and should investigate in detail the possibilities of utilizing this group for Jewish education.
5. Many former school teachers have dropped out of teaching, but may be ready to reassume classroom responsibilities on Sunday morning. The help of the Federation of Jewish Women's Organizations and individual women's groups should be enlisted in a program for locating these former teachers and interesting them in the needs and possibilities of reassuming a one-day a week teaching career.
6. Hillel and the Fraternities and Sororities should be contacted regularly in order that young men and women on the college campuses become interested. While the Institute has for several years been conducting teacher training courses on the campus of Western Reserve University in cooperation with Hillel, it is suggested that in addition a gathering of all Jewish college people be arranged annually at which this problem and possibilities for teaching might be canvassed.
7. Recent college ^{graduates} present a potential for Jewish teaching since they have a fair amount of time and often the skills necessary to teaching. A program of training specially designed for this group might seriously be undertaken by the Bureau and Institute.
8. Congregations and the community should institute a program of scholarships to enable those committed to Jewish education to complete their college training.
9. A central registry of all teachers and potential teachers should be maintained, and requests for teachers from all schools should be addressed to this central registry.

RECRUITMENT OF HEBREW TEACHERS

The problem of securing Hebrew school teachers is even more complex since it demands in addition to teaching skills a body of knowledge not easily or quickly acquired. In the long run it seems clear that this problem will finally be solved, if at all, only to the degree that the Hebrew Departments of the

congregations extend their training sufficiently so that their graduates can be qualified to undertake teaching assignments. Presently only the graduates of the various communal Hebrew schools - and not all of them - seem qualified for this demanding task. There must be a more adequate system of secondary Hebrew education both to provide opportunities for boys and girls to continue their studies beyond the elementary level and to serve as a reservoir of students for high Jewish study and teacher training. The present Scholarship Committee of the Institute, aimed at helping college students interested in Hebrew teaching as a career to complete their necessary college courses, should be expanded.

While the paramount need is for more teachers, the Institute should also make a continuous effort to improve the quality of the teaching which now prevails. Many of our teachers, both in the One-Day-A-Week and Hebrew school, do not come up to the necessary standards. The cooperation of the various schools should be enlisted for this purpose. In addition to regular in-service courses, which are the most effective means of bringing our teachers up to standard, periodic conferences and workshops should be provided. The Board of License should set up a clear system of rewards and promotions to encourage teachers to improve themselves. Ultimately all this should be linked with an effective supervisory program for schools, such as that recommended by the recent Study.

COMMUNITY RESPONSIBILITY

The success of a teacher-training and recruitment program depends on the assumption by the community of the following responsibilities:

1. The willingness of the various schools to abide by Codes of Practice for teachers in both One-Day-A-Week and Hebrew schools. This implies not only compliance with regard to salary scale but to standards of educational attainment on the part of teachers.
2. The full support of the Jewish Community Federation for both Codes. Only such support can help raise prevailing salary scales in our Jewish schools.
3. The adoption by all schools, congregational as well as communal, of teacher benefits, such as sickness insurance, social security, pension and tenure.
4. Making Hebrew school teaching a full-time, rather than a part-time, supplementary vocation such as it now is for the overwhelming majority of our teaching personnel. Ways and means should be sought to provide teachers with more hours of work, including youth and adult education, in order to employ teachers on a full-time basis.
5. Special stipends and scholarships should be provided for promising young people to encourage them to go into Jewish teaching.
6. In order adequately to maintain a community program of teacher training and recruitment to meet the growing demand for qualified teachers, existing services of the Institute of Jewish Studies should be expanded.

As soon as possible, the Institute should be enabled to become a College of Jewish Studies comparable to that existing in a number of major Jewish communities. This step may entail the addition of faculty members to its staff in such fields as pedagogy and the Jewish social studies and the possibility of

utilizing the additional personnel recommended for the Bureau of Jewish Education staff for these posts should be carefully studied. The structure and organization of the Institute Board of Governors should reflect the needs and place of the institution in the community.

CONCLUSION

The shortage of qualified Jewish teachers is the number one problem facing Jewish schools and the entire American Jewish community is by now a well recognized fact. Indeed, it will serve as the theme for a National Conference On Personnel to be convened this spring by the American Association for Jewish Education.

Unless far-reaching steps, involving concerted community planning and a considerable outlay of time and funds, are taken to deal with the problem in our schools it can only become more aggravated. The anticipated increase in school population during the years ahead will accentuate the teacher shortage all the more.

A long-range approach is required. It will have to be determined and agreed upon locally by all the groups and parties concerned. All our resources must be pooled to meet the issue squarely. Stop-gap methods alone will not effect a lasting solution.





THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

January 7, 1955

Rabbi Abba Hillel Silver
Ansel Road & East 105th St.
Cleveland 6, Ohio

Dear Rabbi Silver:

As you know, we have accepted the General Co-Chairmanship of the 1955 Jewish Welfare Fund Campaign. We did so, knowing that we could count on the full cooperation of last year's leadership.

We are, at this time, attempting to complete the top leadership of the Campaign organization and would, therefore, be most pleased to have you accept appointment as an Associate Campaign Chairman. The responsibilities of an Associate Campaign Chairman are to help determine the policies governing the Campaign, to assist with the solicitation of Special Gifts and to assist in the successful operation of the Campaign organization. As an Associate Campaign Chairman, you will be a member of the Campaign Cabinet.

You have been advised of our initial leadership meeting on Tuesday, January 18, 6:30 p.m., dinner, at the Oakwood Club. Since, at this meeting the needs of the Campaign will be fully discussed and the general Campaign plan will be presented, attendance at this first meeting is of utmost importance.

Unless we hear from you to the contrary, we will enter your name in the top leadership of the 1955 Campaign organization and will look forward to seeing you at our meeting on January 18.

Your help and cooperation in the Campaign effort is greatly appreciated.

Cordially,

Maurice Saltzman
Maurice Saltzman

William M. Shipley
William M. Shipley

General Co-Chairmen, 1955 Jewish Welfare Fund Appeal

MS/ glg

RECOMMENDATIONS OF THE JEWISH EDUCATION SUBCOMMITTEES

January 13, 1955

FROM THE SUBCOMMITTEE ON AFTERNOON SCHOOLS - JAMES H MILLER, CHAIRMAN

A. CONSOLIDATION OF THE AFTERNOON HEBREW SCHOOLS

The subcommittee recommends the consolidation of the two afternoon Hebrew schools, the Yeshivath Adath B'nai Israel and the Cleveland Hebrew Schools, into a merged communal afternoon Hebrew school system in accordance with the following plan:

1. Composition of the Board of Trustees

The Board of Trustees of the merged agency shall be made up of 15 (or some comparable number) representatives chosen by the Board of Trustees of the Yeshivath Adath, 15 by the Board of Trustees of the Cleveland Hebrew Schools, and 15 by the President of the Jewish Community Federation. In addition, the representatives of the Yeshivath Adath and the Cleveland Hebrew Schools shall appoint the Vaaday Hachinuch (Board of Education) of the branch(es) with an Orthodox designation and the branch(es) without an Orthodox designation respectively.

2. Number of Branches

At least two branches shall be maintained, one of which shall have a specific Orthodox designation. All decisions as to further branches shall be made by the new Board of Trustees, but during the first year of its operation the merged school system shall operate all of the then existing branches in order that the decision as to which shall be retained shall be based on actual experience under the merged agency.

3. Powers of the Vaaday Hachinuch

The Vaaday Hachinuch shall have authority to fix hours of study of the branches, and also shall pass upon appointment of teachers that shall be nominated by the Director in addition to having full authority over curriculum.

*The Vaaday Hachinuch or their designees shall be granted full powers of recruitment of students and enrollment of students so recruited.

4. Fiscal Considerations

* Financing for the merged system should be put on a sound fiscal basis by increased community subsidy and tuition and elimination of income from fund raising events from the operating budget.

5. Appointment of Director and Responsibilities of Principals

The Board of Trustees shall appoint the Director of the merged schools, who shall be responsible for carrying out decisions of the Vaaday Hachinuch in the area of their designated responsibilities. The principal of any individual branch shall be appointed by the Director, to whom he shall be directly responsible.

6. Philosophy and Name

A new name shall be chosen different from that of either of the two existing names. However, consideration should be given to an explanatory statement such as "successor to the Yeshivath Adath B'nai Israel and the Cleveland Hebrew Schools" in order to make easier certain problems involving wills and to indicate the overall philosophy of the new system. A statement should also be incorporated in the consolidation indicating that there is no intention of "swallowing up" any school, but rather the creation of a new agency fully representative of both viewpoints.

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*Those sections marked with a star were referred to the full Education Committee for further consideration rather than being recommended by the subcommittee.

B. RECOMMENDATIONS ON THE HEBREW ACADEMY

1. Administration

The subcommittee made a careful study of the rate of withdrawal of students and the age grade distribution at the Academy, since the surveyors had

based their observations on administrative practices at the Academy largely on these data. The subcommittee finds that the present situation at the Academy in these respects is normal and what should be expected at a properly run school. The Academy, it is suggested, should continue to give attention to these problems and to improve still further in these areas.

2. Curriculum

Intensive and specialized work in such enrichment subjects as music and art should be introduced as soon as possible into the curriculum.

3. Relations with Telshe Yeshivah

The constitution of the Hebrew Academy should be amended to clarify its relationship with Telshe Yeshivah and certain other matters as follows:

- (1) That there should be a clear definition as to what constitutes membership in the Hebrew Academy.
- (2) That the Board of Directors of the Academy should be the final authority on such matters as the engagement or disengagement of the Principal or Director, and that the choice of said Director be made from a list of candidates submitted by the Vaad Hachinuch.
- (3) That the process of constitutional amendment be an unrestricted power of the Board of Trustees except that any amendment pertaining to educational matters must have the agreement of the Vaad Hachinuch before it can be proposed.

4. Jewish Community Federation responsibility for the Academy

In answer to the following question proposed by the Board of Trustees of the Jewish Community Federation, "What should be the extent of Jewish Community Federation responsibility for the Hebrew Academy in the event of further growth of the school?", the subcommittee recommends support of the Hebrew Academy through the level of the

eighth grade to the extent of budgetary limitations. It was further agreed that the addition of new grades by the Hebrew Academy should be determined by sufficient enrollment to make such addition feasible.

C. SUPPORT OF WORKMEN'S CIRCLE SCHOOL

The subcommittee finds that this school system cannot be distinguished from any other system as far as eligibility for community support is concerned and therefore it recommends continued community support for the Workmen Circle Schools in view of the fact that it is filling adequately a substantial educational need.

FROM THE SUBCOMMITTEE ON UJRS AND BUREAU OF JEWISH EDUCATION - MAX SIMON, CHMN

The subcommittee recommends that the seventh, eighth and ninth grades of the UJRS be absorbed into the Sunday school systems of the various congregations in a manner aimed at distributing the children as equitably as possible among the schools, taking into account the preferences of the parents. The United Jewish Religious School shall be responsible for fiscal arrangements with the parents on the one hand and the congregations on the other, so that no financial considerations shall obtain between parents and congregations. Payment to congregations shall be uniform, so that all congregations shall receive an equal subsidy for each UJRS child it absorbs.

The United Jewish Religious Schools shall to the extent possible double the teaching time for the first six grades, for which it will maintain schools, and shall in all other ways seek to provide an education equivalent to that of the congregational Sunday schools.

PROPOSAL FOR CONSOLIDATION OF THE HEBREW ACADEMY AND THE

YESHIVATH ADATH BNAI ISRAEL

February, 1955

The subcommittee recommends that the Hebrew Academy and the Yeshivath Adath Bnai Israel be merged into one institution responsible for carrying on the work of both schools in accordance with the following provisions:

1. Board of Trustees

Responsibility for the affairs of the new school shall be lodged in a Board of Trustees composed in the first year of its existence of equal representation from each of the two presently existing schools. It is suggested that this can best be accomplished by including all members - 23 in number - of each of the present boards to the consolidated Board of Trustees.

After the first year of operation, members of the Board of Trustees shall be elected at an Annual Meeting of the dues paying members in a manner to be specified in the Constitution of the merged school.

2. Vaad Hachinuch (Education Committee)

All educational matters shall be under the supervision of a Vaad Hachinuch (Education Committee) of 11 members.

For the first two years of operation of the consolidated school, the Vaad Hachinuch shall be appointed as follows:

The present Board of Trustees of the Hebrew Academy shall appoint 6 members, 5 of whom shall serve for two years and one of whom shall serve for the first year only; the present Board of Trustees of the Yeshivath Adath Bnai Israel shall appoint 6 members, 5 of whom shall serve for two years and one of whom shall serve for the second year only.

Thereafter, the Board of Trustees of the merged school shall decide on the composition of the Vaad Hachinuch.

3. Director

One director of the school shall be responsible for all operations of the school. Individual departments may have principals who shall in turn be responsible to the Director.

4. Name

A new name shall be chosen for the merged school, such as the United Orthodox Schools of Cleveland. Appropriate provision may be made for retaining the present names of the schools, by designating them as departments of the overall institution.

5. Fiscal Considerations

a) The merged agency shall assume all assets and financial obligations of the present schools.

b) It is also suggested that as soon as possible, financing for the merged system be put on a sound fiscal basis by increased community subsidy and tuition, and elimination of income from fund raising events from the operating budget.

PLAN FOR MERGING UPPER GRADES OF THE
U.J.R.S. INTO THE CONGREGATIONAL SCHOOLS
February, 1955

- 1) In September, 1955, the U.J.R.S. shall cease to operate the seventh, eighth, and ninth grades and the children in those grades shall be absorbed into the various congregational schools. The assignment of children to particular schools shall be determined by the choice of parents except that an equitable distribution of children among the schools shall be effected, which may involve second or third choices of parents in some cases.
- 2) The U.J.R.S. shall undertake the details involved in the transfer -furnishing of past school records of children, follow up on those who do not enroll, acting as the clearing house for finances, as noted below.
- 3) Children from the U.J.R.S., once enrolled in the various congregational schools, shall be treated in all ways as full members of the class - both as to responsibilities and privileges.
- 4) The U.J.R.S. shall undertake before September a program of elementary Hebrew instruction in the three grades to be merged in order to facilitate their absorption into Sunday schools where Hebrew is taught.
- 5) Congregations reserve the right to invite the parents of children to be absorbed to undertake the full obligation of membership.
- 6) All congregations shall be compensated on the basis of an agreed amount for each child from the U.J.R.S. enrolled in their school. The amount shall be the same for each congregational school.

The U.J.R.S. shall collect tuition fees and congregations shall have no responsibility for collection of tuition from individual parents.

- 7) The basis for compensation to congregations is difficult to determine because of the highly differing ways in which congregations assess costs. It is believed that per capita cost for Sunday School teachers' salaries represents a substantial proportion of the total cost. These figures plus an estimate of additional costs, lead to the suggestion that \$20 per child per year represents a reasonable basis for compensation to congregations.

It is recognized that if all costs to congregations were figured, the resulting amount would be higher but it is also felt that congregations will only in rare cases need to hire extra teachers because of the absorption or be required to make any significant extra outlay of money.

- 8) It is hoped that this proposal can be acted on as quickly as possible by the various congregations in order that, if it is approved, it can be put into operation for the September school year.



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

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MAX FREEDMAN

Vice-Presidents:

IRVING KANE

MAX SIMON

WILLIAM C. TREUHAFT

Treasurer:

M. E. GLASS

Associate Treasurer:

JOSEPH G. LAMPL

Executive Director:

HENRY L. ZUCKER

February 9, 1955

Rabbi Abba Hillel Silver
The Temple
Ansel Road E. 105th Street
Cleveland 6, Ohio

Dear Rabbi Silver:

We have just completed the assignment and distribution of our Special Gifts cards for the 1955 Jewish Welfare Fund Appeal.

The Campaign was given an excellent start by our leadership at a meeting on January 18. Fifty-five persons were in attendance and we received 53 increases ranging from 5% to 50%, and two renewals. With this kind of a start, our goal of \$4,255,205 appears attainable.

Please find enclosed your pledge card. We would most sincerely appreciate your early consideration.

Cordially,

Edward Silverberg, Co-Chairman
For Special Gifts Committee

ES/glg
Enclosure
#494800 T & S

pledged \$5250
4/18/55



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

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Treasurer:

M. E. GLASS

Associate Treasurer:

JOSEPH G. LAMPL

Executive Director:

HENRY L. ZUCKER

February 14, 1955

TO: MEMBERS OF THE JEWISH EDUCATION
STUDY COMMITTEE

FROM: JEROME N CURTIS, CHAIRMAN

There will be a meeting of the Jewish Education Study Committee Wednesday night, February 23, at 8:30 p.m. at the Bureau of Jewish Education Building.

Two highly important recommendations will be before us that evening for our consideration and, hopefully, action. The first is the proposal that the upper grades of the United Jewish Religious Schools be merged into the various congregational schools. A concrete plan for effecting this far reaching proposal has been put before the congregations and we must not delay action on the plan since approval of the Social Agency Committee and the Board of Trustees of the Federation must be secured promptly if the proposal is to be put into operation for the coming school year.

Another subcommittee has worked out a plan for consolidating the Hebrew Academy and the Yeshivath Adath B'nai Israel and this proposal too requires early action.

Copies of both plans are enclosed and I hope you will have an opportunity to read them before our meeting next week. We have after many months reached the point where we must take decisive action on specific proposals and I trust you will make every effort to attend this important meeting and help in making the decisions. Please indicate on the enclosed card whether you can attend.

February 17, 1955

MEMO

From: Rabbi Silver

To: Rabbi Stone

You undoubtedly have received notice of a meeting of the Jewish Education Study Committee on February 23rd at which time the subject of the incorporation of the United Jewish Religious Schools into the Temple schools will be considered. I hope that you will attend this meeting and insist upon two things:

- (1) The Temple will not take in any children unless all the other reform Sunday schools do likewise.
- (2) The tuition fee of \$20 per child is utterly unrealistic. It costs The Temple \$75 to educate a child in the Religious School. The cost of educating a child is not fixed by teachers' salaries alone but by the salaries of religious directors and their assistants and the cost of operating the school building.
- (3) Please make it clear that The Temple facilities are already overcrowded and that The Temple reserves the right to limit the number of children whom it can accommodate in any year regardless of the number that may apply. Should The Temple find it necessary to close down on the enrollment of new pupils generally, exclusive, of course, of children of members, this would apply also to children of the present United Jewish Religious Schools. Please bear in mind that the admission of 10 or 12 children a year means 30 to 36 children at the end of 3 years.

AHS:rms

February 24, 1955

Mr. Harry Barron
Jewish Community Federation
1001 Huron Road
Cleveland, Ohio

My dear Friend:

Among the people to be invited to the meeting on March 23rd, I would suggest the following:

(1) Political Heads

U. S. Senator
The Mayor of Cleveland
" " " East Cleveland
" " " Cleveland Heights
" " " Shaker Heights
" " " University Heights
President of the City Council

(2) Educational

President of the Board of Education
Superintendent of Schools
President of Western Reserve
" " Case Institute of Technology
" " John Carroll
" " Fenn College
" " Cleveland Public Library
Director of Cleveland Public Library
President of Cleveland Orchestra

(3) Judges

Chief Judge, U. S. District Court
Judge, U. S. Court of Appeals
Chief Justice, Ohio Supreme Court
Presiding Judge, County Court of Appeals
Presiding Judge, Probate Court
Judge, Juvenile Court
Chief Justice, Common Pleas Court
Chief Justice, Cleveland Municipal Court

(4) Organizations

President, Chamber of Commerce
" , Citizens League
City Club
A. F. of L. - C. I. O.
Welfare Federation of Cleveland
National Conference of Christians and Jews
Academy of Medicine of Cleveland
Cleveland Bar Association
Federation of Women's Clubs
National Association for the Advancement of Colored People
Y. M. C. A.
Y. W. C. A.

(5) Religious

Catholic Archbishop
President, Cleveland Church Federation
Rev. Harry Taylor, Church of the Covenant
Dr. Oscar Olson, Epworth-Euclid Methodist Church
Bishop Burroughs, Trinity Cathedral
Harold Phillips, First Baptist Church
Dr. Ferdinand Blanchard, Lee Road

(6) The Press

Editors of three dailies
Columnist Spencer Irwin

These names are by way of suggestions. You may think of others. It is wiser for such an occasion to err on the side of inclusion rather than of exclusion.

With all good wishes, I remain

Very cordially yours,

ABBA HILIEL SILVER

AHS:rms

I. GENERAL PRINCIPLES AND SCOPE

A. Preamble

In order to raise the standards of Jewish education in the religious schools of our city; to encourage the teachers at present in our service to interest themselves more deeply in the field of Jewish education without in any way impairing their existing teaching status; to attract capable and qualified individuals to this work; to cement a cooperative relationship between administration and teachers, and between school and school -- this standard of salary scale and personnel practices is presented.

B. Implementation of Code

In order to implement and further develop this Code, two central representative community agencies should be maintained, a Board of Review and a Board of Certification. Their composition, authority, and method of operation are set forth within the rules and regulations herein provided.

C. Amendments to this Code may be made in the following manner:

1. Proposed amendments may be sponsored by:
 - a. A petition of ten certified teachers.
 - b. The Educational Directors Council
 - c. The Board of Trustees of the Bureau of Jewish Education.
 - d. Any two or more affiliates of the Bureau of Jewish Education.
2. Proposed amendments to the Code must be submitted in writing to the secretary of the Board of Review.
3. Within three days of the receipt of the proposed amendment, the secretary of the Board of Review shall send a copy to each member of the Board of Review with a notification that the proposed amendment will be discussed at a meeting of the Board of Review to be called within one month after the receipt of the proposed amendment.
4. The proposed amendment shall be read and discussed at this meeting but shall not be voted upon.
5. At the meeting of the Board of Review to be held within one month of the first meeting, the proposed amendment shall again be discussed and then voted upon.
6. A two-thirds (2/3) majority vote of the members of the Board of Review present at this meeting shall be required to pass the proposed amendment.
7. The amendment must then be submitted for approval to the Board of Trustees of the Bureau of Jewish Education.

II. THE BOARD OF REVIEW

A. Composition of the Board of Review

The Board of Review shall consist of nine persons who shall represent the following groups in accordance with the numerical distribution herein indicated:

1. Five lay representatives to be selected by the Board of Trustees of the Bureau of Jewish Education.
2. Two representatives to be selected by the Teachers.
3. One representative to be selected by the Educational Directors Council.
4. The chairman of the Board of Certification.

B. Tenure of Office

1. With the exception of the chairman of the Board of Certification, the members of the Board of Review shall serve for a two-year period -- the terms of the laymen to be overlapping -- two to be elected one year, three the other year; the representative of the Teachers and of the Educational Directors Council shall be elected every two years.
2. The term of office for members of the Board of Review shall start in the month of September.
3. The Board of Review shall hold a meeting in September for the purpose of electing a chairman and secretary from among its members, and for such other organizational matters that may arise.

C. Quorum

Five members of the Board of Review shall constitute a quorum.

D. Voting Rights

Members of the Board of Review shall cast single votes in their individual capacity.

E. Functions of the Board of Review

The functions and duties of the Board of Review shall be as follows:

1. To conciliate, mediate and arbitrate controversies or disputes that may arise between schools, or between members of a school staff and the school authorities.
2. To determine the action or interpretation in any matter not specifically covered by this Code.
3. To use its influence to see to it that all parties live up to the letter and spirit of rules and regulations set forth in this Code.

F. Procedure of Arbitration

1. Either side to a controversy shall be granted a hearing before the Board of Review upon filing of a written complaint or charge with the chairman of the Board of Review. A copy of the complaint or charge shall be served by the Board of Review upon the other side to the controversy.
2. Upon receipt of complaints or charges, the Board of Review shall take immediate steps to mediate or arbitrate controversial matters between the teacher and the school authorities. These steps are not to be delayed beyond a period of two weeks.
3. When arbitration is recommended, the Board of Review shall call upon each party to the controversy to select its arbitrator, and these two shall select a third. In case these two arbitrators fail to appoint a third, the Board of Review shall name the third.
4. At the hearing conducted by the Board of Review, both sides shall be present. Each side shall have the right to be represented at the hearing.
5. Members of professional organizations, teachers, principals, or educational directors, may present their case before the Board of Review through their professional organizations.
6. When either side to a controversy, complaint or charge refuses to appear and submit its side before the Board of Review for mediation or arbitration, the Board of Review shall have the power to take such action as it deems advisable under the circumstances.

III. BOARD OF CERTIFICATION

A. Composition of Board of Certification

1. The Board of Certification shall consist of:
 - a. Educational Directors of communal and congregational religious schools affiliated with the Bureau of Jewish Education, or such other professional as the school may designate.
 - b. Two teacher representatives.
 - c. Director of the Bureau of Jewish Education.
 - d. Dean of the Institute of Jewish Studies.
2. The Board of Certification shall elect its own chairman annually.
3. A majority of the membership of the Board of Certification shall constitute a quorum.

B. Functions of the Board of Certification

1. The Board of Certification shall have the authority to certify teachers in accordance with the provisions herein set forth.
2. Applications submitted by any person for a Teaching Certificate shall be examined, evaluated and acted upon by the Board of Certification within sixty days.

3. Any teaching certificate awarded by the Board of Certification in the past shall be honored under the terms of the new Code.
4. The Board of Certification shall maintain a permanent file of the educational record, educational and scholastic profile, teaching positions, salary, and other pertinent information about each teacher in Greater Cleveland. The material in this file is to be handled as confidential material of the highest order. Information in this file shall be made available by the Board of Certification to the Educational Directors, to any teacher who wishes to examine his record, and at the request of the Board of Review.

IV. EMPLOYMENT OF TEACHERS

A. Certificate Requirements

1. No person shall be engaged for a religious school teaching position without obtaining a Teaching Certificate of one of the three types specified in this Code.
2. There shall be three types of Teaching Certificates:
 - a. Student-Teacher Permit
 - b. Provisional Certificate
 - c. Permanent Certificate

B. The requirements for each of these Teaching Certificates are:

1. Student-Teacher Permit
 - a. Jewish education equivalent to graduation from a high school department of a Sunday school.
 - b. Graduate of a secular high school, and in certain cases, seniors who have already graduated from a Sunday high school.
 - c. Pursuing further Jewish studies in the Institute of Jewish Studies, for a minimum of 6 credits per year, or its equivalent.
 - d. Permit to be renewed annually for a maximum period of three years, unless an extension is granted by the Board of Certification.
 - e. It is recommended that the first year of teaching under the Student-Teacher Permit shall consist of practice teaching.
2. Provisional Certificate
 - a. Jewish education equivalent to graduation from a high school department of a Sunday school.
 - b. Two years of accredited college studies or its equivalent.
 - c. Pursuing further Jewish studies in the Institute of Jewish Studies, for a minimum of 6 credits per year, or its equivalent.
 - d. Three years of teaching experience in a recognized school.
 - e. Certificate to be renewed every five years.

3. Permanent Certificate

- a. Two years of accredited college studies, or its equivalent.
- b. Three years of teaching experience in a religious school under a five year Provisional Certificate or one of the two following:
 - 1) A diploma from the Institute of Jewish Studies, or graduation from any other recognized training school for religious school teachers.
 - 2) Eighteen units on a collegiate or adult level (or their equivalent) as follows:

4 units in Education	2 units in Jewish Literature
3 units in Jewish History	3 units in Bible
3 units in Religion	2 units as Electives
1 unit in Hebrew	

V. DUTIES AND RESPONSIBILITIES OF TEACHERS

- A. Conditions of employment regarding calendar and hours shall be defined in writing in the official correspondence or agreement between school and teacher at the time of the initial employment and in the official correspondence or agreement in which the relationship is renewed each year.
- B. The teacher's presence shall be required as follows:
 1. A weekly session of up to three hours for instruction purposes, as defined in the school's program.
 2. A reasonable amount of time before and after class during which details of preparation and classroom arrangements can be effected or checked.
 3. Staff meetings as provided in the school calendar
 4. Periodic conferences as deemed necessary by the principal or supervisor.
 5. PTA meetings as provided in the school calendar.
 6. The Pedagogic Conferences for religious school teachers.
 7. Orientation courses for new teachers.
 8. The usual remuneration shall be paid if the teacher has been assigned to be present at festival celebrations and services taking place at other than regular hours.

VI. TENURE

- A. Holders of Student-teacher permit or Provisional Certificates when first employed in a school, shall be engaged for a trial period of six weeks. Upon satisfactory completion of the probationary period, the teacher shall be considered as employed for the balance of the school year.
- B. Holders of Permanent Certificates, when first employed in a school shall be engaged for the period of one school year. After teaching in the same school for two consecutive years, the holder of a Permanent Certificate is guaranteed tenure.

- C. Renewals of appointments for the following year must be confirmed by official correspondence, or by written agreement, before May 1. Acceptances by the teachers must reach the school before May 15. Three copies should be sent to the teachers, two of which shall be returned with the teacher's signature indicating acceptance, - one to the school and one to the Board of Certification.
- D. Teachers shall be notified in writing on or before May 1, if their services are not required for the ensuing year. Teachers who wish to leave the employ of a school shall give written notice to the school of such intention before May 1.
- E. If circumstances are such that the teacher must withdraw for reasons which were not anticipated at the time ~~agreement~~ was signed, the teacher shall offer due notice at least 30 days before the resignation can become effective.
- F. Where tenure is assured, the teacher may be dismissed only for reasons of inefficiency, negligence in the discharge of duties, conduct unbecoming a religious teacher, or insubordination. In such cases the schools shall make every effort to remedy the difficulty and to render direct assistance to the teacher. If such efforts are unsuccessful, the teacher or school may request that the case be reviewed by the Board of Review.

VII. TRANSFER OF TEACHERS FROM SCHOOL TO SCHOOL

- A. All transfers shall be cleared through the Board of Certification.
- B. No teacher shall be employed by a school unless an official release in writing shall have been filed with the Board of Certification by the last school in which the teacher was employed.
- C. A teacher who has held no teaching position in any religious school in Cleveland for the last school year is not subject to this rule.

VIII. SALARIES

- A. The following shall in no way affect adversely salaries presently received by the teachers in any of the religious schools.
 - 1. Salaries shall be paid in accordance with each teacher's certification status and years of experience.
 - 2. Teachers shall be engaged for the entire school year.
 - 3. The school year shall consist of a minimum of 35 sessions, in accordance with an earlier decision of the Bureau.
 - 4. A teacher with five years experience in the present position will be entitled to one days leave for personal sickness. A teacher with ten years experience shall be entitled to two days leave.

5. When classes are conducted two days each week, teachers employed both days shall be entitled to two days leave.
6. If for reasons beyond the control of the teacher a session is called off by the school, the salary shall be paid if it is impossible to add a make-up session.

B. Range of Salaries

Proposed

1. Student Teacher Permit	1st year	\$4.00 per session
	2nd year	4.50 per session
	3rd year	5.00 per session
2. Provisional Certificate	1st year	6.00 per session
	2nd year	6.50 per session
	3rd year	7.00 per session
3. Permanent Certificate	1st year	8.00 per session
	2nd year	9.00 per session
	3rd year	10.00 per session
	4th year	11.00 per session
	5th year	12.00 per session

WRHS



M E M O R A N D U M

- A. Under the terms of this Code, a Permanent Certificate may be awarded to teachers with ten years of experience in religious schools and satisfactory performance, upon the recommendation of the Educational Directors and the approval of the Board of Certification. The teachers shall be entitled to an annual increment of \$1.00 per session until the maximum is reached.
- B. Where teachers are currently receiving a salary higher than their position on the salary scale, no salary increments shall be granted until they reach the appropriate level on the salary scale.
- C. This memorandum is applicable only to teachers who are in this category as of the year 1954-55.

CLASS OF S

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WESTERN UNION TELEGRAM

W. P. MARSHALL, PRESIDENT

The filing time on the date line on domestic telegrams is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination.

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NL

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1955 MAR 17 PM 10 47
REPRESENTATIVE STOP IF YOU DEEM IMPOSSIBLE TO APPEAR
BEFORE COMMITTEE IN PERSON KINDLY USE YOUR INFLUENCE
PREPARING GROUND FOR HIS APPEARANCE STOP
SHALOM UVRACHA =

ON BEHALF OF THE PRESIDIUM OF HISTADRUTH IVRITH
OF AMERICA=

DR SAMUET M BLUMENFIELD MORRIS B NEWMAN=

PM 1001 310 PM=

This message
unless its detailed char-
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WESTERN UNION

TELEGRAM

W. P. MARSHALL, PRESIDENT

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SY. NA2 60 NL PD=NEW YORK NY 17=

1955 MAR 17 PM 10 42

DR ABBA HILLEL SILVER=

THE TEMPLE CLEVE=

FOLLOWING YOUR TELEPHONE CONVERSATION WITH DR. MIRSKY
CHAIRMAN OUR PRESIDUM WE URGENTLY REQUESTED HIM TO
APPEAR PERSONALLY BEFORE FEDERATION BUDGET COMMITTEE
TUESDAY MARCH TWENTY SECOND SEVEN PM. 1001 HURON ROAD
STOP HE ARRIVES BY PLANE 310 PM. STOP CLEVELAND MAY
BECOME MODEL FOR OTHER COMMUNITIES AND FEDERATION
DECISION WILL THEREFORE BE OF GREAT CONSEQUENCE STOP
KINDLY OFFER ALL ASSISTANCE TO OUR DISTINGUISHED

BUREAU OF JEWISH EDUCATION

10501 EAST BOULEVARD CEDAR 1-3376

CLEVELAND 6, OHIO

March 17, 1955



From: Ezra Z. Shapiro, President

To: Board Members and
School Committee Chairmen

The Proposed Code of Practice for Religious School Teachers will be presented at the meeting of the Bureau Board of Trustees on

MONDAY, MARCH 21, 1955, 8:30 P.M.

A copy of the Proposed Code is enclosed. May we ask you to read it and make your own notes prior to the meeting.

ARLINGTON BRANCH
 HEIGHTS BRANCH
 SHAKER-LEE BRANCH
 YOUNG ADULT SERVICES
 GOLDEN AGE SERVICES
 ADULT SERVICES
 DRAMA DEPARTMENT
 CAMP WISE

Jewish Community Centers OF CLEVELAND

2049 EAST 105th ST. • CLEVELAND 6, OHIO • RAndolph 1-0880

SERVING CLEVELAND'S JEWISH COMMUNITY THROUGH SOCIAL, RECREATIONAL AND CULTURAL ACTIVITIES

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March 24, 1955

Dr. Abba Hillel Silver
 The Temple
 Ansel Rd. at E. 105 Street
 Cleveland 6, Ohio

Dear Doctor Silver:

I couldn't get to you after last evening's program
 to tell you how much I enjoyed your address.

For me it laid the dignified groundwork for an
 evening that will be an unforgettable experience.

It is a deep source of pride for me to be identified
 with one of Cleveland's religious and cultural agencies
 devoted to combining their talents to produce a
 cultural evening of this standard.

Gratefully yours,

Herman Eigen
 Herman A. Eigen
 Executive Director

HAE/z

U. S. JEWISH COMMUNITY WISHES TO REMAIN JEWISH, DR. SILVER SAYS

CLEVELAND, March 24. (JTA) -- The prediction that the American Jewish community "will survive if it will remain faithful to the basic dogma of Jewish existence," was voiced by Rabbi Abba Hillel Silver last night at the closing event of the Tercentenary celebration in Cleveland. More than 3,000 persons crowded into the Public Music Hall to hear Dr. Silver, other speakers and the world premier of a dramatic cantata by Norman Corwin, "The Golden Door: A Mosaic," which tells the story of American Jewry over the past three hundred years.

Dr. Silver told his listeners that "the American Jewish community is not an escapist community, it is not running away from itself. It wishes to remain Jewish." He added that he believed that the synagogue will be the institution primarily responsible for the survival of the American Jewish community.

Dr. Silver expressed pride in the American Jewish community because: it had not ignored or forgotten its religious heritage, but had remained faithful to it; American Jewry has built up "noble institutions of philanthropy and service"; it never isolated itself from Jewry in other parts of the world, but "remained bound to them in fraternal solicitude," and "when the historic moment of the consummation of the millennial national hope arrived, American Jews rallied" to its support.

SPONSORSHIP BY TOWN HALL OF ANTI-ISRAEL TOUR EVOKES PROTEST

NEW YORK, March 24. (JTA) -- Mortimer May, president of the Zionist Organization of America, today, on behalf of the entire ZOA membership, addressed a strong protest to the directors of Town Hall because of its sponsorship of a country-wide tour by an anti-Israel Arab delegation.

In a telegram to the directors of Town Hall Mr. May said: "On behalf of the entire membership of the Zionist Organization of America I must register the strongest protest over the vicious anti-Israel propaganda being disseminated by an Arab delegation touring our country under Town Hall sponsorship. Recent addresses of Messrs. Uzri and Haddad at Princeton deliberately misrepresented and distorted the issues of the Middle East, in which the American people have a vital interest. Recalling Town Hall's scrupulous fairness and impartiality in the past, we are shocked to find Town Hall now lending itself to such shameful exhibitions and urge a halt to this propaganda campaign under your auspices."

JEWISH AGENCY TO PUBLISH WALL NEWSPAPER AS TEACHERS' AID

NEW YORK, March 24. (JTA) -- A monthly, English language illustrated wall newspaper titled, "Israel Among the Nations," will be published the year-round except July and August for use in Jewish school classrooms and clubrooms, the Jewish Agency announced today.

The newspaper, prepared by the Jewish Agency's Department of Education and Culture, is essentially a teachers' aid, designed to fill the gap in up-to-date material on Israel suitable for the school-age level. The paper is intended primarily for the 11-12 year-old age group, though the content lends itself to modification by the individual teacher, for both older and younger pupils, the Jewish Agency's announcement said.

ABRAHAM FEINGERG RE-ELECTED PRESIDENT OF "ISRAEL SPEAKS"

NEW YORK, March 24. (JTA) -- Abraham Feinberg, prominent New York industrialist and philanthropist, was re-elected president of "Israel Speaks" at the annual meeting of the board of governors of the publication, it was announced today by Rabbi Aaron Decter, editorial director and acting publisher. "Israel Speaks" is a paper published in America dedicated to giving news of Israel direct from Israel.

Mr. Feinberg, who has been active in Jewish life for many years, is also president of the American Friends of the Weizmann Institute of Science in Israel, and the chairman of the board of Brandeis University.

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Jewish Community Centers

OF CLEVELAND

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March 25th, 1955.

Rabbi Abba Hillel Silver
 The Temple
 Ansel Rd. at E. 105th St.
 Cleveland 6, Ohio.

Dear Rabbi Silver:

Words alone will never be sufficient to express the feeling of appreciation which all of us had for the outstanding Tercentenary celebration. Your inspired remarks were a source of profound stimulation to those of us who shared with you in raising the curtain for the 4th century of Jewish life in this country. Of course many felt the enthusiasm and creative genius of the Cantata. It had a deep moving impact, the result of the artistic collaboration of poetry, music and drama of a high quality.

It was wonderful to have had your significant message to set a proper tone for the entire festival. May I express my personal thanks and appreciation.

Todah Rabah.

Sincerely,

Meyer Bass,
 Assistant Director

MB:bes

19400 Collins Avenue
Miami Beach, Florida

March 27, 1955

Rabbi Abba Hillel Silver
The Temple
Ansel Rd. at E. 105 Street
Cleveland 6, Ohio



Dear Rabbi Silver:

Herman Eigen has just told me about the inspiring Tercentenary program conducted at the Music Hall. Barbara and I have been here during the past few weeks and were sorry to have missed sharing this wonderful experience.

It is indeed heartening to see what wonderful things our community does accomplish when our religious, cultural, and social agencies collaborate with one another.

With very best regards.

Sincerely,

Morton L. Mandel

Morton L. Mandel
President

JEWISH COMMUNITY CENTERS OF CLEVELAND

6/12/55
a. 22

MORTON L MANDEL
GOLDEN GATE MOTEL
19400 Collins Ave
Miami Beach, Florida



AIR MAIL

RABBI ABBA HILLEL SILVER
THE TEMPLE
ANSEL RD AT E. 105 STREET
CLEVELAND 6, OHIO



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

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March 30, 1955

Rabbi Abba Hillel Silver
The Temple
Ansel Road at East 105th Street
Cleveland 6, Ohio

Dear Rabbi:

All of us at Federation were greatly pleased when you accepted the invitation to deliver the Tercentenary address at our recent local observance.

May I add these words of thanks and appreciation of your moving and inspiring talk. It set the tone of dignity and importance and contributed greatly to making the evening a memorable one in the history of the Cleveland community.

Our office has just received some photos taken that evening and I enclose one that I hope will be of interest to you.

Sincerely,

Max Freedman
President

MF:is
Enc.



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JOSEPH G. LAMPL

Executive Director:

HENRY L. ZUCKER

April 1, 1955

Rabbi Abba Hillel Silver
The Temple
E 105th & Ansel Road
Cleveland 6, Ohio

Dear Rabbi Silver:

It is most difficult adequately to express our appreciation and that of the Cleveland Jewish community for your magnificent contribution to the Tercentenary Celebration. Your address, as you know, was most enthusiastically received and left a deep impression on the audience.

Our gratitude to you goes beyond this major contribution for you gave so much help in many other ways in the planning and execution of the evening's program. We should like you to know how deeply we appreciate your many suggestions, your helpful cooperation, your understanding patience, and your unflagging support.

As always, your leadership and aid meant much to us, and we should like you to know that the community feels greatly indebted to you.

We continue to receive warm tribute from every side for a stirring evening which gave our community a splendid lift and which will be long cherished as a memorable occasion. Once again, our profound thanks for helping to make it possible.

Sincerely,

Irving Kane, Chairman
Cleveland Tercentenary Committee

Lawrence H. Williams, Chairman
Tercentenary Celebration Committee

April 1, 1955

Mr. Morton L. Mandel
Golden Gate Motel
19400 Collins Avenue
Miami Beach, Florida

My dear Friend:

Thank you so much for your kind note of
March 27th. I was happy to hear from you.

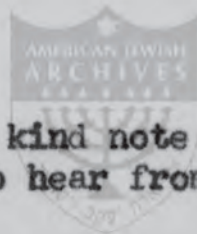
Our Tercentenary affair was indeed a beautiful one. I was pleased to have played a part in that memorable evening.

With all good wishes, I remain

Most cordially yours,

ABBA HILLEL SILVER

AHS:rms



April 1, 1955

Mr. Meyer Bass, Assistant Director
Jewish Community Centers of Cleveland
2049 East 105th Street
Cleveland 6, Ohio

My dear Friend:

I want to thank you for your kind note and for your appreciation of the part which I played in what I believe was a most moving and memorable evening. I believe that our community did itself proud on the 23rd of March.

With warmest regards, I remain

Most cordially yours,

ABBA HILLEL SILVER

AHS:rms

April 1, 1955

Mr. Herman A. Eigen, Executive Director
Jewish Community Centers of Cleveland
2049 East 105th Street
Cleveland 6, Ohio



My dear Mr. Eigen:

Thank you so much for your note of March 24th. I was very happy to have participated in the splendid Tercentenary event of March 23rd. It was impressive in every way.

With warmest regards, I remain

Very cordially yours,

ABBA HILLEL SILVER

P. S. I received the enclosed note from East Orange, New Jersey. You are in a better position to answer it.

AHS:rms
enclosure



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April 19, 1955

TO: JEWISH EDUCATION STUDY COMMITTEE

FROM: JEROME N CURTIS, CHAIRMAN

R E M I N D E R

Meeting of the Jewish Education Study Committee Tuesday,
April 26, 8:30 p.m. at the Bureau of Jewish Education.

Enclosed are copies of the important statement on the Bureau
of Jewish Education. I hope you will have an opportunity to
review both memoranda carefully in advance of the meeting.



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MEMORANDUM.

MAY 17, 1955.

TO: THE BOARD OF TRUSTEES

FR: MAX FREEDMAN, PRESIDENT

In Re: Meeting - Wednesday, May 25th, 8:00 P M at
the Jewish Family Service Association and
Jewish Children's Bureau Bldg - 2060 South Taylor

Confirming previous notification, this is to remind you that the next regular meeting of the Board of Trustees will be held on Wednesday evening, May 25th, at 8:00 P M at the Jewish Family Service Association-Jewish Children's Bureau Building, 2060 South Taylor Road. Parking is available in the rear of the building.

The reason for holding an evening meeting instead of the usual noon meeting is that we shall consider at length the important report of the Executive Committee with respect to the projection of a number of capital fund campaigns by local beneficiary agencies of the Federation. The Executive Committee had held a series of four meetings on this subject and will hold a fifth meeting prior to the Board meeting. Its report will not be available until the time of the Board meeting.

The Social Agency Committee and its subcommittees have been considering the program aspects of the capital fund efforts. It will report to the Board of Trustees with respect to the projected capital fund program of the Mt Sinai Hospital and the Cleveland Jewish Convalescent Hospital. Its report on these programs is enclosed.

Our meeting will start promptly at 8:00. Please indicate your attendance on the enclosed card and return it immediately.

:rs.
encls - 2.
return card.
SAC statement.

May 25, 1955

REPORT OF THE SOCIAL AGENCY COMMITTEE
TO THE
BOARD OF TRUSTEES OF THE
JEWISH COMMUNITY FEDERATION

1. Expansion Plans of Mt. Sinai Hospital

In February 1955, the SAC's Health and Medical Care Coordinating Committee was charged with the responsibility of reviewing the expansion program of Mt. Sinai Hospital prior to its consideration by the SAC and the Board of Trustees.

The Health Committee and the SAC reviewed from three points of view the needs which led to the recommendation for an expansion program: a) the day-to-day pressures faced by Mt. Sinai Hospital for acute hospital beds; b) the teaching program; and c) Mt. Sinai's fair share of the total number of acute beds in the community's voluntary hospitals.

Mt. Sinai Hospital has been facing a great deal of pressure for beds. On February 17, for instance, a day on which the Committee met, 50 cases classified as "critical emergencies" could not be admitted because of the unavailability of beds. Cases then classified as "emergent" would not be admitted for about 6 weeks. Cases classified as "elective" would not be admitted for several months. There were over 400 persons on the waiting list, distributed among the various categories. With this type of admission picture, it was extremely difficult for Mt. Sinai Hospital to maintain good doctor and community relationships. The pressure for beds has been a problem of long standing. The Hospital leaders believed that the pressure will continue unless one of two things happens. Either additional beds and facilities will be provided; or the active medical staff must be reduced by one-third.

The Hospital Planning Commission, which recommended the expansion program to Mt. Sinai's Board of Trustees, believes that the projected expansion plan (which will give the Hospital 533 adult beds) will rectify the situation insofar as the present pressures are concerned, provided that 1) there are no major changes in medical practices or medical economics; 2) there is no appreciable increase in the active physician staff.

Mt. Sinai Hospital has the "tightest" situation with respect to admissions among the comparable voluntary hospitals. Mt. Sinai has 1.5 beds for each doctor on its active staff. University Hospitals has 2.4 beds for each physician; St. Lukes Hospital has 2.5 beds for each doctor on its active staff. Some of the other hospitals have as many as 5 to 8 beds per doctor.

There are 5,200 acute beds available in Cleveland's voluntary hospitals. Mt. Sinai Hospital currently has 348 adult beds, comprising between 6 and 7% of the community's voluntary hospital beds. If the Hospital's expansion plans were implemented, Mt. Sinai's 533 adult beds would comprise approximately 10% of the total number of voluntary hospital beds. It was felt that in spite of the fact that Jews comprise only about 7% of the total population, the 10% figure could be justified. The 10% figure is not out of line with the patterns of Jewish community services in relation to general community social welfare programs. The 10% figure could also be justified on the basis of the large number of Jewish physicians in the community. There are 2100 doctors in Cleveland. Four hundred fifty (450) of them, or over 22% of the total number are Jews. Most of the Jewish doctors want to be affiliated with Mt. Sinai Hospital. Obviously this is not possible. Mt. Sinai has 239 doctors on its active medical staff, 208 of whom are Jewish. There are 84 physicians on the courtesy staff.

The Tollen Report had been used by the Planning Commission as a guide in projecting the Hospital's program developments. The Tollen Report had emphasized that the primary reason for the existence of a Jewish hospital was to provide opportunities for Jewish physicians to obtain internships and post-graduate instructions. Too, the Jewish hospital was a contribution by the Jewish community toward the health and welfare of the general community. The Jewish hospital was also a resource where the special Jewish needs of some of the patients could be better served. The Tollen Report recommended a developing service bed program which would eventually call for 86 service beds. (Medicine; Surgery; and Obstetrics-Gynecology) The projected expansion program is slightly in excess of the Tollen Report recommendations, since 90 service beds are called for. This slight increase in the number of service beds is due to the recently approved teaching program in Pediatrics. A 50 bed pediatric unit has been planned. Too, a 15 bed psychiatric program with some teaching beds is also a factor in the increase in the total number of service beds.

The Health Committee recognized the relationship between the pressure for hospital beds and the number of physicians on the active medical staff of the hospital. The Committee asked Mt. Sinai Hospital to consider the possibility of limiting the number of physicians on the active staff. If the Hospital were to proceed with its expansion program without establishing some controls on the staff, the Hospital would again face a critical situation in several years with respect to beds. It became increasingly clear that the Hospital could not meet the needs of all the Jewish doctors for acute hospital beds.

The Health Committee learned of the efforts of various hospital committees to grapple with the problem of staff limitations. No Jewish hospital in the country had been able to arrive at a numerical limitation of staff. The Hospital Board had agreed that, "for the present, Mt. Sinai Hospital will entertain no applications for staff membership involving bed privileges, excepting for those men who have been either interns or residents at Mt. Sinai Hospital... Mt. Sinai Hospital will consider applications for "associate" staff membership, such membership involving staff responsibilities and privileges other than admission of patients... in exceptional circumstances, Mt. Sinai Hospital may invite an unusually skilled doctor to apply for staff mem-

bership." The Hospital recognized that many physicians and their friends may have grievances against the Hospital and the community in the light of the above policy. The opportunities for affiliation as "associate" members may minimize some of these grievances. The doctors on the "associate" staff will derive some status from their affiliation, will have an opportunity to keep abreast of the advances in medicine, and will be able to participate in conferences.

Although the Health Committee did not wish to interfere with the autonomy of the Hospital, it did reach an understanding with the Medical Affairs Committee of Mt. Sinai Hospital to the effect that the Federation would be consulted prior to a change in policy with respect to additions to the staff which could contribute to another "crisis" calling for additional facilities. The details of this understanding are spelled out in an exchange of correspondence between the Federation and the Hospital.

Question was also raised whether the community could afford so large an increase in the size of Mt. Sinai Hospital. There was not only concern about the \$4,811,000 needed for expanded facilities, but also whether the community could afford the additional \$50,000 a year for operating purposes. The SAC recognized that the Federation controls the speed at which the Hospital can proceed toward the goal of 90 service beds. The Hospital could conceivably fill up the new beds with private patients, and make money for the Hospital. This, however, may not be in the best interests of the Hospital nor the community. There was recognition that high grade medical care and a good teaching program are dependent upon an adequate number of service beds. There are many dynamics in the Hospital's teaching program. For instance, there is experimentation with the use of private patients for teaching purposes. Although the current operation at 65 service beds is a satisfactory level for the Hospital, at such time when the Hospital may wish to expand the service program, the Hospital will need to come in for additional allocations from Federation.

In the Joint meeting of the Health Committee and Mt. Sinai's Medical Affairs Committee, it was understood that approval by Federation of the Hospital's expansion program would not in any way carry with it a guarantee of a larger Federation subsidy for operating purposes. Any requests for additional operating funds would become a budgetary problem in which Mt. Sinai's increased needs would be weighed against those of all other beneficiary agencies and measured in the light of existing funds.

At its meeting on May 2, 1955, the SAC reviewed in detail the report of the Health Committee on the expansion program of Mt. Sinai Hospital. In view of the understanding reached with Mt. Sinai Hospital relative to the above points, the SAC recommends approval of the program and plan for the development of Mt. Sinai Hospital facilities, as submitted.

2. Expansion Plans of the Cleveland Jewish Convalescent Hospital

On December 29, 1954, the Board of Trustees, on the recommendation of the SAC, authorized the Cleveland Jewish Convalescent Hospital to proceed with plans for expansion of the institution on its present site to a 50 bed facility to care for both long-term and short-term convalescent

patients. The Hospital was asked to continue with more detailed planning in order to get accurate estimates of costs. It was suggested that the CJCH return to Federation for final approval of the plans, timing of the capital fund campaign, and amount to be raised before proceeding with the project.

The Convalescent Hospital engaged an architectural firm which has prepared preliminary plans. The CJCH returned to the SAC on May 2, 1955 and submitted these plans, the estimated cost of construction and furnishings, a description of the services to be rendered, and a proposed operating budget for the expanded institution.

The plans for the enlarged CJCH were developed in accordance with the recommendations of the SAC's Health & Medical Care Coordinating Committee. The facilities have been designed to permit the institution to serve the following categories of patients: (1) Those convalescing from surgery or acute illnesses who no longer need the intensive services of a general hospital; postoperative cases, such as unhealed wounds requiring extensive dressings, and colostomy cases; (2) orthopedic cases in casts and those requiring physiotherapy or other rehabilitative services which the CJCH will be equipped to provide; (3) patients requiring more time for rehabilitation or regulation after acute care (for example, diabetes); (4) selected patients with long-term illnesses where some progress may be foreseen towards returning the patient to a higher level of self-help; and (5) selected patients who have reached a plateau in their illnesses but who still need medical supervision and nursing care and who cannot be returned to their own homes. Some terminal patients in this category will be served.

The estimated cost of the expansion program is \$717,500. This latter figure includes construction costs, landscaping and parking area, furnishings, architect's fees, and a contingency figure.

Although in the initial planning it was thought possible to utilize the present 19 bed building as a nucleus for the expanded facility, the CJCH Building Committee, after careful consideration and architectural consultation, recommended that the present building not be used, on the basis that it does not lend itself physically or financially to the development of the new facility. It is planned to provide 2 wings, each consisting of 25 beds. In the wing for short-term convalescents, there will be 5 single rooms and 10 double rooms, with each 2 rooms having an adjoining bathroom. There will be running water in each room. In the other wing for long-term care, there will be 7 single rooms and 9 double rooms with each 2 rooms having an adjoining bathroom. In both wings, there will be facilities for isolating a patient who may become acutely ill. The plans also provide for day rooms, examining rooms, a laboratory, nursing station, physiotherapy and occupational therapy rooms, and other necessary facilities for central services.

The proposed operating budget for the expanded facility calls for annual expenditures in the amount of \$126,850. It is estimated that the institution will realize \$108,000 from fees, leaving an annual deficit of \$18,850.

The SAC recommends approval of the plans of the CJCH as submitted: it also recommends approval of the \$717,500 goal. This approval does not pre-

clude further consideration of the possible conversion of the Sovereign Hotel to the expanded needs of Montefiore Home and the Convalescent Hospital. The SAC does not make a recommendation with respect to the scheduling of the capital fund campaign, since the matter of timing of the several pending capital fund campaigns is now being considered by the Federation's Executive Committee.





THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

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TO: THE BOARD OF TRUSTEES
FR: MAX FREEDMAN, PRESIDENT
In re: THE SOVEREIGN HOTEL
June 24, 1955.

There has been considerable discussion in the community regarding the purchase of the Sovereign Hotel and the possible uses to which it may be put. In order that the Board may be informed of the facts in the situation, I am submitting this special memorandum. I am requesting also that Board members refrain from passing along rumors with respect to this hotel in order to protect the present use of the Hotel, and in order to enable the community to make a sound decision as to its possible future use.

These are the pertinent facts:

- (1) A group of 15 community leaders have purchased the Hotel, with the thought in mind that it might ultimately be used by the community.
- (2) The purchase was made hurriedly and before its ultimate use could be determined, because of the almost certainty that it would not be available long enough to determine its use prior to purchase.
- (3) The group was motivated to purchase the Hotel by two factors: first: the practicality of its conversion to use as a home for the aged and chronically ill, with ultimate large savings in capital outlay by the community; and secondly: its proximity to Mt Sinai Hospital and the educational-cultural center of Cleveland.
- (4) The Hotel is being operated as an apartment-hotel residence. It will continue to be operated in this manner for the time being, and perhaps indefinitely.
- (5) The ultimate community use of the building, if any, will be determined by the Federation, through the regular procedures of the Federation. It is hoped for practical reasons that every effort will be made to speed up the consideration of the ultimate use, consistent with reaching a sound decision. The Social Agency Committee and its subcommittees have this matter under advisement at the present time.

August 11, 1955

REPORT TO THE COMMISSION ON SERVICES TO OLDER PERSONS
AND THE SOCIAL AGENCY COMMITTEE

FROM THE HEALTH AND MEDICAL CARE COORDINATING COMMITTEE
(William C. Treuhaft, Chairman)

Charge to Committee

At its meeting on June 29, 1955, the Board of Trustees requested the Social Agency Committee to determine whether and how the remodelled facilities of the Sovereign Hotel could be utilized by the Jewish community to care for sick/and or aged persons. The Board suggested that the SAC ask its Health and Medical Care Coordinating Committee to study this problem. It was further suggested that the lay members of the Planning Committee of the Commission on Services to Older Persons and Messrs. Samuel Horwitz, Albert Levin and Leonard Ratner, representing the men who purchased the Sovereign Hotel, participate in the Health Committee's deliberations. The recommendations of this group are to be channeled to the Board of Trustees through the Commission and the Social Agency Committee.

Background

A group of 21 community leaders purchased the Sovereign Hotel, with the thought in mind that it might ultimately be used by the community. The purchase was made hurriedly and before the hotel's ultimate use could be determined because of the almost certainty that it would not be available long enough to determine its use prior to purchase.

The group was motivated by two factors: first, the practicality of its conversion to use as a home for the aged and chronically ill, with ultimate large savings in capital outlay by the community. (Two architectural firms nationally famous in the field of hospital planning and design have attested to this); and secondly, its proximity to Mt. Sinai Hospital and the educational-cultural center of Cleveland. All consultants have noted that the hotel's proximity to Mt. Sinai would provide a tremendous opportunity for close program relationships with the hospital.

The community leaders were desirous of forming a non-profit corporation to hold the property until its use can be determined. Although these men are not interested in owning a hotel, the facility will be operated as an apartment-hotel for the time being.

Prior to the Health Committee's deliberations, an effort was made by Federation leaders to interest the Montefiore Home and the Convalescent Hospital in acquiring the Sovereign for their joint use. The MOH Board rejected this proposal. The Convalescent Hospital Board never took an official position on the matter. Although several CJCH leaders indicated some interest in the proposal, they felt that formal consideration at that time would adversely affect their fund-raising campaign, already approved by the Federation.

Joint Deliberations of Health Committee and Planning Committee of Commission.

In an effort to determine the optimum use of the Sovereign Hotel, the Health Committee met on July 6, July 20 and August 2nd. In addition, there were several meetings of sub-committees, as well as a meeting of a professional advisory group. Although the Committee was mindful of the possibility that the community could save approximately from \$1,000,000 to \$2,000,000 in capital funds by utilizing the Sovereign Hotel, this practical consideration was never primary in the discussions of the Health Committee. Every effort was made to approach the problem objectively. Members of the Committee and the various interested agencies were assured that no pressure was being exerted upon them. Various ideas for the use of the Sovereign were examined and many possibilities were ruled out.

The Committee was cognizant of the fact that the Federation had already approved 115 additional beds at our two homes for the aged and 31 additional beds for the Convalescent Hospital. It learned from the architectural reports that the remodelled facilities could provide the community with 330 beds. There was recognition that the need for beds to care for the chronically ill was one of the most pressing needs in the community, and that the Sovereign might provide the community with sufficient facilities to meet the needs in this area for many years to come.

As part of the deliberations, the Committee received information as to the number of aged institutional residents who needed primarily medical supervision and nursing and attendant care. The purpose of the information was not necessarily to plan for the transfer of any residents now in the homes, but to gather data which might throw light on the kinds of services needed by a known group of sick aged. The original research schedules filled out on residents of the two homes in the course of our recent survey were reviewed. It was found that a large percentage of the residents were in need of medical supervision, nursing and attendant care. The professional advisory group and the Committee agreed that such persons could benefit by receiving these services in a high quality nursing home. They felt that this group of sick aged might need some casework, occupational and recreational services, but such services probably would not need to be as intensive as the therapeutic services in our homes for the aged. The professional committee also agreed that the use of the Sovereign Hotel to care for chronically ill older persons would relieve the pressures on the two homes for the aged, and at least for the next five years would probably make unnecessary the addition of beds at the two homes. Certain improvements in the institutional facilities might be necessary, however. The Committee learned that JOHA has approximately 60 residents at the present time who could be served by a high quality nursing home type of service, and MOH approximately 10 such residents.

Recommendation to the Commission on Services to Older Persons and the SAC.

The Committee recommends to the Commission and SAC that:

- (1) The Sovereign Hotel should be acquired and operated by the Cleveland Jewish Convalescent Hospital.
- (2) Two floors shall be used by the CJCH to serve short-term convalescents and chronically ill patients, the program previously approved by the Health Committee, the SAC, and the Board of Trustees.

- (3) Additional floors shall be used to serve chronically ill aged persons whose needs can be met primarily by medical supervision, nursing and attendant care. Such patients may also need and receive casework, diversional occupational therapy, physical therapy, and recreational services, but such services will probably be on a less intensive basis than are provided, or may be provided in the future by our homes for the aged.
- (4) The facility shall be used for chronically ill aged at a gradual rate until 115 persons in this category are eventually cared for. The speed with which this goal is achieved will depend upon the pressures upon our homes for the aged and the ability of the community to meet the operating deficit.
- (5) The Board of Trustees of the CJCH shall be enlarged to include representatives from the Jewish Orthodox Home for the Aged, Montefiore Home and the Jewish Family Service Association to provide additional knowledgeable lay leadership to help the Convalescent Hospital evolve the enlarged program.
- (6) The Commission on Services to Older Persons shall study the unresolved intake questions and staffing in relation to the chronically ill aged and shall make recommendations to the Board of Trustees of the Convalescent Hospital, Jewish Orthodox Home for the Aged, Montefiore Home, and the Jewish Family Service Association with respect to intake differentials between the homes and the CJCH.
- (7) Two floors of the facility may be made available to Mt. Sinai Hospital on a lease basis to care for selected acute patients.



THE JEWISH COMMUNITY FEDERATION OF CLEVELAND

1001 HURON ROAD • CLEVELAND 15, OHIO • TOWER 1-4360

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August 12, 1955

MEMORANDUM

TO: THE BOARD OF TRUSTEES
FROM: MAX FREEDMAN, PRESIDENT

This is a reminder that there will be a special meeting of the Board of Trustees on


TUESDAY, AUGUST 16, 1955, 8:00 P.M.
IN THE AIR-CONDITIONED MUSIC ROOM,
ALCAZAR HOTEL, SURREY AND DERBYSHIRE
ROADS.

I am enclosing for your review prior to the meeting the report from the SAC's Health and Medical Care Coordinating Committee. At its meeting on August 11, 1955 the Social Agency Committee considered this report and approved the recommendations contained therein, with the following additional provision: That there be further exploration of the possibility of acquiring the Marine Hospital; that this exploration, however, should in no way jeopardize the Sovereign project.

If you have not already done so, will you please notify the office whether you plan to attend the special Board meeting next Tuesday evening.


MF/jc
encl.

[1955?]

Please reserve _____ places at the Annual
Meeting Dinner of the Jewish Children's Bureau
at ~~\$3.00 per plate~~  Guests

~~I enclose check for \$~~ _____

(NAME)

 **R.S.V.P.—By February 24th**



Jewish Children's Bureau
1001 Huron Road
Cleveland 15, Ohio

THIS SIDE OF CARD IS FOR ADDRESS

Mr. Max Freedman, President
Jewish Community Federation
1001 Huron Road
Cleveland 15, Ohio



[1955?]

..... I expect to attend the Board of
Trustees meeting at 8:00 P. M.
sharp, Wednesday, May 25th, at
the JFSA-JCB Bldg.

WRHS



.....
(Please Print Name)

PROPOSED STATEMENT CONCERNING THE BUREAU OF JEWISH EDUCATION

January, 1955

Effective Jewish education is the bedrock of a meaningful continuing life for Judaism, the Jewish community, and for Jews as Jews. The synagogue, the school and the community all must work together toward this end.

One of the basic conditions for achieving the most effective Jewish education in our community is the securing of maximum cooperation between the congregational and communal schools and the Bureau of Jewish Education. To effect this relationship the Bureau should not be thought of as an outside supervisory body apart from the various schools, but rather as an instrumentality through which the schools and the community can work together cooperatively for the purpose of furthering Jewish education in Cleveland. The Bureau should impose or favor no single philosophy of Jewish life, but should serve equally all types of positive education. Its function is to work for the goals mutually desired by the schools and the community, to serve as a channel for disseminating information, encouraging more effective teaching methods, improving teaching standards, and stimulating, guiding, and encouraging cooperative efforts for the betterment of Jewish education. The following recommendations are made to achieve these goals:

1. The composition of the Board of Trustees of the Bureau of Jewish Education should reflect the mutual cooperation described above. The present constitutional provisions of the Bureau providing for representation in equal proportions from the congregational schools, the communal schools, and the community-at-large would seem to be an appropriate reflection of this aim. Any change that seems desirable to the constituent partners should be suggested within the present Bureau constitutional framework.
2. In order to achieve in every day practice the suggested cooperation, the Board of Trustees of the Bureau should rely on two advisory bodies for guidance in formulation and implementation of policy, as follows:
 - a. An Educational Directors' Council, made up of the educational directors of all affiliated schools, endowed with the functions of an educational committee.
 - b. A Coordinating Committee, whose membership shall include, among others, the chairmen of School Committees of all affiliates. This group would devote its attention to administrative questions -- interschool problems, mergers, transportation, meeting unmet needs, fiscal considerations, and the like.
3. Opportunities should be provided through the Bureau for activities involving all the various schools - meetings of Student Council PTA organizations, occasional celebrations on a community basis, etc. The Bureau should explore with the congregations the possibilities of establishing a central Hebrew High School for the graduates of congregations, and opportunities for closer relationships among the Sunday high schools should be developed.
4. With regard to the composition of the Board of Trustees of the various communal schools, the Bureau should encourage observance of the principle of rotation in office and the widest possible representation from among those interested in the school's objectives.

5. Teacher training and recruitment is the most vital single need in Jewish education today. This matter is of such importance that it is dealt with in detail in the attached memorandum on this subject.
6. Minimum school standards should be established by the Bureau in conjunction with the various schools. A code should be formulated which would specify health and safety requirements, standards of grading, promotion, administration, recording and reporting, curriculum, and employment of qualified teachers with adequate salaries. The Bureau should be constantly concerned with the maintenance of these standards.

DIRECT SERVICES OF THE BUREAU

7. Experimentation is necessary for the healthy growth of the schools. The Bureau in conjunction with the various schools should therefore undertake to provide the experimental use, under critical observation and controlled conditions, of programs and courses of study, text-books and teaching aids, methods of instruction and classroom administration and encouragement of model classes in cooperation with interested schools. For example one school system could become the curricular center for the community in teaching of Bible stories, another in American Jewish history, another in customs and ceremonies, etc. Special competence resulting from these emphases could be shared by visits, reports, conferences and written syllabi.
8. Experiences and achievements of individual schools should be shared to the widest extent possible with all other schools. The Bureau can make a contribution in this area by providing a service of constructive school visits in consultation with educational directors, followed by evaluation of classroom observations.
9. Schools and Bureau together should work out a system of standard tests adaptable to the local scene that would enable individual schools and the community as a whole to evaluate more effectively the successes and lacks in various courses of study and teaching methods.
10. Teaching aids of all kinds are important to successful and improved classroom functioning and the Bureau should attempt to provide this service. A full time, trained librarian should provide books, pamphlets, holiday material, audio-visual aids and other enrichment material. Cooperative relations should be established with all affiliates so that material in individual schools and libraries may be available as far as possible to the entire community through a central information service.
11. Uniform school records should be kept in order to provide a basis for effective evaluation of the data available from the various schools.
12. Each school, congregational or communal, should define its program of Jewish education. School curricula should be analyzed and courses of study should be developed based on these definitions. The Bureau and the schools should work together in formulating the curricula and courses of study.

13. Data on education should be available to all schools. Therefore, all educational data should be centralized in the Bureau where it can be utilized by the various schools. In addition, the Jewish child and youth population of the community require periodic research to establish the nature, extent and distribution of the unschooled, and the problems arising out of population movements.

RELATIONS WITH OTHER AGENCIES

14. Closer relationships are necessary between the Bureau and the various youth and group work agencies of the city. Formal education is indispensable, but youth and group work that is educationally oriented has great potentialities which should be utilized. The Bureau should consider means of giving representation to these agencies on its Board of Trustees.

TUITION FEES FOR COMMUNAL SCHOOLS

15. Jewish education preserves the autonomy of the group as such and makes possible the continuity of the Jewish community by passing on Jewish values to the next generation. If Jewish education were to cease the entire Jewish community could not continue and therefore the community has a unique and distinctive stake in Jewish education.

The trend in all Jewish communal services in recent years has been toward asking the recipient of the services to pay for what he receives. While the committee recommends that parents ought to bear a reasonable share of the cost of Jewish education, it also recognizes that assessing the full per capita cost would make it difficult and in some cases prohibitive for parents to provide a Jewish education for their children. Since the community has a vital stake in keeping as large a number of children within the school as possible, it is suggested that the parents and the community be considered partners in sharing the cost of Jewish education. The schools should realize in fees from parents as much of their costs as possible without depriving any child of the right to a Jewish education.

STAFF

16. The implementation of the above recommendations (including those contained in the Memorandum on Teacher Training) would require the addition to the Bureau staff of two full-time educators and a full-time librarian.