

Table of Contents

Acknowledgments		1
About the Jack, Joseph and Morton Mandel Foundation		5
<i>Daniel Pekarsky</i>	Introduction to the Project	7
Part I: Foundations		
<i>Mordecai Nisan</i>	From Aiming for Greatness to Embracing Reality: On the Early Years of the Jerusalem Fellows Program	55
<i>Daniel Marom</i>	The Deliberative Journey: Founding Ideas of the Mandel School for Educational Leadership Curriculum	83
Part II: The Mandel Foundation-Israel		
<i>Annette Hochstein</i>	Mandel Foundation-Israel: The First Twenty-Five Years	155
<i>Ben Dansker</i>	The Mandel Foundation-Israel Steering Committee	211
<i>Shimshon Shoshani</i>	Policy and Politics: The Cooperation between the Ministry of Education and the Mandel Foundation in the Establishment of the Mandel School for Educational Leadership	235
<i>David Dery</i>	Recruiting 'The Best of The Best': Redesigning the Admissions Process for the Mandel School for Educational Leadership	249
<i>Moshe Halbertal</i>	Teaching Philosophy at Mandel	271
<i>Jonathan Cohen</i>	Humanities, Liberal Arts and Leadership	281

<i>Zvi Bekerman</i>	Ever Tried. Ever Failed. No Matter. Try Again. Fail Again. Fail Better.	297
<i>David Dery</i>	Policy Studies at the Mandel School for Educational Leadership	331
<i>Pierre Kletz</i>	A Contribution to a Redefinition of the Notion of Responsibility in Education: The Case of the Mandel Graduate Unit	363
<i>Granit Almog-Bareket</i>	The Graduates and the Mandel Graduate Unit: Partners in Changing the World	383
<i>Eli Gottlieb</i>	Between Vision and Identity: Tension at the Heart of MLI's Curriculum (and How to Preserve It)	399
<i>Daniel Marom</i>	Facilitating the Deliberative Journey: Tutorship and Tutorship Development in Mandel Programs for the Development of Educational Leadership	423
<i>Jen Glaser</i>	Partnerships for Growth: IDP's Professional Development Model (2000-2010)	481
<i>Avi Katzman</i>	Mandel School for Educational Leadership Directors Reflect on their Work: A Conversation, May 4, 2016	543
<i>Naomi Perl</i>	Enhancing Leadership for Israel's Haredi Community	583
<i>Mordecai Nisan</i>	The Israel Defense Forces as an Agent of Education: The Right and the Obligation	623
<i>Chava Shane</i>	Developing Educational Leadership in the Israeli Army: Be - Know - Do	641
<i>Varda Shiffer</i>	The "Socially Oriented Programs" of the Mandel Foundation-Israel	659
<i>Israel Jacob Yuval</i>	From Vision to Reality: A Retrospective on Scholion, 2001-2011	683

Part III: The Mandel Foundation in North America

<i>Jonathan Krasner</i>	<i>“A Time to Act”</i> : Morton L. Mandel, Seymour Fox and the Commission on Jewish Education in North America	723
<i>Gail Dorph</i>	The Story of the Mandel Teacher Educator Institute: From Problem to Idea to Practice	807
<i>Barry W. Holtz</i>	The Professors Group: Building Intellectual Capacity for the Field of Jewish Education	853
<i>Sharon Feiman-Nemser</i>	Generating Knowledge to Improve Practice: The Mandel Center for Studies in Jewish Education	887
<i>Sara S. Lee</i>	Toward Vision-Guided Rabbinic Leadership: The Hebrew Union College-Jewish Institute of Religion Mandel Fellowship for Visionary Rabbinic Leadership	941
<i>David Ackerman</i>	The Jack, Joseph and Morton Mandel Center for Jewish Education at JCC Association: Keeping Jewish Living and Learning at the Heart of the JCC	983

Part IV: Views From Above

<i>Sam Wineburg</i>	Deliberation and the Culture of the Yellow Folder	1019
<i>Lee S. Shulman</i>	Living the Essential Tensions: Stability and Change in the Life of an Institution	1039
<i>D. K. Cohen</i>	The Mandel Book Project	1061
Appendix: Chronology for Selected Mandel Initiatives Designed to Enhance Israeli and Jewish Life (1988-2018)		1097
Name Index		1109
Subject Index		1145

Introduction to the Project

Daniel Pekarsky¹

Over many years, the Jack, Joseph and Morton Mandel Foundation has implemented a robust, focused, and breathtakingly rich philanthropic agenda that continues to unfold and to impact social life and education in the United States and Israel, as well as Jewish life around the world. The three Mandel brothers long ago proclaimed their desire ‘to change the world,’ and so, indeed, they have. It is easy to illustrate this point in relation to any number of Foundation projects, taken individually. But the enormity of the Mandel Foundation’s achievement is thrown into high relief when we survey portraits of a rich array of these initiatives. This book is designed to make this possible. In the chapters that follow, readers will encounter a significant selection of major projects undertaken by the Mandel Foundation over the last 30 years. This introduction explains the book’s purposes, nature, and scope, and culminates in an overview of its organization and content. But as there would be no Mandel Foundation at all in the absence of the three Mandel brothers, whose enterprising spirit, idealism, and generosity gave rise to it, it is fitting to begin with some observations about them.²

1 Daniel Pekarsky is professor emeritus in the Department of Educational Policy Studies at the University of Wisconsin-Madison. He has been engaged as a consultant and faculty member for Mandel Foundation projects for over 25 years.

2 Because Mort Mandel's death coincided with the very last stage of this book's production, it was not feasible, except in the Acknowledgments and in this

The Mandel Brothers and the Mandel Foundation

Although Jack, Joe, and Mort Mandel grew up in the middle of Cleveland, Ohio in a family of modest means that regularly struggled to make ends meet, they were surrounded, all three brothers reported, by enormous wealth of another kind: the warmth of their home and the inspiring example of their parents, especially their mother. Though the family had little money, Rose Mandel always found ways to give to those more needy than they were. The lesson was not lost on her sons: *Tzedaka* (addressing the needs of those who lack) was not an optional activity but an obligation – an integral part of what it means to be a *mensch*, a morally worthy, exemplary human being. And so it was natural for the brothers, early on in their extraordinarily successful business careers, to establish a foundation that would facilitate their charitable giving. They knew that nothing would make their mother happier; and they quickly realized that nothing would make them as happy as sharing their economic good fortune with people in need and contributing to social causes in which they believed. And thus, in 1953, they established the Jack, Joseph and Morton Mandel Foundation.

One of the keys to understanding the directions of the Mandel Foundation's philanthropic efforts is the fundamental fact that, from childhood onwards, the Mandel brothers prided themselves on being United States citizens and felt an enormous debt of gratitude to the United States for having made it possible for people like themselves to thrive economically and otherwise on American shores. Early on, this sense of gratitude gave rise to a strong and abiding desire to make meaningful contributions to the United States, including and perhaps

Introduction, to revise the tenses used in references to him in many chapters of this volume so as to reflect this new reality. They thus remain as written, prior to October 2019.

especially their beloved Cleveland. This impulse to ‘give back’ gave rise to a robust philanthropic agenda that has systematically taken on challenges associated with urban renewal, social welfare, non-profit management, higher education, as well as the arts and the humanities. One among many examples is the Mandel School of Applied Social Sciences at Case Western Reserve University. Another is Cleveland’s Neighborhood Leadership Development Program, an initiative developed and still led by former Mayor of Cleveland, Michael White, that is designed to develop grassroots leadership for struggling Cleveland neighborhoods.

But as proud as the Mandel brothers were of their identities as Americans, they were equally proud of their roots and identities as Jews; and this too was reflected in their philanthropic activities: Ever-present, and increasingly more pronounced over the last 30 years, was their dedication to major projects that enact their commitment to the progress of the Jewish people and to the advancement of Israel as a just, compassionate, pluralistic society in this exciting but also challenging era. It is noteworthy that Mort Mandel, who usually served as the principal public representative of the Mandel Foundation, has never viewed the Jewish focus of the Foundation’s philanthropy as a distraction from his efforts to strengthen America. On the contrary, his vision of the United States has always emphasized the importance of thriving cultural sub-groups as contributors to the general social progress of the larger community. Thus, approached in the right spirit, the effort to foster Jewish life in America is also a powerful way to contribute to America.

Largely represented and guided by Mort Mandel, the three brothers expressed their commitment to their philanthropic targets in two principal ways: One of them was for the foundation that bears their name to found and operate non-profit organizations and

projects that have the potential to make a difference in the domains that matter to them, with Mort playing a guiding and often a central role in their design and in overseeing their operation. Animating his efforts was his conviction that non-profits would be significantly stronger and more effective if they were guided by some basic principles that make for success in the world of business; and he therefore worked hard to build into the projects and organizations that the Foundation has established both in North America and in Israel the wisdom, ways of thinking, and savvy that served him so well in business.

The other kind of contribution Mort and his brothers made was philanthropic in the more usual sense: Via grants and gifts, the Mandel Foundation has been astoundingly generous in putting its financial resources to work in support of the causes the three of them championed. But ‘philanthropy in the usual sense’ is actually a misnomer; for little has been ‘usual’ about the way the Foundation has approached its grant-making activity. For even when the Mandel Foundation has not itself operated the projects it supports financially, it has adopted an uncommonly activist stance vis-à-vis many of them, with Mort himself being, until his death, a strong and continuing presence in guiding their development. Moreover, the Foundation’s decisions concerning what to fund and its expectations vis-à-vis these projects have been marked by a distinctive orientation that includes well-articulated operating principles and practices at the levels of values, focus, strategy and oversight; and the Foundation has been insistent that the organizational targets of its philanthropy adopt this orientation in relation to Foundation-supported projects. The nature of this orientation will soon become visible to readers of this introduction and of the chapters that make up the book as a whole.

This volume is principally designed to offer readers the chance to encounter a robust sub-set of the numerous initiatives, many of them pioneering, that the Mandel Foundation has supported and in many cases created and operated over the last 30 or so years. This sub-set is drawn from the Foundation's efforts in support of the progress of Israel and of the Jewish people in this era. Within this domain, pride of place will be given to initiatives concerned with leadership development, this emphasis being a reflection of the Mandel Foundation's core conviction that no social initiative of consequence can long succeed without truly outstanding leadership. But the book also includes chapters pertaining to the creation of the research infrastructure that supports the Foundation's educational, cultural and social change aspirations. The projects described in these latter chapters are expressions of another core Mandel conviction – one that concerns the importance of knowledge: For one thing, a robust theoretical and empirical knowledge base is essential for educational and social progress; for another, the Foundation's interest in knowledge is part and parcel of its appreciation for the role of the humanities, including the arts, in sustaining a humane society.³

3 More specifically, Mort Mandel believed that encounters with the humanities and the arts are indispensable avenues of cultivating human qualities that a thriving and compassionate democratic community, be it Israel or the United States, needs in its citizens. In this spirit, the Foundation has made very generous contributions to the Bezalel Art Museum and School in Jerusalem, as well as to the Israel Museum. Similarly, it has made sizeable contributions to the Holocaust Museum, located in Washington, DC. And it is likely that the challenges of producing worthy leaders was not far from Mort Mandel's mind when he made these grants, as well as major grants in support of the humanities to institutions of higher education like Brandeis University, Case Western Reserve University and the Hebrew University of Jerusalem. In the spirit of Horace Mann's 19th century writings about public education in the United

Readers who may be eager to learn about the many important contributions of the Mandel Foundation to the *general*, i.e., not specifically Jewish, United States community will have to await another publication to learn about these achievements. In the meantime, they will discover that the circumscribed domain that is encompassed by this project is rich and vast in its own right. To illustrate: An observer who periodically dropped into the Mandel Leadership Institute (MLI) on Derekh Hevron (Hebron Road) in Jerusalem over the last 25 years would have found, sometimes moving along simultaneously in adjacent rooms, a staggering range of initiatives aimed at the cultivation of leaders working in very different domains.⁴ In no particular order, the target populations have included (and in many cases still include): senior military leaders; leaders in the world of Israeli education (senior personnel in the Ministry of Education, as well as extraordinary people experimenting with innovative, sometimes radical educational initiatives outside the public system); senior personnel in the Israeli civil service; grass-roots leaders drawn from Israel's social periphery, which

States, from Mort Mandel's perspective, it is out of the ranks of citizens who have been immersed in and nurtured by the arts and the humanities that our best future leaders - be they for the Jewish people, for Israel, or for the United States - will emerge.

- 4 The Mandel Leadership Institute (MLI) has been the organizational home for numerous Mandel initiatives since 1998. But its size, as measured by the number of programs it encompasses, has varied over the years. It is noteworthy that, beginning around 2015, the number of programs MLI oversees has shrunk considerably. Most notably, one of its flagship initiatives, the Mandel School for Educational Leadership, now exists as an independent unit under the direct auspices of the Mandel Foundation-Israel.

As of 2020, the principal site for Jerusalem-based Mandel programs will move from the Derekh Hevron premises to a new, specially designed building located adjacent to the Hebrew University's Edmond J. Safra Campus.

includes Bedouins, Ethiopian Jews, and Israeli Arabs; promising leaders drawn from Israel's Haredi [ultra-Orthodox] community; leaders of Israel's historically very impactful youth movements; leaders in Jewish education from Diaspora communities around the world; and exceptional graduate students and post-docs working in areas of relevance to the Foundation's work. And if the observer moved beyond MLI's projects and other Mandel programs situated in the Derekh Hevron premises to search out additional signs of the Mandel enterprise as it has unfolded in Israel and in the United States, he or she would soon discover many more Mandel Foundation organizations and projects, anchored in hubs that include Be'er Sheva, the Galilee, Atlanta, New York City, Boston and Chicago. These include programs targeted at leaders and educators representing Jewish Community Centers, senior personnel in Jewish Community Federations, leaders in the field of the professional development of educators, and exceptionally promising rabbinical students. There has also been a program targeted at top-tier North American academics in general education with the potential to become engaged and valuable resources to Mandel Foundation projects that emerge as part of a robust North American agenda for Jewish life and education.

Before turning to an overview of the book as a whole, it will be relevant to point to the pioneers whose involvement has made it possible for the initiatives associated with the Mandel Foundation to emerge, grow, and flourish; and it is fitting to begin by adding to what has already been said about the role played by Mort Mandel – a role that went well beyond his financial generosity and the sense of direction he provided. An enterprise with the scope and quantity of projects that the Mandel Foundation has undertaken requires a well-articulated, wisely designed organizational infrastructure, embodying sound policies and practices, animated by a rewarding,

work-enhancing culture, and staffed by hard-working competent personnel. But such an infrastructure, however carefully conceived, would not come into being or survive very long if it were not under the guidance of exceptional leadership, and this brings us back to Mort Mandel. It is no exaggeration to say that Mandel, who led the Mandel Foundation for the first 60-plus years of its existence, was the most important contributor to this state of affairs. Without his talent, organizational capacity, quiet charisma, vision, and determination, everything that will be described in this volume, and all the good that has been brought into the world by virtue of the Foundation's existence, would not have come into being.

But, as important as Mort Mandel's efforts were, there have also been other individuals – both professionals and volunteers – who have played invaluable roles in the development of the Mandel Foundation's philanthropic work. Of these, I want to call special attention to the late Seymour Fox, the larger-than-life, charismatic, visionary (but also effectively pragmatic) educational leader, whose partnership with Mort Mandel was integral to the emergence and development of the enterprise that this book describes. Fox's role in the enterprise, like Mandel's, will be discussed at various points in this book. Also worthy of being highlighted is Annette Hochstein, who soon joined this dynamic duo as a partner. More quietly than the other two, but with steady, clear-headed effectiveness as a planner and executive, along with a restless streak that gave rise to bold moves along the way, Hochstein has also played a major role in the Mandel story. More recently, Jehuda Reinharz, the former president of Brandeis University who was hand-picked by Mort Mandel to succeed him as president of the Mandel Foundation, has been playing a key role in charting the Foundation's course.