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Dr. Jehuda Reinharz to Become New President of the Mandel Foundation

Dr. Jehuda Reinharz, who will become president of the Mandel Foundation when he completes his tenure as president of Brandeis University in the coming year, is distinguished for his ability to address and integrate the general needs of humanity and the specific concerns of the Jewish world.

During 16 years as president of the only Jewish-sponsored nonsectarian university in the United States, Dr. Reinharz raised \$1.2 billion and tripled the Brandeis endowment, ran a building campaign unrivaled since the 1960s, and cultivated an academic environment that attracts increasingly accomplished students.



Dr. Jehuda Reinharz

His efforts have been supported by major donations from the Mandel Foundation, which shares his focus on universal and Jewish matters. The Mandel Center for Studies in Jewish Education was initiated in 2002; the new Mandel Center for the Humanities will open this autumn. The foundation also supports fellowships in English and American literature and faculty chairs in Jewish education.

Dr. Reinharz says he welcomes the opportunity to work with the Mandel Board because "the work of the Mandel Foundation coincides perfectly with my values and concerns." Among major projects undertaken at Brandeis under the leadership of Dr. Reinharz are construction of the Carl J. Shapiro Science Center and renewal of the science complex; creation of the International Center for Ethics, Justice and Public Life; creation of the Crown Center for Middle East Studies, and construction and development of the Shapiro Campus Center.

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Projects of special interest to the Jewish world include creation of the new Brandeis Genesis Institute for Russian Jewry, the Schusterman Center for Israel Studies, the Hadassah-Brandeis Institute and the Steinhardt Social Research Institute.

Dr. Reinhartz is author or editor of more than two dozen books. He currently is working on the third volume of his acclaimed biography of Chaim Weizmann, the first president of Israel.

His documentary history “The Jew in the Modern World,” co-edited with Dr. Paul R. Mendes-Flohr of The Hebrew University of Jerusalem, is one of the most widely used college texts on modern Jewish history.

“Glorious, Accursed Europe,” an extensive study of how Jews imagined Europe from the Enlightenment to the present, was recently released in English. The book, co-authored by Dr. Reinhartz and Yaacov Shavit, was initially published in Hebrew in 2008. “Darwin and His Kind,” which also was co-authored with Shavit, was published in Hebrew last year.

Dr. Reinhartz is a member of the American Academy of Arts and Science and the Council on Foreign Relations, and is a Fellow of the Royal Historical Society. He was appointed by President Bill Clinton to the Presidential Advisory Commission on Holocaust Assets in the United States and also served as a member of the Citizens Commission on Holocaust Assets.

Dr. Reinhartz received concurrent bachelor degrees from Columbia University and the Jewish Theological Seminary, a master's degree from Harvard and a doctorate from Brandeis University. He was the first professor of Jewish history at the University of Michigan, where he established the program in Judaic studies.

He is married to Dr. Shulamit Reinhartz, professor of sociology at Brandeis and director of the university's Women's Studies Research Center and the Hadassah-Brandeis Institute. They have two daughters, Yael and Naomi.

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Mandel Foundation-Israel Selects Shiffer as New President

After a long and exceptional period of service, Annette Hochstein has decided to step down from her position as President of Mandel Foundation-Israel, but will continue as President Emeritus and will be fully involved in the service of the Foundation.

We are pleased to advise that Dr. Varda Shiffer has been named President of the Mandel Foundation-Israel, effective July 1, 2010.

Varda Shiffer has been with the Mandel Foundation in diverse positions since 1997. Dr. Shiffer was director of the Mandel Leadership Institute from 1999 to 2003 and also directed the Mandel School for Educational Leadership (2001-2). In 2004 she established the Mandel Center for Leadership in the Negev (MCLN) and became its first director, a position she held until 2009.



Dr. Varda
Shiffer

Dr. Shiffer is a lecturer in the Non-Profit Management Program at the School of Management of Ben-Gurion University of the Negev and is the editor of the periodical “Civil Society and Third Sector in Israel”. She has published articles on civil society in Israel, on the right to education in closed communities and on education in the Haredi Community in Israel.

Varda Shiffer is currently Vice-President of Mandel Foundation-Israel. Her portfolio includes all endeavors related to the Civil Society and to Social Leadership. Varda Shiffer is a graduate of the Mandel School for Educational Leadership. She holds a PhD in Political Science from the Hebrew University (Dissertation: “Civil Society and Redistribution of Power and Authority Among Government Bodies”).



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Hochstein is a member of the founding group of Mandel Foundation's endeavors in Israel, including the Mandel Leadership Institute. A policy-planner by training, she established the Institute's policy studies department. Hochstein has contributed to major policy-analytic projects, including the West Bank Database Project, and the Commission on Jewish Education in North America. She was trained in public policy at the New School for Social Research (M.A. degree), MIT (as Humphrey Fellow) and at the University of Michigan.



Annette
Hochstein

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The Mandel Foundation Board Visits Mandel Programs in Israel

In the first in a series of visits planned for the coming year, Mandel Foundation (MF) Board members flew to Israel to deepen their knowledge about Mandel Foundation–Israel (MF-I) venues and programs. "The aim of the initiative," says Richard Juran, who organized the visit, "was to afford Board members the opportunity to observe programs, engage key players and appreciate the impact of the Foundation's work in Israel." This was a structured opportunity to learn about the quality of Mandel Foundation endeavors and their contribution to Israeli society and the Jewish world, as it afforded direct, first-hand exposure to the Foundation's vibrant scope of activity in Israel.



The visit demonstrated what is distinctively "Mandel" about the Mandel Foundation's work in Israel

The visit demonstrated what is distinctively "Mandel" about MF's work in Israel, and towards this end, it included presentations about programs with opportunities to engage professional staff, faculty, fellows and graduates. Respected authorities in academia, government and the public sector added further perspectives on the Foundation's work and its impact in Israel.

A variety of programs – a common goal

The visit was quite busy, with venues ranging from formal sessions that focused on programs to site visits and discussions with faculty, fellows and graduates.

In Jerusalem, the board members visited MF-I headquarters, and met with MF-I president, Annette Hochstein, and its senior staff. This was followed by a visit to the Israel Museum where they met with the director, James Snyder, and toured the Mandel Wing for Jewish Art and Life, which was reconstructed with the support of the Mandel Brothers. Dr. Tali Gavish, a

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Mandel graduate, presented the philosophy and method of engagement in the Youth and Education Wing, which she directs, and guided the delegation on a tour of the wing.

At the Mandel Leadership Institute (MLI), the board members participated in weekly “tea time,” with fellows, faculty and staff. MLI director Dr. Eli Gottlieb and MLI academic director Prof. Mordecai Nisan, presented the mission and distinctive approach of MLI, after which members of the delegation met MLI fellows and engaged them in discussion over lunch. The board members learned about MLI's rationale and how its fellows acquire the skills they need to establish and lead institutions, and to implement creative solutions to the educational and social challenges in Israel and Jewish communities around the world.



The board members met with graduates of the IDF Educational Leadership Development Program

The board also visited Scholion, the Interdisciplinary Research Center in Jewish Studies, founded at the Hebrew University on Mt. Scopus with support from the Mandel Foundation. Scholion encourages interdisciplinary research that puts Jewish studies at the forefront of scholarly research in Israel and abroad. They also met with Prof. Sarah Stroumsa, rector of the Hebrew University. Later in the day, officers who graduated from the IDF Educational Leadership Development Program talked about the impact of their MLI experience on their leadership roles in the military.

Some 70 miles south of Jerusalem, the board members visited the Mandel Center for Leadership in the Negev (MCLN), where they met with the director Jacob Steinberg and senior staff and graduates. In these meetings, they learned more about the unique social and educational challenges of the Negev, and how MCLN strives to create cadres of professional leaders who can serve as agents of change.

While in the south, they also visited the city of Yeruham, where they met with appointed Mayor Amram Mitzna to hear his vision and strategy for

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improving life there. They also met with management and toured Phoenicia Glassworks Ltd., a company owned by IEL, which is headed by Morton Mandel. IEL purchases Israeli companies in order to maximize their business abilities, while creating jobs and contributing to the community and region.

The work of the Mandel Graduate Unit's (MGU) was the focus of the final day of their visit. Board members met Dr. Pierre Kletz, Vice President of Mandel Foundation–Israel, and Granit Almog Bareket, MGU director, and other staff members who presented the unit's strategy for providing ongoing support and engagement with graduates. This served as important background for meetings with graduates at the Mandel Leadership Institute and visits to two unique schools founded by Mandel Graduates: the Keshet and Hand-in-Hand schools. Keshet is a school where religious and non-religious pupils study together in the same classes in a pluralistic environment. The school maintains a careful balance between the pupils from each sector and uses special curricula for Jewish studies. Hand-in-Hand pioneered integrated Jewish-Arab education in Israel; they now operate four bilingual schools for Israeli Jews and Arabs. Its aim is to inculcate the ideas of coexistence, multiculturalism, and equality as essential educational values that create a foundation of trust and hope in the pupils, their families, and friends.

The programs come to life

Prof. Sally Wertheim, one of the visiting board members, had this to say at the conclusion of her visit: "Visiting and being there with the staff, fellows and graduates made the programs come to life. Not until I saw Mandel's philosophy in action and heard the participants speak about how they are implementing the Mandel ideas as part of their belief system, did I truly appreciate the scope and impact of the initiatives. From our visit to the Arab-Jewish School to the leadership training program in the Negev, to educational innovation at MLI, to Scholion at Hebrew University, to the appreciation of the art collection and more, I was able to see across the board that it is indeed 'all about who'."



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Many thanks go to the Mandel Foundation and to everyone who is part of MF-I for creating this opportunity for Foundation trustees to observe its work, meet the players and observe the impact of its endeavors in Israel.

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Building an Organizational Memory: The Mandel Foundation Archival Project

An exciting and important project is happening at the Mandel Foundation at its headquarters in Cleveland, Ohio. A rich collection of historical records and memorabilia related to the Foundation is being identified and archived. The collection contains materials related to Jack, Joseph and Morton Mandel and the Mandel Foundation, which they founded in 1953. In addition, to archiving materials related to the Founders and the Foundation, the collection may also include materials related to Premier Industrial Corporation, which was founded by the Mandel brothers in 1940.

If we only knew what we know

In the daily life of organizations and institutions, masses of information and data are collected, and new knowledge is created. One of the great challenges modern organizations address is how to take stock of all that they know and have. To tackle such challenges organizations introduce knowledge management processes that will enable access to organizational data and information – some of these procedures are used to build an organizational memory.



The Mandel Archive Project was born out of a desire to maintain fidelity to the Mandel brothers' legacy and vision in their philanthropic efforts

Building an organizational memory is not just a technical procedure of data collection or practical know how. It is a process that is expected to strengthen the capacity of the organization, its organizational culture and identity. It comes to promote a "climate" in which the values and beliefs of the organization are canonized, accessible and transferred on. In a way, when there is an organizational memory, the organization is larger than the sum of its parts. One of the ways to promote such a memory is by archiving in a systematic way, and creating inventories that enable usage by different users.

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Archiving at Mandel

The Mandel Archive Project was born out of a desire to maintain fidelity to the Mandel brothers' legacy and vision in their philanthropic efforts and to create a historical accounting of their success in the corporate world. During the creation of a DVD on the Mandel brothers' legacy, a need for an inventory of documents and photographs was identified. Laura Yates, who has an MA in Library & Information Science from Kent State University, was brought on as an Archival Consultant and created an inventory in 2008.

In 2009, the project expanded to preserve paper and electronic documents, photographs, news articles, and videos. Kristen Dute joined the project to assist with the heavy workload of transferring documents to archival quality storage. Kristen's history degree and internships at a local archive have provided her with the background necessary to work with historical collections.

An outgrowth of the project is the creation of a Records Retention Committee, to determine which records, pre-2010 and in the future, are historically significant for scholars and researchers. The records identified by the committee and the inventory taken in 2008 were used to identify those records that would be stored and preserved in an archive.

The preservation process involves transferring the physical records to folders and boxes that meet preservation standards and storing them in a facility with the proper temperature and humidity controls. It also involves establishing a structure for folder and file names used for electronic records to be stored in a secure area of the Foundation's network. In addition, we have found a wealth of newspaper articles and these are printed on highly acidic paper that will continue to yellow over time. We have



The preservation process involves transferring the physical records to folders and boxes that meet preservation standards and storing them in a facility with the proper temperature and humidity controls

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chosen to scan the most important articles to preserve their content for the future.

One of the interesting results of the project will be the step-by-step manuals for future processing and scanning that were created by Laura and Kristen in an effort to ensure uniformity for processing records. The procedures established will be used to assist the Mandel Foundation in Israel to evaluate and preserve their historical records in order to create a comprehensive archive.

When completed, the Archive will include material such as documents, photographs and memorabilia related to Premier Industrial Corporation; correspondence, internal memos, and grant files of the Mandel Foundation; photographs of the founders and grantee events; videos of interviews with and speeches by the Mandel brothers; and newspaper and magazine articles related to Premier Industrial Corporation, the Mandel Foundation, and the brother's involvement with Jewish organizations.

Why archive at the Mandel Foundation?

A major goal of the Archive Project is to create a comprehensive archive that records the vision, passion, leadership and management strategies utilized by the Mandel brothers in their corporate and philanthropic endeavors. Once completed, this collection will be of value to future researchers studying the history of Cleveland, Ohio; philanthropic and non-profit history; corporate leadership and management practices; and Jewish education.

It is also important to transfer the Foundation's institutional memory to future leaders of the Foundation. Knowing the reason for past decisions is important so the organization can keep the vision of the Founders while at the same time adapting to future environmental change. This transfer of knowledge is only possible if this institutional memory can be retrieved and accessed in the future. Organizing the historical records and establishing a process for records generated on a daily basis, will allow the information to be identified, located and utilized.



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For more information on this project contact Laura Yates at **lyates@parkwd.com**. We welcome sharing our experiences with other organizations.

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Educational Visioning 2.0

“You can’t do everything, so what are you going to be serious about?” This was the penetrating question Professor Daniel Pekarsky posed to the senior leadership of ten Cleveland synagogues. Jointly hosted by the Jewish Education Center of Cleveland and the Siegal College of Judaic Studies, the inaugural “Summit on Educational Vision” was designed to reflect on seven years of successes and challenges associated with congregational education visioning efforts in Cleveland and set the stage for the next chapter.



Prof. Daniel
Pekarsky

Given the number of Cleveland congregations already engaged in educational visioning and implementation processes, the summit focused on lessons learned from the field, maintaining momentum, communicating vision to the broader congregational membership and the difference between vision-guided evaluation versus program evaluation.

During his keynote address Professor Pekarsky, invoking the stance of the Mandel Foundation, repeatedly challenged the congregational leadership to remain faithful to clear, shared and inspiring educational visions. Such visions serve as the basis for ongoing educational planning, effective evaluation and help institutions make tough choices and persevere in the face of difficulties. These words were especially timely and pertinent given the financial disruptions affecting the community.

A significant block of time was devoted to vision-guided evaluation. While measuring hard numbers will always be important, numbers cannot adequately reflect the qualities of mind and heart that lay at the center of vision-guided education. Professor Pekarsky used concrete examples from his book, Vision At Work: The Theory and Practice of *Beit Rabban*, to demonstrate this principle in action. Congregational teams were asked to discuss their current evaluation efforts and how these efforts could be improved by paying closer attention to vision-guided evaluation.

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Representatives from three congregations were invited to share successes and challenges from their educational visioning projects. Rabbi Richard Block, senior rabbi at The Temple-Tifereth Israel, reflecting on over 20 years of experience with educational change processes advised the participants to begin by asking the right questions and focus on leadership development. These two components will set the congregation on the path to a meaningful process and a culture of self-sustaining transformation.

A highlight of the program was a chance for participants to pose questions to Professor Pekarsky. The issue of educating teachers and communicating the vision to the broader congregational community was of primary concern. Professor Pekarsky rejected the notion of creating “buy in.” He observed that the phrase implied a commercial exchange – with the leadership, or in group, playing the role of a seller. He suggested, instead, that we think of this important issue in terms of two-way communication and education.

The short-term impact of the program was felt immediately, as participants shared significant “take-aways” with peers and colleagues who were unable to attend the summit. We now turn our attention to the important, ongoing work of embedding these ideas in the educational visioning and implementation processes currently underway in our community.

Jewish Education Center of Cleveland – www.jecc.org

Laura & Alvin Siegal College of Judaic Studies – www.siegalcollege.edu

Funding for the “Summit on Educational Visioning” was provided by The Fund for the Jewish Future of the Jewish Community Federation of Cleveland.

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Directing Scholarship Support for Students Enrolling in "Nonprofit Organizations" Program

The Mandel Center for Nonprofit Organizations at Case Western Reserve University in Cleveland, Ohio offers graduate education in the study of nonprofit management. The Center offers a Certificate program, a Master's degree and an executive option to the Master's degree program. Students can also enroll in dual degree programs with the university's law school, social work school (the Mandel School of Applied Social Sciences), and the business school.



The Mandel Center for Nonprofit
Organizations at Case Western
University

In 2005, the Arthur J. Naparstek Scholarship Fund (the "Naparstek Fund") was established at the Mandel Center through significant gifts from the Mandel Supporting Foundations and several other donors. The Naparstek Fund was established to honor the high ideals and standards exemplified by Arthur J. Naparstek. The funds are to be used for direct scholarship support for highly talented students enrolling in the Master of Nonprofit Organizations degree program, **with first preference given to a student from the State of Israel.**

Arthur J. Naparstek was a professor and former Dean of the Case School of Applied Social Science (now the Mandel School of Applied Social Sciences). Professor Naparstek worked for over four decades in neighborhood revitalization through educational activities and community work both in the United States and in Israel. As past chairman of the Jewish Community Federation of Cleveland's Partnership 2000, Professor Naparstek played a key role in strengthening the economic base of the northern Israeli city of Beit Sha'en and the surrounding region. He also served as Senior Vice President for the United Jewish Communities (UJC) where he helped connect North America Jewish Federations with Israel and



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Jewish communities throughout the world. Professor Naparstek was also directly involved in the formation of the Mandel Center.

For more information on the Mandel Center's graduate programs, visit **www.case.edu/mandelcenter/grad**.

For more information on the Naparstek Fund, contact the Center's Director of Recruitment at 1-800-435-6669.

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Surveying Member Stakeholders Prior to Launching \$15 Million Renovation and Expansion Project Reaps Dividends for the Mandel Jewish Community Center

For more than 100 years The Jewish Community Center of Cleveland, now known as the Mandel Jewish Community Center, has played a vital role in building a strong and cohesive Jewish community in Cleveland. Throughout its rich history, dating back to 1889, an immeasurable number of families and individuals, both young and old, of all backgrounds and abilities, have benefited and been enriched from a wide array of programs and services.



The Mandel Brothers.
The Mandel Jewish Community Center was awarded a generous \$13.5 million grant from the Mandel Foundation.

Today, the Mandel JCC operates in a very different and ever more complex and competitive environment than its founders could ever have imagined. To remain relevant and strong, it must be able to meet and exceed the expectations of the Cleveland Jewish community by providing superior programs and services in modern, attractive, and updated facilities. Recognizing that a thriving Jewish Community Center is integral to an active, involved, and interconnected Cleveland Jewish community, the Mandel JCC has embarked on a much-needed effort to revitalize and expand its facilities.

Support the full array of services for the Jewish community

For many years the organization had two locations in Cleveland but in 2005 the difficult decision was made to close one location and consolidate as many services as possible at its Beachwood location. The Mandel JCC in Beachwood, a 130,000 sq. ft. facility, became the focal point of the Jewish Community Center's presence in Greater Cleveland. After consolidation to one facility, daily usage substantially increased at the Beachwood facility, something that served to magnify the building's space limitations. In addition, the overall physical condition of the building warranted significant

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renovation and updating to be able to support the full array of services that were needed by the Jewish community.

In 2006, the Mandel Jewish Community Center of Cleveland was awarded a generous \$13.5 million grant from the Mandel Foundation toward a \$15 million renovation and expansion of its facility.

With the completion of renovation and expansion, the Mandel JCC building will be the home of a robust community center that offers ample opportunities for leisure, recreation, socialization, Jewish enrichment and education, arts and culture, sports, aquatics, fitness and wellness activities. As a result of these efforts the Mandel JCC will be well-positioned to respond to the ever evolving needs of our Jewish community well into the 21st century.

Renovation Planning

Planning for a renovation and expansion that will serve the needs of members and the community for generations to come was a significant undertaking and one that the Mandel JCC leadership did not take lightly. In addition to working with expert consultants, two committees -- the Program Services Committee and the Facilities Planning Committee traveled to JCC's around the country that had recently either undergone a major expansion or built a new facility and visited a number of integrated fitness and wellness centers in northeast Ohio. From these visits, ideas were gathered about important elements that needed to be considered as well as mistakes to avoid.



Recognizing that a thriving Jewish Community Center is integral to an active and involved Jewish community, the Mandel JCC has embarked on an effort to revitalize and expand its facilities

Additionally, and perhaps most importantly, the Mandel JCC undertook a comprehensive survey of its membership, aided by Strategic Consumer Research, a Cleveland-based market research firm. In April 2008, 6,000

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adult members were sent information inviting them to participate in an online survey.

Member Survey

A remarkably high number of comments indicated a high degree of interest in the Mandel JCC and that its members are very engaged and care about the organization.

The member feedback from the survey proved to be invaluable and helped the Mandel JCC determine priorities for the renovation and expansion for its current and future phases of construction. In addition, the organization was able to identify areas that were causing member dissatisfaction, many of which have since been addressed and changed, improved or fixed as a result of member feedback.

Despite tackling a large scale and, at times, very disruptive construction project, the Mandel JCC has stayed open and operational throughout the project and members have remained very engaged as the findings so clearly indicate.

Membership Update

As of May, 2010 the renovation is nearly 50% complete. Since construction began in May 2009:

- More than 900 new members have joined
- More than 125 members have referred new members to join the Mandel JCC
- Despite the construction inconveniences, retention rates are actually higher than the period prior to renovation



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But perhaps most gratifying have been the unsolicited comments from members throughout the construction period:

“My husband & I have noticed how friendly & kind the staff is. Please keep it up - your attitudes are amazing & we appreciate everyone here.”

“Love the future look of this ... facility! Construction moving at a good & fast pace! ... Love it!”

“Amazing job of keeping facility open during construction.”

Before and throughout the renovation the Mandel JCC has focused on communicating and listening to its members and this commitment will continue long after the renovation is complete. This focus on members will help the organization sustain and grow its membership base and build larger audiences for all of its programs and services as it comes out of the renovation. All of this will go a long way towards helping the Mandel JCC fulfill its mission to build and strengthen Cleveland's entire Jewish community.

For more information about the Mandel JCC of Cleveland visit:
www.mandeljcc.org