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Outreach. Strategies for communication, 1988-1990.

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15 EAST 26th STREET, NEW YORK, N.Y. 10010-1570

December 9, 1988

To: Art Rotman

From: Leonard Rubin

Re: Jewish Education in Informal Settings Organizations

1. B'nai Brith Youth Organization (BBYO)

Executive Director: Sid Clearfield

Location: 1640 Rhode Island Ave., N.W.
Washington, DC 20036

Telephone: (202) 857-6585

Options:

- Meeting with Executive Director, National Staff, and/or Regional Directors.
- BBYO Board of Directors (Spring, 1990)
Chairperson: Edward Yalowitz
- Executive Committee (April 1-2, 1989)
- BBYO Professional Staff (November, 1989)

2. The United Synagogue of America Department of Youth
Activities (USY / Kadima)

Director: Rabbi Paul Friedman

Location: 155 Fifth Avenue
New York, NY 10010

Telephone: (212) 857-6585

Options:

- Meeting with Director, National Staff, and/or regional directors.
- National Youth Commission (February 20, 1989)
- A select group of Rabbis and Commission members.

3. American Zionist Youth Foundation (AZYF)

Executive Director: Ruth Kastner

Youth and Hechalutz Representative: Avi Dickstein

Location: 515 Park Avenue
New York, NY 10022

Telephone: (212) 751-6070

Options:

- Meeting with Executive Director, Youth and Hechalutz Representative, Director Community Relations and Department Heads, i.e. Israel Programs, Special Projects, University Services.
- Meeting with Officers of the AZYF Board of Directors. Chairperson: Louis Levy.
- Meeting with Community and Movement Shlichim.

4. Union of American Hebrew Congregations Youth Services Department
(NFTY, College Services, Camp Institutes, International Education Department)

Director: Rabbi Allan Smith

Location: 838 Fifth Avenue
New York, NY 10021

Telephone: (212) 249-0100

Options:

- Meeting with Director and National Staff of the four major departments - NFTY, College Services, Camp Institutes, International Education Department.
- UAHC Advisory Committee on Youth, Chairperson, Melvin Goldberger.
Composed of three working committees:

High School - Geraldine Voit
College - Jan Epstein
Camp Institute - Harry Wood

Board Meeting (Spring, 1989 - NYC)
Biennial (Fall, 1989 - New Orleans)

5. Association of Jewish Sponsored Camps

Executive Director: Asher Melzer

Location: 130 East 59th Street
New York, NY 10022

Telephone: (212) 980-1000

Information: A network of New York based resident camps including those serving the Orthodox community.

Options:

- Meeting with Board of Directors which is comprised of professional representatives from each of the camps and UJA-Federatio-lay leaders.
Chairperson: Barbara Spack
- Camp Professionals
- AJSC Officers

6. Coalition for the Advancement of Jewish Education (CAJE)

Executive Director: Eliot Spack

Location: 468 Park Ave. S.
New York, NY 10016

Telephone: (212) 696-0742

Options:

- Meeting with Board of Directors (March, 1989)
Chairperson: Dr. Betsy Dolgrin Katz
- Officers (January, 1989)
- A select group of communal lay leaders that support and/or are members of CAJE.
- A "network" of professionals involved in a specific area of Jewish education which can take place in informal settings, i.e. Family educators, Adult Education, Early Childhood Educators.
- Speaking at the CAJE Conference (Seattle, 1989; Columbus, 1990) or one of the 5 to 8 Mini CAJE Conferences.

7. Union of Orthodox Jewish Congregations
National Conference of Synagogue Youth (NCSY)

National Director: Rafi Butler

Location: 70 West 36th Street
New York, NY 10018

Telephone: (212) 244-2011

Options:

- National Executive Youth Commission
Chairperson - Harvey Blitz. Meets monthly.
- National staff
- National staff and regional directors
(August, 1989)

8. Camp Ramah

National Director: Burton Cohen

Location: 3080 Broadway
New York, NY 10027

Telephone: (212) 678-8881

Information: Nine regional camps throughout North America

Options:

- Meeting with National Directors and local camp directors.
- National Ramah Commission which is composed of representatives from the local Camp Committees; Meet twice a year - Spring and August.
President: Irving Robbin

9. Hadassah Youth Commission - Hashachar, Young Judea Camps and Hamagshimin

Executive Director: Irving Waiden

President: Marlene Post

Location: 50 West 58th Street
New York, NY 10019

Telephone: (212) 355-7900

Information: Hashachar is the youth movement which serves young people from 4th grade through high school. There are several regional junior camps and a national youth camp (Tel Yehuda) and Hamagshimin which service college students.

Options:

- Meeting with Youth Commission. (April 3, 1989)
- Meeting with National Staff, selected regional directors and camp directors.

10. B'nai B'rith Hillel Foundation

International Director: Richard Joel

Associate International Director: Rabbi William Rudolph

Location: 1640 Rhode Island Ave., N.W.
Washington, D.C. 20036

Telephone: (202) 857-6561

Options:

- Meeting with B'nai B'rith and / or Executive Committee (March 11-13, 1989)
Chairman: Edwin Shapiro
- Meeting with International Staff and selected Hillel Directors

- Meeting with Hillel Directors: National Staff Meeting - December 1989.
Regional Staff Meetings - Spring 1989

OUTREACH STRATEGY FOR THE COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA (PART II)

Meetings and Direct Contacts

The second element in the Commission's outreach strategy involves direct contact (meetings and specialized communications) with key educational constituencies. These contacts have two major goals:

1. To interpret the work of the Commission to important individuals and groups who will play a role in the implementation of changes growing out of the Commission's work
2. To gather input from these constituencies which can inform the Commission's thinking and enhance the quality and applicability of its recommendations

The Appendix which accompanies this paper lists the relevant groups operating in the formal and informal Jewish education arenas which should be included in this aspect of the outreach process. (Note: Federations and Jewish community centers, as well as a number of national organizations which are involved primarily in adult education for their own members, are not included in this listing.) Specific options and opportunities for contacts are identified for each organization. Two kinds of direct contacts would appear to be broadly useful:

1. Invitational group meetings with the lay and professional heads of organizations of the same type (viz. youth agencies, educator organizations, denominational education commissions) for purposes of briefing and gathering of feedback on Commission developments. Three such meetings would encompass the vast majority of the organizations identified in the Appendix.

An initial round of meetings could be convened this Winter-Spring, with the possibility of additional meetings in the future. One or more Commission members and a high level staff member should meet with the group to present a first-hand account of the Commission's deliberations thus far, and to pose specific questions on some of the issues which have been identified as important for the next phase of the Commission's deliberations. (E.g., what do the educator organizations see as the priorities in the personnel area? How do the denominational commissions and education departments perceive the role of the ideological movements in providing leadership for Jewish education? What potential do the youth movements see for expanding participation in their programs and how might this be achieved?)

These meetings would fit well into the model of information gathering discussed at the last Policy Advisors meeting. They would be supplemented by the mailing of written materials to a wider circle of organizational leaders (their Boards or Commission members), and by a standing invitation for the organizations to submit written input to the Commission at any time.

2. Specific approaches to a limited number of key organizations, both for the purpose of soliciting input and to insure their feeling of involvement in the Commission process.

Organizations which might merit this special attention are: CAJE (the Coalition for the Advancement of Jewish Education), the Association of Institutions of Higher Learning for Jewish Education, and the Bureau Directors Fellowship.

For each of these organizations, both special meetings and a special request for oral or written input should be arranged. Between now and the end of June, all three of these

organizations will hold regular meetings at which one or more Commission members and staff could appear. In addition, each of the organizations could be invited to submit "testimony" to the Commission, either on the full range of issues which will be dealt with or on one or more specific topics (e.g., training models for the AIHLJE, or the situation of teachers for CAJE). Depending on how the Commission's work is organized, such "testimony" could come in the form of written documents, presentations at a Commission or sub-group meeting, or both. These organizations might also be asked to review and comment on other materials prepared by and for the Commission (e.g., drafts of reports or proposals).

Since the CAJE conference in August will bring together the largest number of educators and education advocates of any North American gathering this year, it may be valuable for the Commission to have a presence at that conference. This could come in the form of an open briefing session on the Commission itself, a series of sessions on specific topics of interest to the Commission at that point in its work, plus written materials available for distribution.

There are, in addition, three other events during the next six months where a Commission presence (via newsletter distribution, staff or member representation, and some combination of public and/or private meetings) would be useful:

1. the Midwest Regional Leadership Conference on Jewish Education, sponsored by JESNA and Federations and Central Agencies in the region, March 5-6, in Chicago
2. the JWB Special Convention, April 7-9, in New York
3. the Conference of Jewish Communal Service Annual Meeting, June 4-7, Boca Raton

As the Commission's directions and activities take further shape, other groups and organizations may become more relevant to its work (e.g., the association of early childhood educators, the network for research in Jewish education). Contacts with these constituencies can be developed as needed.

Staffing

To carry out the program of outreach envisioned here, it is clear that some staff resources will need to be allocated for this purpose. While JWB and JESNA can be helpful in identifying contacts, and should participate in the meetings with the several constituencies, Commission staff will need to assume responsibility for the administrative and logistical tasks involved in sending out the briefings and any other special written communications and in setting up the various meetings envisioned.

ORGANIZATIONAL OUTREACH PLAN FOR
COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

Organizations Operating in the "Formal" Sphere

I. Academic Institutions

1. Association of Institutions of Higher Learning for Jewish Education

Chairman: Dr. Alvin Mars

Director/Executive: None

Address: c/o University of Judaism
15600 Mulholland Drive, Los Angeles, CA
90024

Telephone: 213-476-9777

Meetings '89: Spring meeting of Association Board is
planned for June (date to be determined)

Options: 1) have Commission staff meet with Board or
representatives to solicit input
2) request a paper from the Association regarding
the personnel issue

2. Association for Jewish Studies

President: Robert Chazan

Executive Secretary: Charles Berlin

Address: c/o Robert Chazan
Department of Judaic Studies
New York University
Washington Square, NY 10003

Options: 1) annual meeting is in December each year in
Boston
2) solicit data on the status of Judaic Studies
on campus
3) mailing to Association membership of an update
on the Commission's work

II. Central Agencies for Jewish Education

3. Bureau Directors Fellowship (BDF)

Chairperson: Gene Greenzweig

Director/Executive: None (staff work is provided by JESNA)

Address: Central Agency for Jewish Education
4200 Biscayne Blvd., Miami, FL 33137

Telephone: 305-576-4030

Meetings '89: 1) Mid-Winter Institute, January 22-24, Palm Hotel, West Palm Beach, Florida
2) Spring meeting in conjunction with Conference of Jewish Communal Service, June 4-7, Boca Raton, FL

Options: 1) Special meeting/briefing with directors attending the January BDF institute and/or June meeting
2) Invitation to BDF to prepare comments on draft documents as these are developed by Commission and staff

III. Denominational Educational Bodies

4. Department of Education and Commission on Jewish Education, United Synagogue of America (Conservative)

Co-chairs: Harry Katz; Dr. Miriam Klein Shapiro

Director: Rabbi Robert Abramson

Address: 155 Fifth Avenue, New York, NY 10010

Telephone: 212-533-7800

Meetings '89: None scheduled at this time

Options: 1) Convene a special meeting with chairs and directors of all of the denominational commissions, preferably with Mort and Art, to brief them on the Commission and invite feedback (potentially part of the group interview process discussed at the last policy advisors meeting)
2) Mailing of a Commission newsletter to members of the denominational commissions

5. Department of Education and Commission on Jewish Education,
Union of American Hebrew Congregations (Reform)

Co-chairs: Rabbi Murray Brackman, Steve Bragin
 Director: Rabbi Howard Bogot
 Address: 838 Fifth Avenue, New York, NY 10021
 Telephone: 249-0100
 Meetings: None scheduled at this time. Will send
 schedule when ready.
 Options: SAME AS ABOVE

6. National Commission on Torah Education, Yeshivah University
(Orthodox)

President: Irving I. Stone
 Director: Dr. Mordecai Schnaidman
 Address: 500 West 185th Street, New York, NY 10033
 Telephone: 212-960-5266
 Meetings '89: None scheduled at this time.
 Options: SAME AS ABOVE

7. Commission on Jewish Education of the Federation of
Reconstructionist Congregations and Havurot and the
Reconstructionist Rabbinical Association (Reconstructionist)

Chair: None
 Director: Dr. Jeffrey Schein
 Address: Reconstructionist Rabbinical College
 Church Road & Greenwood Avenue
 Wyncote, PA 19095
 Telephone: 215-576-0800
 Meetings '89:
 Options: SAME AS ABOVE

8. Torah Umesorah, National Society for Hebrew Day Schools
(Orthodox)

President/Chair: Sheldon Beren

Director/Vice President: Rabbi Joshua Fishman

Address: 160 Broadway, New York, NY 10038

Telephone: 212-227-1000

Meetings: January 18-22, Mid-Winter Curriculum Conference
Los Angeles; February 19-21, Mid-West Torah
Teacher Retreat, Mishawaka, Indiana; April 2,
Torah Chinuch Forum, Brooklyn, NY; May 17-21, 33rd
Annual Torah Educators Convention, Bushkill, PA

Options: NEEDS TO BE DISCUSSED

IV. Jewish Educator Organizations

9. Coalition for the Advancement of Jewish Education (CAJE)

Chairperson: Dr. Betsy Katz

Executive Director: Dr. Eliot Spack

Address: 468 Park Avenue South, Suite 904, New York, NY 10016

Telephone: 212-696-0740

Meetings '89: 1) Board meeting, March 12-14, location
T.B.A.
2) Annual conference, August 13-17,
University of Washington, Seattle, Washington

Options: 1) Invite CAJE to be represented on any task
force on Personnel
2) Interview CAJE members, especially teachers,
as part of the process discussed by policy
advisors
3) Hold a session on the Commission and its work
at the CAJE conference for all those interested
4) Have Commission leadership meet with Board for
briefing and feedback
5) Invite Chair and Executive to meeting with
representatives of all educator organizations for
briefing and feedback
6) Mailing of Commission newsletter and updates
to all Board members

10. Jewish Educators Assembly (Conservative)

President: Rabbi Marim D. Charry

Executive Director: Ben Margolis

Address: 15 East 26th Street, New York, NY 10010

Telephone: 212-532-4949

Meetings: Convention, March 5-8, Concord Hotel, Kiamesha Lake, NY

Options: 1) Invite Chair and Executive to meeting with representatives of all educator organizations for briefing and feedback
2) Mailing of Commission newsletter and updates to all Board members

11. National Association of Temple Educators (Reform)

President: Dr. Zena Sulkes

Executive Secretary: Richard Morin

Address: 707 Summerly Drive, Nashville, TN 37209-4218

Telephone: 615-352-0322

Meetings: Annual Conference, December 24-28, Miami Hyatt
Board meeting - April 5-7, Kutz Camp, Warwick, NY

Options: 1) Invite Chair and Executive to meeting with representatives of all educator organizations for briefing and feedback
2) Mailing of Commission newsletter and updates to all Board members

12. Educators Council of America (Orthodox)

President: Rabbi Mordecai Besser

Director: Rabbi Mordecai Schnaidman

Address: 500 West 185th Street, New York, NY 10033

Telephone: 212-960-5266

Meetings: Executive Meeting/Mid Year Event, March 8 (location T.B.D.); Executive Board Meeting, May 3 (location T.B.D.); Executive Board Meeting, August 30 (location T.B.D.)

Options: 1) Invite Chair and Executive to meeting with representatives of all educator organizations for briefing and feedback
2) Mailing of Commission newsletter and updates to all Board members

13. Council for Jewish Education

President: Dr. Bernard Ducoff

Executive Secretary: Philip Gorodetzer

Address: Board of Jewish Education, 426 West 58th Street
New York, NY 10019

Telephone: 212-245-8200

Meetings: Conference of Jewish Communal Service, Annual Meeting, June 4-7, Boca Raton Hotel and Club, Boca Raton, FL

Options: 1) Invite Chair and Executive to meeting with representatives of all educator organizations for briefing and feedback
2) Mailing of Commission newsletter and updates to all Board members

14. Conference of Jewish Educator Organizations (COJEO)

Chair: Dr. Hyman Campeas

Director/Executive: None

Address: Bureau of Jewish Education, 426 West 58th Street
New York, NY 10019

Telephone: 212-245-8200

Meetings '89: Meetings of representatives of COJEO's 5
constituent organizations of Jewish educators
(CAJE, CJE, ECA, JEA, NATE) -- February 7,
March 28, May 17, June 20(?)

Options: 1) Invite Chair to meeting with representatives
of all educator organizations for briefing and
feedback
2) Mailing of Commission newsletter and updates
to all Board members

Joe Reimer
Alvin
Shiff

ORGANIZATIONAL OUTREACH PLAN FOR
COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

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2) solicit data on the status of Judaic Studies
on campus
3) mailing to Association membership or an update
on the Commission's work

Hershel

INTER-OFFICE
CORRESPONDENCE

TO: See Distribution FROM: Arthur J. Naparstek DATE: 12/12/88
NAME NAME
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION

REPLYING TO
YOUR MEMO OF: _____

SUBJECT: Partnership Strategy

At our meeting on November 28, we agreed that the partnership between JWB, JESNA and CJF will encompass the following:

a. Communications Strategy

JWB, JESNA and CJF will provide the Commission staff with a list of key associations in the field of Jewish education as well as meetings that must be covered during the life of the Commission. Rotman and Woocher will write a paper outlining a communications strategy with these organizations. The paper will identify national organizations, networks and meetings in which the Commission should be represented. What we are after is a road map that can lay out a twelve - eighteen month schedule of meetings and appearances for Commissioners and staff.

b. Programmatic Options

CJF and JESNA will provide a catalog of activities on programmatic options in North America. Individuals and organizations in various programmatic areas will be identified. Here, we will focus on innovative state of the art programs.

c. Content Papers

As the Commission develops and task forces emerge, JESNA and JWB will feed information into the process. This may take the form of content papers.

I hope this is consistent with your understanding of our discussion at the meeting.

Distribution:
Art Rotman
Carmie Schwartz
John Woocher

1-27

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA
Communications Strategy Overview

PURPOSE

The purpose of developing a Communications Strategy for the Commission on Jewish Education in North America is to assure a consistent, coordinated and effective means of informing the Commission's target audiences. A strategy would identify the target audiences and analyze their existing and projected informational needs. It then puts forth a plan--activities, timetable, budget, responsibility/authority--to address current needs, while offering enough flexibility to accomodate unexpected needs. Currently, the goal for communications might be limited to coordinating information among commissioners. The challenge, as the Commission evolves over the next 18-24 months, is to effectively translate Commission ideas to the broader community.

BENEFITS

There are many benefits of a planned, strategic approach to communications. By establishing the policies and methods for collecting and disseminating information at the outset, the Foundation becomes the clearing-house for Commission-related information: editorial control is centralized, financial and staff resources are maximized, Commission messages and image are presented consistently, and potential crises in communications may be readily resolved.

(continued)

DESIGN

A well-rounded communications program is comprised of a mix of communications vehicles. A coordinated approach offers the framework in which multiple methods of communications directed to diverse audiences may be employed concurrently. Its activities could include, but are not limited to: memoranda, newsletters, multi-media presentation materials, media packets, posters, direct mail, advertisements.

IMPLEMENTATION

The implementation of this type of plan requires meticulous coordination. Managing information is only one facet; producing and distributing information involves a tremendous number of details. Success of such an undertaking, therefore, also requires services from experts in areas such as media events, copywriting, graphic design, printing, list maintenance, and lettershop.

SUBCOMMITTEE ON COMMUNICATIONS AND PUBLIC RELATIONS

KEY STAKEHOLDERS

According to Josh Elkin, Joe Reimer, Art Rotman and Jon Wooche

1. B'nai Brith Youth Organization (BBYO)
2. United Synagogue of America Department of Youth Activities (USY/Kadima)
3. American Zionist Youth Foundation (AZYF)
4. Union of American Hebrew Congregations Youth Services Department (NFTY, College Services, Camp Institutes, Internat'l Ed. Dept.)
5. Association of Jewish Sponsored Camps
6. Coalition for the Advancement of Jewish Education (CAJE)
7. Union of Orthodox Jewish Congregations - National Conference of Synagogue Youth (NCSY)
8. Camp Ramah
9. Hadassah Youth Commission (Hashachar, Young Judea Camps, Hamagshimin)
10. B'nai Brith Hillel Foundation
11. Association of Institutions of Higher Learning for Jewish Education
12. Association for Jewish Studies
13. Bureau Directors' Fellowship
14. Department of Education and Commission on Jewish Education, United Synagogue of America (Conservative)
15. Department of Education and Commission on Jewish Education, Union of American Hebrew Congregations (Reform)
16. National Commission on Torah Education, Yeshivah University (Orthodox)
17. Commission on Jewish Education of the Federation of Reconstructionist Congregations and Havurot and the Reconstructionist Rabbinical Association
18. Torah U'Mesorah, National Society for Hebrew Day Schools (Orthodox)

Central Org.
GBDF
@ Fed Org
@ Internat'l
Denational
Bodies
4
Ed
CCFED
CAJE

19. Jewish Educators' Assembly (Conservative)
20. National Association of Temple Educators (Reform)
21. Educators' Council of America (Orthodox)
22. Council for Jewish Education
23. Conferences of Jewish Educator Organizations (COJEO)
24. Jewish Theological Seminary (Conservative)
25. Rabbinical Assembly (Conservative)
26. Solomon Schechter Day School Principals' Council (Conservative)

ATW

To : Dr. Arthur Naparstek

From : Seymour Fox
Annette Hochstein

Re: The Organizational outreach plan - your fax
from Jan.3, 1989

Many thanks for sending the two papers. We have read them with interest and find that they cover usefully the major organizations. However we would like to share with you some thoughts concerning the options - the kinds of contacts suggested in each case.

1. It will probably be necessary to decide who are the "official" spokes-people for the Commission, as well as who, amongst these, are best suited to address which constituencies. We may want to discuss this at our coming meeting, as it has implications about the way we want the Commission to be presented and represented.

2. For the informal settings we assume that the relevant JWB leadership will also be briefed. (It is not listed).

3. For both formal and informal settings we suggest that no input, paper or data be requested from anyone before a research plan, coherent with the concept paper, is fully developed, and before researchers decide what data and sources of data are most relevant.

4. As a result, the following items should be deleted or changed:

- p.1: I.1. Options -item 1 instead of "solicit input" do
"report on the work of the Commission"
item 2 (request a paper...)- delete
- p.1: I. 2. Options - item 2 (solicit data...) - delete
item 3 involves 1000 people and should
probably not be done either.
- p.2: II.3. Options - item 1: who?
item 2: (invitation to...comments)-
delete
- p.2. III.4.Options - item 1: the idea is good - if workeable.
However MLM should not be
involved. We should consider

who is the appropriate person.

p.3 all items as per II.4.

p.4 IV. 9.Options - item 1 should be deleted in order to allow for ad-hoc decisions as needed. The whole package (2 to 6) should be negotiated with Elliot Spack and worked out with him. He needs to be sounded out first. Let's remember that they really want to join the Commission.

5. The options suggested for all the informal setting seem to us too extensive given the respective roles of these organizations. We should select in each case the most relevant item from among the options and act on that.

Well, this is it for today. We are working on the concept paper and will be calling tomorrow as per your fax between 2:30 and 3:00 pm your time.

Best Regards!

EXCERPTS FROM JOSH ELKIN LETTER

1. Key stakeholders in the Conservative Movement:

Jewish Theological Seminary
United Synagogue of America
Rabbinical Assembly
Jewish Educators' Assembly
Solomon Schechter Day School Principals' Council
United Synagogue Youth Movement

2. Individuals who might be invited to a meeting convened under Commission auspices:

President of United Synagogue of America
Chief Executive Officer of United Synagogue of America
Head of Education Deptment of United Synagogue
President of the Rabbinical Assembly
President of the Jewish Educators' Assembly
Director of the United Synagogue Youth Movement

Convened by: Ismar Schorsch; Joshua Elkin

3. Contact Sara Lee and Alfred Gottschalk for key players of Reform Movement

4. CAJE Conference in August, 1989 - University of Washington in Seattle

Suggests that a group of senior policy advisors and Commissioners meet to discuss structuring of a 1½-hour session, possibly given twice during the Conference, to brief interested attendees on the Commission's work. Deadline for listing of sessions at Conference is March 1.



15 EAST 26th STREET • NEW YORK, N.Y. 10010-1579

January 9, 1988

To: File

From: Arthur Rotman

Commission on Jewish Education in North America

Re external communications with the educational field.

Targets:

Decision makers in the field of education in Jewish communities in North America. This will include leadership of Jewish educational establishments, Jewish Community Centers, Federations, school principals, denominational leadership and, generally, all those who are in a position to provide leadership in Jewish educational

Proposal:

A written communication - a newsletter - to appear regularly during the work of the Commission, which would provide information on the work of the Commission to the targeted groups.

The format would be along the lines of the Kiplinger Letter. No more than four pages (8 1/2" x 11"). The newsletter would be primarily a summary of the workings of the Commission that have taken place immediately prior to the publication date and a forecast of things to come. There should be a limited number of photographs, sketches or graphs, about one per page, no more than about three inches by two inches. A number of such pictorials should be limited, since the appearance should be that of a newsletter.

Timing:

The newsletter should appear within three weeks of each Commission meeting and then once about half-way between the meetings. The former to be primarily a recap of the preceding meeting and the latter to be primarily a forecast of the questions and issues to be considered at the next Commission meeting.

JWB has successfully developed a publication along these lines called the JWBriefing for Center Presidents. However, its audience goes beyond Center presidents. Experience has shown that, because the format is limited to two pages, it gets pulled out of the pile of mail that normally accumulates at each decision makers desk for a "quick read". Most mail, as we know, gets consigned to the "when I have time" pile which means, in effect, that it is never seen. The newsletter be limited to two pages or, on occasion when there is a great deal of information to be conveyed, perhaps four pages.

The mailing list for this newsletter, comprising the various target groups, would probably comprise about 5,000 individuals. The preparation of an appropriate list is crucial and would require significant staff time in advance of the first issue.

Copies of the Kiplinger Letter and the JWBriefing are enclosed.

THE KIPLINGER WASHINGTON LETTER

Circulated weekly to business clients since 1923—Vol. 65, No. 51

THE KIPLINGER WASHINGTON EDITORS

1729 H St., N.W., Washington, D.C. 20006 Tel: 202-887-6400

Cable Address: Kiplinger Washington D C

Dear Client:

Washington, Dec. 22, 1988.

Small business will add extra oomph to the economy next year... start-ups at a high rate, more jobs, more activity, more growth. Nearly 15 million such companies in U.S., more than ever before. Accounting for two of every three new jobs in the private sector. Picking up slack in the economy, offsetting weaknesses elsewhere. A resilience that's often overlooked by gov't leaders and others.

Specialized manufacturers, services and high tech of all sorts. Little companies today, but many will grow into sizable firms. They bring spark, ingenuity, vitality to American business. It's a phenomenon unmatched in Japan, where BIGS run everything. But while contributing mightily to economic prosperity...

Small businesses feel that our own gov't is working against them:
An increase in the minimum wage and a slew of mandatory benefits that labor will push in the new Congress and that the smalls will oppose.
Higher minimum pay tops the list... even Bush has come out for it. Business groups are willing to compromise at around \$4 (from \$3.35 now), with lower training pay for teens during the first 90 days on the job. And labor will push the idea of indexing the minimum wage to inflation.
Good chance that a pay bill will be OK'd within a year or two.

Required company-paid health insurance WON'T make it next year, although it'll be debated in Congress. Most employers are opposed... insurance costs are already going through the roof, \$2000 per employee. They don't want the gov't setting the rules...piling on heavier costs.
But there are cracks developing within the business lobbies. A few are willing to throw in the towel, accept gov't health insurance. Other firms think they're at a disadvantage because they insure workers and competitors don't. (Some are quietly supporting mandatory coverage.)

No unpaid time off for new moms & dads. Support is lukewarm, even from the unions. They want PAID time off to take care of kids.
And day care is losing steam now that the elections are over. Bush favors tax credits to help parents, but that would reduce revenues. And the Democrats can't figure out a way to pay for direct assistance.
Discrimination rules for health and other benefits will be eased, the IRS prohibitions against favoring high-paid over lower-paid workers. Congress will make concessions on controversial "section 89" compliance.
New curbs on "unrelated business" of nonprofit groups seem sure. Congress will tighten restrictions on tax exemption of such organizations that compete with the private sector...college bookstores, for example.

Labor will try to widen the splits between bigs and smalls on minimum pay, mandatory health insurance, child care and other bills. It's a strategy that has worked many times before...divide and conquer.

Small businesses are doing more to raise basic skills of workers.
It's a MUST because jobs are getting more complex and technical.
 About 40% are now low skill...that will drop within ten years to 25%.
Companies are pitching in on joint literacy drives in many areas.
Retailers at Hilton Head, S.C., sponsor a four-week basic course
 for entry-level help...graduates are recommended for jobs in the area.
A dry cleaners' group in the South runs its own training program.
In Va., local firms are working hand-in-hand with state agencies
 to share programs and teachers. It's an idea that will spread elsewhere.

Bush transition: Cabinet nominees get most of the attention,
 but the new President will control close to 4000 appointments in all.
Sub-Cabinet jobs are especially important, second and third tier.
 That's where most of the decisionmaking is done within the bureaucracy.
They'll be recruited on the outside or suggested by politicians.
A surprising number of people send letters nominating THEMSELVES,
 then spread word to the press and trade that they're being "considered."
 They don't necessarily want a job...just want to seem important.

On defense...no big troop withdrawals from Europe anytime soon
 despite budget strains and Gorbachev's pledge of Soviet troop reductions.
U.S. has 325,000 military personnel there, costing us billions,
 but they're an important part of maintaining a peaceful military balance.
Eventually, there will be reductions following East-West talks.
 U.S. and its allies will negotiate carefully and insist on true equality.
 This will be a lengthy undertaking, arguing against large drawdowns now.
Bush will lean harder on NATO allies to do more for themselves...
 hopes this will lessen congressional pressure to close bases in Europe.

"Competitive strategies"...a new term for a not-so-new policy.
 It means using U.S. and western technological advantages to deter Russia.
 "Smart" weapons focusing on Soviet weak points...employing western savvy.
It comes down to doing more, better...and sometimes with less.
 Pentagon is concerned that deficit cuts will undermine essential programs
 and thinks that competitive strategies may help offset tighter budgets.

A federal noise standard for airports will probably be adopted
 by the Bush administration, instead of leaving things to local gov'ts...
 a major policy switch from the way things have been done under Reagan.
 It may establish specific deadlines for the phaseout of noisy planes.
Also rules to ease airport congestion...a new pricing scheme
 that will charge the airlines more for peak hour landings and takeoffs.

Don't be lulled by 4½% inflation. It's not "low" by any means,
 although some folks think so, recalling 12%-13% inflation in '79 and '80.
Look at what you'd have to earn just to stay even after 10 years
 if inflation continued to speed along at 4½%, 5% or 6% year after year:

<u>1988 income</u>	<u>Equivalent income in 1998</u>		
	<u>4½%</u>	<u>5%</u>	<u>6%</u>
\$20,000	\$31,059	\$32,578	\$35,817
\$30,000	\$46,589	\$48,867	\$53,725
\$50,000	\$77,648	\$81,445	\$89,542
\$70,000	\$108,708	\$114,023	\$125,359

For long-term plans, next 10 years or so, better figure on 4%-5%.

Higher mortgage rates ahead... a little over 11% early next year for regular 30-year fixed-rate loans. Slightly above current levels. Then rates will start winding down next spring...ending '89 close to 9%.

Adjustable-rate mortgages are better when rates climb so high. Some ARMs will go higher than fixed-rate mortgages but won't stay up... they'll average below current fixed rates over the life of the mortgage.

Housing starts, down again to the lowest level in seven years... probably about 1.35 million in '89 compared with 1.46 million this year. New apartment buildings will be off 15%. Single-family houses near 6%.

Sales of used homes also slipping due to higher mortgage rates and less pent-up demand. Next spring will be a good time for buyers.

Prices will rise more slowly... up about 5% nationally, average.

Note more use of flexible work hours, also permanent part-timers and temporaries. For employers such choices often produce better help... especially working mothers. They also allow companies much more leeway in adjusting to busy or slack times and reducing time off and tardiness.

But job sharing isn't catching on... too awkward for employers.

Postal money orders will be sent electronically a year from now. Customers will be able to buy them by phone...using their credit cards. Money order will then be sent to any post office in the U.S. in minutes.

And travel services will be offered at hotels... airline bookings, car rentals, rail tickets, etc. All done by computerized ticket system. Guest places a call and can pick up tickets minutes later at front desk.

Golf will boom in the '90s... big increase in over-40 population and retirees with time and money. Problem will be getting tee times... courses are already in short supply, especially those open to the public. Expect more leasing of gov't land to investors who build and run courses.

No-film electronic cameras will be a hot item in some lines... real estate agents, insurance firms, video catalog merchandisers, others. Image is captured on a disc in the camera, which is attached to a TV set for viewing. But consumers won't rush to buy...cameras cost \$900 & up.

Paying for college. "College Financial Aid Emergency Kit"... a 40-page guide to lining up the necessary funds through scholarships, loans, grants, work-study programs and the like. Packed with advice. For a copy, send \$4.50 to Sun Features, Box 368, Cardiff, Calif. 92007.

Price outlook for key items in the months ahead:

Oil, slightly higher until Feb., then beginning to wind down.

Paper, easing a bit. Scheduled Jan. price hike will be delayed.

Chemicals, even more expensive...propelled by healthy exports.

Copper, also higher early next year because of tight supplies.

Aluminum, same story. The industry is running nearly full tilt.

Steel...mixed. Plate prices will slip. Stainless going higher.

The big pay raise for Congress, judges and top gov't officials:

Reagan won't be as generous as the pay commission suggested...

\$135,000 for Congress, \$155,000 for Cabinet, \$135,000 and up for judges. He'll cut the recommendations back a bit, then send them on to Congress.

BOTH House and Senate must say no in order to kill the raises.

Senate may balk at a ban on taking pay for speeches or articles.

House won't...members will GLADLY take higher pay and pensions.

Ordinary House members don't earn much from speeches...unlike the Senate.

Budget troubles will plague the gov't in the years just ahead.
Congress will tighten budget rules...trying to unsmarl the system
and get the deficit monster under control before it chews up the economy.
Purpose is to impose discipline and make it harder to increase spending.
Changes in the rules will be part of a deficit-cutting package next year.

Budgeting will go on a two-year cycle to reduce the time wasted
in repetitious debate and save money by encouraging long-range planning.
The President will get more spending control through "rescission,"
the authority to cancel funds that have already been voted by Congress.

He now submits rescissions, but Congress makes him spend the money
simply by failing to vote yes or no. The new rule will shift the burden
so he can cancel funds...unless Congress votes AGAIN for the expenditure.
It's an alternative to line-item veto power, which Congress won't grant.

Bush's role in setting budget targets will expand under reform.
Congress now fixes goals for spending, revenue and deficit on its own,
with a concurrent resolution...the President's approval is not required.
Changing this to a joint resolution will require him to sign or veto it.
He'll jump into the fight earlier, will have a stake in enforcing limits.

Handling of budgets will be simplified...a bit less mumbo jumbo.
Congress will focus initially on broader categories of spending programs
in setting targets...leave the details to appropriation bills later on.

Fudging of numbers will be curbed by stricter accounting rules
on asset sales and timing of spending, but that won't abolish fakery.

Outlook will brighten later in '90s as Congress and the President
get used to budget discipline and accept the principle of limited gov't.

No grand new spending schemes to help individuals or the states.
At most, a federal nudge and a little seed money to launch new programs.

Pay-as-you-go for most proposals. If more spending is needed,
sponsors will have to find equivalent reductions in existing programs...
or self-financing by beneficiaries, such as the new income-tax surcharge
on older folks to pay for coverage of catastrophic illnesses by Medicare.

It will be difficult to raise income tax rates, maybe impossible.
If more revenue is raised in this area, it will be via loophole closing.
Exception: If tax breaks on capital gains are restored in a few years...
a fair prospect...rates in high income brackets will go up to compensate.

Excise and energy taxes will provide most new revenues as needed.
Also user fees, which often are hard to distinguish from selective taxes.

Broad consumption taxes won't be adopted...at least not soon.

No neat formulas or reforms can substitute for political courage
in the budget battle, and only the voters can make the politicians brave.

Yours very truly,


THE KIPLINGER WASHINGTON EDITORS

Dec. 22, 1988

P.S. As another year draws to a close, we want to thank you
for your support and remind you that we're not just another publication.
We're a service...anxious to answer your questions, provide more details
or help in any way we can. Just drop us a line or pick up the phone.

JWB BRIEFING

FOR CENTER PRESIDENTS

JWB EXECUTIVE COMMITTEE MEETS IN NEW ORLEANS

New Orleans—Members of the Executive Committee of the JWB Board and other JCC leaders participated in a series of open Center movement meetings in this city as top Jewish leadership came together for the CJF *General Assembly*. Meetings included deliberations about many Center leadership concerns, including a “master agenda” for the movement; JCCs and the situation in Israel; Century 2 planning and progress; leadership development, and a possible future meeting in Israel. Center leaders at the GA were eloquent spokespeople for the JCC movement in formal sessions and casual lobby groups.



JWB President Donald R. Mintz presides at JWB Executive Committee meeting in his law offices in New Orleans.

JWB MASTER AGENDA

In the first step of an exercise that will develop into a continent-wide plan for the Center movement, meeting participants worked with a “confidential draft” of a document called the *“JWB Master Agenda: an unprioritized listing of programs, ideals, opportunities and problems for action by the JWB Board of Directors.”*

The “agenda,” which was introduced by President **Donald R. Mintz**, detailed 22 areas for possible action by JWB for the Center movement. Lively discussion was stimulated by Mintz’s admonition that “the massive number of items on our ‘plate’ dictates that we must use our resources to accomplish priority items well and not dilute our efforts. JWB,” he continued, “is identified with a certain level of excellence, and all of our work must be measured against that standard.”

The “agenda” items were grouped into six broad areas:

- Programmatic
- Professional Development
- Lay Leadership Development
- Israel-based
- Funding
- Image Enhancing

Participants engaged in a preliminary debate re: the relative importance to the movement of priority action in each area. The priority-setting process will continue in further JWB Board deliberation and in consultation with community leadership as the movement enters into the future planning component of its preparations for its second century.

Ultimate consensus on direction and priorities will help in the development of guidelines for the allocation of movement-wide resources, energy and creativity.

TOWARDS CENTURY 2

“Community visits—and intensive consultation with Jewish community leadership—are the backbone of our *Century 2* activities,” according to JWB Vice-President **Lester Pollack**, Chairman of *Century 2*.

Century 2 is the ambitious program that will bring the Center movement into its second hundred years of service to North American Jewish communities with major continent-wide and local future planning efforts and a forward-looking celebration of past accomplishments.

Pollack detailed the *Century 2* process to date:

- Community visits, phase I, gathered input for the steering committee’s use in creating a plan, identifying a process;
- Community visits, phase II, currently in operation, present the plan to leadership for reaction, discussion, further input;
- A special leadership convention, April 7-9 in New York City, will bring leadership together to set the movement-wide agenda for the future, and to deliberate the issues that will affect JCCs and the Jewish community; scholar-in-residence for the special convention: Rabbi Irving (Yitz) Greenberg.

Pollack reported that early fundraising in support of *Century 2* efforts has raised \$200,000; the goal is to seek sufficient funding to “place the burden on the leaders, rather than on the JWB budget.”

JWB ASSOCIATES: A LEADERSHIP OPPORTUNITY

JWB President **Donald R. Mintz** has issued a special invitation to Center presidents and leadership to affiliate with the key leaders who are the *JWB Associates*. Funds raised by the Associates are earmarked for JCC movement programs and services, and are *credited to the community’s dues obligations*.

“As leaders in the Jewish Community Center movement,” Mintz said, “we have a personal responsibility to demonstrate our commitment and our support of the movement as an example to other members of our communities, and for the very positive work that is done on the movement’s behalf with our funds. For a relatively small amount of money, we have the opportunity to make a major impact.”

Current-year *JWB Associates* memberships account for 10 percent of the JWB budget.

Please use the enclosed envelope to become a *JWB Associate* and signify your concrete support of the Jewish Community Center movement. Center leaders are asked to affiliate now, prior to the end of calendar year 1988. Questions? Call Josie Mowlem at JWB, (212) 532-4949.

IN BRIEF: MORE JWB NEWS FOR CENTER PRESIDENTS

Biennial Time and Place: JWB Honorary President **Bob Adler** of Chicago reported a multi-year agreement with the Hyatt Corp. for the next three Biennials. The leadership conventions will take place in Washington, D.C., in 1990; in San Francisco in 1992, and in Atlanta in 1994. President Mintz hailed Adler's "whirlwind" efforts on behalf of the movement, and noted that JWB and each Biennial participant will save "untold dollars" as a result of Adler's work and dedication.

Financial: According to JWB Vice-President **Marvin Pertzik** of St. Paul, a review of JWB investments for 1988 through September 30 noted an increase of 18.8 percent; the Dow Jones increase in the same period: 10.4 percent.... In an effort to provide more "grassroots" participation in the JWB budget process, the key *Financial Review Committee* will be expanded by eight members: the chairman and an additional member of each of the four presidents' groups.

Grants: Although the JWB budget has increased in past years, and the program has been enriched by outside funding through the *Associates* program and endowment funds, it will be desirable to further expand the funding base through government and private grants. There have been some grants to the movement, but in a realization that the systematic search for and obtaining of grants is a specialized skill, the Executive Committee authorized the staff to hire a grants specialist for an 18-month trial period. "This coherent, planned approach to grant fundraising represents an investment that has the potential to pay for itself 10, 20, 100 times over," said President Mintz.

Israel and the JCCs: JWB Vice-President **Alvin Gray** of Cleveland led meeting participants in a review of a draft document: *Israel and the Jewish Community Center Move-*

ment. Prepared by the *Ad Hoc Committee on the Situation in Israel*, led by JWB Vice-President **Harriet Rosenthal** of MetroWest, NJ, the document sets forth recommendations for Centers, "as part of their mission to intensify Jewish concerns, to dramatically elevate their involvement with Israel-related issues, enhancing their current positive efforts." The statement, which was stimulated by the intifada in Israel, is "even more important now, in light of recent events," it was noted. Suggestions for strengthening and revising the recommendations were made, and the group voted to accept the document "in principle." After staff reworking, the proposed recommendations will be submitted to the full JWB Board, at its January 13-15 meeting in Florida, for final action and ultimate dissemination to communities.

Meeting in Israel: In response to the call by the Conference of Presidents for organizations to hold meetings in Israel to demonstrate North American Jewry's support for and solidarity with Israel's people, the Executive Committee stated its positive reaction to scheduling its July 1989 meeting in Israel. The proposed meeting, which will be expanded to include all Board members and key leaders from across the continent, will encompass a full week of meetings, travel and exploration of Center movement interests and concerns. After further study, a formal proposal will be made at the January Board meeting.

Leadership Development: JWB Vice-President **Leonard Rubin** of Palisades, NJ, who leads the *JWB Leadership Development Task Force*, reported that a new resource tool, *Guidelines for Presidents of Jewish Community Centers*, is ready to be mailed to Center presidents. The book, in loose-leaf form, details all aspects of the president's responsibilities. A companion piece, aimed at committee chairpeople, is in progress.... In a combined effort with the JWB-Florence G. Heller Research Center, the Task Force is developing a questionnaire to elicit a profile of Center and continental leadership. Seven Centers will do test demonstrations; results will be analyzed, compared with national leadership results, and the package will be sent to all Centers for self-evaluation and the development of education and leadership programming.... Rubin announced a new "think tank" that is working to develop young, activist leaders for the movement. The new group would come together periodically to participate in meaningful leadership programming. The goal: to help this potential leadership pool grow and develop into trained JCC community and continent-wide leadership.

For Your Calendar

Key dates to note for planning participation of Presidents and Center leaders in Center movement events.

January 13-15, 1989: JWB Board and Committee meetings, Sheraton Bal Harbour Hotel, Miami. *Help to make the decisions that will strengthen your Center and the Center movement.*

April 7-9, 1989: Century 2 Special Leadership Convention, Grand Hyatt Hotel, New York City. *Participate in this gathering of JWB Board and JCC leaders. Help to set the agenda for the future of the JCC movement.*

September 22-24, 1989: JWB Board and Committee meetings with Center presidents, Grand Hyatt Hotel, New York City. *Help to make the decisions that will strengthen your Center and the Center movement.*

April 25-29, 1990: JWB Biennial, Grand Hyatt Hotel, Washington, DC. *Meet with Jewish Center leadership from around the world; help to plan the second century of the North American JCC movement; celebrate the movement's first 100 years of service to our Jewish communities.*

JWBriefing appears after each JWB Board meeting, and offers an overview of developments reported, issues raised, actions taken and projections made. ■ The purpose of **JWBriefing** is to provide Center Presidents with a practical, visible tool for interpreting field-wide issues and trends to Center Boards and for planning Board agendas. ■ We welcome your comments, your reactions and your suggestions. Please write to: The Editor, **JWBriefing**, JWB, 15 East 26th Street, New York, NY 10010-1579. ■ **JWBriefing** is a publication of JWB Communications/Public Relations. Philip M. Shiekman, Chairman; Henry R. Hecker, Director; Shirley Frank, Assistant Director.



ORGANIZATIONAL OUTREACH PLAN FOR
COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

Organizations Operating in the "Formal" Sphere

1. Academic Institutions

1. Association of Institutions of Higher Learning for Jewish Education

Chairman: Dr. Alvin Mars

Director/Executive: None

Address: c/o University of Judaism
15600 Mulholland Drive, Los Angeles, CA
90024

Telephone: 213-476-9777

Meetings '89: Spring meeting of Association Board is
planned for June (date to be determined)

Options: 1) have Commission staff meet with Board or
representatives to solicit input
2) request a paper from the Association regarding
the personnel issue NO

2. Association for Jewish Studies

President: Robert Chazan

Executive Secretary: Charles Berlin

Address: c/o Robert Chazan
Department of Judaic Studies
New York University
Washington Square, NY 10003

Options: 1) annual meeting is in December each year in
Boston
2) solicit data on the status of Judaic Studies
on campus
3) mailing to Association membership or an update
on the Commission's work

*David Auer is on this
page.*

II. Central Agencies for Jewish Education

3. Bureau Directors Fellowship (BDF)

Chairperson: Gene Greenzweig

Director/Executive: None (staff work is provided by JESNA)

Address: Central Agency for Jewish Education
4200 Biscayne Blvd., Miami, FL 33137

Telephone: 305-576-4030

Meetings '89: 1) Mid-Winter Institute, January 22-24, Palm Hotel, West Palm Beach, Florida
2) Spring meeting in conjunction with Conference of Jewish Communal Service, June 4-7, Boca Raton, FL

Options: 1) Special meeting/briefing with directors attending the January BDF institute and/or June meeting
2) Invitation to BDF to prepare comments on draft documents as these are developed by Commission and staff

III. Denominational Educational Bodies

4. Department of Education and Commission on Jewish Education, United Synagogue of America (Conservative)

Co-chairs: Harry Katz; Dr. Miriam Klein Shapiro

Director: Rabbi Robert Abramson

Address: 155 Fifth Avenue, New York, NY 10010

Telephone: 212-533-7800

Meetings '89: None scheduled at this time

Options: 1) Convene a special meeting with chairs and directors of all of the denominational commissions, preferably with Zort and Art, to brief them on the Commission and invite feedback (potentially part of the group interview process discussed at the last policy advisors meeting)
2) Mailing of a Commission newsletter to members of the denominational commissions.

5. Department of Education and Commission on Jewish Education,
Union of American Hebrew Congregations (Reform)

Co-chairs: Rabbi Murray Brackman, Steve Bragin
Director: Rabbi Howard Bogot
Address: 838 Fifth Avenue, New York, NY 10021
Telephone: 249-0100
Meetings: None scheduled at this time. Will send
schedule when ready.

Options: SAME AS ABOVE

6. National Commission on Torah Education, Yeshivah University
(Orthodox)

President: Irving I. Stone
Director: Dr. Mordecai Schnaidman
Address: 500 West 185th Street, New York, NY 10033
Telephone: 212-960-5266
Meetings '89: None scheduled at this time.

Options: SAME AS ABOVE

7. Commission on Jewish Education of the Federation of
Reconstructionist Congregations and Havurot and the
Reconstructionist Rabbinical Association (Reconstructionist)

Chair: None
Director: Dr. Jeffrey Schein
Address: Reconstructionist Rabbinical College
Church Road & Greenwood Avenue
Telephone: 215-576-0800
Meetings '89:

Options: SAME AS ABOVE

8. Torah Umesorah, National Society for Hebrew Day Schools
(Orthodox)

President/Chair: Sheldon Beren

Director/Vice President: Rabbi Joshua Fishman

Address: 160 Broadway, New York, NY 10038

Telephone: 212-227-1000

Meetings: January 18-22, Mid-Winter Curriculum Conference
Los Angeles; February 19-21, Mid-West Torah
Teacher Retreat, Mishawaka, Indiana; April 2,
Torah Chinuch Forum, Brooklyn, NY; May 17-21, 31rd
Annual Torah Educators Convention, Bushkill, PA

Options: NEEDS TO BE DISCUSSED

IV. Jewish Educator Organizations

9. Coalition for the Advancement of Jewish Education (CAJE)

Chairperson: Dr. Betsy Katz

Executive Director: Dr. Eliot Spack

Address: 468 Park Avenue South, Suite 904, New York, NY 10016

Telephone: 212-696-0740

Meetings '89: 1) Board meeting, March 12-14, location
T.B.A.
2) Annual conference, August 13-17,
University of Washington, Seattle, Washington

Options: 1) Invite CAJE to be represented on any task
force on Personnel
2) Interview CAJE members, especially teachers,
as part of the process discussed by policy
advisors.
3) Hold a session on the Commission and its work
at the CAJE conference for all those interested
4) Have Commission leadership meet with Board for
briefing and feedback
5) Invite Chair and Executive to meeting with
representatives of all educator organizations for
briefing and feedback
6) Mailing of Commission newsletter and updates
to all Board members

10. Jewish Educators Assembly (Conservative)

President: Rabbi Martin D. Charry

Executive Director: Ben Margolin

Address: 15 East 26th Street, New York, NY 10010

Telephone: 212-532-4949

Meetings: Convention, March 5-8, Concord Hotel, Kiamesha Lake, NY

Options: 1) Invite Chair and Executive to meeting with representatives of all educator organizations for briefing and feedback
2) Mailing of Commission newsletter and updates to all Board members

11. National Association of Temple Educators (Reform)

President: Dr. Zena Sulkes

Executive Secretary: Richard Morin

Address: 707 Summerly Drive, Nashville, TN 37209-4218

Telephone: 615-352-0322

Meetings: Annual Conference, December 24-28, Miami Hyatt
Board meeting - April 5-7, Kutz Camp, Warwick, NY

Options: 1) Invite Chair and Executive to meeting with representatives of all educator organizations for briefing and feedback
2) Mailing of Commission newsletter and updates to all Board members

12. Educators Council of America (Orthodox)

President: Rabbi Mordecai Besser

Director: Rabbi Mordecai Schnaidman

Address: 500 West 185th Street, New York, NY 10033

Telephone: 212-960-5266

Meetings: Executive Meeting/Mid Year Event, March 8
(location T.B.D.); Executive Board Meeting,
May 3 (location T.B.D.); Executive Board
Meeting, August 30 (location T.B.D.)

Options: 1) Invite Chair and Executive to meeting with
representatives of all educator organizations for
briefing and feedback
2) Mailing of Commission newsletter and updates
to all Board members

13. Council for Jewish Education

President: Dr. Bernard Ducoff

Executive Secretary: Philip Gorodetzer

Address: Board of Jewish Education, 426 West 58th Street
New York, NY 10019

Telephone: 212-245-8200

Meetings: Conference of Jewish Communal Service, Annual
Meeting, June 4-7, Boca Raton Hotel and Club, Boca
Raton, FL

Options: 1) Invite Chair and Executive to meeting with
representatives of all educator organizations for
briefing and feedback
2) Mailing of Commission newsletter and updates
to all Board members

14. Conference of Jewish Educator Organizations: (COJEO)

Chair: Dr. Hyman Campeas

Director/Executive: None

Address: Bureau of Jewish Education, 426 West 58th Street,
New York, NY 10019

Telephone: 212-245-8200

Meetings '89: Meetings of representatives of COJEO's 5
constituent organizations of Jewish educators
(CAJE, CJE, ECA, JEA, NATE) -- February 7,
March 28, May 17, June 20(?)

Options: 1) Invite Chair to meeting with representatives
of all educator organizations for briefing and
feedback
2) Mailing of Commission newsletter and updates
to all Board members

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

Communications Strategy

PROPOSAL

Prepared by: Paula Berman Cohen

Submitted : January, 1989

I. PURPOSE

The purpose of developing a communications strategy for the Commission on Jewish Education in North America (CJENA) is to assure a consistent, coordinated and effective means of informing and cultivating the Commission's target audiences.

II. BENEFITS

There are many benefits of a planned, strategic approach to communications and public relations. Anticipating the information needs of target audiences and designing the framework for collecting and disseminating such information not only maximizes financial and staff resources, but also promotes continuity in the look, messages, and tone of all CJENA communications. In a planned approach in which the Foundation serves as the clearing-house for all CJENA-related information, copy approval and editorial control remain centralized.

III. ENVIRONMENT

A. Phases

It is projected that CJENA will exist for a specified period of time--perhaps 12-18 months--during which program options will be identified and developed. Following that phase, the Commission would regroup into a structure which follows program option lines, transferring leadership responsibility to Program Chairs.

No
we
don't
know

B. Major Audiences

A cursory review of background materials suggest potential major audiences for CJENA information. Starting from the closest constituents (FAMILY) and broadening to the largest possible populations (UNIVERSE), as in a pyramid model, four major categories may be defined:

- FAMILY Commissioners, Program Chairs, Policy Advisors, Partners, and Staff

- NATIONAL ASSOCIATIONS, Organizations, Federations representing formal and informal educational settings
- AFFILIATED AGENCIES regional and local affiliates
- UNIVERSE Community-At-Large (Jewish & Non-Jewish).

IV. COMMUNICATIONS PROGRAM

A. Development (Steps to Design)

Analysis of these major audiences is the next step in assessing specific needs for communications vehicles and public relations activities, their design, target audience(s), frequency, contents, and article structure. The research conducted to determine these factors involves many steps, including:

- Review information already developed for and collected by CJENA
- Identify established forms of communications (i.e. newsletters, bulletins, special events)
- Analyze existing media (i.e. Jewish newspapers, television or radio programs—particularly in demonstration communities)
- Identify potential media opportunities
- Informally interview key representatives (i.e. selected Commissioners, Program Chairs, and Policy Advisors).

B. Objective

A well rounded communications program employs a variety of strategies to support a fundamental objective. It is multi-dimensional in that several methods and diverse activities could be instituted concurrently. Successful communications is cumulative; this multi-dimensional approach builds momentum provided each component underscores the fundamental objective. In the case of CJENA, a working objective for all public relations and communications activities might be:

To raise awareness, generate interest and enthusiasm, cultivate commitment and ownership among specific target audiences, through a program of activities specifically tailored to promote the goals of CJENA and assure successful outcomes of CJENA program recommendations.

C. Methods

There are several methods of communications which might be appropriate for the CJENA communications program, although their priority ranking would vary as the Commission moves through different phases. These include:

- PUBLICATIONS: printed materials produced on a regular or ad hoc basis, projecting a consistent, professional image.
- MEDIA: identifying CJENA events or developments which would interest the media.
- DIRECT MAIL: broad-based mail campaign to enlist support--philanthropic, in-kind, volunteer--of community-at-large.
- ADVERTISING: paid promotional campaign used to communicate specific information, enhance image or build goodwill among broadest, and usually most difficult to reach, populations.
- *getting feedback* SPECIAL EVENTS: CJENA-sponsored activities or invitational presentations by CJENA representative for the purpose of cultivating interest and goodwill.

D. Activities

Within these methods, specific activities can be designed and initiated in accordance with the information acquired through initial market research. The menu of activities could include, but is not limited to the following:

Memoranda Series

One-page, 2-side bulletin format containing time-dated information for audiences most closely involved in Commission activities and decisions.

Newsletters

Four-page, magazine format communicating events or developments to selected audiences.

Report

Annual Report format containing conclusions or outcomes.

Press Releases, Descriptive Articles, Public Service Announcements

Developed around specific topics, and distributed on an ongoing basis or in conjunction with CJENA events and developments.

Information Kits

Collection of materials which would assist media, national associations or affiliated agencies in developing articles or other promotion. Contents could include: CJENA Facts Sheet, Leadership Roster, Biographical Sketch on selected leadership, program and project description, quotations, photographs.

Clippings File

Photocopied collection of press coverage on CJENA and related activities.

Conventions, Conferences, or Annual Meetings of Selected Organizations

Solicit invitations for Commissioners to present keynote address or otherwise participate on agenda at major meetings.

Space Advertising

Visual and text themes to promote CJENA objectives among community-at-large.

Posters

Display/poster format of space advertisements distributed to selected locations--work place, place of worship, academic institutions, or recreation sites.

V. IMPLEMENTATION

The implementation of a communications and public relations program of this scope requires meticulous coordination and cooperation among primary audiences. It involves many stages, including:

- Research audiences
- Conceptualize program design
- Develop program structure--activities, budget, timetable, responsibility/authority
- Select and manage suppliers.

VI. RECOMMENDATION

The dynamic character of the Commission on Jewish Education in North America makes pinpointing the precise communications needs and public relations objectives at the outset very difficult. However, anticipation and projection of specific events or outcomes, as well as the audiences involved, will result in a design which provides both structure and flexibility.

A productive approach for CJENA would be to conceive the communications program as a two-phase strategy. The Commission's focus in Phase I is on planning and developing a structure of programs and projects. The communications need to be directed to those audiences closest to these activities and decisions. In Phase II the attention and leadership responsibilities turn to design and implementation of specific programs and projects. Here, success depends on the support and participation of a broad constituency; and, the communications need to reach well into the community-at-large.

Certain activities, such as the Annual Report, act as a 'hinge' which bridge the transformation from Phase I to Phase II. It provides the joint opportunity to summarize the work done by the Commission, and to activate program and project implementation by inviting the broader community into participation.

VII. BUDGET/TIMETABLE ESTIMATES

(for Development, Creative and Management Services)
(Does not include graphic design, artwork, production
or distribution expenses)

<u>ACTIVITY/DESCRIPTION</u>	<u>ESTIMATED CREATIVE/IMPLEMENTATION TIME</u>	<u>ESTIMATED BUDGET ALLOCATION</u>
1. <u>Develop Plan</u> Research, program concept, program design (activities, timetable, budget)	6 weeks	\$ 1,250 - \$ 1,700
2. <u>Memoranda Series</u> 1 page, 2-sides 4 issues	2-3 weeks (initial) 10 days (subsequent)	\$ 2,400 - \$ 3,400
3. <u>Newsletter</u> 4 page 3 issues	8-10 weeks per issue	\$ 5,250 - \$ 6,600
4. <u>Annual Report</u> 8 page 1 issue	10-12 weeks	\$ 2,400 - \$ 2,700
5. <u>Press Packet</u> General release, detailed release, and p.s.a.	2-3 weeks	\$ 500 - \$ 600
5a. 2-4 additional releases	7-10 days @	\$ 300 - \$ 600
6. <u>Information Kit</u> CJENA background info., Facts Sheet, Roster, Biographical sketches, Quotations, Program/ Project descriptions, Photographs	4 weeks	\$ 800 - \$ 1,100
6a. Update	7-10 days	\$ 300 - \$ 500
7. <u>Clippings File</u> Photocopied collection of press coverage. 3 Collections	2-3 weeks per collection	\$ 750 - \$ 1,200

VII. BUDGET/TIMETABLE ESTIMATES, continued

<u>ACTIVITY/DESCRIPTION</u>	<u>ESTIMATED CREATIVE/IMPLEMENTATION TIME</u>	<u>ESTIMATED BUDGET ALLOCATION</u>
8. <u>Presentation</u> 3-5 minute script (\$200 per additional minute)	2-3 weeks	\$ 650 - \$ 950
9. <u>Space Advertising</u> Visual and text themes for insertion in print media	10-12 weeks	\$ 750 - \$ 1,050
10. <u>Poster</u> Display/poster format of advertisement	(incorporated in <u>Space Advertising</u> estimate above)	\$ 525 - \$ 700
TOTAL ESTIMATED BUDGET ALLOCATION:		\$15,875 - \$21,100

TO: Morton L. Mandel
NAME
DEPARTMENT/PLANT LOCATION

FROM: Arthur J. Naparstek
NAME
DEPARTMENT/PLANT LOCATION

DATE: 2/1/89
REPLYING TO
YOUR MEMO OF: _____

SUBJECT: Outreach and Communication Strategies for the
Commission on Jewish Education in North America

Attached, for your information, are two documents which I believe provide the beginnings of a roadmap for outreach and communication strategies for the Commission on Jewish Education in North America.

Paula's proposal is not much different from the Rotman and Woocher paper. In fact, I believe both documents dovetail nicely.

I will discuss the two papers with you on Friday as well as report on my meetings with Seymour Fox and Annette Hochstein.

attachments



INTER-OFFICE CORRESPONDENCE

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

Communications Strategy Overview

The purpose of developing a communications strategy for the Commission on Jewish Education in North America (CJENA) is to assure a consistent, coordinated and effective means of informing and cultivating the Commission's target audiences. There are many benefits of a planned, strategic approach to communications and public relations. Anticipating the information needs of target audiences and designing the framework for collecting and disseminating such information not only maximizes financial and staff resources, but also promotes continuity in the look, messages, and tone of all CJENA communications. In a planned approach in which the Foundation serves as the clearing-house for all CJENA-related information, copy approval and editorial control remain centralized.

It is projected that CJENA will exist for a specified period of time--perhaps 12-18 months--during which program options will be identified and developed. Following that phase, the Commission would regroup into a structure which follows program option lines, transferring leadership responsibility to Program Chairs. The precise communications needs and public relations objectives for all phases of CJENA's existence may be difficult to pinpoint at the outset. However, attention to potential variables will result in a plan flexible enough to accommodate the unexpected.

A cursory review of background materials suggest potential major audiences for CJENA information. Starting from the closest constituents (FAMILY) and broadening to the largest possible populations (UNIVERSE), as in a pyramid model, four major categories may be defined:

- FAMILY Commissioners, Program Chairs, Policy Advisors, and Staff

- GOVERNING BODIES Associations, Organizations, Federations, etc. either directly or indirectly represented on CJENA
- MEMBERSHIP member agencies of Governing Bodies
- UNIVERSE Community-At-Large (Jewish & Non-Jewish).

Analysis of these major audiences is the next step in assessing specific needs for communications vehicles and public relations activities, their design, target audience(s), frequency, contents, and article structure. The research conducted to determine these factors involves many steps, including:

- Review information already developed for and collected by CJENA
- Identify established forms of communications (i.e. newsletters, bulletins, special events)
- Analyze existing media (i.e. print/electronic, sectarian/non-sectarian, internal/public)
- Identify potential media opportunities
- Informally interview key representatives (i.e. selected Commissioners, Program Chairs, and Policy Advisors).

A well rounded communications program employs a variety of strategies to support a fundamental objective. In the case of CJENA, a working objective for all public relations and communications activities might be:

To raise awareness, generate interest and enthusiasm, cultivate commitment and ownership among specific target audiences, through a program of activities specifically tailored to promote the goals of CJENA and assure successful outcomes of CJENA program recommendations.

The methods employed in the communications program could include:

- PUBLICATIONS: printed materials produced on a regular or ad hoc basis, projecting a consistent, professional image.
- SPECIAL EVENTS: CJENA-sponsored activities or invitational presentations by CJENA representative for the purpose of cultivating interest and goodwill.
- MEDIA: identifying CJENA events or developments which would interest the media.
- DIRECT MAIL: broad-base mail campaign to enlist support--philanthropic, in-kind, volunteer--of community-at-large.
- ADVERTISING: paid promotional campaign used to communicate specific information, enhance image or build goodwill among broadest, and usually most difficult to reach, populations.

Within these methods, specific activities can be designed and initiated in accordance with the information acquired through initial market research. The menu of activities could include, but is not limited to the following:

Memoranda Series

One-page, 2-side bulletin format containing time-dates information for audiences most closely involved in Commission activities and decisions.

Newsletters

Four-page, magazine format communicating events or developments to selected audiences.

Report

Annual Report format containing conclusions or outcomes.

Report Meeting/ Educational Conference

CJENA-sponsored event to inform target audience(s) of CJENA's progress/conclusions. It would provide a public forum for acknowledging Commissioners, soliciting feedback, introducing programs and projects, and cultivating support for their implementation.

Conventions, Conferences, or Annual Meetings
of Selected Organizations

Solicit invitations for Commissioners to present keynote address or otherwise participate on agenda at major meetings.

Multi-Media Presentation

Audio-Visual Program and Script which reinforces image, message and tone of all other forms of CJENA communications. Produced with general objectives in mind but including opportunities for alterations to fit specific circumstances. Used in conjunction with conference presentations.

Press Releases, Descriptive Articles,
Public Service Announcements

Developed around specific topics, and distributed on an ongoing bases or in conjunction with CJENA events and developments.

Information Kits

Collection of materials which would assist media, governing bodies or local-level organizations in developing articles or other promotion. Contents could include: CJENA Facts Sheet, leadership roster, program and project descriptions, quotations, photographs.

Clippings File

Photocopied collection of press coverage on CJENA and related activities.

Space Advertising

Visual and text themes to promote CJENA objectives among community-at-large.

Posters

Display/poster format of space advertisements distributed to selected locations--work place, place of worship, academic institutions, or recreation sites.

The implementation of a communications and public relations program of this scope requires meticulous coordination and cooperation among primary audiences. It involves many stages, including:

- Research audiences
- Conceptualize program design

- Develop program structure--activities, budget, timetable, responsibility/authority
- Select and manage suppliers.

A productive approach for CJENA would be to conceive the communications program as a two-phase strategy. The Commission's focus in Phase I is on planning and developing a structure of programs and projects. The communications need to be directed to those audiences closest to these activities and decisions. In Phase II the attention and leadership responsibilities turn to design and implementation of specific programs and projects. Here, success depends on the support and participation of a broad constituency; and, the communications need to reach well into the community-at-large.

Certain activities described above, such as the annual report and educational conference, can act as 'hinge' events which bridge the transformation from Phase I to Phase II. They provide the opportunity both to summarize the work done by the Commission, and to activate program and project implementation by inviting the broader community into participation. In any case, any and all of the activities described above can be grouped together to form a communications and public relations program which can adapt to changing audiences and objectives.

ALW

cc: Henry L. Zucker
Virginia F. Levi
Seymour Fox

TO: Morton L. Mandel
NAME
DEPARTMENT/PLANT LOCATION

FROM: Arthur J. Naparstek
NAME
DEPARTMENT/PLANT LOCATION

DATE: 2/6/89
REPLYING TO
YOUR MEMO OF: _____

SUBJECT: MEETINGS WITH JON WOOCHEER AND ART ROTMAN

Meeting with Jon Woocher on February 2, 1989

Seymour Fox, Annette Hochstein and I met with Jon Woocher to discuss ideas related to an outreach and network strategy for the Commission. The meeting quickly evolved into a freewheeling, brainstorming session with Jon making several strong points. I will summarize his major suggestions:

1. Jon felt the rhetorical battle with regard to Jewish education has been won: that is, Jewish education is now seen by key, lay leadership as a top priority. Jon believes this is true because of the role you have played in convening the Commission, and the fact that the Commission has created the context for lay leadership to take on Jewish education on the local level.
2. Jon feels very strongly that the Commission needs to develop a guiding vision. He is concerned that we could get trapped into putting forward a number of small ideas without a guiding vision.
3. Jon believes we need to develop strategies for what we can do for teachers and develop pilot programs.

Seymour Fox asked Jon to develop a think piece on what this Commission can solve that other entities cannot. He also asked Jon if he thought JESNA would consider holding a consultation that would convene people who can help the Commission.

Meeting with Art Rotman on February 2, 1989

Art felt the key issue confronting Jewish education from his perspective was that the climate to support Jewish education, as well as the climate that would support a change in attitudes related to Jewish education being perceived as a top priority, was not evident. He also felt there is a major problem in terms of preparing the next generation of executives for leadership in informal educational settings. He felt we do not have a strategy for finding and recruiting executives.

Art agreed that a consultation with people from his networks, sponsored by JWB in support of the Commission, would be appropriate and he agreed that we should plan for one.

INTER-OFFICE CORRESPONDENCE

PR Committee

February 17, 1989

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Dear sal :

I am pleased that you have agreed to serve on the Public Relations/Communications Committee of the Commission on Jewish Education in North America. The Committee's first meeting will be on Wednesday, February 22 at 8:00 a.m. in the Conference Room of the Premier Industrial Foundation, 4500 Euclid Avenue. Paula Berman Cohen, who will serve as communications/PR consultant to the Commission, will meet with the group at that time.

I hope you will be able to attend, and I look forward to seeing you then. Best regards.

Sincerely,

Morton L. Mandel
Chairman

C. Ratner —

✓ S. Hoffman

MLM

ASW

✓ D. Ariel

✓ Paula Berman Cohen

Notified Bert 2/20



Brandeis University

Philip W. Low
School of
Near Eastern and
Judaic Studies

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

Waltham Massachusetts
02254-9110

February 21, 1989

TO: Arthur Naparstek

FROM: Joseph Reimer

RE: Outreach to Formal Educational Community

I am reporting on my conversations last week with Alvin Schiff, Jon Woocher and Josh Elkin on Commission plans to outreach to educational organizations operating in the "formal" sphere.

1. There are three essential bodies that have to be reached: the central agencies, the denominational bodies and the educator organizations.

2. Schiff suggests two approaches are possible: calling one big meeting to which you invite delegates from all three bodies or a more individualized approach where each of the three are approached differently and separately. He and Woocher agree that though the second is more time consuming, it is more effective if the goals are (1) to get people on board and (2) to get their input into the planning process. The big meeting would only really allow for us to report to them.

3. Both agree that for Central Agencies, the organization is BDF and the contact person is Gene Greenszweig. They suggest calling him and following his lead, though two scenarios are possible: calling a special meeting of bureau heads from the big cities and/or working through the June meeting in Florida. These people are important because they still control access to schools in local communities. We want their cooperation as well as input and advice on implementation.

4. With the educators both agree that the primary organization is COJED (of which the other organizations are members) and the contact person is Hy Campeas. Schiff suggests sending letter to Campeas (who, by the way, works for Schiff in N.Y.) and allowing him to invite the constituent organizations to send their reps to a meeting with us that COJED would sponsor (following option #1 on p. 14). This does not include the right-wing Torah Umesorah (p. 4) - but Alvin thinks they are not partners to our process.

5. Woocher believes that CAJE needs its own treatment - as Elkin suggested in his letter. He thinks the best way to proceed is to set up a meeting with Eliot Spack and Betsy Katz and work out with them one best options for contact.

6. The denominations are most time consuming because each one needs to be approached separately. Schiff suggests beginning with the presidents (commissioners) and have them choose denominational reps to come to a meeting. But he admits that is tricky because especially with Reform, but also with Conservative, the denominational organizations (UAHC, United

Arthur Naparstek
P. 2, February 21, 1989

Synagogue) are quite autonomous. Woocher suggests one on one meetings with their directors; but how to get right balance is tricky. E.G., Elkin called Schorsh to tell him about his letter and Schorsh thought it premature to move on this since there isn't enough to report yet. Since Elkin wasn't thinking of just "reporting," it is a different perspective that the presidents of seminaries may have.

7. Woocher and Schiff will attend meetings where we think their presence will be beneficial.



FAKED TO SF + AM
3/2

TO: Morton L. Mandel FROM: Arthur J. Naparstek DATE: 2/21/89
NAME NAME
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION

SUBJECT: BACKGROUND NOTES FOR COMMUNICATIONS AND PUBLIC RELATIONS MEETING
FEBRUARY 22, 1989

RE: Focus on identifying publics

Mort, I've spoken with Joe Reimer and reviewed Josh Elkin's letter and the work Jon Woocher and Art Rotman carried out. Clearly, there are a number of different cuts one can take in dealing with the various publics related to Jewish education. Rotman and Woocher point to formal and informal organizations as the major cut, informal being defined as B'nai B'rith Youth Organization, Association of Jewish-sponsored Camps, Hadassah Youth Commission, Camp Ramah, etc. Formal organizations are defined in terms of various institutions of higher learning for Jewish education, departments of education in each of the denominations, Torah U'Mesorah for the orthodox, Jewish Educators Assembly for the conservative, National Association of Temple Educators for the reformed, so on and so forth.

Josh Elkin identifies the publics from the point of view of key stakeholders. He assesses the conservative movement and indicates that stakeholders include: Jewish Theological Seminary, Jewish Educators Assembly, Solomon Schechter Day School Principals' Council and the United Synagogue Youth Movement. He goes on to say we should identify comparable groups in the orthodox and reform movements.

Joe Reimer builds on the work of Woocher, Rotman, Elkin, and advice of Schiff and suggests that we make the cut by identifying the three essential bodies that have to be reached. They are the Central Agencies, the Denominational Bodies, and the Educator Organizations. Under central bodies the key, according to Reimer, is the Bureau of Directors Organization/Fellowship (BDF). This organization is the umbrella group and has contact with all the Bureau directors throughout the country. In this grouping, federation executives and planning directors may be included.

In the denominations, he sees the four major denominations, reformed, conservative, orthodox, reconstructionist key.

With the following stakeholders as key:

1. The heads of the seminaries of the training institutions connected to the denomination.
2. Heads of synagogue organizations connected to the denomination..
3. The rabbinical organizations linked to the denomination.
4. Organizations of teachers linked to the denomination.

The third body he points to is the body of organizations related to educators and there he identifies COJEO which represents the principals, CAJE which represents the teachers as most important.

Reimer

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MINUTES

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

Public Relations Committee

February 22, 1989

Present: Morton L. Mandel, Chairman, David Ariel, Paula Berman Cohen, Stephen Hoffman, Virginia Levi (Secretary), Arthur Naparstek, Charles Ratner

I. Introduction

A. Purpose

It was noted that the purpose of this committee is to determine the Commission's position, posture, and points of view toward public relations. The group will meet periodically to formulate an approach and oversee the process.

B. Professional Support

It was noted that a decision has been made to engage a professional to assist with communications and public relations. Paula Berman Cohen was introduced as the person who will work with the committee, offering her skills in strategizing as well as a network of support staff to assist in carrying out the recommendations of the committee.

II. General Comments

Committee members were asked for their comments at the outset and responded with the following remarks:

- A. This is a useful process in order that the Commission have an opportunity to inform various publics about what is happening. People are aware of the Commission and, in the absence of an organized effort to inform, are making their own assumptions about its goals and approaches.
- B. This process will give the broader public an opportunity to identify with the Commission enterprise.

- C. A concerted public relations effort allows us to
 - 1. tell our story as we see it,
 - 2. involve our publics better in the process, and
 - 3. where possible, anticipate negative responses and address them in advance.
- D. We should be careful not to move too quickly with PR, since we are not yet ready with a program.

III. Identification of Publics

The committee identified publics and began to list possible desired outcomes, as follows:

A. Publics

- 1. Educators (formal, informal)
 - a. Commissioners
 - b. Organizations
 - c. Teachers
 - d. Senior Personnel
 - e. Academic
 - i. denominational institutions
 - ii. colleges of Jewish studies
 - iii. Judaic studies faculties
- 2. Denominations
 - a. Orthodox
 - b. Conservative
 - c. Reform
 - d. Reconstructionist

Under each denomination:

- i. teachers
- ii. rabbis
- iii. principals
- iv. senior faculty
- v. denomination lay groups (men's clubs, school lay leaders, etc.)
- vi. camp movements
- vii. youth groups

3. Organizations

- a. JWB - centers
- b. JESNA
- c. CFJ
- d. CAJE
- e. BDF
- f. COJEO
- g. Federations
- h. etc.

4. Lay Leadership

- a. Foundations - large funders
- b. National leaders - CJF, UJA, JDC, etc.
- c. Congregational leaders - local, national
- d. Persons interested in continuing Jewish education
- e. Federation leadership
- f. Bureau leaders

5. Commissioners

6. Jewish media/general media {consumers}

B. How do we want the publics to feel about the Commission?

1. Educators - Teachers

- a. This is a serious, well staffed, well directed effort
- b. The Commission is seeking ways to positively impact the profession
- c. Educators' - teachers' ideas and suggestions are welcome
- d. Educators - teachers are well represented on the Commission
- e. Jewish continuity is steadily moving higher on the communal agenda; we are seeking ways to further enhance this positive movement.

2. A similar list of desired outcomes will be developed for each of the publics identified.

IV. Next Steps

In the discussion that followed, it was agreed that next steps for the committee could include the following:

- A. The ideas generated at this meeting would be reviewed with senior advisors--including Joe Reimer, Art Rotman and Jonathan Woocher--who would be asked for their suggestions for revisions and additions.

- B. We will propose to CAJE that a presentation on the Commission at a plenary session be added to the agenda for their August meeting.
- C. A presentation on the Commission will be made at the April 9 meeting of Federation executives.
- D. Bennett Yanowitz will be asked to join this committee.
- E. During March a letter will be prepared for mailing to all commissioners, bringing them up to date on activities since December 14. This should be ready for review by senior policy advisors on March 30.

V. Next Meeting

The next meeting of the Public Relations Committee was set for Monday, April 3, 1989, 8:30-10:30 a.m. at Premier.

To: AJN

From: VFL

Date: 2/22/89

The Communications and Public Relations subcommittee identified publics and began to list desired outcomes, as follows:

I. Publics

A. Educators (formal, informal?)

1. Commissioners
2. Organizations
3. Teachers
4. Senior Personnel
 - a. Senior
 - b. Junior
5. Academic
 - a. denominational institutions
 - b. colleges of Jewish studies
 - c. Judiac studies faculty

B. Denominations (formal, informal)

1. Orthodox
2. Conservative
3. Reform
4. Reconstructionist

Under each denomination:

- a. teachers
- b. rabbis
- c. principals
- d. senior faculty
- e. denomination lay groups (men's clubs, school lay leaders, etc.)
- f. camp movements
- g. youth groups

C. Ogranizations

1. JWB - centers
2. JESNA
3. CJF
4. CAJE
5. BDF
6. COJEO
7. Federations
8. etc.

D. Lay Leadership

1. Foundations - large funders
2. National - CJF, UJA, JDC, etc.
3. Congregational - local
4. Persons interested in continuing Jewish education
5. Federation leadership
6. Bureau lay leaders

E. Commissioners

F. Jewish media/General media {consumers}

II. How do we want the publics to feel about the Commission?

A. Educators - teachers

1. This is a serious, well staffed, well directed effort
2. The Commission is seeking ways to positively impact the profession
3. Their ideas and suggestions are welcome
4. They are well represented on the Commission
5. Jewish continuity is climbing on the communal agenda; we are seeking ways to further enhance this



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FUNCTION PUBLIC RELATIONS/COMMUNICATIONS COMMITTEE

SUBJECT/OBJECTIVE ASSIGNMENTS

ORIGINATOR Virginia F. Levi

DATE 2/24/89

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Review Committee ideas with JR, AR, JW. Get their suggestions of desired outcomes for each "public."		AJN	2/22/89	3/10/89	
2.	Contact Elliot Spack and propose plenary presentation on Commission for August 1 meeting.		MLM	2/22/89	3/1/89	
3.	Invite Bennett Yanowitz to join Committee.		MLM	2/22/89		
4.	Prepare update letter for mailing to commissioners in early April, following review by senior policy advisors.		AJN	2/22/89	3/30/89	
5.	Send minutes, AJN memo of 2/21, and list of key stakeholders to senior policy advisors prior to 3/30 meeting.		VFL	2/22/89	3/24/89	
6.	Create a short piece (pamphlet, brochure, etc.) describing the Commission's work, members, staff, goals to precede a larger outreach effort.		AJN PBC	2/9/89	3/25/89	

6

COMMUNICATIONS STRATEGY

MARCH, 1989 - JUNE, 1990

PUBLIC RELATIONS

<u>ACTIVITY/DESCRIPTION</u>	<u>ESTIMATED CREATIVE/IMPLEMENTATION TIME</u>	<u>ESTIMATED BUDGET ALLOCATION</u>
1. <u>Develop Plan</u> Research, program concept, program design (activities, timetable, budget)	6 weeks	\$ 1,700
2. <u>Memoranda Series</u> 1 page, 2-sides 4 issues	2-3 weeks (initial) 10 days (subsequent)	\$ 3,400
3. <u>Newsletter</u> 4 page 3 issues	8-10 weeks per issue	\$ 6,600
4. <u>Annual Report</u> 8 page 1 issue	10-12 weeks	\$ 2,700
5. <u>Press Packet</u> General release, detailed release, and p.s.a.	2-3 weeks	\$ 600
5a. 2-4 additional releases	7-10 days @	\$ 600
6. <u>Information Kit</u> CJENA background info., Facts Sheet, Roster, Biographical sketches, Quotations, Program/ Project descriptions, Photographs	4 weeks	\$ 1,100
6a. Update	7-10 days	\$ 500

<u>ACTIVITY/DESCRIPTION</u>	<u>ESTIMATED CREATIVE/IMPLEMENTATION TIME</u>	<u>ESTIMATED BUDGET ALLOCATION</u>
7. <u>Clippings File</u> Photocopied collection of press coverage. 3 collections	2-3 weeks per collection	\$ 1,200
8. <u>Presentation</u> 3-5 minute script (\$200 per additional minute)	2-3 weeks	\$ 950
9. <u>Space Advertising</u> Visual and text themes for insetion in print media	10-12 weeks	\$ 1,050
10. <u>Poster</u> Display/poster format of advertisement	(incorporated in <u>Space Advertising</u> estimate above)	\$ 700
TOTAL ESTIMATED BUDGET ALLOCATION		\$21,100

MAR 21 1989

file - Low PR Committee

VFL

MORTON L. MANDEL

4500 EUCLID AVENUE • CLEVELAND, OHIO 44103

March 14, 1989

Dear Bennett:

As part of the work of the Commission on Jewish Education in North America, it has seemed advisable to form a small group to plan out public relations.

Would you join this group? We will meet in Cleveland two or three times a year, and would very much appreciate your giving us your ideas and insights.

We've retained Paula Berman Cohen to assist us, and thus far based on our preliminary contacts, she looks pretty good.

Just scribble a note on the bottom of this, and send it back to me at your convenience.

Warmest personal regards.

Sincerely,

Mort

MORTON L. MANDEL

Mr. Bennett Yanowitz
Kahn, Kleinman, Yanowitz & Arnson
Bond Court Building
1300 East 9th Street
Cleveland, Ohio 44114

*filed 3/27
+ invited to
4/3 mtg.*

*Will be pleased to work
on this.
Brett*

March 28, 1989

TO: Arthur J. Naparstek

FROM: Joseph Reimer

RE: Commission Outreach to Jewish Educational Organizations

I have been asked to review the previous communications on the subject of Commission outreach to Jewish educational organizations and to prepare for the March 30 meeting of the planning group a list of organizations with whom we need to be in contact and recommendations on the nature of the contact.

The list and recommendations are based on the following assumptions. (1) Priorities for organizational contact need to be established. Educational organizations whose members most directly impact the anticipated work of the Commission need to receive higher priority. (2) Higher priority involves face to face communication between representatives of the Commission and the organizations. Lower priority may involve only written communication. (3) Outreach through larger organizational networks that avoids establishing separate contact with smaller organizations makes for smoother communication and should be preferred.

I. Central Agencies for Jewish Education

1. Bureau Directors Fellowship (BDF)

Chairperson: Gene Greenzweig

Recommendation: Given centrality of bureau directors to access to schools in local communities, we want to let them know about the work of the Commission and to gain their cooperation. (1) Establish contact with Gene Greenzweig. (2) Follow his lead for best way for Commission representative to meet with bureau directors. (3) Make available option of Commission representative addressing BDF at their Spring meeting in June. (4) Follow-up initial contact with possibility of future meeting (especially with big city directors) and written communication to all directors.

II. Jewish Educator Organizations

1. Conference of Jewish Educator Organizations (COJEO)

Chairperson: Dr. Hyman Campeas

Recommendation: Given that COJEO is the umbrella organization of the five constituent organizations of Jewish educators, it is a central address and an effective way to communicate with and gain the cooperation of Jewish educators. (1) Establish contact with Hy Campeas. (2) Ask him to set up a meeting that COJEO would sponsor at which representatives from the constituent organizations could meet with Commission representatives. (3) Follow-up initial meeting with written communication to Board members of each organization.

2. Coalition for the Advancement of Jewish Education (CAJE)

Executive Director: Dr. Eliot Spack

Recommendations: Given that CAJE most actively represents the largest number of grass roots Jewish educators, we want to use its formats to communicate to the field at large. We also want to gain the cooperation of the CAJE leadership. (1) Establish contact with Eliot Spack. (2) Invite him to define how Commission representatives could best communicate through CAJE to the membership. (3) Make available option of Commission representatives attending and addressing annual conference in August. (4) Follow-up initial contact with possible future meeting of CAJE board with Commission representatives, and (5) with written communication with broader membership.

III. Denominational Educational Bodies

1. Department of Education and Commission on Jewish Education, United Synagogue of America (Conservative)

Director: Rabbi Robert Abramson

2. The United Synagogue of America, Department of Youth Activities (USY/Kadima)

Director: Paul Friedman

Recommendation: As central educational bodies of the Conservative Movement, these organizations need to receive high priority contact from Commission representatives. (1) We turn first to Ismar Schorsch, as a commissioner and leader of the Conservative Movement, to ask how to best establish contact with these, and possibly other, educational arms of the Conservative Movement. (2) At his suggestion and under his direction we set up a meeting with the directors of these organizations. (3) We follow-up initial meeting with possibility of future meetings with directors of organizations and with written communication with members of their commission on education.

3. Department of Education and Commission on Jewish Education, Union of American Hebrew Congregations (Reform).

Director: Rabbi Howard Bogot

4. Union of Hebrew Congregations Youth Services Department

Director: Rabbi Allan Smith

Recommendation: That we follow for the Reform Movement the same procedure as above, starting first by turning to Alfred Gottschalk, etc.

5. National Commission on Torah Education, Yeshiva University (Orthodox).

Director: Dr. Mordecai Schaidman

6. Union of Orthodox Jewish Congregations, National Conference of Synagogue Youth (NCSY)

Director: Rafi Butler

Recommendation: That we follow for the Orthodox Movement the same procedure as above, starting first with Norman Lamm, etc.

7. Commission on Jewish Education of Reconstructionist Congregations and havurot and the Reconstructionist Rabbinical Association.

Director: Rabbi Jeffrey Schein

Recommendation: That we follow for the Reconstructionist Movement the same procedure as above, starting first with Arthur Green, etc.

8. Torah Umesorah, National Society for Hebrew Day Schools (Orthodox).

Director: Rabbi Joshua Fishman

Recommendation: Given the prominence of Torah Umesorah nationally in the day school movement and yet their being religiously to the right of Centrist Orthodoxy, this organization poses a special case for the Commission. Two options are possible. (1) To attempt to establish direct contact with the director to communicate the role of the Commission. (2) To limit contact to written communication.

IV. Academic Institutions

1. Association of Institutions of Higher Learning for Jewish Education.

Chairperson: Dr. Alvin Mars

Recommendation: Given possible centrality of these institutions for training personnel in Jewish education, we need to be in contact. (1) Contact Alvin Mars to set up best format for meeting between Commission representative and members of the organization. (2) Follow-up initial meeting with written communication with each director of the member institutions.

2. Association for Jewish Studies

President: Professor Robert Chazan

Recommendation: As this group's mission - teaching Judaica and training scholars in Judaica - is less central to Commission's work, contact is a lesser priority. (1) Contact Robert Chazan to see which forms of written communication would be most appropriate for which of the membership.

V. Non-denominational informal education

1. B'nai B'rith Hillel Foundation
2. Hadassah Youth Commission
3. B'nai B'rith Youth Organization (BBYO)
4. American Zionist Youth Foundation (AZYF)
5. Association of Jewish Sponsored Camps

Recommendation: As these organizations are not as yet seen as central to Commission's work, contact be held on a lower level of priority. (1) In consultation with JWB, contact directors of organizations to see what forms of written communication would be appropriate for which of their professional and lay leadership. (2) Follow-up meetings between Commission and organizational representatives could be set up if mutual need were to arise.

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High priority - Contact already set up on best way to be in touch.

JW

PR f.u.

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Chairperson: Dr. Hyman Campeas

Recommendation: Given that COJEO is the umbrella organization of the five constituent organizations of Jewish educators, it is a central address and an effective way to communicate with and gain the cooperation of Jewish educators. (1) Establish contact with Hy Campeas. (2) Ask him to set up a meeting that COJEO would sponsor at which representatives from the constituent organizations could meet with Commission representatives. (3) Follow-up initial meeting with written communication to Board members of each organization.

JR *Help from Schiff*

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MLR or ARI

JR or JW

PR

↑

Opportunity to enter a for them to present papers or income way in future.

Maybe 11/70, after JW, to make a gap of CAJE board members to discuss.

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Recommendation: That we follow for the Reform Movement the same procedure as above, starting first by turning to Alfred Gottschalk, etc.

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3. B'nai B'rith Youth Organization (BBYO)
4. American Zionist Youth Foundation (AZYF)
5. Association of Jewish Sponsored Camps

*- DA+S. sec
present.*

*Ask Tversky's
opinion: this*

Recommendation: As these organizations are not as yet seen as central to Commission's work, contact be held on a lower level of priority. (1) In consultation with JWB, contact directors of organizations to see what forms of written communication would be appropriate for which of their professional and lay leadership. (2) Follow-up meetings between Commission and organizational representatives could be set up if mutual need were to arise.

MEMORANDUM

TO: Art Naparstek
FROM: Paula Berman Cohen
RE: Communications Strategy Update

DATE: April 24, 1989

As you requested at our meeting on April 13, 1989, I have contacted organizations which represent the Commission's key publics to identify existing forms of communications, i.e. newsletters. In addition, I interviewed the following people in order to explore supplementary strategies for reaching key publics: Henry Zucker, David Ariel, David Kleinman, Frank Strauss.

Through these discussions, additional forms of media--i.e. satellite communications, national newspapers and journals, news service--and, the largest communities which may warrant subsequent contact through local organizations, were identified. Of these, only the news service organization--**Jewish Telegraphic Agency**, and satellite communications--**CJF Satellite Network**, were surveyed. The other publications and largest communities are listed at the end of this memorandum for your review and consideration for future utilization.

National News Service

Jewish Telegraphic Agency
(212) 643-1890
Editor: Mark Jaffe
Mg. Ed: Elli Wohlgelernter

Daily News Bulletin
2,500 circulation
Published 5 days/week
Reports breaking news of international interest; does not print press releases or announcements.

Community News Reporter
5,000 circulation + 100 jewish newspapers
Published weekly
Reports community and organization news; will accept concise press release which describes Commission and its' activities (up to 2 pages, double spaced); enclose background information separately.

In addition to covering Commission news in the Community News Reporter JTA will also distribute articles on the Commission which appear in the Cleveland Jewish News, to its' 100 other newspaper subscribers.

Satellite Communications

Council of Jewish Federations
(212) 475-5000
Contact: Frank Strauss

CJF Satellite Network
Television link to 50 federations across the country
Open scheduling
Well-suited for conferences, news briefing, presentations;
Costs range from \$2,500 - \$5,500/hr depending upon production requirements (# of cameras, teleprompter, etc.).

National/Umbrella Organizations

Council of Jewish Federations
(212) 475-5000
Contact: Frank Strauss
Editor: Amy Rothchild

News Briefs
600 circulation (CJF Board, Federation Executives and Presidents)
Published monthly
Reports CJF activities; will accept a press release or announcement (and photos) on Commission
Deadline: 15th of the month

What's New in Federations
7,000 circulation
Published quarterly (April, June, Sept., Dec.)
Reports on what is going on in federations around the country; Will accept a press release or announcement (and photos) on Commission

Submit one release (up to 3 pages, double spaced) and specify if it is for inclusion in one or both publications.

Jewish Education Service of North America
(212) 529-2000

Pedagogic Reporter
4,800 circulation
(practitioners, senior educators, principals)
Published quarterly
Contains column for JESNA news-briefs suited for

JESNA(continued)

Commission news, updates,
announcements.
Deadline: 10 weeks prior to
publication
Editor: Mordecai Lewittes
(unavailable until 4/27/89)

Trends

2,500 circulation (5,000
printed)(distributed to
community leadership in
Bureaus and Federations)
Published semi-annually
Each issue developed around a
single theme; does not print
press releases or
announcements; well-suited
for major article on
Commission outcomes or
recommendations.
Contact: Leora Isaacs

A new publication is being developed by JESNA for distribution in
the Fall, 1989. Its' focus will be on news briefs; Commission
news will be welcome.

A packet of information is sent out regularly by Jon Woocher to
Bureau Directors. See entry under **Bureau Directors Fellowship**.

A packet of information is sent out regularly by Jon Woocher to
Education Contacts, i.e. Federation Executives and/or Jewish
Education contacts. Packets include, but are not limited to,
briefing paper and position announcements. News, announcements,
updates and articles on the Commission are welcome.

Jewish Welfare Board
(212) 532-4949

Circle

24,000 circulation
Published bi-monthly
Reports on center and
conference activities; will
accept article or announcement
(and photos) on the
Commission.
Deadline: 1 month prior to
publication
Editor: Shirley Frank

Zarkor

2-3,000 circulation
Publishes information
considered helpful to

JWB(continued)

practitioners, i.e. resources,
program ideas, models; better
suited for major article on
Commission outcomes,
recommendations, etc.

"Board Highlights" are distributed to Presidents, Executives and Officers of all centers, following each Board meeting (next one slated for September, 1989). When the Commission, or its' representative, is next on the JWB Board Meeting Agenda, a detailed article on the Commission could be included in the subsequent "Highlights" mailing.

An information packet is distributed weekly to all center Executives. Information on the Commission is welcome. If the Commission publishes its' own newsletter or progress report, additional copies could be included in the Executive's mailing for the centers to distribute to their local leadership.

Bureau Directors Fellowship

(305) 576-4030

Contact: Gene Greensweig

Per Mr. Greensweig and Jon Woocher, there is no organizational publication. The only regular mailing to members of BDF is through JESNA. (Information packets are sent out regularly by Jon Woocher.) Information on the Commission--articles, announcements, progress reports, etc.-- is welcome. If the Commission publishes its' own newsletter or progress report, extra copies could be included in the packets with a recommendation that they be distributed to local leadership.

**Coalition for the Advancement
of Jewish Education**

(212) 696-0740

Editor: Ronni Strongin

Jewish Education News

4,000 circulation

Published 3 times per year

Each issue is developed around
a specific theme, and also
includes information on CAJE
events; does not accept press
releases unless it relates
directly to CAJE members or
conference activities.

Deadline: May 3 (summer issue
distributed at August
meeting).

B'nai B'rith

(202) 857-6585

Editor: Linda Ostro-Schlesinger

The Insider

6,000 circulation (B'nai
B'rith Leadership)

B'nai B'rith(continued)

Published 8 times per year
Includes small feature
articles, news briefs and
program calendars; accepts
press releases and
announcements
Deadline: 1 month before
publication.

Editor: Jeff Rubin

B'nai B'rith International
Jewish Monthly
500,000 circulation
Published monthly
Includes 2-3 feature articles,
small features and profiles,
column on B'nai B'rith news;
accepts press releases and
announcements.
Deadline: 2 months before
publication.

**Union of American Hebrew
Congregations**
(212) 249-0100
Editor: Aron Hirt-Manheimer

Reform Judaism
circulation unknown
Published quarterly
Movement-wide publication;
accepts press releases.

**Coalition for the Advancement
of Jewish Education**
(212) 245-8200

COJEO does not have a publication for members of its' constituent organizations. Representatives meet monthly, and it is up to the executive boards of each organization to communicate information to the membership.

Hadassah
(212) 355-7900
Contact: Jim Lee
(Director of Public Affairs)

Hadassah Magazine
400,000 circulation
Published 10 times per year
Does not routinely accept
press releases for
publication.

Tapestry
(circulation unknown)
Published 4 times per year
through the Jewish Education
Department; distributed to
professionals involved in
education programs/services.
Contents include suggestions

on educational programs.

Submit Commission information directly to Jim Lee, Director of Public Affairs. He determines what information is suitable and for which publication.

Publications to be considered for future utilization:

National Newspapers

The Jerusalem Post

(212) 355-4440

55,000 circulation

Published weekly

Deadline: 2 weeks before publication

The National Jewish Post & Opinion

(317) 927-7800

103,000 circulation

Published weekly

Deadline: Wednesday noon, 1 week before publication

National Journals

Journal of Jewish Communal Service

(201) 821-1871 (CJCS)

4,800 circulation

Published quarterly

Welcomes news releases releases

Deadline: 10 weeks before publication

Editor: Sanford Sherman

Assoc.Ed: Phyllis Ollander

Present Tense

(212) 751-4000

40,000 circulation

Published bimonthly

Welcomes news

Deadline: 10 weeks before publication

Editor: Murray Polner

Moment

(202) 387-8888

30,000 circulation

Published monthly

Welcomes news releases releases

Deadline: 6 months before publication

Editor: Hershel Shanks

Exec.Ed: Suzanne Singer

Tikkun

(415) 482-0805

40,000 circulation

Published bimonthly

Welcomes news

Deadline: 4 weeks before publication

Editor: Michael Lerner

Assoc. Ed: Peter Gabel

Communities to be considered for target communications:

Publications produced by key local organizations, i.e. federations and centers, for their constituents are another resource to be considered. CJF has a list of member agency

cities, separated according to size: large, large intermediate, intermediate, etc. JWB also has a directory, organized by both geographic location and city size. With the help of these lists, a distribution strategy targeting Commission information directly to key local organizations, may be devised.

CJF Top "19" Cities

Atlanta, GA
Baltimore, MD
Bergen County, NJ
Boston, MA
Chicago, IL
Cleveland, OH
Denver, CO
Detroit, MI
Los Angeles, CA
MetroWest, NJ

Miami, FL
Montreal, PQ
New York, NY
Philadelphia, PA
Pittsburgh, PA
St. Louis, MO
San Francisco, CA
Toronto, ONT
Washington, DC

Communications Strategy Update
April 24, 1989
ADDENDUM

Key Publics

Commissioners

Federations: top 30
CJF list (approximately 175)

Foundations: 10-11 which meet informally

Educators: Conference of Jewish Educator Organizations
Coalition for the Advancement of Jewish Education

Organizations:
Bureau Directors Fellowship
Jewish Education Service of North America
Jewish Welfare Board

Academic Institutions:
Association of Institutions of Higher Learning for
Jewish Education
Association for Jewish Studies

Denominations/Formal:
(Organizations of Congregations)
Union of Orthodox Jewish Congregations

United Synagogue of America/Department of Education
and Commission on Jewish Education
Union of American Hebrew Congregations/Department
of Education and Commission on Jewish Education
Federation of Reconstructionist Congregations/
Commission on Jewish Education

(Academic Study)
Yeshiva University/National Commission on Torah
Education
Jewish Theological Seminary
Hebrew Union College
Reconstructionist Rabbinical College
Torah Umesorah, National Society for Hebrew Day
Schools

(Educators)
Educators Council of America
Jewish Educators Assembly
National Assembly of Temple Educators

Denominations/Informal:
UOJC/National Conference of Synagogue Youth

USA/Department of Youth Activities
UAHC/Youth Services Department
Camp Ramah (Jewish Theological Seminary)

Non-Denomination/Informal:

American Zionist Youth Foundation
Association of Jewish Sponsored Camps
B'nai B'rith Hillel Foundation
B'nai B'rith Youth Organization
Hadassah Youth Commission

MEMORANDUM

TO: Art Naparstek

DATE: April 24, 1989

FROM: Paula Berman Cohen

RE: Communications Strategy: News Media

As you requested at our meeting on April 13, 1989, I have contacted organizations which represent the Commission's key publics to identify existing forms of communications, i.e. newsletters. In addition, I interviewed the following people in order to explore supplementary strategies for reaching key publics: David Ariel, Joel Fox, David Kleinman, Frank Strauss, Henry Zucker.

Through these discussions, additional forms of media--i.e. satellite communications, national newspapers and journals, news service--and, the largest communities which may warrant subsequent contact through local organizations, were identified. Of these, only the news service organization--**Jewish Telegraphic Agency**, and satellite communications--**CJF Satellite Network**, were surveyed. The other publications and largest communities are listed at the end of this memorandum (II. and III.) for your review and consideration for future utilization.

Each entry has been assigned a rating which provides you with my recommendations for how best to utilize it. Specifically, the codes address the following:

Numbers = Time Frame

- (1) = immediate (between now and the June meeting)
(2) = near future (immediately following June meeting)
(3) = future (to be determined)

Letters = Type of Submission

- (a) = news release
(b) = feature article
(c) = opinion editorial

The opportunities for op.ed.'s have not yet been researched. Through the individual interviews mentioned above, however, several national papers were identified and have been marked accordingly.

I. Publications and Organizations contacted:

A. National News Service

2(a) **Jewish Telegraphic Agency**
(212) 643-1890
Editor: Mark Jaffe
Mg. Ed: Elli Wohlgelernter

Daily News Bulletin
2,500 circulation
Published 5 days/week
Reports breaking news of
international interest; does
not print press releases or
announcements.

1(a)
2(a)
2(b)

Community News Reporter
5,000 circulation + 100 jewish
newspapers
Published weekly
Reports community and
organization news; will accept
concise press release which
describes Commission and its'
activities (up to 2 pages,
double spaced); enclose
background information
separately.

In addition to covering Commission news in the Community News Reporter JTA will also distribute articles on the Commission which appear in the Cleveland Jewish News, to its' 100 other newspaper subscribers.

B. Satellite Communications

3 **Council of Jewish Federations**
(212) 475-5000
Contact: Frank Strauss

CJF Satellite Network
Television link to 50
federations across the country
Open scheduling
Well-suited for conferences,
news briefing, presentations;
Costs range from \$2,500 -
\$5,500/hr depending upon
production requirements (# of
cameras, teleprompter, etc.).

C. National/Umbrella Organizations

1(a) Council of Jewish Federations
2(a) (212) 475-5000
Contact: Frank Strauss
Editor: Amy Rothchild

News Briefs
600 circulation (CJF Board,
Federation Executives and
Presidents)
Published monthly
Reports CJF activities; will
accept a press release or
announcement (and photos) on
Commission
Deadline: 15th of the month

1(a)
2(a)

What's New in Federations
7,000 circulation
Published quarterly (April,
June, Sept., Dec.)
Reports on what is going on in
federations around the
country; Will accept a press
release or announcement (and
photos) on Commission

Submit one release (up to 3 pages, double spaced) and specify if
it is for inclusion in one or both publications.

1(a) Jewish Education Service
2(a) of North America
2(b) (212) 529-2000

Pedagogic Reporter
4,800 circulation
(practitioners, senior
educators, principals)
Published quarterly
Contains column for JESNA
news-briefs suited for
Commission news, updates,
announcements.
Deadline: 10 weeks prior to
publication
Editor: Mordecai Lewittes
(unavailable until 4/27/89)

2(b)

Trends
2,500 circulation (5,000
printed) (distributed to
community leadership in
Bureaus and Federations)
Published semi-annually
Each issue developed around a
single theme; does not print
press releases or
announcements; well-suited
for major article on
Commission outcomes or

recommendations.
Contact: Leora Isaacs

2(a) A new publication is being developed by JESNA for distribution in the Fall, 1989. Its' focus will be on news briefs; Commission news will be welcome.

1(a) A packet of information is sent out regularly by Jon Woocher to Bureau Directors. See entry under Bureau Directors Fellowship.

1(a) A packet of information is sent out regularly by Jon Woocher to Education Contacts, i.e. Federation Executives and/or Jewish Education contacts. Packets include, but are not limited to, briefing paper and position announcements. News, announcements, updates and articles on the Commission are welcome.

1(a) Jewish Welfare Board

Circle

2(a) (212) 532-4949

24,000 circulation

2(b)

Published bi-monthly

Reports on center and conference activities; will accept article or announcement (and photos) on the Commission.

Deadline: 1 month prior to publication

Editor: Shirley Frank

2(b)

Zarkor

2-3,000 circulation

Publishes information considered helpful to practitioners, i.e. resources, program ideas, models; better suited for major article on Commission outcomes, recommendations, etc.

?(a) "Board Highlights" are distributed to Presidents, Executives and

(b) Officers of all centers, following each Board meeting (next one slated for September, 1989). When the Commission, or its' representative, is next on the JWB Board Meeting Agenda, a detailed article on the Commission could be included in the subsequent "Highlights" mailing.

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2(a) Executives. Information on the Commission is welcome. If the Commission publishes its' own newsletter or progress report, additional copies could be included in the Executive's mailing for the centers to distribute to their local leadership.

- 1(a) Bureau Directors Fellowship
2(a) (305) 576-4030
2(b) Contact: Gene Greensweig

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- 1(b) Coalition for the Advancement
3 of Jewish Education
(212) 696-0740
Editor: Ronni Strongin

Jewish Education News

4,000 circulation
Published 3 times per year
Each issue is developed around a specific theme, and also includes information on CAJE events; does not accept press releases unless it relates directly to CAJE members or conference activities.
Deadline: May 3 (summer issue distributed at August meeting).

- 1(a) B'nai B'rith
2(a) (202) 857-6585
2(b) Editor: Linda Ostro-Schlesinger

The Insider

6,000 circulation (B'nai B'rith Leadership)
Published 8 times per year
Includes small feature articles, news briefs and program calendars; accepts press releases and announcements
Deadline: 1 month before publication.

- 1(a) Editor: Jeff Rubin

B'nai B'rith International Jewish Monthly

- 2(a)
2(b)

500,000 circulation
Published monthly
Includes 2-3 feature articles, small features and profiles, column on B'nai B'rith news; accepts press releases and announcements.
Deadline: 2 months before publication.

3 Union of American Hebrew
Congregations
(212) 249-0100
Editor: Aron Hirt-Manheimer

Reform Judaism
circulation unknown
Published quarterly
Movement-wide publication;
accepts press releases.

1(a) ~~Coalition for the Advancement~~
2(a) ~~of Jewish Education~~
3 (212) 245-8200

*Conference on Jewish
Educator Organizations*

COJEO does not have a publication for members of its' constituent organizations. Representatives meet monthly, and it is up to the executive boards of each organization to communicate information to the membership.

1(a) Hadassah
2(a) (212) 355-7900
2(b) Contact: Jim Lee
(Director of Public Affairs)

Hadassah Magazine
400,000 circulation
Published 10 times per year
Does not routinely accept
press releases for
publication.

Tapestry
(circulation unknown)
Published 4 times per year
through the Jewish Education
Department; distributed to
professionals involved in
education programs/services.
Contents include suggestions
on educational programs.

Submit Commission information directly to Jim Lee, Director of Public Affairs. He determines what information is suitable and for which publication.

II. Publications to be researched:

1(a) National Newspapers
2(a)
2(b/c)

The Jerusalem Post
(212) 355-4440
55,000 circulation
Published weekly
Deadline: 2 weeks before
publication

The National Jewish Post & Opinion
(317) 927-7800
103,000 circulation
Published weekly
Deadline: Wednesday noon, 1
week before publication

2(b) B. National Journals

Journal of Jewish Communal Service

(201) 821-1871 (CJCS)

4,800 circulation

Published quarterly

Welcomes news releases
releases

Deadline: 10 weeks before publication

Editor: Sanford Sherman

Assoc.Ed: Phyllis Ollander

Present Tense

(212) 751-4000

40,000 circulation

Published bimonthly

Welcomes news

Deadline: 10 weeks
before publication

Editor: Murray

Polner

Moment

(202) 387-8888

30,000 circulation

Published monthly

Welcomes news releases
releases

Deadline: 6 months before publication

Editor: Hershel Shanks

Exec.Ed: Suzanne Singer

Tikkun

(415) 482-0805

40,000 circulation

Published bimonthly

Welcomes news

Deadline: 4 weeks
before publication

Editor: Michael

Lerner

Assoc. Ed: Peter
Gabel

III. *Communities to be considered for target communications:*

- 3 Publications produced by key local organizations, i.e. federations and centers, for their constituents are another resource to be considered. CJF has a list of member agency cities, separated according to size: large, large intermediate, intermediate, etc. JWB also has a directory, organized by both geographic location and city size. With the help of these lists, a distribution strategy targeting Commission information directly to key local organizations, may be devised.

CJF Top "19" Cities

Atlanta, GA
Baltimore, MD
Bergen County, NJ
Boston, MA
Chicago, IL
Cleveland, OH

Denver, CO
Detroit, MI
Los Angeles, CA
MetroWest, NJ
Miami, FL
Montreal, PQ

*Add CJF
Top Intermediate
CJF Top Small
Ask HL 2 for list
of communities*

New York, NY
Philadelphia, PA
St. Louis, MO
Pittsburg, PA

San Francisco, CA
Toronto, ONT
Washington, DC

IV. *Recommendations for Press Materials:*

Editor's Facts Sheet

Commission facts sheet which accompanies all news releases (including multiple/ongoing submissions to the same publication/organization).
Available to send out at any time for unscheduled requests.
"Bullet" format in which information is provided in either question/answer or heading/description presentation.
2 pages maximum length.
Covers such information as: definition, sponsors, goals, timetable, members.

News Release

Concise statements, focused on one topic.
300 words.

before June Meeting:

Advisory on where Commission stands, going into June Meeting, with particular emphasis on identification of 2 priorities: focus on people in jewish education (personnel), and community-- its leadership, structure and funding sources as a major agent for change.

after June Meeting:

Report on discoveries/outcomes from June meeting. If more than one major announcement to report, prepare separate releases.

Feature Articles

500-1,000 words
Same topics with different slant for general/jewish media, as appropriate.

Suggested topics for general and jewish media:

1. 'This is the time for change', it is in the air in communities across North America (point to specific illustrations to acknowledge those local communities/organizations also involved in seeking change in jewish education. Use that as the springboard for introducing the Commission as the entity which has the vision and leadership to bring the entire North American community together, coalescing what is 'in the air'.

- ← Crown, Brofman,
Fannin, Berman, Mintz*
2. Develop profile of Mort Mandel--philanthropist, Jewish leader, corporate leader, (and, possibly selected other key forces on the Commission), to sell an idea which might lead to a feature story in a major publication.
 3. Descriptive article on mechanisms which may come about as a result of the Commission, which identifies applications to other school movements, i.e. catholic and public school systems. (This topic may also warrant smaller feature articles which relate to specific mechanisms/publics.)

Suggested topic for jewish media: (in addition to above)

4. Pluralism--Jewish community is made-up of diverse traditions. Through the Commission entity worked consciously to merge together to reach common goal ("wedding together of different groups and ideas").

Opinion Editorial (Op.Ed.)

Philosophical article on specific theme, submitted by Commission representative (prepared by staff, as warranted).

Article suggestions listed above may also be developed as 'op. ed.' Both could be submitted to the same publication.

Suggested topics include:

1. Commission as the entity which has the vision and leadership to bring entire North American Jewish community together.
2. "Personnel" and "Community": the priorities which set the stage for jewish education.
3. Mechanisms.

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MEMORANDUM

TO: Art Naparstek DATE: April 24, 1989

FROM: Paula Berman Cohen

RE: Communications Strategy: News Media

As you requested at our meeting on April 13, 1989, I have contacted organizations which represent the Commission's key publics to identify existing forms of communications, i.e. newsletters. In addition, I interviewed the following people in order to explore supplementary strategies for reaching key publics: David Ariel, Joel Fox, David Kleinman, Frank Strauss, Henry Zucker.

Through these discussions, additional forms of media--i.e. satellite communications, national newspapers and journals, news service--and, the largest communities which may warrant subsequent contact through local organizations, were identified. Of these, only the news service organization--**Jewish Telegraphic Agency**, and satellite communications--**CJF Satellite Network**, were surveyed. The other publications and largest communities are listed at the end of this memorandum (II. and III.) for your review and consideration for future utilization.

Each entry has been assigned a rating which provides you with my recommendations for how best to utilize it. Specifically, the codes address the following:

Numbers = Time Frame

- (1) = immediate (between now and the June meeting)
- (2) = near future (immediately following June meeting)
- (3) = future (to be determined)

Letters = Type of Submission

- (a) = news release
- (b) = feature article
- (c) = opinion editorial

The opportunities for op.ed.'s have not yet been researched. Through the individual interviews mentioned above, however, several national papers were identified and have been marked accordingly.

I. Publications and Organizations contacted:

A. National News Service

2(a) **Jewish Telegraphic Agency**
(212) 643-1890
Editor: Mark Jaffe
Mg. Ed: Elli Wohlgelernter

Daily News Bulletin
2,500 circulation
Published 5 days/week
Reports breaking news of
international interest; does
not print press releases or
announcements.

1(a)
2(a)
2(b)

Community News Reporter
5,000 circulation + 100 jewish
newspapers
Published weekly
Reports community and
organization news; will accept
concise press release which
describes Commission and its'
activities (up to 2 pages,
double spaced); enclose
background information
separately.

In addition to covering Commission news in the Community News Reporter JTA will also distribute articles on the Commission which appear in the Cleveland Jewish News, to its' 100 other newspaper subscribers.

B. Satellite Communications

3 **Council of Jewish Federations**
(212) 475-5000
Contact: Frank Strauss

CJF Satellite Network
Television link to 50
federations across the country
Open scheduling
Well-suited for conferences,
news briefing, presentations;
Costs range from \$2,500 -
\$5,500/hr depending upon
production requirements (# of
cameras, teleprompter, etc.).

C. National/Umbrella Organizations

1(a) **Council of Jewish Federations**

2(a) (212) 475-5000

Contact: Frank Strauss

Editor: Amy Rothchild

News Briefs

600 circulation (CJF Board, Federation Executives and Presidents)

Published monthly

Reports CJF activities; will accept a press release or announcement (and photos) on Commission

Deadline: 15th of the month

1(a)

2(a)

What's New in Federations

7,000 circulation

Published quarterly (April, June, Sept., Dec.)

Reports on what is going on in federations around the country; Will accept a press release or announcement (and photos) on Commission

Submit **one** release (up to 3 pages, double spaced) and specify if it is for inclusion in one or both publications.

1(a) **Jewish Education Service**

2(a) **of North America**

2(b) (212) 529-2000

Pedagogic Reporter

4,800 circulation

(practitioners, senior educators, principals)

Published quarterly

Contains column for JESNA news-briefs suited for Commission news, updates, announcements.

Deadline: 10 weeks prior to publication

Editor: Mordecai Lewittes
(unavailable until 4/27/89)

2(b)

Trends

2,500 circulation (5,000 printed) (distributed to community leadership in Bureaus and Federations)

Published semi-annually

Each issue developed around a single theme; does not print press releases or announcements; well-suited for major article on Commission outcomes or

Contact: Leora Isaacs

- 4

- 1(a) **Bureau Directors Fellowship**
2(a) (305) 576-4030
2(b) Contact: Gene Greensweig

Per Mr. Greensweig and Jon Woocher, there is no organizational publication. The only regular mailing to members of BDF is through JESNA. (Information packets are sent out regularly by Jon Woocher.) Information on the Commission--articles, announcements, progress reports, etc.-- is welcome. If the Commission publishes its' own newsletter or progress report, extra copies could be included in the packets with a recommendation that they be distributed to local leadership.

- 1(b) **Coalition for the Advancement**
3 **of Jewish Education**
(212) 696-0740
Editor: Ronni Strongin

Jewish Education News

4,000 circulation
Published 3 times per year
Each issue is developed around a specific theme, and also includes information on CAJE events; does not accept press releases unless it relates directly to CAJE members or conference activities.
Deadline: May 3 (summer issue distributed at August meeting).

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2(a) (202) 857-6585
2(b) Editor: Linda Ostro-Schlesinger

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- 1(a) Editor: Jeff Rubin

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- 2(a)
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500,000 circulation
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Includes 2-3 feature articles, small features and profiles, column on B'nai B'rith news; accepts press releases and announcements.
Deadline: 2 months before publication.

3	Union of American Hebrew Congregations (212) 249-0100 Editor: Aron Hirt-Manheimer	<u>Reform Judaism</u> circulation unknown Published quarterly Movement-wide publication; accepts press releases.
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1(a)	Coalition for the Advancement	<i>CONFERENCE ON JEWISH EDUCATOR ORGANIZATION</i>
2(a)	of Jewish Education.	
3	(212) 245-8200	

COJEO does not have a publication for members of its' constituent organizations. Representatives meet monthly, and it is up to the executive boards of each organization to communicate information to the membership.

1(a)	Hadassah	
2(a)	(212) 355-7900	<u>Hadassah Magazine</u>
2(b)	Contact: Jim Lee (Director of Public Affairs)	400,000 circulation Published 10 times per year Does not routinely accept press releases for publication.

Tapestry
 (circulation unknown)
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 through the Jewish Education
 Department; distributed to
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 on educational programs.

Submit Commission information directly to Jim Lee, Director of Public Affairs. He determines what information is suitable and for which publication.

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Published bimonthly
Welcomes news
Deadline: 10 weeks
before publication
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Polner

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Published monthly
Welcomes news releases
releases
Deadline: 6 months before publication
Editor: Hershel Shanks
Exec.Ed: Suzanne Singer

Tikkun

(415) 482-0805
40,000 circulation
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Welcomes news
Deadline: 4 weeks
before publication
Editor: Michael
Lerner
Assoc. Ed: Peter
Gabel

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- 3 Publications produced by key local organizations, i.e. federations and centers, for their constituents are another resource to be considered. CJF has a list of member agency cities, separated according to size: large, large intermediate, intermediate, etc. JWB also has a directory, organized by both geographic location and city size. With the help of these lists, a distribution strategy targeting Commission information directly to key local organizations, may be devised.

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Bergen County, NJ
Boston, MA
Chicago, IL
Cleveland, OH

Denver, CO
Detroit, MI
Los Angeles, CA
MetroWest, NJ
Miami, FL
Montreal, PQ

New York, NY
Philadelphia, PA
St. Louis, MO
PITTSBURGH, PA

San Francisco, CA
Toronto, ONT
Washington, DC

IV. *Recommendations for Press Materials:*

Editor's Facts Sheet

Commission facts sheet which accompanies all news releases (including multiple/ongoing submissions to the same publication/organization).

Available to send out at any time for unscheduled requests.

"Bullet" format in which information is provided in either question/answer or heading/description presentation.

2 pages maximum length.

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300 words.

before June Meeting:

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2. Develop profile of Mort Mandel--philanthropist, Jewish leader, corporate leader, (and, possibly selected other key forces on the Commission), to sell an idea which might lead to a feature story in a major publication.
3. Descriptive article on mechanisms which may come about as a result of the Commission, which identifies applications to other school movements, i.e. catholic and public school systems. (This topic may also warrant smaller feature articles which relate to specific mechanisms/publics.)

Suggested topic for jewish media: (in addition to above)

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Philosophical article on specific theme, submitted by Commission representative (prepared by staff, as warranted).

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1. Commission as the entity which has the vision and leadership to bring entire North American Jewish community together.
2. "Personnel" and "Community": the priorities which set the stage for jewish education.
3. Mechanisms.

rev.4/26/89

COMMUNICATIONS STRATEGY (DRAFT)

Purpose:

The purpose of developing a communications strategy for the Commission on Jewish Education is to assure a consistent, coordinated and effective means of informing and cultivating the Commission's target audiences.

Objectives:

- . to provide broader public an opportunity to identify with the Commission enterprise.
- . to establish the authority of the Commission with the public.
- . to involve our publics better in the process.
- . to anticipate negative responses and address them in advance.
- . to generate interest among key stakeholders and cultivate their cooperation.

Design:

In order to accomplish the objectives listed above, the communications need to be directed first, to those audiences closest to Commission activities and decisions. As the Commission approaches conclusions, recommendations, outcomes--the attention of the communications program would then open out to a broader audience.

Primary Publics:

Working from the ideas and information presented at the February 22nd meeting of the P.R. Committee, and from additional feedback obtained through interviews with selected counselors, the primary publics may be identified as follows:

Educators
Organizations
Denominations
Lay Leadership

The most efficient way to influence them, as necessitated by the objectives, is through the national or umbrella organizations.

A complication arises, however, when trying to arrange the Commission's Key Stakeholders List into one of these categories.

Methods:

There are several methods of communications which might be appropriate for this program, including:

publications, media, special events, direct mail, and advertising.

A one-method strategy limits the reach and impact of a communications program. A comprehensive plan, one which is multi-dimensional, employs several methods and diverse activities concurrently. The potential difficulties of a single method approach, i.e. publications, are illustrated below.

1. The national organizations which represent the primary publics contain some overlap, encompassing more than one of the publics listed above.
2. Publics which share similar issues, i.e. educators, may differ tremendously in ideology, confining our ability to use publications, for example, to articulate specifics.
3. Accurately anticipating the readership within each organization and developing written communications suitable for each requires extra time, budget and manpower.

Suggested Activities: (Short Term)

It was suggested by those interviewed that the common interest in the Commission among the various groups makes it possible, at this point in time, to develop a publication which would be suitable for broad readership.

Addressing concerns/interests of specific publics might best be handled through presentations at conferences, conventions or meetings of selected organizations. In addition, submitting press materials (releases, articles) to organizations which currently produce a regular publication for their membership would provide us with the opportunity to communicate more directly with key publics.

1. Bulletin/Newsletter

Target Market: National organizations identified on Key Stakeholders List and other organizations as indicated.

Objective: to create awareness, interest among publics by keeping them informed on Commission activity.

Frequency: quarterly

Contents: news briefs regarding the different issues being studied; drawn from Commission and Policy Advisors meetings, correspondence, as appropriate.

2. **Brochure**

Target Market: Members of national/umbrella organizations

Objective: to present the Commission story--its focus, agenda, time frame, etc.

Frequency: distributed as appropriate, i.e. conferences and conventions, or by request.

Contents: descriptive overview (as in the Design Document)

3. **Press Packets** (descriptive articles, news releases)

a. Target Market: National/Regional/Local Media (print and electronic)

Objective: same as Brochure

Frequency: distributed in conjunction with Commission activities and/or announcements.

Contents: 1st= general descriptive overview and introduction of members. Subsequent= developed around specific topics or issues.

b. Target Market: Organizations which produce newsletters or bulletins for their membership

Objective: same as Brochure

Frequency: distributed in conjunction with Commission activities and/or announcements.

Contents: developed around specific topic(s).

4. **Special Events** (invitations for Commission representative to present keynote address or otherwise participate on agenda at major meetings)

Target Market: Membership of selected national/umbrella organizations.

Objectives: to provide an opportunity for broader public to identify with the Commission; and, to inform and cultivate selected publics.

Frequency: 2-4 times per year.

Contents: script, brochures, general information from the Press Packet.

PUBLIC RELATIONS COMMITTEE

KEY PUBLICS

1. B'nai Brith Youth Organization (BBYO)
2. United Synagogue of America Department of Youth Activities (USY/Kadima)
3. American Zionist Youth Foundation (AZYF)
4. Union of American Hebrew Congregations Youth Services Department (NFTY, College Services, Camp Institutes, Internat'l Ed. Dept.)
5. Association of Jewish Sponsored Camps
6. Coalition for the Advancement of Jewish Education (CAJE)
7. Union of Orthodox Jewish Congregations - National Conference of Synagogue Youth (NCSY)
8. Camp Ramah
9. Hadassah Youth Commission (Hashachar, Young Judea Camps, Hamagshimin)
10. B'nai Brith Hillel Foundation
11. Association of Institutions of Higher Learning for Jewish Education
12. Association for Jewish Studies
13. Bureau Directors' Fellowship
14. Department of Education and Commission on Jewish Education, United Synagogue of America (Conservative)
15. Department of Education and Commission on Jewish Education, Union of American Hebrew Congregations (Reform)
16. National Commission on Torah Education, Yeshivah University (Orthodox)
17. Commission on Jewish Education of the Federation of Reconstructionist Congregations and Havurot and the Reconstructionist Rabbinical Association
18. Torah U'Mesorah, National Society for Hebrew Day Schools (Orthodox)

19. Jewish Educators' Assembly (Conservative)
20. National Association of Temple Educators (Reform)
21. Educators' Council of America (Orthodox)
22. Council for Jewish Education
23. Conferences of Jewish Educator Organizations (COJEO)
24. Heads of seminaries of the training institutions connected to the denominations
25. Rabbinic organizations linked to the denominations
26. Solomon Schechter Day School Principals' Council (Conservative)
27. Organizations of teachers linked to the denominations

TO: Morton L. Mandel FROM: Arthur J. Naparstek DATE: 4/28/89
NAME NAME
DEPARTMENT/PLANT LOCATION DEPARTMENT/PLANT LOCATION

REPLYING TO
 YOUR MEMO OF: _____

SUBJECT:

I am attaching a draft of copy that could be used for our General Brochure. Could you review it and let me know your thinking on the material. This brochure would be for universal distribution and not to any particular group.

I am also attaching Paula Berman Cohen's revised Communication Strategy vis-a-vis News Media. I have passed this on to Seymour and Annette for their review as well, and perhaps we could talk about this at our meeting next week.

Paula informed me that, as she was contacting various organizations for information regarding their publications and how to access their publications, she had a call directed to Rabbi Bogot of UAHC. Paula indicated that when she called UAHC, she asked to speak with the publications or public relations office in search of information on the magazine Reform Judaism. Her call was instead directed to Bogot. As in all her other calls, she identified herself in relation to the role she is playing with the Commission. Rabbi Bogot provided her with the answers to her questions regarding how to submit information for publication in Reformed Judaism.

He then went on, quite unsolicited, to use the opportunity to express his feelings toward the Commission. I thought you should know the essence of what he said. He indicated he has negative, distressful feelings about the Commission as his leadership is not involved. He specifically commented to Paula that his new chair and co-chair responsible for long-range planning and policy development are not part of the Commission. Paula was surprised to have gotten all of this as she identified herself as a minor staff person just interested in seeking out information on publications.

I believe that it's imperative for you to meet with Gottschalk, Lamm and Schorsch so we can develop a policy with regard to the denominations. If at all possible, this meeting should occur before our next Commission meeting. I have also passed this information on to Seymour and Annette.

On a third matter, I have just received a fax from Seymour with regard to the handling of finances for Suzannah Cohen and Nehama Moshieff. Seymour did explain to me that Suzannah Cohen could not receive retroactive pay for January and February from JWB. I do not understand why she cannot be paid through JWB, but Seymour was quite adamant in indicating that it would not work, that it was against regulations. Therefore, if you do not have a problem, I can authorize back pay for Cohen through the Federation.

INTER-OFFICE CORRESPONDENCE

With regard to Nehama Moshieff, I do not know how to respond to his request. We have not received any paper work on her. She is the person that Seymour discussed with you with regard to being a writer for him. I do recall your indicating to Seymour following the MIG meeting in New York, that he should draw her salary out of JWB. In any event, I do not know how to respond to his request for the \$7,000 payment. I would appreciate guidance from you on this matter.

COMMISSION
ON JEWISH EDUCATION
IN NORTH AMERICA

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

Commissioners

Morton I. Mandel
Chairman
Mona Rabb Ackerman
Rene del Appello
David Arrow
Marshall E. Berkman
Jack Butler
Charles K. Boudman
John C. Goldman
Maurice S. Gerson
Lester Grown
David H Rubin
Stuart E. Furstenau
Isidore H. Harn
Ellen Evans
Irwin S. Field
Max M. Fisher
Alfred Gottschalk
Arthur Green
Hyman Greenberg
Joseph S. Gross
Robert I. Heller
David Herschhorn
Carol K. Heggill
Ludwig J. Jerselson
Henry Koschitzky
Mark Lerner
Norman Lamm
Sam S. Lee
Symeon Martin Lipset
Haskel Hookstein
Robert F. Long
Matthew J. Marples
Florence Melton
Donald R. Mintz
Lester Pollack
Charles Ratner
Elihu Leach Katz
Harriet E. Rosenthal
Abner I. Schiff
Israel H. Schipper
Elena Schorsch
Harold M. Schulweis
Daniel S. Shapiro
Margaret W. Fishman
Isidore Twersky
Bernett Yanowitz
Isaiah Zeldin

In Education

Senior Policy Advisors

David S. Axel
Symeon Lee
Antoine Hochstein
Stephen H. Hoffman
Arthur J. Naparstek
Arthur Korman
Carrie Schwartz
Herman B. Stein
Jonathan Wachsler
Henry E. Zucker

Director

Arthur J. Naparstek

Staff

Victor J. Fink
Bernice G. Glick

May 5, 1989

Ms. Paula Berman Cohen
Development Services
12667 Cedar Road
Cleveland Hts., Ohio 44106

Dear Paula:

This is to bring you up to date on activities which are taking place regarding Commission communications. We are working on a strategy for contact with the news media and a General Brochure describing the background and goals of the Commission. I will send these to you when they are complete.

We believe that, thanks to your help, we have the beginnings of a good communications/public relations approach. Until we put this approach in place, it seems unnecessary for the Commission Communications Committee to meet. Therefore, I am writing to cancel the meeting scheduled for Wednesday, May 10. We will be in touch about a meeting in the future, should the need arise.

Again, thank you very much for your help in getting this process under way.

Sincerely,



Arthur J. Naparstek
Director

Sent to: M. Mandel, D. Ariel, P. Cohen, S. Hoffman, V. Levi,
A. Naparstek, B. Yanowitz, H. Zucker, C. Ratner

5/11/89

NOTES ON OUTREACH STRATEGIES

Talked with Jon Woocher and agreed to follow up with Jean Greensweig, chairperson of BBF, (305) 576-4030.

Also agreed to follow up with Dan Thursz on the conference related to Jewish communal workers in Boca Raton between June 4th and June 7th.

Woocher will be sending me labels for the Bureau of Directors and their presidents. He will also send labels for COJEO. We agreed to work on a column that Mort would write for their journal which would be published in September. He has an editorial meeting on May 11th at which time we will find out if we can move on it. We also agreed to have a box on the Commission meeting for this edition of pedagogical reports which is coming out in June.

With regard to CAJE, I spoke with the editor of the CAJE publication and we will be entering an article on building the profession through the Commission for their August publication date.

Woocher thought it would be a good idea for us to participate in the Bureau Directors meeting at the GA in Cincinnati in November 1989. We also need to begin talking about getting on the agenda to perhaps sponsor a major forum at that meeting in 1989.

Talked with Frank Strauss from CJF about beginning a process of impacting on federation executives and their lay chairs. We will begin that through a mailing initially. One strategy might be to lead up to a satellite network presentation in February 1990 and again in June 1990.

5/11/89

NOTES ON OUTREACH STRATEGIES

Talked with Jon Woocher and agreed to follow up with Jean Greensweig, chairperson of BBF, (305) 576-4030.

Also agreed to follow up with Dan Thursz on the conference related to Jewish communal workers in Boca Raton between June 4th and June 7th.

Woocher will be sending me labels for the Bureau of Directors and their presidents. He will also send labels for COJEO. We agreed to work on a column that Mort would write for their journal which would be published in September. He has an editorial meeting on May 11th at which time we will find out if we can move on it. We also agreed to have a box on the Commission meeting for this edition of pedagogical reports which is coming out in June.

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CAJE - conf

CJF - mailing to Fed

BDF - Labem

JESNA -

National Planning Document

Trends

Pedagogical Reports

Jan

Periodic - weekly

Guest Column

July

Secpa Issues

States

on

JESNA

Spring 1991

Continental

Leadership

Conf

Focus

BDF

11/14-15 cum

November Bureau Directors

Mort

Editorial

Committee

Ed.

2,000

3,000

5,000

June

cc: Seymour Fox
Stephen H. Hoffman
Henry L. Zucker

TO: Morton L. Mandel FROM: Arthur J. Naparstek DATE: 5/12/89
NAME NAME
DEPARTMENT/PLANT/LOCATION DEPARTMENT/PLANT/LOCATION
REPLYING TO
YOUR MEMO OF: _____

SUBJECT: UPDATE ON OUTREACH STRATEGIES

Since we talked on May 9th, I moved ahead and have begun to develop plans with each of the following organizations:

I. CAJE

- A. I have had several conversations with Elliott Spack who, in turn, referred me to Joel Grisaver, the program chair for the CAJE conference. Grisaver would like to organize a planning committee to work on developing the best way to use the time they have allocated for the Commission presentation at the conference. We are talking about a panel presentation that would be headed up by yourself, followed by commissioners who were present at the meeting. After the presentations the audience, which will number approximately 1200-1500, would be broken into thirty groups of 30-40. The charge for each group would be to discuss issues the Commission should consider that are of concern to teachers.

Joel feels a planning committee is necessary in order to develop guidelines for the chairpeople of each of these groups so that the discussions in each group are focused. Joel indicates that it is difficult for him to travel east and would very much like to organize a planning session in Los Angeles. I thought it would make sense for Sara Lee and Mark Lainer to meet with Joel and other CAJE planning members to develop guidelines for the conference. Do you think it is worth my participation in the meeting?

- B. We are preparing an article for the CAJE publication which will come out in August. The theme of the publication is "Building a Profession of Jewish Educators" and the article will represent that. If you like it, I believe you should be the author.

Impression: I am pleased with the way our planning is going with CAJE. The conference is an extraordinary opportunity to open up the Commission's dialogue with a large proportion of the teachers in the United States. It not only offers great visibility for the Commission, but also offers us the opportunity of getting input from well over 1,000 practitioners.

INTER-OFFICE CORRESPONDENCE

II. CJF

I spoke with Frank Strauss about beginning a process of relating to federations, their executives and lay chairs. Strauss will send us the mailing list and labels of their executives and chairs of the thirty largest federations. I propose that we begin a series of targeted mailings within the next month or so. I am setting up a meeting with Hank Zucker, Steve Hoffman, myself, possibly Joel Fox, to discuss an overall strategy for communication with federations on Commission progress. Frank Strauss suggested an idea that we communicate with federation executives and lay leadership through the CJF satellite network. Furthermore, we need to think about a series of presentations, ways in which we want to be represented at the CJF GA meeting in Cincinnati in November 1989. It's not too early to start the planning.

We also have an opportunity to get a 300-word article in the CJF newsbrief. If you agree, we have to move quickly as it is due on May 20th.

III. JESNA - Leora Isaac

JESNA is planning to have a presentation on Jewish education and personnel that would be targeted toward Bureau directors and lay leadership using the CJF satellite network on May 31. I spoke to Jon Woocher and raised the question of how the Commission and JESNA could collaborate on the broadcast. The presenter will be Woocher with reactions from Schiff and Ariel. Jon indicated that he would support any ideas for collaboration that we propose. Do you have any thoughts on how we can best use that opportunity.

Further, there are two publications we need to begin to develop articles for. One is Trends which comes out periodically. They need an article within a week or two. The second is the Pedagogic Reporter and perhaps there we might have a guest column by you. That would be due by July 1.

IV. BDF

I spoke with Gene Greenswieg who is the chairperson of the Bureau Directors Fellowship. The Bureau Directors Fellowship will be having a meeting in Boca Raton on June 4th or 5th as part of the Conference of Jewish Communal Service. Greenswieg indicated that there will not be a large delegation of Bureau Directors at the meeting. He did indicate that there will be a full-blown meeting with 30-40 Bureau Directors in attendance preceding the November CJF GA in Cincinnati. Greenswieg invited us to participate in their meeting and I propose we develop a planning process that can lead toward our making input into their meeting in November. What do you think?

Further, I will be getting the labels of the Bureau Directors of the largest cities and the lay leadership and we also should be developing a strategy to send them written material between now and November.

V. JCS

I spoke with Dan Thursz who is the president of the Conference of Jewish Communal Services which is having its annual meeting on June 4-7 in Boca Raton. Thursz invited us to make a presentation before his board or participate in any other way. I need your advice here on whether or not it makes sense for us to participate. They have faxed me their program and when you get back to the U.S., I'll share it with you and we can decide whether we participate in at least the board level.

VI. Council for Jewish Education

I spoke with Alvin Schiff who is the editor of their journal and he invited us to write an article of 2,000-3,000 words which would be published by November. I believe this is something we should consider. He assured me that it would be published.

VII. Federation Planners Meeting in Israel

Spoke with Joel Fox about how the Commission should be represented at that meeting in July. Perhaps we should have a series of presentations that would not only be informative but strategic. Those who will be at the meeting in Jerusalem from the Commission include Seymour Fox, Annette Hochstein and Jon Woocher. Can we organize a planning group that includes Fox, Zucker, Hoffman and myself to determine how we should represent the Commission at the conference?

Publicity

MLM

Outreach by Gurus
Reimer
ATN

TO: Henry L. Zucker
NAME
DEPARTMENT/PLANT LOCATION

FROM: Arthur J. Naparstek
NAME
DEPARTMENT/PLANT LOCATION

DATE: 6/30/89
REPLYING TO
YOUR MEMO OF:

SUBJECT:

Approved by MLM

Attached is a memo I did for MLM on May 12, 1989 which was the update on outreach strategies. As you can see, you received a copy as well. This memo is to update of where we are in relationship to each of the organizations with which we had planned to develop outreach strategies.

I. CAJE

A. That has moved along quite well with Sara Lee reporting on the meeting. I would suggest that Joe Reimer provide all the staff support for the Seattle meeting.

B. We are expected to do a publication for CAJE in August. What has changed is that instead of being published in August, it should be written in August following the CAJE meeting and the article should be an outgrowth of the CAJE meeting. Reimer should be reminded of that.

II. CJF

We have put in an article for CJF, however I do believe we need to go beyond that in two ways:

A. A strategy should be developed for the General Assembly meeting in Cincinnati.

B. The Commission should consider a CJF satellite network broadcast to key federation cities early in 1990 to begin the process of building support for the Commission findings in those cities.

III. JESNA

The editor of The Pedagogic Reporter, Leora Isaacs, is expecting an article about the Commission. As you can see, there is a July 1 date on that which is now out of the question. We may want to go with a later date. Further, the Commission should be prepared to participate in the JESNA regional meetings that will be coming up.

IV. BDF

As indicated, nothing has developed on BDF since I put forward the outreach plans in the memo of May 12.

V. JCS

Nothing has been further developed in that area as well.

VI. Council for Jewish Education

Alvin Schiff is expecting an article of 2,000-3,000 words. Again, this should be followed up on and perhaps Reimer or Woocher could take responsibility for it.

VII. Federation Planners Meeting in Israel

Joel Fox has taken responsibility with Seymour Fox and Annette Hockstein for presentations at this meeting which is currently under way. I would be happy to help in any way you and Mort think is appropriate.

Prepare a follow up on Federation planners +
on Federation Jew. educ. planning committee -
Gurpis should lead on this. Reimer be involved.

UJ 7M

TO: Henry L. Zucker
NAME
DEPARTMENT/PLANT LOCATION

FROM: Arthur J. Naparstek
NAME
DEPARTMENT/PLANT LOCATION

DATE: 6/30/89
REPLYING TO
YOUR MEMO OF:

SUBJECT:

Please see the three attached documents which put forward the communication strategy for the Commission. Paula Berman Cohen is available to carry out the communication strategy. Should you think it appropriate, I would be pleased to work with her on this.

- ① Should we employ P.B.C. for ~~this~~ follow-up on this?
- ② Ask AJN to work with him.
- ③ Appoint an ~~Editorial~~ Advisory Comm. to assist by ~~other~~ approving overall communications strategy + detailed publicity pieces. Include AJN, SHH, H. Stein, Woodchen, Ratman, Kraar, HZ approval by Senior Pol. Adv. + back
- ④ Should Publicity C. function be expanded to include Outreach Program. If not, determine liaison between publicity + outreach programs.

Gurris
Reames
AJN
HZ
Joe (Garulaba)
review by
Senior Pol. Adv.
+
UJ 7M

INTER-OFFICE CORRESPONDENCE

D

MEMORANDUM

TO: Art Naparstek

DATE: May 4, 1989

FROM: Paula Berman Cohen

RE: Recommendations for Implementation

As described in a memorandum dated April 24, 1989, there are several organizations and publications which should be contacted immediately with information on the Commission, in general, and the upcoming June meeting, in particular. These were identified with a rating code "1(a)"; they are listed below for your review and consideration.

There are two documents which need to be developed and distributed to this list: an 'Editor's Fact Sheet'; and, a press release on the Commission's status going into the June meeting. With your approval, I am ready to move ahead with the preparation of these two documents. There is already an excellent collection of information suitable for the 'Editor's Fact Sheet'. However, clarification of information suitable for the press release is needed.

Please contact me at your earliest convenience so that we may confirm not only the press release contents, but also the recommendations for distribution.

I. Recommendations for Immediate Action:

A. National/Umbrella Organizations

Council of Jewish Federations
(212) 475-5000 600 circulation
Contact: Frank Strauss
Editor: Amy Rothchild
Published monthly

News Briefs

(CJF Board, Federation Executives and Presidents)
Reports CJF activities; will accept a press release or announcement (and photos) on Commission.
Deadline: 15th of the month

What's New in Federations

7,000 circulation; Published quarterly (April, June, Sept., Dec.)
Reports on what is going on in federations around the country; Will accept a press release or announcement (and photos) on Commission

Submit **one** release (up to 3 pages, double spaced) and specify if it is for inclusion in one or both publications.

Jewish Education Service of North America
(212) 529-2000

Pedagogic Reporter

4,800 circulation

(practitioners, senior educators, principals)

published quarterly; contains column for JESNA news briefs suited for Commission news, updates, announcements.

Deadline: 10 weeks prior to publication

Editor: Mordecai Lewittes (unavailable until 4/27/89).

A packet of information is sent out regularly by Jon Woocher to Bureau Directors. See entry under **Bureau Directors Fellowship**.

A packet of information is sent out regularly by Jon Woocher to Education Contacts, i.e. Federation Executives and/or Jewish Education contacts. Packets include, but are not limited to, briefing paper and position announcements. News, announcements, updates and articles on the Commission are welcome.

Jewish Welfare Board
(212) 532-4949

Circle

24,000 circulation Published bi-monthly; reports on center and conference activities; will accept article or announcement (and photos) on the Commission.

Deadline: 1 month prior to publication

Editor: Shirley Frank

"Board Highlights" are distributed to Presidents, Executives and Officers of all centers, following each Board meeting (next one slated for September, 1989). When the Commission, or its' representative, is next on the JWB Board Meeting Agenda, a detailed article on the Commission could be included in the subsequent "Highlights" mailing.

An information packet is distributed weekly to all center Executives. Information on the Commission is welcome. If the Commission publishes its' own newsletter or progress report, additional copies could be included in the Executive's mailing for the centers to distribute to their local leadership.

Bureau Directors Fellowship
(305) 576-4030

Contact: Gene Greensweig

Per Mr. Greensweig and Jon Woocher, there is no organizational

publication. The only regular mailing to members of BDF is through JESNA. (Information packets are sent out regularly by Jon Woocher.) Information on the Commission--articles, announcements, progress reports, etc.-- is welcome. If the Commission publishes its' own newsletter or progress report, extra copies could be included in the packets with a recommendation that they be distributed to local leadership.

**Conference of Jewish Educator
Organizations**
(212) 245-8200

COJEO does not have a publication for members of its' constituent organizations. Representatives meet monthly, and it is up to the executive boards of each organization to communicate information to the membership.

B. National Newspapers

Jewish Telegraphic Agency
(212) 643-1890
Editor: Mark Jaffe
Mg. Ed: Elli Wohlgelernter

Community News Reporter 5,000 circulation + 100 jewish newspapers; published weekly; reports community and organization news; will accept concise press release which describes Commission and its activities (up to 2 pages, double spaced); enclose background information separately.

Other

The Jerusalem Post
(212) 355-4440
55,000 circulation
Published weekly
Deadline: 2 weeks before publication

The National Jewish Post & Opinion
(317) 927-7800
103,000 circulation; published weekly
Deadline: Wednesday noon, 1 week before publication

II. Recommendations for Press Materials:

A. Editor's Facts Sheet

Commission facts sheet which accompanies all news releases (including multiple/ongoing submissions to the same publication/organization).

Available to send out at any time for unscheduled requests.

"Bullet" format in which information is provided in either question/answer or heading/description presentation.

2 pages maximum length.

Covers such information as: definition, sponsors, goals, timetable, members.

B. News Release

Concise statements, focused on one topic.

300 words.

before June Meeting:

Advisory on where Commission stands, going into June Meeting, with particular emphasis on identification of 2 priorities: focus on people in jewish education (personnel), and community--its leadership, structure and funding sources as a major agent for change.

DO
WRITE DRAFT

Commission on Jewish Education in North America
Communications Strategy

(revised for 4.13.89)

Purpose

The purpose of this communications strategy is to set the stage for future engagement of key publics. Its goal is to inform key publics so that they understand:

The unique character of the Commission;

The Commission's role in the profound change taking place in the way Jewish education functions in North America; and,

The Commission's capacity to fulfill a commitment to help ensure Jewish identity and continuity.

It is also the role of a communications strategy to:

- a. provide the key publics with an opportunity to identify with and feel a part of, the Commission enterprise
- b. anticipate negative responses and address them in advance
- c. generate interest and cooperation among key publics
- d. communicate the diverse issues/concerns/points-of-view being represented in Commission deliberations

Key Publics

Commissioners

✓ Federations: top 30
CJF list (approximately 175)

Foundations: 10-11 which meet informally

✓ Educators: Conference of Jewish Educator Organizations
Coalition for the Advancement of Jewish Education

✓ Organizations: Bureau Directors Fellowship
Jewish Education Service of North America *reg. mtg.*
Jewish Welfare Board - April '90 - huge mtg. - identify top 20

Academic Institutions:

Association of Institutions of Higher Learning for
Jewish Education
Association for Jewish Studies

Denominations/Formal:

(Organizations of Congregations)

Union of Orthodox Jewish Congregations

United Synagogue of America/Department of Education
and Commission on Jewish Education

Union of American Hebrew Congregations/Department
of Education and Commission on Jewish Education

Federation of Reconstructionist Congregations/
Commission on Jewish Education

(Academic Study)

Yeshiva University/National Commission on Torah
Education

Jewish Theological Seminary

Hebrew Union College

Reconstructionist Rabbinical College

Torah Umesorah, National Society for Hebrew Day
Schools

(Educators)

Educators Council of America

Jewish Educators Assembly

National Assembly of Temple Educators

Denominations/Informal:

UOJC/National Conference of Synagogue Youth

USA/Department of Youth Activities

UAHC/Youth Services Department

Camp Ramah (Jewish Theological Seminary)

Non-Denomination/Informal:

American Zionist Youth Foundation

Association of Jewish Sponsored Camps

B'nai B'rith Hillel Foundation

B'nai B'rith Youth Organization

Hadassah Youth Commission

Methods

There are several methods of communications which are appropriate for this communications program, including: Personal contact; Personal letter; Publications, i.e. general brochure, newsletter/bulletin; Special Events, i.e. conference, convention, or annual meeting; Media.

It was the general consensus of the policy advisors interviewed that the common interest in the Commission among the various publics makes it possible at this time, to develop general publications which would be appropriate for broad distribution.

Addressing the specific interests and concerns of the individual publics would best be handled through personal contacts, letters and presentation opportunities at membership meetings of selected organizations.

Suggested Activities

1. Bulletin/Newsletter
Target Market: Organizations identified as Key Publics
Frequency: quarterly
Contents: news briefs on Commission discoveries as well as status of issues being studied: drawn from Commission and Policy Advisors meeting minutes and correspondence, as appropriate.
2. Brochure
Target Market: Organizations and/or Membership of Key Publics
Frequency: distributed as appropriate: by request, at special events, in bulk mailings
Contents: descriptive overview, as in Design Document.
3. Press Packet (descriptive articles, news releases, facts sheet, quotes and/or interview questions for Commission representative to be contacted as spokesman)

Target Market: Newspapers, television or radio stations which reach a specific audience, to be determined
Frequency: distributed in conjunction with:
 - Commission activities and/or announcement
 - Special Event, i.e. conference
4. Special Events (invitations for Commission representative to present keynote address or otherwise participate on agenda at major meetings)
Target Market: Selected organizations representing Key Publics, to be determined.

Suggested Strategies

1. Commissioners

Personal Contact between sessions, including interviews, distribution of meeting results, feedback from fellow Commissioners

Newsletter mailings

Brochure samples for personal distribution
2. Federations: CJP
Communicate with top 30 individually.
Inform them as to why a Commission was set up, what it is doing, what has already been discovered, what 9 communities are doing to strengthen jewish education;

expose them to what Commission is exposed to.

Newsletter to all CJF members (175).

Participate at Federation Executive's meeting; follow-up with personal letter to the top 30 and others involved in Commission discussions during meeting.

Identify opportunities to submit press releases and/or ongoing progress reports on Commission for inclusion in local federation publications of top 30 and others as appropriate.

3. Foundations

Though most of them are represented on the Commission, arrange for Commission rep to address the professional heads at their semi-annual, informal gathering; follow-up with personal letter.

Newsletter mailings.

4. Educators: COJEO

Establish contact with Hy Campeas to arrange meeting between CJENA rep and COJEO constituent organization reps.

Follow-up meeting with letter and Brochure to board members of each organization.

Newsletter mailing to each board member.

CAJE

Arrange for Commission representative to present address at annual conference.

Distribute brochures at conference.

Conduct subsequent meeting between Commission rep and CAJE Board (perhaps via regional meetings).

Written communication with broader membership after conference---newsletter mailing?, article/update in membership organ?.

5. Organizations: BDF

Establish contact with Gene Greenzweig to arrange meeting between bureau directors and Commission rep and/or Commission address at June, '89 meeting.

Distribute brochures at meeting(s) or as a mailing with a cover letter.

Arrange subsequent meetings with bureau

directors--particularly those from big communities.

Newsletter mailings to all bureau directors, staff, lay leaders.

Identify opportunities to submit press releases/updates for inclusion in BDF and/or local bureau publications, particularly in the big communities.

JWB Arrange for Commission rep to participate on agenda at 4/90 annual meeting (1,200 JCC representatives).

Solicit article in The Circle (circulation 24,000).

Newsletter mailing to 1,200 JCC representatives.

JESNA to be determined.

6. Academic Institutions:

AIHLJE Establish contact with Alvin Mars to arrange meeting between Commission rep and members of this organization; follow-up with personal letter to each.

Newsletter mailing.

ASJ Contact Robert Chazan to determine best method for written communications with membership--personal letter with brochure?, newsletters?, other?.

7. Denominations: (chart per J.Woocher interview and J.Reimer memo of 3/28/89)

(Denom)	Organ. of Congregations	Academic Study	Educators	Informal
Orthodox	UOJC	Yeshiva, NCTS *Torah Umesorah	ECA	UOJC/NCSY
Conserv.	USA	JTS	JEA	USA/DYS Camp Ramah (JTS)
Reform	UAHC	HUC	NATE	UAHC/Youth Services
Reconstruc.	FRC	RRC		

(per Reimer:)

Priority should be placed on Conservative Movement educational bodies, but the strategy for outreach would remain basically the same:

Turn first to Commission representative to ask how to best establish contact with these and possibly other, educational arms.

At his suggestion and under his direction arrange meeting with the directors of these organizations; follow-up meeting with possibility of future meetings with directors and with written communication - personal letters with brochure, newsletter mailings, with members of their organization.

Specific Commission contacts include:

Ismar Schorsh
Alfred Gottschalk
Norman Lamm
Arthur Green

* Torah Umesorah poses a special case for Commission outreach. Two options include:

- Direct contact with director to communicate role of Commission.
- Limit contact to written communication.

8. Non-Denomination/Informal:

AZYF	Consult with JWB.
AJSC	Contact directors to determine which forms
BBHF	of written communication would be
BBYO	appropriate for their professional
HYC	and lay leadership.
	Determine need for meetings between
	Commission rep and organizational reps.

To Be Determined

Specific strategies for press coverage will be devised when the schedule of special events and Commission activities/announcements are more certain.

Communications Strategy Update

April 24, 1989

ADDENDUM

Key Publics

Commissioners

Federations: top 30
CJF list (approximately 175)

Foundations: 10-11 which meet informally

Educators: Conference of Jewish Educator Organizations
Coalition for the Advancement of Jewish Education

Organizations:
Bureau Directors Fellowship
Jewish Education Service of North America
Jewish Welfare Board

Academic Institutions:
Association of Institutions of Higher Learning for
Jewish Education
Association for Jewish Studies

Denominations/Formal:
(Organizations of Congregations)
Union of Orthodox Jewish Congregations

United Synagogue of America/Department of Education
and Commission on Jewish Education
Union of American Hebrew Congregations/Department
of Education and Commission on Jewish Education
Federation of Reconstructionist Congregations/
Commission on Jewish Education

(Academic Study)
Yeshiva University/National Commission on Torah
Education
Jewish Theological Seminary
Hebrew Union College
Reconstructionist Rabbinical College
Torah Umesorah, National Society for Hebrew Day
Schools

(Educators)
Educators Council of America
Jewish Educators Assembly
National Assembly of Temple Educators

Denominations/Informal:
UOJC/National Conference of Synagogue Youth

USA/Department of Youth Activities
UAHC/Youth Services Department
Camp Ramah (Jewish Theological Seminary)

Non-Denomination/Informal:

American Zionist Youth Foundation
Association of Jewish Sponsored Camps
B'nai B'rith Hillel Foundation
B'nai B'rith Youth Organization
Hadassah Youth Commission

MEMORANDUM

TO: Art Naparstek DATE: April 24, 1989

FROM: Paula Berman Cohen

RE: Communications Strategy: News Media

As you requested at our meeting on April 13, 1989, I have contacted organizations which represent the Commission's key publics to identify existing forms of communications, i.e. newsletters. In addition, I interviewed the following people in order to explore supplementary strategies for reaching key publics: David Ariel, Joel Fox, David Kleinman, Frank Strauss, Henry Zucker.

Through these discussions, additional forms of media--i.e. satellite communications, national newspapers and journals, news service--and, the largest communities which may warrant subsequent contact through local organizations, were identified. Of these, only the news service organization--Jewish Telegraphic Agency, and satellite communications--CJP Satellite Network, were surveyed. The other publications and largest communities are listed at the end of this memorandum (II. and III.) for your review and consideration for future utilization.

Each entry has been assigned a rating which provides you with my recommendations for how best to utilize it. Specifically, the codes address the following:

Numbers = Time Frame

- (1) = immediate (between now and the June meeting)
- (2) = near future (immediately following June meeting)
- (3) = future (to be determined)

Letters = Type of Submission

- (a) = news release
- (b) = feature article
- (c) = opinion editorial

The opportunities for op.ed.'s have not yet been researched. Through the individual interviews mentioned above, however, several national papers were identified and have been marked accordingly.

I. Publications and Organizations contacted:

A. National News Service

2(a) **Jewish Telegraphic Agency**
(212) 643-1890
Editor: Mark Jaffe
Mg. Ed: Elli Wohlgelernter

Daily News Bulletin
2,500 circulation
Published 5 days/week
Reports breaking news of international interest; does not print press releases or announcements.

1(a)
2(a)
2(b)

Community News Reporter
5,000 circulation + 100 jewish newspapers
Published weekly
Reports community and organization news; will accept concise press release which describes Commission and its' activities (up to 2 pages, double spaced); enclose background information separately.

use periodically to highlight Commission meetings or major presentations.

In addition to covering Commission news in the Community News Reporter JTA will also distribute articles on the Commission which appear in the Cleveland Jewish News, to its' 100 other newspaper subscribers.

B. Satellite Communications

3 **Council of Jewish Federations**
(212) 475-5000
Contact: Frank Strauss

CJF Satellite Network
Television link to 50 federations across the country
Open scheduling
Well-suited for conferences, news briefing, presentations;
Costs range from \$2,500 - \$5,500/hr depending upon production requirements (# of cameras, teleprompter, etc.).

use in June to report on Commission report and recommendations

C. National/Umbrella Organizations

1(a) **Council of Jewish Federations**

2(a) (212) 475-5000

Contact: Frank Strauss

Editor: Amy Rothchild

News Briefs

600 circulation (CJF Board, Federation Executives and Presidents)

Published monthly

Reports CJF activities; will accept a press release or announcement (and photos) on Commission

Deadline: 15th of the month

1(a)

2(a)

What's New in Federations

7,000 circulation

Published quarterly (April, June, Sept., Dec.)

Reports on what is going on in federations around the country; Will accept a press release or announcement (and photos) on Commission

Submit one release (up to 3 pages, double spaced) and specify if it is for inclusion in one or both publications.

1(a) **Jewish Education Service**

2(a) of North America

2(b) (212) 529-2000

feature article?

Pedagogic Reporter

4,800 circulation

(practitioners, senior educators, principals)

Published quarterly

Contains column for JESNA news-briefs suited for Commission news, updates, announcements.

Deadline: 10 weeks prior to publication

Editor: Mordecai Lewittes
(unavailable until 4/27/89)

2(b)

link article in Commission process to local community planning initiatives

Trends

2,500 circulation (5,000 printed) (distributed to community leadership in Bureaus and Federations)

Published semi-annually

Each issue developed around a single theme; does not print press releases or announcements; well-suited for major article on Commission outcomes or

recommendations.

Contact: Leora Isaacs

2(a) A new publication is being developed by JESNA for distribution in the Fall, 1989. Its' focus will be on news briefs; Commission news will be welcome.

1(a) A packet of information is sent out regularly by Jon Woocher to Bureau Directors. See entry under Bureau Directors Fellowship.

1(a) A packet of information is sent out regularly by Jon Woocher to Education Contacts, i.e. Federation Executives and/or Jewish Education contacts. Packets include, but are not limited to, briefing paper and position announcements. News, announcements, updates and articles on the Commission are welcome.

1(a) Jewish Welfare Board

2(a) (212) 532-4949

2(b)

Circle

24,000 circulation

Published bi-monthly

Reports on center and conference activities; will accept article or announcement (and photos) on the Commission.

Deadline: 1 month prior to publication

Editor: Shirley Frank

*General article -
key on JWB involvement*

2(b)

Zarkor

2-3,000 circulation

Publishes information considered helpful to practitioners, i.e. resources, program ideas, models; better suited for major article on Commission outcomes, recommendations, etc.

?(a) "Board Highlights" are distributed to Presidents, Executives and

(b) Officers of all centers, following each Board meeting (next one slated for September, 1989). When the Commission, or its' representative, is next on the JWB Board Meeting Agenda, a detailed article on the Commission could be included in the subsequent "Highlights" mailing.

1(a) An information packet is distributed weekly to all center

2(a) Executives. Information on the Commission is welcome. If the Commission publishes its' own newsletter or progress report, additional copies could be included in the Executive's mailing for the centers to distribute to their local leadership.

- 1(a) Bureau Directors Fellowship
2(a) (305) 576-4030
2(b) Contact: Gene Greensweig

Per Mr. Greensweig and Jon Woocher, there is no organizational publication. The only regular mailing to members of BDF is through JESNA. (Information packets are sent out regularly by Jon Woocher.) Information on the Commission--articles, announcements, progress reports, etc.-- is welcome. If the Commission publishes its' own newsletter or progress report, extra copies could be included in the packets with a recommendation that they be distributed to local leadership.

- 1(b) Coalition for the Advancement
3 of Jewish Education
(212) 696-0740
Editor: Ronni Strongin

Jewish Education News

4,000 circulation
Published 3 times per year
Each issue is developed around a specific theme, and also includes information on CAJE events; does not accept press releases unless it relates directly to CAJE members or conference activities.
Deadline: May 3 (summer issue distributed at August meeting).

- 1(a) B'nai B'rith
2(a) (202) 857-6585
2(b) Editor: Linda Ostro-Schlesinger

The Insider

6,000 circulation (B'nai B'rith Leadership)
Published 8 times per year
Includes small feature articles, news briefs and program calendars; accepts press releases and announcements
Deadline: 1 month before publication.

- 1(a) Editor: Jeff Rubin

B'nai B'rith International Jewish Monthly

500,000 circulation
Published monthly
Includes 2-3 feature articles, small features and profiles, column on B'nai B'rith news; accepts press releases and announcements.
Deadline: 2 months before publication.

- 2(a)
2(b)

general article

3 Union of American Hebrew
Congregations
(212) 249-0100
Editor: Aron Hirt-Manheimer

general article

Reform Judaism
circulation unknown
Published quarterly
Movement-wide publication;
accepts press releases.

*-reaches home
of every affiliated
Return Jew*

1(a) ~~Coalition for the Advancement~~ CONFERENCE ON JEWISH
2(a) ~~of Jewish Education~~ EDUCATOR ORGANIZATION
3 (212) 245-8200

COJEO does not have a publication for members of its' constituent organizations. Representatives meet monthly, and it is up to the executive boards of each organization to communicate information to the membership.

1(a) Hadassah
2(a) (212) 355-7900
2(b) Contact: Jim Lee
(Director of Public Affairs)

general article

Hadassah Magazine
400,000 circulation
Published 10 times per year
Does not routinely accept
press releases for
publication.

Tapestry
(circulation unknown)
Published 4 times per year
through the Jewish Education
Department; distributed to
professionals involved in
education programs/services.
Contents include suggestions
on educational programs.

Submit Commission information directly to Jim Lee, Director of Public Affairs. He determines what information is suitable and for which publication.

II. Publications to be researched:

1(a) National Newspapers
2(a)
2(b/c)

The Jerusalem Post
(212) 355-4440
55,000 circulation
Published weekly
Deadline: 2 weeks before
publication

The National Jewish Post & Opinion
(317) 927-7800
103,000 circulation
Published weekly
Deadline: Wednesday noon, 1
week before publication

2(b) B. National Journals

Journal of Jewish Communal Service

(201) 821-1871 (CJCS)
4,800 circulation
Published quarterly
Welcomes news releases
releases
Deadline: 10 weeks before publication
Editor: Sanford Sherman
Assoc.Ed: Phyllis Ollander

Key in unique planning process

Moment

(202) 387-8888
30,000 circulation
Published monthly
Welcomes news releases
releases
Deadline: 6 months before publication
Editor: Hershel Shanks
Exec.Ed: Suzanne Singer

Present Tense

(212) 751-4000
40,000 circulation
Published bimonthly
Welcomes news

Deadline: 10 weeks
before publication
Editor: Murray
Polner

Tikkun

(415) 482-0805
40,000 circulation
Published bimonthly
Welcomes news

Deadline: 4 weeks
before publication
Editor: Michael
Lerner
Assoc. Ed: Peter
Gabel

III. Communities to be considered for target communications:

- 3 Publications produced by key local organizations, i.e. federations and centers, for their constituents are another resource to be considered. CJF has a list of member agency cities, separated according to size: large, large intermediate, intermediate, etc. JWB also has a directory, organized by both geographic location and city size. With the help of these lists, a distribution strategy targeting Commission information directly to key local organizations, may be devised.

CJF Top "19" Cities

Atlanta, GA
Baltimore, MD
Bergen County, NJ
Boston, MA
Chicago, IL
Cleveland, OH

CAN ALSO BE REACHED THROUGH

Denver, CO
Detroit, MI
Los Angeles, CA
MetroWest, NJ
Miami, FL
Montreal, PQ

JTA RELEASES

New York, NY
Philadelphia, PA
St. Louis, MO
PITTSBURGH, PA

San Francisco, CA
Toronto, ONT
Washington, DC

IV. *Recommendations for Press Materials:*

Editor's Facts Sheet

Commission facts sheet which accompanies all news releases (including multiple/ongoing submissions to the same publication/organization).
Available to send out at any time for unscheduled requests.
"Bullet" format in which information is provided in either question/answer or heading/description presentation.
2 pages maximum length.
Covers such information as: definition, sponsors, goals, timetable, members.

News Release

Concise statements, focused on one topic.
300 words.

before June Meeting:

Advisory on where Commission stands, going into June Meeting, with particular emphasis on identification of 2 priorities: focus on people in jewish education (personnel), and community-- its leadership, structure and funding sources as a major agent for change.

after June Meeting:

Report on discoveries/outcomes from June meeting. If more than one major announcement to report, prepare separate releases.

Feature Articles

500-1,000 words
Same topics with different slant for general/jewish media, as appropriate.

Suggested topics for general and jewish media:

1. 'This is the time for change', it is in the air in communities across North America (point to specific illustrations to acknowledge those local communities/organizations also involved in seeking change in jewish education. Use that as the springboard for introducing the Commission as the entity which has the vision and leadership to bring the entire North American community together, coalescing what is 'in the air'.

2. Develop profile of Mort Mandel--philanthropist, Jewish leader, corporate leader, (and, possibly selected other key forces on the Commission), to sell an idea which might lead to a feature story in a major publication.
3. Descriptive article on mechanisms which may come about as a result of the Commission, which identifies applications to other school movements, i.e. catholic and public school systems. (This topic may also warrant smaller feature articles which relate to specific mechanisms/publics.)

Suggested topic for jewish media: (in addition to above)

4. Pluralism--Jewish community is made-up of diverse traditions. Through the Commission entity worked consciously to merge together to reach common goal ("wedding together of different groups and ideas").

Opinion Editorial (Op.Ed.)

Philosophical article on specific theme, submitted by Commission representative (prepared by staff, as warranted).

Article suggestions listed above may also be developed as 'op. ed.' Both could be submitted to the same publication.

Suggested topics include:

1. Commission as the entity which has the vision and leadership to bring entire North American Jewish community together.
2. "Personnel" and "Community": the priorities which set the stage for jewish education.
3. Mechanisms.

rev.4/26/89

TO: Morton L. Mandel
NAME
DEPARTMENT/PLANT LOCATION

FROM: Henry L. Zucker
NAME
DEPARTMENT/PLANT LOCATION

DATE: 7/10/89
REPLYING TO
YOUR MEMO OF: _____

SUBJECT:

I checked with Carmi Schwartz about an appropriate program at the General Assembly on the subject of the Commission on Jewish Education in North America. He believes that it would be a good idea to make a major presentation at the Assembly. He will check to see what their Jewish Education Committee has in mind, and he will check on the program generally and come back to me in a few days with his advice.

The CJF Committee is chaired by Phil Wasserstrom and the staff person is Elaine Morris. We will probably work through them and also in cooperation with Ted Comet, who is the staff person assigned to programming the Assembly.

I'll try to put this subject on the agenda for our July 30 meeting of the Senior Policy Advisors.

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g w is prepared to report.

TO: Henry L. Zucker
NAME
DEPARTMENT/PLANT LOCATION

FROM: Virginia F. Levi
NAME
DEPARTMENT/PLANT LOCATION

DATE: 7/17/89
REPLYING TO
YOUR MEMO OF: _____

SUBJECT: BUREAU DIRECTORS

I spoke with Jonathan Woocher today about the Bureau Directors' meeting he attended early in June, as well as his thoughts for the November Bureau Directors' meeting.

The June meeting was attended by 13 or 14 Bureau Directors. They expressed general interest in the work of the Commission, but other issues dominated the meeting and there was little discussion of Commission-related matters. Jon reminded me that this meeting occurred before the third Commission meeting, and he felt there was little of a concrete nature to report.

When asked who should meet with Bureau Directors at their November meeting, Jon indicated that this depends on our goals for that meeting. If we wish simply to update Bureau Directors, he feels that he, Alvin Schiff, and Carol Ingall--all of whom will be there anyway--can make a report. Jon suggested that if we are seeking input or active involvement from Bureau Directors at that point, we might wish to have a staff person who is more familiar with how we might involve Bureau Directors (I would suggest an alternative: to bring Woocher up to date and ask him to take the lead.)

Jon also indicated that there is a possibility that the Bureau presidents may hold a meeting in November. If so, he suggests that MLM or another top lay leader of the Commission be present.

g VFL

Let's discuss this with the Senior Policy Advisers on 7/30 as part of our agenda on Federation relations in the Commission follow-up.

g-

HLZ

Please return this memo to me
2-

INTER-OFFICE CORRESPONDENCE

TO: Virginia F. Levi
NAME
DEPARTMENT/PLANT LOCATION

FROM: Henry L. Zucker
NAME
DEPARTMENT/PLANT LOCATION

DATE: 7/18/89
REPLYING TO
YOUR MEMO OF: _____

SUBJECT:

Marty Kraar will attend the July 30th Senior Policy Advisors meeting. He is to be considered a member of the group.

I also asked him to serve on a small committee to work with me and a few other persons on what should be our approach to federations and foundations. Federation approach will be two-pronged: one having to do with planning; the other having to do with financing. We may also want to include the approach to bureaus of Jewish education under this same heading.

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צדקה

The Jewish Community Federation of Cleveland

1750 EUCLID AVENUE • CLEVELAND, OHIO 44115 • PHONE (216) 566-9200 • FAX # (216) 861-1230

July 27, 1989

MEMORANDUM

TO: Henry L. Zucker

FROM: Mark Gurvis *MG*

RE: Linkage Between COJENA and the Federations

Federations will need to play a critical role in implementing the recommendations of the Commission on Jewish Education in North America. With respect to recommendations on community organization, it is the federations which can be the most effective agents for bringing about changes in priorities in planning and funding, and in convening local players around Jewish education initiatives. For the community action sites, federations again would be the most likely convenors coordinating community-wide approaches to Jewish education.

An initial presentation was made at the recent Federation Planners Institute in Israel. At that point, many planners raised concerns about problems of coordination between Commission plans, CJF and JESNA roles, and local efforts. In particular, locally based planners are concerned about top down approaches which supersede local initiative and priorities and impose someone else's ideas of solutions. In part, this resulted from Seymour's approach; future discussions have to be more open to listening, and clearer about the local responsibility for designing the community action sites (and whatever models are eventually developed).

The CJF September quarterly meetings and the General Assembly should provide important opportunities for further interaction between the Commission and federation professional and lay leadership. We should view these meetings as critical community organizing steps focused on building federation interest in, investment in, and commitment to the outcomes of the Commission process. (Monday afternoon presents the best time to meet with the planners.)

The Commission's articulated priorities are broad enough to be embraced by the federation movement. What will be critical for their buy-in is for individual communities to perceive that: 1) they have input into the process; and 2) their communities will benefit from the outcomes. Both of these are achievable.

PRESIDENT • MAX R. FRIEDMAN • VICE-PRESIDENTS • ROBERT SILVERMAN • MORRIS WEISS • SALLY H. WERTHEIM

TREASURER • ALVIN L. GRAY • ASSOCIATE TREASURER • ROBERT GOLDBERG • EXECUTIVE VICE-PRESIDENT • STEPHEN H. HOFFMAN

I recommend that a follow-up session with the planners be scheduled for the September quarterly. While the July meeting provided background, the focus in September should be getting input from the planners for the Commission process. Specific issues for discussion with the planners might include:

- 1) criteria for determining community action sites;
- 2) regional approaches to community action sites (linking large and small communities);
- 3) balancing national resources with local initiative and resources (ensuring that national support leverages a maximum commitment by a local community); and
- 4) balancing roles of national agencies with the independent Commission (as regards implementation, what should the ongoing Commission be responsible for; JESNA?, CJF's Commission on Jewish Identity? CAJE?, etc.).

Based on discussion with the planners, Commission staff could generate a supporting document for implementation of the Commission recommendations. Another option, similar to the effort with CAJE, would be to have one or two planners take responsibility for writing such a document.

The General Assembly in November could then be used as a forum for testing out the community action site concept and any related documents. This could involve a report back to the group of planners. It should also involve public presentation of the Commission's work, and also smaller, private meetings with communities, or groupings of communities which might be considered as demonstration sites.

The risks I perceive with this approach are: 1) The planners might not be prepared to provide input that is consistent with the goals and directions of the Commission. 2) CJF or JESNA might take umbrage from an institutional perspective about an independent planning process presuming to define their appropriate role in national education planning. These can be mitigated by pre-meeting contacts with key players at JESNA and CJF, and with key planners around the country.

I believe the risks are far outweighed by the need to engage in basic community organization work to bring a rather large and unwieldy constituency along with us through the next year of the Commission's work.

MG/jaog0768:5

cc: Joel Fox

OUTREACH STRATEGIES FOR FORMAL AND INFORMAL EDUCATORS

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

A comprehensive outreach plan for the Commission on Jewish Education in North America includes communication with organizations in both the "formal" and the "informal" spheres. The informal sphere includes Jewish community centers, federations, B'nai Brith Hillel organizations, summer camps and denominational youth organizations (NFTY, USY, NCSY, etc). The formal educational sphere is comprised of educational organizations: academic institutions, central agencies for Jewish education, denominational educational bodies (often corresponding to denominational youth organizations), and Jewish educator organizations (such as CAJE).

Such comprehensive outreach involves direct contact (meetings and specialized communications) with these key educational constituencies. These contacts have two major goals:

1. To interpret the work of the Commission to important individuals and groups who will play a role in the implementation of changes growing out of the Commission's work.
2. To gather input from these constituencies which can inform the Commission's thinking and enhance the quality and applicability of its recommendations.

It is proposed that contact with the sphere of "informal" educators be accomplished with a written communication or newsletter which would provide updates on the work of the Commission to the targeted groups. Such a publication would appear regularly during the work of the Commission, and would generally follow the format of the Kiplinger letter (which is attached). The newsletter would be primarily a summary of the workings of the Commission immediately prior to the publication date and a forecast of things to come. There should be a limited number of photographs, sketches or graphs, about one per page, no more than about three inches by two inches. The number of pictorials should be limited to maintain the publication's appearance as a newsletter.

The newsletter should appear once within three weeks after each Commission meeting, primarily as a recap of the preceding meeting; and then once again about halfway between the meetings, primarily as a forecast of the questions and issues to be considered at the next Commission meeting.

JWB has successfully developed a publication along these lines, called the JWBriefing for Center Presidents (also attached). However, its audience goes beyond Center Presidents. Experience has shown that, because the format is limited to two pages, the newsletter is pulled out of the pile of mail that normally accumulates at each decision-maker's desk for a "quick read." Most mail, as we know, is consigned to the "when I have time" pile, which means, in effect, that it is never seen. The Commission

newsletter should be limited to two pages or, on occasion when there is a great deal of information to be conveyed, perhaps four pages.

The mailing list for this newsletter, encompassing the various target groups, would probably be comprised of about 5,000 individuals. The preparation of an appropriate list is crucial and would require significant staff time in advance of the first issue.

The "formal" Jewish education organizations must be engaged by more direct means in the Commission process. Two kinds of communication appear to be broadly useful in this regard:

1. Invitational group meetings with the lay and professional heads of such organizations for purposes of briefing and gathering of feedback on Commission developments. Three such meetings would encompass the vast majority of organizations (listed in the Appendix) which comprise this category.

An initial round of meetings could be convened this Winter-Spring, with the possibility of additional meetings in the future. One or more Commission members and a high level staff member should meet with the group to present a first-hand account of the Commission's deliberations thus far, and to pose specific questions on some of the issues which have been identified as important for the next phase of the Commission's deliberations. (For example: What do the educator organizations see as priorities in the personnel area? How do the denominational commissions and education departments perceive the role of the ideological movements in providing leadership for Jewish education? What potential do the youth movements see for expanding participation in their programs and how might this be achieved?)

These meetings would fit well into the model of information gathering discussed at the last meeting of Commission Senior Policy Advisors. They would be supplemented by the mailing of reading materials to a wider circle of organizational leaders (as discussed above), and by a standing invitation for the organizations to submit written input to the Commission at any time.

2. Specific approaches to a limited number of key organizations, both for the purpose of soliciting input and to insure their feeling of involvement in the Commission process.

Organizations which might merit this special attention are: CAJE (the Coalition for the Advancement of Jewish Education), the Association of Institutions of Higher Learning for Jewish Education, and the Bureau Directors Fellowship.

For each of these organizations, both special meetings and a special request for oral or written input should be arranged. Between now and the end of June, all three of these organizations will hold regular meetings at which one or more Commission members and staff could appear. In

addition, each of these organizations could be invited to submit "testimony" to the Commission, either on the full range of issues which will be dealt with on one or more specific topics (e.g., training models for the AIHLJE, or the situation of teachers for CAJE). Depending on how the Commission's work is organized, such "testimony" could come in the form of written documents, presentations at a Committee or sub-group meeting, or both. These organizations might also be asked to review and comment on other materials (such as drafts of reports or proposals) prepared by and for the Commission.

Since the CAJE conference in August 1989 will bring together the largest number of Jewish educators and education advocates of any North American gathering this year, it may be valuable for the Commission to have a presence at that conference. This could come in the form of an open briefing session on the Commission itself, a series of sessions on specific topics of interest to the Commission at that point in its work, plus written materials available for distribution.

There are, in addition, three other events during the next six months where a Commission presence (via newsletter distribution, staff or member representation, and some combination of public and/or private meetings) would be useful:

1. The Midwest Regional Leadership Conference on Jewish Education, sponsored by JESNA and Federations and Central Agencies in the region. March 5-6 in Chicago.
2. The JWB Special Convention, April 7-9 in New York.
3. The Conference of Jewish Communal Service Annual Meeting, June 4-7 in Boca Raton.

As the Commission's directions and activities take further shape, other groups and organizations may become more relevant to its work (e.g., the association of early childhood educators, the network for research in Jewish education). Contacts with these constituencies can be developed as needed.

To carry out the program of outreach envisioned here, it is clear that some staff resources will need to be allocated for this purpose. JWB and JESNA can be helpful in identifying contacts, and should participate in the meetings with the several constituencies. However, Commission staff will need to assume responsibility for the administrative and logistical tasks involved in sending out briefings and any other special written communications, and in setting up the various meetings envisioned here.

Note: This paper represents a synthesis of two papers submitted to the Commission by Arthur Rotman of JWB and Jonathan Woocher of JESNA.

Attached is a memo I did for MLM on May 12, 1989 which was the update on outreach strategies. As you can see, you were copied on that memo as well. This cover memo is to update where we are in relationship to each of the organizations with which we had plans to develop outreach strategies.

I. CAJE

- A. That has moved along quite well with Sara Lee reporting on the meeting. I would suggest that Joe Reimer provide all the staff support for the Seattle meeting.
- B. We are expected to do a publication for CAJE in August. What has changed is that, instead of it being published in August, it should be written in August following the CAJE meeting and the article should be an outgrowth of the CAJE meeting. Reimer should be reminded of that.

II. CJF

We have put in an article for CJF. However, I do believe we need to go beyond that in two ways:

- A. A strategy should be developed for the General Assembly meeting in Cincinnati.
- B. The Commission should consider a CJF satellite network broadcast to key federation cities early in 1990 to begin the process of building support for the Commission findings in key federation cities.

III. JESNA

The editor of The Pedagogic Reporter, Leora Isaacs, is expecting an article about the Commission. As you can see, there is a July 1 date on that which is now out of the question. We may want to go with a later date. Further, the Commission should be prepared to participate in the JESNA regional meetings that will be coming up.

IV. BDF

As indicated, nothing has been developed since I put forward the outreach plans in the memo of May 12 on BDF.

V. JCS

Nothing has been further developed in that area as well.

VI. Council for Jewish Education

Alvin Schiff is expecting an article of 2,000-3,000 words. Again, this should be followed up on and perhaps Reimer or Woocher could take responsibility for it.

VII. Federation Planners Meeting in Israel

Joel Fox has taken responsibility with Seymour Fox and Annette Hochstein for presentations at this meeting which is currently under way. I would be happy to help in any way you and Mort think is appropriate.

TO: Morton L. Mandel
Henry L. Zucker
NAME
DEPARTMENT/PLANT LOCATION

FROM: Mark Guryis *MG*
NAME
DEPARTMENT/PLANT LOCATION

DATE: 10/30/89
REPLYING TO
YOUR MEMO OF: _____

SUBJECT: OUTREACH ACTIVITIES

1. Fred Gottschalk will try to convene a group of UAHC leadership. Sara Lee has volunteered to develop a list of invitees, and AR will follow up to get the meeting set up as soon as possible.
2. AR believes we should move ahead with a meeting with Alexander Schindler and would be glad to accompany you to such a meeting if you would like. Please let me know if you would like us to move ahead with setting up such a meeting.
3. AR spoke with Norman Lamm at the Commission meeting last Monday and is drafting a letter for Lamm to use to invite orthodox leaders. AR will contact us when he and Lamm are ready to deal with scheduling.
4. I just want to confirm that the meeting with Schorsch's "Education Cabinet" is scheduled for Friday, January 26, 1990, 9:30 to 11:30 a.m. at JTS. I am assuming that Jon Woocher is the right person to accompany you to that meeting.
5. In response to our request, COJEO has asked for a representative of the Commission to meet with them at their next meeting, now scheduled for Thursday, December 7. SF or JR will make the presentation to this group.
6. AR and I both left the Commission meeting wondering whether Art Green heard your comments on outreach efforts and wondered why you weren't meeting with him. Both AR and I would classify such a meeting in the "nice but not critical" category, and just want to alert you that this is something that might be on Green's mind.

Outreach

JW -

For outreach list, you may want to sort the list in A-Z order so we can quickly check if someone is already on the list.

Please add the following:

✓ Steve Solender - NY Federation

✓ Sol Daiches - Phila Federation

✓ David Kleiman - Cleveland JCC

✓ Howard Charish - Metromart NJ Federation

✓ Steve Ains - Toronto Federation

✓ Ted Karcher - Washington DC Federation

✓ Robert Aronson - Detroit Federation

✓ Wayne Feinstein - LA Federation

✓ ^{Rebelle} Brian Lurie - San Francisco Federation

✓ Phyllis Cook - ~~at~~ San Francisco

Outreach

Add these names to the list of people
Annette has given us of people who should receive
background mat for mtg, etc ...

- ~~- Researchers (Dec 4-5 mtg.)~~
- Planning directors
- BGE directors

✓ Dr. Jack Sparks, chairman
Council of Jewish Educational Organizations
c/o Central Synagogue
123 E. 55th Street
New York, NY 10022

✓ Dr. John Ruskay, Vice Chancellor
Jewish Theological Seminary
3080 Broadway
New York, NY 10027

✓ Dr. Robert Abramson, Director of Jewish Education
✓ United Synagogue of America
155 Fifth Avenue
New York, NY 10010

✓ Dr. David Lieber
University of Indiana
15600 Mulholland Dr.
Los Angeles, CA 90077

Dr. Robert Hirt, Vice President

✓ Yeshiva University

500 W. 185th St.

New York, NY 10033

Rabbi. Howard I. Bogat

✓ Union of American Hebrew Congregations

838 Fifth Avenue

New York, NY 10021-7064

Rabbi Daniel B. Syme

✓ Union of American Hebrew Congregations

838 Fifth Avenue

New York, NY 10021-7064

Mr. Roberts Goodman

✓ 25 Cornish Rd

Toronto, Ontario

Canada M4T 2E3

Dr. Ron Reynolds

✓ Bureau of Jewish Education

6505 Wilshire Blvd

Los Angeles, CA 90048

~~Elot Spack~~ Elot Spack, Executive Director

✓ Coalition for the Advancement of Jewish Education

261 W. 35th Street, Floor 12A

New York, NY 10001

Available

Ephraim Buchwald

✓ 485 Fifth Ave, Ste 212

New York, NY 10017

Dr. Lefra Schachter

Cleveland College of Jewish Studies

✓ 26500 Shaker Blvd

Cleveland, OH 44122

Dr. Ron Wolfson University of Judaism

✓ 15600 Mulholland Dr.

Los Angeles CA 90077

Mr. Richard Joel, Exec. Dir.

✓ Birnir Birth Hillel Foundation

1640 Rhode Island Ave, N.W.

Washington DC 20036

✓ Mr. Daniel Mann

Birnir Birth Hillel Foundation

1640 Rhode Island Ave, N.W.

Washington DC 20036

+ names on attached

list from Tom Aron

HEBREW UNION COLLEGE—JEWISH INSTITUTE OF RELIGION

Cincinnati • New York • Los Angeles • Jerusalem

RHEA HIRSCH SCHOOL OF EDUCATION

1077 UNIVERSITY AVENUE • LOS ANGELES, CALIFORNIA 90007-3798
(213) 749-3424

March 12, 1990

Mr. Mark Gurvis
Commission on Jewish Education in North America
4500 Euclid Avenue
Cleveland, OH 44103

Dear Mark,

Enclosed is the latest (and most correct) version of "Findings of the Los Angeles Teacher Census," complete with properly formatted tables. As I mentioned to you on the phone, I'm just beginning to digest the findings, and to grasp their implications. I would be very interested in receiving the comments of the senior policy advisors.

The following are some of the people to whom my professionalism paper should be sent:

✓ Richard Siegel, Director
National Foundation
for Jewish Culture
122 East 42nd Street
New York, NY 10017

330 7th Ave 8th fl
10001-5068

✓ Mr. Ted Kanner
8306 Wilshire Boulevard
Beverly Hills, CA 90211

Dr. Elliot Spack, Director
CAJE
261 West 35th Street
New York, NY 10001

Dr. Susan Shevitz
11 Chesley Road
Newton, MA 02159

✓ Sylvia and Moshe Ettenberg
924 West End Avenue
New York, NY 10025

✓ Dr. Jonathan Sarna
HUC-JIR Dept. Near Eastern & Jewish Studies
3101 Clifton Avenue Brandeis Univ
Cincinnati, OH 45220 Waltham MA
02254

Dr. Steven Huberman
Jewish Federation Council
6505 Wilshire Boulevard
Los Angeles, CA 90048

✓ Dr. Chaim Botwinick
Board of Jewish Education
5800 Park Heights Avenue
Baltimore, MD 21215

✓ Mr. Gerald Bubis
1514 S. Doheny Drive
Los Angeles, CA 90035

APR-20-90 9:54 AM P.02
ASSOCIATION OF INSTITUTIONS OF HIGHER LEARNING
FOR JEWISH EDUCATION
(A.I.H.L.J.E.)

MAILING LIST

*add to list to
and record papers*
✓ Dr. David S. Ariel
Cleveland College
of Jewish Studies
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Waltham, MA 02254-9110

Don

*Seymour Fox + Annette Hochstein
letter*

Update on Organizational Contacts

<u>Organization</u>	<u>Contact</u>	<u>Proposed Contacts</u>
1. JESNA	Jon Woocher	Presentation by MLM scheduled for April board meeting.
2. JWB	Art Rotman	Presentation by MLM scheduled for April annual meeting.
3. Federation Planners	Norbert Freuhaft	Consider distributing fifth meeting materials to key planners for comment and reaction. Follow up with meeting at April CJF quarterly.
4. Federation Executives and Presidents	Marty Kraar/ Steve Hoffman	Meeting at April quarterly with executives. Meetings scheduled with individual communities (Los Angeles, San Francisco, New York).
5. Bureau Directors Fellowship	Jon Woocher	Consider distributing fifth meeting materials to key BJE directors for comment and reaction.
6. CAJE	Elliott Spack	No further action suggested at this time.

7. AIHLJE	Sara Lee/ David Ariel	Briefing provided at February meeting.
8. COJEO	Jack Sparks/ Alvin Schiff	No further action suggested.
9. Reform Movement	Alfred Gottschalk/ Art Rotman	Gottschalk convening meetings with Reform Jewish educators.
10. Conservative Movement	Ismar Schorsch/ Jon Woocher	No further action suggested.
11. Orthodox Movement	Norman Lamm/ Art Rotman	No further action suggested.
12. Reconstructionist Movement	Arthur Green	MLM to meet with Green.



ASSOCIATION FOR JEWISH OUTREACH PROFESSIONALS

500 5th Avenue - Suite 3104, New York, NY 10110 Tel: 212 221-2567 Fax: 212 221-2566

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Rabbi Ephraim Buchwald
New York, NY

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Rabbi Yaacov Lerner
Great Neck, NY

Rabbi Pinchas Lipner
San Francisco, CA

Rabbi Shalom Schwartz
Toronto, Ontario

Rabbi Reuven Tradburks
Birmingham, AL

Mr. Gerald Weisberg
Executive Director

HLZ

February 13, 1990
18 Shevat 5750

Mr. Morton L. Mandel
Commission on Jewish Education North America
4500 Euclid Avenue
Cleveland, OH 44103

Dear Mr. Mandel,

As president of the Association of Jewish Outreach Professionals and as director of the National Jewish Outreach Program, one of the largest outreach organizations in the world, I was chagrined to learn that the Commission on Jewish Education which hopes to "make it possible for Jewish education to play a significant role in insuring a meaningful Jewish continuity" has not called upon the resources of the over 100 Jewish outreach practitioners and organizations which are members of our organization.

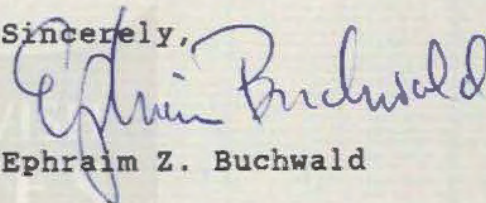
For close to two decades the Jewish outreach movement has been a major force in American Jewish life. During the past five years, the movement of Jewish return has been sweeping across the length and breadth of America. In the last two years over 30,000 American Jews have been reached through the Hebrew Reading and Basic Judaism crash courses offered by National Jewish Outreach Program. Thousands more have been challenged by the fascinating "Discovery" program of Aish HaTorah, Arachim, and Lubavitch. Torah centers and mini-kollels have opened their doors from Buffalo to San Diego, from Toronto to Atlanta, and have attracted hundreds and hundreds of unaffiliated Jews. In short, the Baal Tshuvah movement is an educational revolution rapidly gaining momentum.

We feel that any credible study of the state of Jewish education in America, and any plan which purports to ensure Jewish continuity, which fails to consider the contributions of the outreach movement in America will be significantly lacking.

We stand ready to contribute of our knowledge and experience to your important commission, and hope that we will have the opportunity to do so.

With best wishes,

Sincerely,



Ephraim Z. Buchwald



46
file
outreach?

TO: Morton L. Mandel
NAME
DEPARTMENT/PLANT LOCATION

FROM: Mark Gurvis *MG*
NAME
DEPARTMENT/PLANT LOCATION

DATE: 3/7/90
REPLYING TO
YOUR MEMO OF: _____

SUBJECT:

Attached is a draft for a response to Ephraim Buchwald's letter. A copy of his letter is attached as well.



INTERNET
OFFICE
CORRESPONDENCE

March 7, 1990

Rabbi Ephraim Buchwald
Association of Jewish Outreach Professionals
500 Fifth Avenue, Suite 3104
New York, NY 10110

Dear Rabbi Buchwald:

Thank you for bringing the work of the Association of Jewish Outreach Professionals to my attention. The efforts you and your colleagues make indeed reflect an important facet of the Jewish education arena. In my work with this Commission, I have come to appreciate all the more the diversity and complexity of North American Jewry. The Jewish education arena, perhaps more than any other, reflects the richness of this community.

We have tried, in the Commission, to convene as broad a representation of that diverse community as possible, while still keeping to a manageable size. As a result, many deserving people who would strengthen our process, are also not at the table. I hope that through our ongoing work as we begin to implement our recommendations, we will be able to broaden the circles of people involved in our process in the ways that you suggest. Whatever high hopes those of us involved in the Commission have for the impact of our work, I believe we all recognize that we are but one force working in Jewish education.

In bringing the work of your association and its members to my attention, please be assured that your appropriate involvement will be carefully considered in the implementation phase of our work. I encourage you to stay in touch with our staff and to share your materials with us on an ongoing basis.

Morton L. Mandel
Chairman

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ON JEWISH EDUCATION
IN NORTH AMERICA

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

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March 13, 1990

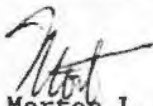
Rabbi Ephraim Buchwald
Association of Jewish Outreach Professionals
500 Fifth Avenue, Suite 3104
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Dear Rabbi Buchwald:

Thank you for bringing the work of the Association of Jewish Outreach Professionals to my attention. The efforts you and your colleagues make reflect an important facet of the Jewish education arena. In my work with this Commission, I have come to appreciate all the more the diversity and complexity of North American Jewry.

We have convened as broad a representation of that diverse community as possible, while still keeping to a manageable size. As a result, many deserving people who would strengthen our process could not be invited. I hope that as we begin to implement our recommendations, we will be able to broaden the circles of people involved in our process in the ways that you suggest. Whatever high hopes we have for the impact of our work, we recognize that we are but one force working in Jewish education.

Thank you for bringing the work of your association and its members to my attention. Please be assured that the appropriate involvement of many others will be carefully considered in the implementation phase of our work. I encourage you to stay in touch with our staff, and to share your materials with us on an ongoing basis.


Morton L. Mandel
Chairman

AG
OUTREACH

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April 20, 1990

Mr. Richard Joel
B'nai B'rith Hillel Foundation
1640 Rhode Island Avenue, N.W.
Washington, D.C. 20036


Dear Richard:

I enjoyed talking with you the other day. I hope the information I was able to provide was helpful. Enclosed are a set of documents about the Commission, including background materials from the meetings held to date. Please feel free to call on me with any further questions you may have about the Commission and its plans.

Thanks for your insights on Jonathan Snyder. I believe, with the right attention, Jonathan can make an outstanding contribution to the Jewish community. Hopefully, he will find the right course for himself. If you find there is any way I can be helpful with him, please don't hesitate.

I look forward to meeting you in person, and working with you in the future.

Sincerely,


Mark Gurvis
Commission staff

cc: MARTY KRAAR
HENRY ZUCKER

outreach

MEMO TO: Stephen H. Hoffman, Henry L. Zucker
FROM: Mark Gurvis *MG*
DATE: April 27, 1990
SUBJECT: Planning for Next Year's GA

.....

I spoke with Marty Kraar about building a report from the Commission on Jewish Education into next year's GA. Marty agrees this is the time to begin planning, and what can take place next year will depend, in largest measure, on what outcomes we are looking for. I thought I would start by listing some options, which we can discuss. We will need to think about where the IJE will be in its process by November and plan accordingly.

1. The General Assembly could serve as a time for the IJE board to hold its first or second meeting.
2. It could be used as a time to meet privately with individual communities interested in pursuing community action site possibilities.
3. It might be used to "release" the Commission report, with a press conference, copies to each GA delegate, and a major plenary presentation by MLM.
4. We might meet separately, as we did last year, with different constituencies, including federation execs, federation presidents, planners, bureau directors, etc.

Of course, we may want to look at some combination of these options. Please let me know how you think we can best proceed.