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Series B: Commission on Jewish Education in North America (CJENA). 1980–1993.
Subseries 3: General Files, 1980–1993.

Box	Folder
14	1

Planning timelines, 1988-1989.

For more information on this collection, please see the finding aid on the
American Jewish Archives website.

2329
F A C S I M I L E T R A N S M I S S I O N

NATIV CONSULTANTS - JERUSALEM, ISRAEL
Fax: 972-2-699-951

To: Art Napanstek

From: Seymour Fox
Annette Hochstein

Date: August 31, 1988

Pages: 13

AMERICAN JEWISH
ARCHIVES



AUGUST 31, 1988

Dear Art,

We are enclosing the first draft of the 4 month plan for your comments and revisions. It was a healthy exercise to do as it gives a clear and unequivocal picture of the enormous amount of work ahead. In fact we believe that too many of our tasks are scheduled for the same early dates. We are discussing this here today and Seymour will want to discuss this further with you on Friday.

Best Regards,

A handwritten signature in cursive script, appearing to read "C. Miller", is written over a large, faint watermark of the American Jewish Archives logo. The logo features a menorah and the text "AMERICAN JEWISH ARCHIVES" and "ארכיון יהודי אמריקני".

August 31, 1988

To: Art Naparstek

From: Seymour Fox

I have been thinking about our discussion concerning the cover letter. I believe it is better for us to discuss it over the phone. Should you need to take a decision on this before Friday, I can be reached at home tonight from 3:00 to 4:30 PM your time; 11:00 PM your time or Thursday 5:00 PM your time.

Best Regards,



AUG 31 '88 13:55

NATIV CONSULTANTS

972 2 699951

P.2/13

FAX SENT
DATE:

FAX SENT
DATE: 31/8/88

F A C S I M I L E T R A N S M I S S I O N

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FROM THE FIRST TO THE SECOND COMMISSION MEETING

FOUR MONTH PLAN

FIRST DRAFT - AUGUST 21, 1988

	Aug '88	Sep '88	Oct '88	Nov '88	Dec '88
1. FROM THE FIRST TO THE SECOND COMMISSION MEETING	1. PREPARE THE SECOND MEETING				
1. DATA, RESEARCH, WORKING PAPERS					
2. Options paper		12. SF			
3. "Future is history"		13. SF: "F"			
4. "Best Practice" Outline		14. SF; AH			
4b. Process		14b. STEERING GR			
5. Personnel: data		15. AH; JR			
6. 4-month plan		16. J			
7. 2-year plan		17. J			
8. Research norms and procedures		18. J			
9. Research design		19. S			
II. MEETINGS OF STAFF AND ADVISORS:					
10. Mid October to set agenda, plan, prepare, review preliminary papers					
11. December 11-12 - to prepare second meeting					
12. December 13-15 debrief and plan next steps					
III. COMMISSIONERS' INVOLVEMENT					
**Personal involvement - keep on board!					
13. Follow-up calls	113. ALL				
14. Bread and butter letter	114. J				
15. Letter with Minutes	115. J				
16. Brief non-participants	116. ALL: BR				
17. Letter towards 2nd meeting: alternative topics			117. J		
18. Interview all or some for agenda			118. ALL		
19. Secure attendance				119. UF	
20. Executive Committee					
21. Bring their institutions on board					
			121. Involve Institutions		

AUG 31 '88 13:56

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(1)

FROM THE FIRST TO THE SECOND COMMISSION MEETING

FOUR MONTH PLAN

FIRST DRAFT - AUGUST 21, 1988

PREPARE THE SECOND MEETING 8/1/88 to 12/13/88 113 1/2 days]

This schedule includes the following:

- * a list of key topics
- * a list of assignments (who does what)
- * anticipated duration or date due

The number on the line refers to notes such as this - where details and explanations can be found.

SF:JR "OPTIONS" PAPER 8/22/88 to 9/14/88 124 days]

To be done simultaneously by OF and JR.

The "options" paper will include the possible alternatives for the content of the Commission, the topics the Commission COULD decide to focus on. It will be based on the Proceedings of the first meeting, the interviews, and knowledge of the field and of educational theory.

This paper could become the background document for the deliberations on What topics to address and How to address them. It will be the basis for a research design. It will be used in consultations and interviews. On this date we will have draft 1 to be revised several times.

SF: "FUTURE IS HISTORY" 8/29/88 to 10/1/88 133 days]

This document, which will appear first in outline form, will present one vision of the possibilities of a reformed Jewish Education. It will offer an illustration of "what Jewish Education in North America COULD be if."

The outline will have to be revised by different groups of experts.

(2)

..SF;AH: "BEST PRACTICE" 8/29/88 to 10/1/88 [33 days]

The "Best Practice" volume will seek out outstanding examples of Jewish Education programs and offer them as cases from which to learn, to draw encouragement, or as examples to replicate.

The final product will be published.

By the Second meeting a method of selection, study and presentation of the programs will be offered and hopefully agreed upon. This will include a methodology for seeking out programs of excellence. A steering group will be formed to guide the work. A preliminary outline may be prepared.

. STEERING GROUP 9/13/88 to 11/8/88 [56 days]

See #4 above.

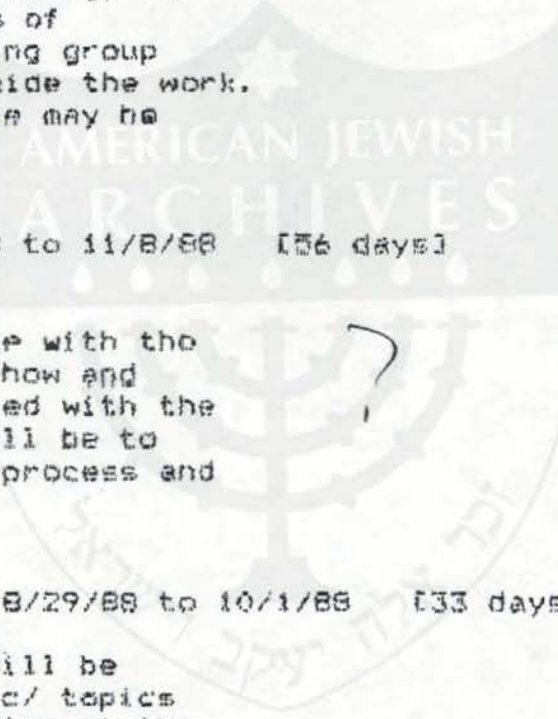
Should include people with the methodological know-how and people well acquainted with the field. Their task will be to guide the selection process and the case studies.

AH;JR: PERSONNEL PAPER 8/29/88 to 10/1/88 [33 days]

A background paper will be prepared on the topic/ topics selected for discussion at the Second meeting. The subject, content and format will depend on the "options paper" and further decisions concerning the Second meeting. At this point it appears that personnel may be the topic.

AH: 4-MONTH PLAN 8/29/88 to 9/15/88 [17 days]

The present document.



(3)

AH: 18-24 MONTH PLAN 8/29/88 to 9/15/88 [17 days]

To be constantly updated and detailed in accordance with the work's progress. At this stage - little more than a rough draft.

AJN;SF;AH;JR: RESEARCH NORMS 8/29/88 to 9/15/88 [17 days]

Brief document to set work norms for all papers and documents of the Commission. AH will prepare first draft in consultation with AJN and JR for further development.

SF;AH: RESEARCH DESIGN 8/29/88 to 9/15/88 [17 days]

Following the "options paper" a research design will be prepared, outlining the research needs and plans for the Commission. It should be borne in mind that this document, like all other planning papers, should be seen as a basis for changes in accordance with work progress and decisions.

Planning Meeting: 10/10/88 to 10/17/88 [2 days]

Planning Group and Senior Policy Advisors: Work sessions to review progress and prepare the second meeting.

Pre-Commission meeting 12/12/88 to 12/14/88 [2 days]

Senior Policy Advisors and Planning Group: Simulation of second meeting. Last preparations

De-briefing meeting. 12/13/88 to 12/15/88 [2 days]

Senior Policy Advisors and Planning Group: Detailed de-briefing and analysis of meeting. Brainstorming and preliminary plans for third meeting.

(4)

3. ALL - PHONE CALLS 8/1/88 to 9/4/88 [34 days]

Post-meeting call to all attending commissioners: to find out how they view the first meeting; what they want/expect for the second meeting; draw guidance for our next steps, and identify pitfalls.

To be done by early September.

A check-list should be circulated amongst the 6 people "in charge" of Commissioners. They should be reminded to do so and de-briefed for findings.

4. Bread and Butter letter AJN-MLM 8/15/88 to 8/29/88 [14 days]

Done

5. Minutes & letter :AJN: SF 8/22/88 to 9/5/88 [14 days]

Minutes prepared by AJN. (DONE)
Letter to be prepared by SF and developed by AJN and VFL with MLM.

6. ALL: BRIEF ABSENT COMMISSIONER 8/1/88 to 9/15/88 [45 days]

All commissioners who did not attend should be briefed within as short a time as possible. They should be brought on board by the following means:

1. Receive the complete "book" of the first meeting.
2. Educators and anyone asking should receive taped proceedings.
3. Individual phone calls - and perhaps visit.

This should be done as soon as possible. A check-list should be circulated as per #13 above and de-briefing should be done with AJN or in writing.

All non-attending commissioners should be interviewed before the second meeting.

(5)

7. LETTER RE-2nd MEETING 11/1/88 to 11/15/00 [14 days]

Towards the second meeting of the Commission a letter should be sent to all Commissioners to inform and seek guidance towards the second meeting. The letter should offer alternative topics for the agenda. It should perhaps include some version of the "options" paper. The letter will inform commissioners of the work done, invite them to guide the Agenda, tell them of the "Best Practice" idea.

8. ALL: INTERVIEWS 10/11/88 to 11/10/88 [30 days]

A second round of interviews should be done to prepare Commissioners for the second meeting. While the comprehensive interviews should probably not be continued throughout the life of the Commission they are the most effective means of communication and preparation until ongoing mechanisms for work and decision-making are set up (e.g. executive committee; task-forces; steering groups). They bring the Commissioners on board, give them ownership, and ensure a content-intensive Commission meeting. SF and AH will draft an interview schedule.

9. VFL: REMINDERS 11/7/88 to 11/28/88 [21 days]

Call all Commissioners or their office to remind of December 13 and to check attendance.

Key commissioners should probably be called earlier.

(6)

Executive Committee 10/10/88 to 10/11/88 [1 day]

The planning Group may decide at its October meeting to involve key Commissioners through an Executive Committee that will guide the decisions and the work of the Commission. The decision will include when to make this Committee operative.

1. Involve Institutions 9/12/88 to 12/5/88 [84 days]

Through the Senior Policy Advisors, Commissioners will be encouraged to bring their institutions on board as to the existence, goals and work of the Commission. A plan should be prepared to assist the Commissioners. Materials should be made available for distribution (design document? list of Commissioners? Summary of interviews? Specially written document?). Commissioners should be systematically approached by the Senior Policy Advisors on this topic. They may want to speak about the Commission at public meetings, meetings of boards of their institutions, etc. A check-list should be developed.

2. Report to public 9/12/88 to 12/5/88 [84 days]

Commissioners should be encouraged to inform their various publics of the Commission. They may want to generate write-ups in organizational publications or in the Jewish Press etc.. See #21 above.

COMMISSION MEETING 12/13/88 to 12/14/88 [1 day]

SECOND MEETING OF THE COMMISSION
ON JEWISH EDUCATION IN NORTH
AMERICA:

DECEMBER 13, 1988

⑦

4. DEFINE OUTCOMES 10/10/88 to 10/13/88 [3 days]

Part of the Agenda for the October Meetings will be to define expected outcomes for the second meeting.

5. Set the Agenda for 2nd meeting 10/10/88 to 10/13/88 [3 days]

To be done at October meetings

6. ALL : INTERVIEWS 10/12/88 to 11/11/88 [30 days]

Interview all Commissioners to discuss agenda of second meeting, process; perhaps "options" paper; etc...

see #18 above

AMERICAN JEWISH

ARCHIVES

1948-1957

1958-1967

1968-1977

1978-1987

1988-1997

1998-2007

2008-2017

2018-2027

2028-2037

2038-2047

2048-2057

2058-2067

2068-2077

2078-2087

7. VFL: LOGISTICS 10/13/88 to 12/13/88 [59 days]

Repeat the logistical arrangements of the first meeting.

8. Staff: PREPARE MATERIALS 11/14/88 to 12/13/88 [29 days]

Prepare documents, materials, presentation materials for the meeting.

9. Planning Group : P.R. 10/13/88 to 12/22/88 [70 days]

Decide on a systematic, professional P.R. program, and set it in motion. Invite expert for brainstorming at October meetings.

(8)

O.Wise-people EF;AJN; AH; JR

10/88

A wide-people's group will be formed to accompany the work of the commission's staff and consultants. They will guide the methodology and will review all written documents, all research and data gathering endeavours. They will ensure state-of-the-arts multi-disciplinary input into the work of the Commission.

1.ALL : INVOLVE PUBLICS 9/19/88 to 12/26/88 [98 days]

The success of the work of the Commission will also depend on its ability to involve in its process the various publics on whom implementation of recommendations will depend: educators, lay-people, clients and potential clients of Jewish Education, institutions, professional associations. A systematic effort at listing these publics should be undertaken by the planning group and the Senior Policy advisors and means for their involvement should be designed. E.g. Jewish Faculty at major campus; Denominational publics; Educators' Associations; Informal educators; lay groups; federations

.Involve publics 9/19/88 to 12/26/88 [98 days]

See #31 above.

Add Canadian Educators -- All 10/14/88 to 10/19/88 [5 days]

Add Canadian Educators to the Commission.

Add staff -- All 10/14/88 to 10/19/88 [5 days]

Identify additional staff for the Commission.

22.They Report to their publics

23

IV.THE SECOND COMMISSION MEETING

24.Define Expected Outcomes

25.Set the Agenda

26.Prepare commissioners

27.Logistics

28.Prepare materials

V.ADDITIONAL ACTIVITIES

29.P.R.

30.wise-people's meeting

31.involve various publics

- identify

32- involve

33.Add Commissioners

34.add staff

22. Report to publics

26. ALL

27. UFL: LOGIS

28. Sta

29.Planning Group t

H

31.ALL : INVOLVE PUBLICS

32.Involve publics

H

AMERICAN JEWISH
ARCHIVES



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FROM THE FIRST TO THE SECOND COMMISSION MEETING

FOUR MONTH PLAN

FIRST DRAFT - AUGUST 21, 1988

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AH: 4-MONTH PLAN 8/29/88 to 9/15/88 [17 days]

The present document.

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

TWO YEAR PLAN

SECOND DRAFT - OCTOBER 4, 1988

	1988 J A S O N D J F M A M J J A S O N D	1989 J F M A M J J A S O N D J F M A M J J	1990 J F M A M J J
I. COMMISSION MEETINGS			
FIRST MEETING	*		
SECOND MEETING		*	
THIRD MEETING			*
FOURTH MEETING			
FINAL MEETING			*
II. FOR EACH MEETING			
* prepare agenda			
* prepare commissioners			
* logistics			
* prepare materials			
* task-force needs (to be decided)			
* debrief			
III. TASKFORCES			
For each			
-define the topic			
-composition			
- commissioners			
- others			
-chair			
-staff			
-prepare timetable			
-meetings			
-research			
-reports			
-assign logistics			
IV. RESEARCH			
A. GENERAL			
Gather existing data			
Prepare surveys			
Do research			
B. SPECIFIC			
- FOR EACH MEETING			
C. FOR SUB-COMMITTEES			
ADDITIONAL ACTIVITIES			
p.r.			
		131. RESEARCH	
		132. RESEARCH	
		133. RESEARCH	
		134. RESEARCH FOR MEETING	
		135. RESEARCH FOR TASKFORCES	
		136. PUBLIC RELATIONS	

conferences
publications
wise-people
forums
communications
between meetings
visits
writings
involve various publics

THE COMMISSIONERS'
INVOLVEMENTS
Personal Involvement
Keep on board.
Higher Institution
bring on board
Report to public
Executive Committee
Participation in
taskforces
Other

OUTCOMES
Write report
Translate into
roadmap - priorities
Facilitate sponsorship
of various parts
Launch projects
Set up mechanism
to facilitate and
monitor implementations

LOGISTICS and PLANNING

Staff meetings
Decide assignments
Monitor
Accept completion

Chairman's group

137. CONFERENCES

139. INVOLVE PUBLICS

140. COMMISSIONERS' INVOLVEMENT

141. Involving Institutions

142. REPORT TO PUBLICS

143. EXECUTIVE COMMITTEE

144. 1
145.

146.

147.

148.

149. MONITOR COMMISSION'S WORK

150. ACCEPT COMPLETION

COMMISSION ON JEWISH EDUCATION IN NORTH AMERICA

TWO YEAR PLAN

SECOND DRAFT - OCTOBER 4, 1988

1. FIRST COMMISSION MEETING 8/1/88 to 8/1/88 [1 day]

Completed

2. SECOND COMMISSION MEETING 12/1/88 to 12/1/88 [1 day]

Main Agenda Items:

Discuss options

Narrow the focus of the Commission

Set up work-mechanism

(sub-committees - possibly on

three topics: e.g. personnel; the
community; the roadmap)

Get best-practice and vision

formally off-the-ground.

3. THIRD COMMISSION MEETING 5/1/89 to 5/1/89 [1 day]

Third meeting of the Commission.

Agenda:

Reports of task-forces

Progress Reports on Vision and

Best-Practice papers

Key Item: perhaps one of these or

data-show from one of the

sub-committees

4. FOURTH COMMISSION MEETING 10/1/89 to 10/1/89 [1 day]

Agenda:

Sub-Committee reports

Key Item: Perhaps Vision or

Best-Practice - Perhaps one major

Sub-Committee report.

Discussion on mechanism for

implementation - partners

involved etc..

Decision on report-drafting and

consulting process.

5. FIFTH COMMISSION MEETING 2/1/90 to 2/1/90 [1 day]

Fifth and last meeting of the
Commission

Agenda:

Discussion of draft Commission
Report + decision on publication
Mechanism for implementation,
and monitoring launched.

If possible, announcement on
sponsorship of some/many of the
recommendations

6. PREPARE AGENDA 1 7/1/88 to 7/1/88 [7 days]

Completed

7. PREPARE AGENDA 2 10/1/88 to 10/1/88 [8 days]

Meeting to prepare the content,
logistics and process relating to
the upcoming meeting of the
Commission:

Prepare the agenda for
the coming Commission Meeting
Discuss Anticipated outcomes
Discuss preparation of materials
Preparation of Commissioners
Logistical Arrangements
Discuss p.r. and interpretation to
publics.

8. AGENDA 3 2/1/89 to 2/1/89 [7 days]

Preparation of next Commission
Meeting

See item 7

9. AGENDA 4 8/1/89 to 8/1/89 [8 days]

Preparation of next Commission
Meeting

See Item 7

10. AGENDA 5 12/1/89 to 12/1/89 [6 days]

Prepare Final Commission Meeting

See Item 7

11. PREPARE COMMISSIONERS 1 7/1/88 to 7/1/88 [19 days]

Completed

12. PREPARE COMMISSIONERS 2 10/1/88 to 10/1/88 [30 days]

Interview all Commissioners in
preparation of the very difficult
second meeting. Discuss content
and outcomes

Prepare interview Schedule
Report on each interview

13. PREPARE COMMISSIONERS 3 2/1/89 to 2/1/89 [30 days]

Depending on the process there
may be a decision to interview
all commissioners again
or
interview some of them
and/or
have sub-committee meetings
and/or other group meetings

13. PREPARE COMMISSIONERS 4 8/1/89 to 8/1/89 [30 days]

Preparing Commissioners
See Item 12

14. PREPARE COMMISSIONERS 5 12/1/89 to 12/1/89 [19 days]

Prepare the Commissioners for the
last meeting

Probably individual interviews

15. LOGISTICS 1 7/1/88 to 7/1/88 [30 days]

Completed

16. LOGISTICS 2 11/1/88 to 11/1/88 [30 days]

Logistical arrangements for
upcoming meeting

Remind Commissioners and check
attendance

All logistical Arrangements as per
4-month plan and first meeting of
the Commission

17 LOGISTICS 3 4/1/89 to 5/1/89 [31 days]

Logistical preparation for third
meeting

See Item 16

18. LOGISTICS 4 9/1/89 to 9/1/89 [30 days]

Logistical Preparation for Fourth
meeting

See Item 16

19. LOGISTICS 5 1/1/90 to 1/1/90 [30 days]

Logistical Arrangements Last
Meeting

See Item 16

20. PREPARATIONS OF MATERIALS 1 7/1/88 to 7/1/88 [13 days]

Completed

21. PREPARATION OF MATERIALS 2 11/1/88 to 11/1/88 [21 days]

Technical Preparation of
materials for distribution at the
Commission Meeting and in advance
of it

Preparation of display materials

22. PREPARATION OF MATERIALS 3 4/1/89 to 4/1/89 [21 days]

Technical preparation of Materials
See Item 21

23. PREPARATION OF MATERIALS 4 9/1/89 to 9/1/89 [21 days]

Technical preparation of Materials
See Item 21

24. PREPARATION OF MATERIALS 5 1/1/90 to 1/1/90 [21 days]

Technical preparation of Materials
See Item 21

25. DEBRIEFING 1 3/1/88 to 3/1/88 [3 days]

Completed

Evaluate the Meeting
Decide on next steps
Plan

26. DEBRIEFING 2 12/1/88 to 12/1/88 [3 days]

Evaluate the Meeting
Decide on next steps
Plan

27. DEBRIEFING 3 5/1/89 to 5/1/89 [3 days]

Evaluate the Meeting
Decide on next steps
Plan

28. DE-BRIEFING 4 10/1/89 to 10/1/89 [3 days]

Evaluate the Meeting
Decide on next steps
Plan

29. DEBRIEFING 5 2/1/90 to 2/1/90 [3 days]

Evaluate the Meeting
Decide on next steps
Plan

30. SELECT TASKFORCE CHAIRS 10/1/88 to 10/1/88 [7 days]

Decide now who will chair the two
or three first taskforces to be
appointed in October.

31. RESEARCH 10/1/88 to 12/1/89 [449 days]

As work proceeds research needs will be identified. The need to collect existing data, prepare surveys and research some issues may emerge. E.g. in order to deal with the cost of various options, financial data will have to be prepared. The matrix for the options paper requires a large amount of information - much exists but needs to be collected. The Commission may decide to investigate what the clients, all or some, think about Jewish Education; what they want. In order to deal with personnel supply and demand data must be generated. The Best Practice work will require research and evaluation. etc.. Research design will be prepared.

32. RESEARCH 2/1/89 to 2/1/90 [370 days]

See Item 30

The research design will be prepared following initial discussion by planning group in October and will need to be updated as work proceeds.

Research may be short or long-term. It may be available for the work of the Commission - in the form of reports or as part of the staff work - or may - in some cases yield results beyond the life of the Commission.

33. RESEARCH 4/1/89 to 2/1/90 [329 days]

See items 30 and 31.

34. RESEARCH FOR MEETING 8/1/88 to 2/1/90 [571 days]

TO BE DETERMINED FOR EACH MEETING:
FOR THE FIRST MEETING: DATA ON
JEWISH EDUCATION

FOR THE SECOND MEETING:
OPTIONS
BEST PRACTICE
VISION
DATA ON PERSONNEL
ETC...

35. RESEARCH FOR TASKFORCES 1/1/89 to 2/1/90 [416 days]

TO BE DETERMINED

36. PUBLIC RELATIONS 10/1/88 to 4/1/90 [560 days]

News releases, articles,
materials for presentation to
various publics, talk-pieces for
commissioners

To be prepared and processed
for use by commissioners and
others

37. CONFERENCES 3/1/89 to 2/1/90 [357 days]

Conferences and other forms of
consultation should begin now.
Depending on the task-forces, the
appropriate discussions and
consultations must take place
with various groups. E.g.
CJF-board, various educational
associations, the denominations
the rabbinical associations -
these must be invited to discuss
matters such as personnel.

38. WISE-PEOPLE'S MEETING 2/1/89 to 2/1/89 [7 days]

Depending on the work of the
taskforces, meetings of
wise-people will be convened
periodically to accompany the
work.

39. INVOLVE PUBLICS 10/1/88 to 1/1/90 [483 days]

Relevant publics must be informed
of the work of the commission and
must become involved — this is
part of the process of creating
the climate in the community
towards acceptance, involvement
and commitment to the work of the
Commission.

40. COMMISSIONERS' INVOLVEMENT 7/1/88 to 8/1/90 [764 days]

The Commissioners' involvement with the work of the Commission and their active participation in the decision process as well as in the implementation, is a major element in the potential success of the Commission. Commissioners must be informed, kept on board, and given relevant data for decisionmaking. They are a key-source of guidance for staff and consultants. A systematic effort to continue the involvement of Commissioners should be undertaken and monitored.

41. Involving Institutions 11/1/88 to 7/1/90 [635 days]

See Items 36, 39 and 40.

42. REPORT TO PUBLICS 11/1/88 to 7/1/90 [636 days]

Community organisations
Educational organisations
Denominations
Others

43. EXECUTIVE COMMITTEE 1/1/89 to 2/1/90 [420 days]

MLM
Chairs and Co-chairs of
taskforces
Art Naparstek
Staff

44. WRITE COMMISSION REPORT 11/1/89 to 1/1/90 [91 days]

45. 1/1/90 to 2/1/90 [56 days]

46. 2/1/89 to 5/1/90 [482 days]

FROM THE SECOND TO THE THIRD COMMISSION MEETING
FIVE MONTH PLAN: FEBRUARY-JUNE 1989
SECOND DRAFT -- FEBRUARY 6, 1989

DESIGN THE OUTCOMES

Having decided to focus its efforts on personnel and the community, the next task of the Commission is to design and agree upon desired outcomes of its work. This decision--which may be altered as work proceeds--will dictate the nature and process of the work for the coming year.

The kind and amount of research and development activities; the nature of networking and public relations; the involvement of institutions and foundations; the role of individual commissioners; the staff work--all should be defined and specified in relation to the current definition of outcomes.

1. Draft Alternatives

A brief outline drafting possible outcomes will be prepared for discussion purposes. The first version of this outline should be ready for the meetings of February 7-9. It should be viewed as a working paper only, used for brainstorming and discussion purposes only. A decision should be taken as to the need and appropriateness of preparing a paper for distribution amongst commissioners.

2. Wise-people

Ongoing consultations will be held with various experts--academics and practitioners. The current series of consultations relates to the nature and viability of various types of outcomes that will be presented in the outcomes outline document.

3. Brainstorming

A staff brainstorming session will be held in Cleveland on the topic of outcomes.

4. Research Design

A research design will be prepared following decision on the type of outcome aimed at.

5. Research on Personnel

Data gathering and reviewing existing research should be undertaken, both for defining the nature and scope of the problem and for offering a picture of the field (for the purpose of the final report).

Issues may arise that will require commissioning research e.g., evaluation of existing training programs; norms for training personnel.

6. Research on the Community

Data gathering and reviewing existing research should be undertaken, both for defining the nature and scope of the problem and for offering a picture of the field (for the purpose of the final report).

Issues may arise that will require more basic research e.g., the cost of education; profile of leadership; how the community perceives Jewish Education and the need for improvement.

7. Carry out Research

The implementation of the research design.

8. Small Group Meetings

Small groups of commissioners will be meeting at the invitation of one prominent commissioner in his/her office to discuss the work, next steps and possible action.

The idea of this kind of involvement has emerged as a means of ensuring more active involvement and stronger ownership of the work by more commissioners.

These meetings will have to be staffed and prepared.

a. Group 1

One group may be convened at the invitation of an outstanding commissioner.

b. Group 2

Same

c. Group 3

Same

9. Educators' Meeting

A meeting of the commissioners who are educators will be convened, as it was in Boston last October, to discuss possible outcomes.

10. Individual Interviews

The process of individual interviews with commissioners should be continued to ensure the learning and development process, commitment to outcomes and to implementation.

The process should be monitored and documented (see individual commissioner sheets and individual assignments).

11. Letter or Summary

Midway between the two Commission meetings a letter, newsletter or report should be sent to all commissioners to report on progress.

12. Institutions on Board

As part of the p.r. and networking efforts, commissioners should be encouraged to bring their institutions/constituencies on board as regards the work of the Commission.

13. Secure Attendance at 3rd Meeting

As at previous meetings, attendance of commissioners at the coming meeting should be secured; secretaries should be called and reminded, etc.

14. Send Pre-meeting Materials

Background materials (if there are any) should be mailed 2-3 weeks in advance of the meeting.

15. Report to Publics

Same as 12 above. Materials should be prepared by p.r. staff.

16. A Mechanism for Implementation

The Commission has determined that its work will be implementation oriented. In order to do this, it may be useful to set up a mechanism that will be responsible for carrying out the tasks linked to implementation: initiating action, securing sponsorship, planning, facilitating implementation, monitoring and evaluating.

17. First Steps - Mechanism

In order to be effective at the end of the Commission's work, the mechanism for implementation should be planned and gradually established in the near future. If adequate, limited, staffing could be secured, the mechanism could begin the task of planning specific interventions and of securing sponsorship, linking up with stakeholders, etc.

18. Launch the Mechanism

Formal decision to set up and launch a mechanism for implementation may be taken at the third meeting of the Commission.

19. Staffing the Mechanism

Staffing for the implementation mechanism will depend on decisions concerning the nature of the mechanism. A mechanism that will be pro-active would probably best be headed by a CEO with strong financial and administrative ability. A mechanism that will deal mainly with follow-up, data collection and dissemination of knowledge may need an educator at its head, etc.

The size and composition of the team will vary with the definition, however in any case a small team of talented educators with a strong knowledge of the community and of the field.

20. Staffing for Research

To be determined in accordance with the needs of the research design.

21. Staffing for PR

To be decided at the meetings of February 7-9.

FROM THE SECOND TO THE THIRD COMMISSION MEETING
FIVE MONTH PLAN: FEBRUARY-JUNE 1989
FIRST DRAFT -- JANUARY 27, 1989

	Feb '89	Mar '89	Apr '89	May '89	Jun '89
I. RESEARCH & DEVELOPMENT					
A: DESIGN OUTCOMES					
1. Draft Alternative Strategie					
2. Wise People -- Methodology					
3. Brain-storm Planning Group					
B. OTHER RESEARCH					
4. Research Design					
5. Personnel: data & analysis					
6. Community: data & analysis					
7. Case Studies					
8. Visions Paper					
9. Carry out research design					
II. COMMISSIONERS INVOLVEMENT					
10. Small Group Meetings					
Meeting 1					
Meeting 2					
Meeting 3					
11. Educators Meeting					
12. Individual Interviews					
13. Letter or Summary					
14. Institutions on Board (P.R.					
15. Secure Attendance					
16. Send Pre-meeting Materials					
17. A Report to Their Publics					
III. A MECHANISM FOR IMPLEMENTATION					
18. Define					
19. First Steps					
20. Launching					
IV. STAFFING					
21. For Implementation Mechanism					
22. For research					
23. P.R.					
V. PUBLIC RELATIONS					
24. Approve Plan					
25. Approve Networking Plan					
VI. THE THIRD COMMISSION MEETING					
26. Define Expected Outcomes					
27. Set the Agenda					
28. Logistics					
29. Prepare Materials					
VII. STAFF MEETINGS					
30. February to Design Outcomes					
31. March for Small Group Meetings					
32. June 12-16 Plan & Debrief Meeting of June 14th					
. ADDITIONAL ACTIVITIES					

FROM THE SECOND TO THE THIRD COMMISSION MEETING
FIVE MONTH PLAN: FEBRUARY-JUNE 1989
FIRST DRAFT -- JANUARY 27, 1989

6/14/89 to 10/25/89 [133 days]

A. Design the Outcomes 6/14/89 to 10/25/89 [133 days]

Having decided to focus its efforts on Personnel and the Community, the next task of the Commission is to design and agree upon desired outcomes of its work. This decision - which may be altered as work proceeds - will dictate the nature and process of the work for the coming year.

The kind and amount of research and development activities; the nature of networking and public relations; the involvement of institutions and foundations; the role of individual commissioners; the staff-work - all should be defined and specified in relation to the current definition of outcomes.

1. DRAFT ALTERNATIVES 6/14/89 to 6/21/89 [7 days]

A brief outline drafting possible outcomes, will be prepared for discussion purposes. The first version of this outline should be ready for the meetings of February 7-9. It should be viewed as a working paper only, used for brainstorming and discussion purposes only. A decision should be taken as to the need and appropriateness of preparing a paper for distribution amongst commissioners.

2. Wise-people 6/14/89 to 6/21/89 [8 days]

Ongoing consultations
will be held with
various experts - academics and
practitioners. The current
series of consultations relates
to the nature and viability of
various types of outcomes that
will be presented in the outcomes
outline document.

2. 7/12/89 to 7/19/89 [7 days]

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2. 8/2/89 to 8/9/89 [7 days]

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3. Brainstorming 6/14/89 to 6/14/89 [2 days]

A staff-brainstorming session
will be held in Cleveland on the
topic of outcomes.

3. 8/9/89 to 8/9/89 [2 days]

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4. Research Design 6/21/89 to 7/19/89 [34 days]

A research design will be
prepared following decision on
the type of outcome aimed at.

5. Research on Personnel 6/21/89 to 10/11/89 [112 days]

Data gathering and reviewing
existing research should be
undertaken both for defining the
nature and scope of the problem
and for offering a picture of the
field (for the purpose of the
final report). Issues may arise that will
require commissioning
research. E.g. evaluation of
existing training programs; norms
for training personnel.

6. Research on the Community 6/21/89 to 10/11/89 [112 days]

Data gathering and reviewing existing research should be undertaken both for defining the nature and scope of the problem and for offering a picture of the field (for the purpose of the final report)

Issues may arise that will require more basic research. E.g. the cost of education; profile of leadership; how the community perceives Jewish Education and the need for improvement.

7 9. Carry out research 6/21/89 to 10/11/89 [112 days]

The implementation of the research design.

8 10. Small Group Meetings 8/2/89 to 8/9/89 [6 days]

Small groups of Commissioners will be meeting at the invitation of one - prominent - Commissioner, in his/her office, to discuss the work, next steps and possible action.

The idea of this kind of involvement has emerged as a means of ensuring more active involvement and stronger ownership of the work by more commissioners.

These meetings will have to be staffed and prepared.

a. group 1 8/2/89 to 8/9/89 [6 days]

One group may be convened at the invitation of an outstanding commissioner

b. group 2 8/2/89 to 8/9/89 [6 days]

same

c. group 3 8/2/89 to 8/9/89 [6 days]

9 11. Educators' meeting 8/2/89 to 8/9/89 [6 days]

A meeting of the Commissioners who are educators will be convened - as it was in Boston last October - to discuss possible outcomes.

10 12. Individual Interviews 8/21/89 to 10/11/89 [112 days]

The process of individual interviews with commissioners should be continued to ensure the learning and development process, commitment to outcomes and to implementation.

The process should be monitored and documented (see individual Commissioner sheets and individual assignments.)

11 13. Letter or Summary 8/9/89 to 8/30/89 [21 days]

Midway between the two Commission meetings a letter, newsletter or report should be sent to all commissioners, to report on progress.

12 14. Institutions on Board 8/21/89 to 10/11/89 [112 days]

As part of the p.r. and networking efforts, Commissioners should be encouraged to bring their institutions/constituencies on board as regards the work of the Commission.

13 15. Secure attendance at 3rd meet 7/5/89 to 8/2/89 [28 days]

Attendance at Commission meetings at the coming meeting should be secured; secretaries should be called and reminded, etc...

14 16. Send pre-meeting materials 9/27/89 to 10/4/89 [7 days]

Background materials (if there are any) should be mailed 2-3 weeks in advance of the meeting.

15 17. Report to Publics 6/21/89 to 10/11/89 [112 days]

Same as 14. above. Materials should be prepared by p.r. staff

16 18. A MECHANISM FOR IMPLEMENTATION 6/21/89 to 10/4/89 [105 days]

The Commission has determined that its work will be implementation oriented. In order to do this it may be useful to set up a mechanism that will be responsible for carrying out the tasks linked to implementation:
initiating action
securing sponsorship
planning
facilitating implementation
monitoring and evaluating

17 19. First Steps - mechanism 8/9/89 to 10/18/89 [70 days]

In order to be effective at the end of the Commission's work, the mechanism for implementation should be planned and gradually established in the near future. If adequate - limited - staffing could be secured - the mechanism could begin the task of planning specific interventions and of securing sponsorship, linking up with stakeholders, etc..

18 20. Launch the mechanism 10/25/89 to 11/1/89 [7 days]

Formal decision to set up and launch a mechanism for implementation may be taken at the third meeting of the Commission.

19. 21. Staffing the mechanism 6/14/89 to 6/14/89 [1 day]

Staffing for the implementation mechanism will depend on decisions concerning the nature of the mechanism. A mechanism that will be pro-active would probably best be headed by a CEO with strong financial and administrative ability. A mechanism that will deal mainly with follow-up, data collection and dissemination of knowledge may need an educator at its head etc...

The size and composition of the team will vary with the definition, however in any case a small team of talented educators with a strong knowledge of the community and of the field.

20. 22. Staffing for research 6/14/89 to 6/14/89 [1 day]

To be determined in accordance with the needs of the research design.

21. 23. Staffing for PR 6/14/89 to 6/14/89 [1 day]

To be decided at the meetings of February 7-9

??? 6/14/89 to 6/14/89 [1 day]

??? 6/14/89 to 6/14/89 [1 day]

??? 8/9/89 to 8/9/89 [1 day]

??? 8/9/89 to 8/9/89 [1 day]

??? 9/6/89 to 10/4/89 [29 days]

??? 8/16/89 to 9/13/89 [27 days]