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Subseries 1: Meetings, 1990–1998.

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Barth, Karen. Meeting. 24 February 1998, 1998.

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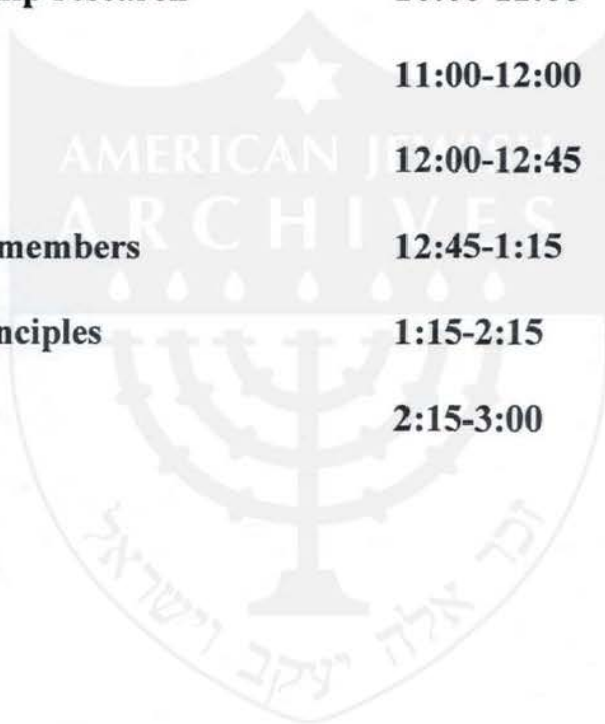
LP/KAB  
2/24/98

1. Upcoming board meeting #1
2. MFS #2
3. New Board members #3
4. Chairman's Council next steps #4
5. Auditor #5
6. D&O Insurance #6
7. Forum update #7
8. Pre-GA program and Baltimore request #8
9. Fundraising
10. Staffing update
11. JEWEL/CFWW
12. Scheduling of meetings #9
13. Ongoing issues #10



**Draft Agenda – Board Meeting  
March 19, 1998**

- |                                   |                    |
|-----------------------------------|--------------------|
| <b>1. Introduction</b>            | <b>9:30-10:00</b>  |
| <b>2. Lay leadership research</b> | <b>10:00-11:00</b> |
| <b>3. Forum</b>                   | <b>11:00-12:00</b> |
| <b>Lunch</b>                      | <b>12:00-12:45</b> |
| <b>4. New Board members</b>       | <b>12:45-1:15</b>  |
| <b>5. Guiding principles</b>      | <b>1:15-2:15</b>   |
| <b>6. Updates</b>                 | <b>2:15-3:00</b>   |



**Possible New CIJE Board Members – In Process**

Name	Loc.	Denominational Affiliation	Approx. Age	Suggested By	Key Roles	Comments
Phil Margolius		?	60-70	MLM	Chair JCCA Educational Committee	Being Asked by Lester
Harley Gross	CL	Conservative	45-50	MLM/ Chuck Ratner	President of Cleveland JECC	KAB to meet in March
Judy Peck	NY	Conservative	50's	Esther Leah Ritz	President of B'nai Jeshurun Chair of JTS Rabbinical Board	
Belda Lindenbaum	NY	Orthodox	60's	Judy Peck	Chair of Midreshet Lindenbaum	
Beth Ostrow	NY	Conservative	50's	KAB	Lay Founder of Solomon Schechter School of Long Island	Visionary leader who is well regarded in the Jewish Community
Michael Bohnen	BO	?	40's	KAB	Chair of Boston Continuity Commission	
Danny Shapiro						
Lynn Kroll	NY		50's		Former Chair of NY Continuity Commission	
Barbara Dobkin	NY		50's		Creator of Mayan (a Jewish women's center)	
Dick Davimos	NY				Active in AJC	





**BDO Seidman, LLP**  
Accountants and Consultants

330 Madison Avenue  
New York, New York 10017  
Telephone: (212) 885-8000  
Fax: (212) 697-1299

#5

February 16, 1998

Ms. Karen Barth  
Executive Director  
Council for Initiatives in Jewish Education  
15 East 26th Street  
New York, NY 10010-1579

Dear Ms. Barth:

This letter will confirm the arrangements discussed with you regarding the services we will render to The Council for Initiatives in Jewish Education ("the Council").

We shall audit the statement of financial position of the Council as of December 31, 1997, and the related statements of activities, cash flows, and functional expenses for the year then ended. The financial statements are the responsibility of the Council's management. Our responsibility is to express an opinion on the financial statements based on our audit. We will conduct our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

At the conclusion of our audit, we will submit to you reports containing our opinion on the financial statements. If during the course of our work it appears for any reason that we will not be in a position to render an unqualified opinion on the financial statements, or that our reports will require an explanatory paragraph relating to uncertainties or changes in accounting principles, we will discuss this with you.

We will design our audit to provide reasonable assurance of detecting errors or fraud that would have a material effect on the financial statements. Our work will be based primarily upon selected tests of evidence supporting the amounts and disclosures in the financial statements and, therefore, will not include a detailed check of the Council's transactions for the period. Accordingly, an audit performed in accordance with generally accepted auditing standards is not a guarantee of the accuracy of the financial statements, and there is a risk that material errors or fraud may exist and not be detected by us. However, we will inform you of any material errors or fraud that come to our attention.

Please read the attached "Dispute Resolution Procedure" regarding arbitration in accordance with the new laws of the State of New York.



Ms. Barth  
February 16, 1998  
Page 2

Because many computerized systems use only two digits to record the year in date fields (for example, the year 1998 is recorded as 98), such systems may not be able to accurately process dates ending in the year 2000 and after. The effects of this problem will vary from system to system and may adversely affect the Council's operations as well as its ability to prepare financial statements.

An audit of financial statements conducted in accordance with generally accepted auditing standards is not designed to detect whether the Council's systems are year 2000 compliant. Further, we have no responsibility with regard to the Council's efforts to make its systems, or any other systems, such as those of the Council's vendors, service providers, or any other third parties, year 2000 compliant or provide assurance on whether the Council has addressed or will be able to address all of the affected systems on a timely basis. These are responsibilities of the Council's management. However, for the benefit of management, we may choose to communicate matters that come to our attention relating to the Year 2000 issue.

In connection with our audit, as part of our services, we will also submit to you a memorandum containing any suggestions for improvement of the existing internal control structure, accounting policies and procedures and other related matters which come to our attention during the course of our work. Of course, we will also be happy to discuss these matters with you.

As part of our engagement, we shall also review the required tax returns (e.g., 990 and 497) for Council for Initiatives in Jewish Education.

In accordance with generally accepted auditing standards, we will request certain written representations from management at the close of our audit to confirm oral representations given to us and to indicate and document the continuing appropriateness of such representations and reduce the possibility of misunderstandings concerning the matters that are the subject of the representations.

We would plan to perform as many phases of our audit work as may be practicable prior to the close of your fiscal years, in order that the work after year-end may be kept to a minimum and our reports and the tax returns submitted to you as soon as possible after the close of the fiscal years.

We will ask that your personnel, to the extent possible, prepare various schedules and analyses, and make various invoices and other documents available to our staff. This assistance by your personnel will serve to facilitate the progress of our work and minimize costs to you for our services.



Ms. Barth  
February 16, 1998  
Page 3

We will also be happy, at your request, to attend your Directors' meetings. We would also plan to meet with you and/or other executives at various times throughout the year to discuss current accounting and auditing matters affecting the Council. Whenever you feel such a meeting would be desirable, please let us know.

Our charges for the foregoing services for the years ending December 31, 1997 will be \$9,000 plus out-of-pocket expenses.

Out-of-pocket expenses include direct expenses incurred on your behalf such as messenger service and travel.

The arrangements outlined above will continue in effect from year to year unless changed by either you or us.

We believe the foregoing correctly sets forth our understanding, but if you have any questions, please let us know. If you find the arrangements acceptable, please acknowledge your agreement to the understanding by signing and returning to us the copy enclosed.

It is a pleasure for us to continue to be of service to you. We look forward to many more years of pleasant association with you and The Council for Initiatives in Jewish Education.

Very truly yours,

*BDO Seidman, LLP*

BDO SEIDMAN, LLP

Acknowledged:

By:



Ms. Karen Barth  
Executive Director

\_\_\_\_\_  
Date



## **DISPUTE RESOLUTION PROCEDURE**

If any dispute, controversy or claim arises in connection with the performance or breach of this agreement, either party may, upon written notice to the other party, request facilitated negotiations. Such negotiations shall be assisted by a neutral facilitator acceptable to both parties and shall require the best efforts of the parties to discuss with each other in good faith their respective positions and, respecting their different interests, to finally resolve such dispute.

Each party may disclose any facts to the other party or to the facilitator which it, in good faith, considers necessary to resolve the dispute. However, all such disclosures will be deemed in furtherance of settlement efforts and will not be admissible in any subsequent litigation against the disclosing party. Except as agreed by both parties, the facilitator shall keep confidential all information disclosed during negotiations. The facilitator shall not act as a witness for either party in any subsequent arbitration between the parties.

Such facilitated negotiations shall conclude within sixty days from receipt of the written notice unless extended by mutual consent. The parties may also agree at any time to terminate or waive facilitated negotiations. The costs incurred by each party in such negotiations will be borne by it; the fees and expenses of the facilitator, if any, shall be borne equally by the parties.

If any dispute, controversy or claim arises in connection with the performance or breach of this agreement and cannot be resolved by facilitated negotiations (or the parties agree to waive that process) then such dispute, controversy or claim shall be settled by arbitration in accordance with the laws of the State of New York and the then current Arbitration Rules for Professional Accounting and Related Disputes of the American



Arbitration Association, except that no pre-hearing discovery shall be permitted unless specifically authorized by the arbitration panel, and shall take place in the city in which the BDO Seidman, LLP office providing the relevant services exists, unless the parties agree to a different locale.

Such arbitration shall be conducted before a panel of three persons, one chosen by each party and the third selected by the two party-selected arbitrators. The arbitration panel shall have no authority to award non-monetary or equitable relief, and any monetary award shall not include punitive damages. The confidentiality provisions applicable to facilitated negotiation shall also apply to arbitration.

The award issued by the arbitration panel may be confirmed in a judgment by any federal or state court of competent jurisdiction. All reasonable costs of both parties, as determined by the arbitrators, including but not limited to (1) the costs, including reasonable attorneys' fees, of the arbitration; (2) the fees and expenses of the AAA and the arbitrators and (3) the costs, including reasonable attorneys' fees, necessary to confirm the award in court shall be borne entirely by the non-prevailing party (to be designated by the arbitration panel in the award) and may not be allocated between the parties by the arbitration panel.



#6  
Aon Risk Services

Financial Services  
Group

VIA FACSIMILE (212) 532-2646

January 8, 1998

Karen Jacobson  
Council for Initiatives in Jewish Education  
15 East 26<sup>th</sup> Street  
New York, NY 10010

Re: Non-Profit Directors & Officers Liability Insurance  
Open- One Year Policy Term

Dear Ms. Jacobson:

We are pleased to present Nation Union's renewal quotation for the captioned policy. The attached schedule outlines the terms as quoted.

After your review of the attached, please advise if you wish us to bind coverage.

Sincerely,

Carrie Reed  
National Accounts Marketer  
(212) 441-2303

Aon Financial Services Group, Inc.  
Two World Trade Center • 100th Floor • New York, New York 10048  
tel: 212/441-1000 • fax: 212/441-1929 or 1494



# AON FINANCIAL SERVICES GROUP, INC.

## INSURANCE QUOTATION

**INSURED:** COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

**CARRIER:** *not Chubb - American International Corp*  
NATIONAL UNION FIRE INS. CO. OF PA -

**COVERAGE:** NON PROFIT DIRECTORS & OFFICERS

**EFFECTIVE DATE:** OPEN - ONE YEAR POLICY TERM

**LIMIT OF LIABILITY:** \$5,000,000

**RETENTION:** \$10,000 - *corp - deductible*

**ANNUAL PREMIUM:** \$5,900

**TERMS:** NOT FOR PROFIT PROTECTOR

**ENDORSEMENTS:** NEW YORK AMENDATORY  
NUCLEAR EXCLUSION  
CAPTIVE COMPANY EXCLUSION (MAY BE DELETED WITH WARRANTY STATEMENT)  
COMMISSION EXCLUSION (MAY BE DELETED WITH QUESTIONNAIRE)  
CONVERSION ENDORSEMENT TO THE NOT FOR PROFIT PROTECTOR

This quote is subject to the following information reviewed, and accepted by the underwriters:

1. National Union mainform application



*Aon Risk Services*

*Financial Services  
Group*

Via Fax (212) 532-2640

January 9, 1998

Karen Jacobson  
Council for Initiatives in Jewish Education  
15 East 26<sup>th</sup> Street  
New York, NY 10010

Re: Non-Profit Directors & Officers Liability Insurance  
Open- One Year Policy Term

Dear Karen:

To follow up on our conversation yesterday, I have addressed some of the items we discussed.

The \$5MM limit quote is provided by National Union Fire Insurance Co. of Pittsburgh, PA. National Union is a member company of American International Group, Inc. (AIG), a world leader in insurance and financial services. AIG has been rated A ++, 1 (Superior) from A.M. Best Company; AAA (Superior) from Standard & Poor's and Aaa from Moody's. AIG has operations in 130 countries.

Chubb does not feel comfortable offering \$5MM in Limit of Liability, but is willing to offer a \$1MM limit. Chubb is rated A++ (Superior) from A.M. Best Company.

I have attached Chubb's quote for the \$1MM limit. As well as National Union's quote for a \$1MM & \$2MM limit along with a Highlight sheet which identifies the key coverages afforded by the Policy.

Please give me a call if you have any further concerns.

Sincerely,

Carrie Reed  
National Accounts Marketer  
(212) 441-2303

cc: John Ostrau

*Aon Financial Services Group, Inc.*

Two World Trade Center • 100th Floor • New York, New York 10048  
tel: 212/441-1000 • fax: 212/441-1929 or 1494



**AON FINANCIAL SERVICES GROUP, INC.****PREMIUM QUOTATION****INSURED:** COUNCIL FOR INITIATIVES IN JEWISH EDUCATION**CARRIER:** NATIONAL UNION FIRE INSURANCE CO. OF  
PITTSBURGH**COVERAGE:** *NON-PROFIT DIRECTORS & OFFICERS***EFFECTIVE DATE:** OPEN - ONE YEAR POLICY TERM**LIMIT OF LIABILITY:**

\$1MM	\$5,000	\$2,330
\$2MM	\$5,000	\$3,500
\$5MM	\$10,000	\$5,900

**TERMS:** NOT FOR PROFIT PROTECTOR**ENDORSEMENTS:** NEW YORK AMENDATORY  
NUCLEAR EXCLUSION  
CAPTIVE COMPANY EXCLUSION (MAY BE  
DELETED WITH WARRANTY STATEMENT)  
COMMISSION EXCLUSION (MAY BE DELETED  
WITH QUESTIONNAIRE)  
CONVERSION ENDORSEMENT TO THE NOT FOR  
PROFIT PROTECTOR

This quote is subject to the following information reviewed, and accepted by the underwriters:

1. National Union mainform application

**AON FINANCIAL SERVICES GROUP, INC.****INSURANCE QUOTE #2**

**INSURED:** COUNCIL FOR INITIATIVES IN  
JEWISH EDUCATION

**CARRIER:** FEDERAL INSURANCE COMPANY

**COVERAGE:** NON PROFIT DIRECTORS & OFFICERS

**EFFECTIVE DATE:** OPEN - ONE YEAR POLICY TERM

**LIMIT OF LIABILITY:** \$1,000,000

**RETENTION:** \$100 Each Insured Person  
\$1,000 All Insured Persons  
\$1,000 Insured Organization

**ANNUAL PREMIUM:** \$1,000.00

**TERMS:** FORM #: 14-02-9759

**ENDORSEMENTS:** BREACH OF CONTRACT EXCLUSION  
(with Employment Contract Carve-out)  
INSURED v. INSURED EXCLUSION  
(with Employment Claim Carve-out)  
PENDING & PRIOR LITIGATION  
DATE: INCEPTION  
BL/PD EXCLUSION WITH MENTAL ANGUISH  
& EMOTIONAL DISTRESS  
EDUCATORS ERRORS & OMISSIONS  
EXCLUSION  
NEW YORK AMENDATORY ENDORSEMENTS  
ABSOLUTE POLLUTION EXCLUSION  
SPOUSAL LIABILITY ENDORSEMENT

This quote is subject to the following information reviewed, and accepted by the underwriters:

1. Chubb Warranty Statement



From the reprint department of:

# Business Insurance

a publication of Crain Communications Inc.

Reporting weekly for corporate risk, employee benefit and financial executives.

As seen the week of:

JULY 14, 1997

740 North Rush Street, Chicago, IL 60611 (312) 649-5319  
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## Non-profit D&O exposure up

By MICHAEL PRINCE

Not-for-profit doesn't mean not-to-be-sued.

More lawsuits are being filed against directors and officers of U.S. non-profit organizations, a recent survey indicates.

Thirty-six percent of non-profits surveyed reported a D&O claim during the period 1987 through 1996, according to Watson Wyatt Worldwide. That is more than double the 17% that had faced a claim in the 10-year period prior to the 1993 Watson Wyatt survey.

Among the non-profits that responded to the survey, the average was 1.78 D&O claims per organization, the survey showed.

The Bethesda, Md.-based consulting firm surveyed 726 U.S. non-profit organizations, 119 of which have assets exceeding \$1 billion. These organizations include health care companies, public and private colleges and universities, foundations, museums and social welfare organizations. Fifty-seven percent of those surveyed are privately run.

While non-profits of all sizes experienced an increase in claims filed against them, organizations with total assets of less than \$30 million saw the most dramatic increase. Twenty-one percent of such organizations reported D&O claims in the new survey, compared with 6% in 1993.

For organizations with assets between \$30 million and \$100 million, those reporting claims rose to 26% last year from 11%

in 1993. For those with \$100 million to \$400 million in assets, the figures rose to 44% from 25% in the same period, while those with assets of more than \$400 million to \$1 billion rose to 48% from 35%. The largest organizations—with assets of more than \$1 billion—saw claims climb to 54% from 40%.

By type of non-profit, health care organizations saw the greatest increase in claims since 1993. Forty-five percent of the health care non-profits surveyed reported claims last year, compared with 11% in 1993.

Private schools saw an increase in claims from 27% to 38%, claims against public schools rose to 36% from 20%, and for all other types of non-profit organizations, the claims increased to 22% from 14%, the survey reported.

The most frequent claims involve employment practices. They are in two categories: claims concerning wrongful termination, which account for 25% of all claims filed against non-profits; and claims alleging discrimination against current, past or prospective employees, totaling 23%.

"The employment practices liability exposure continues to be the driving force behind the dramatic increase in D&O claims made against health care organizations, educational institutions and other non-profits," the survey report states.

Claim payments overall averaged \$376,178, a decrease from the \$457,000 respondents re-

ported in 1993. However, for the largest block of claims, employment liability, the cost of an average payment more than doubled, to \$275,000 last year from \$107,500 reported in 1993.

The employment practices figures are "a very good representation of where the trend of cost actually lie," said Mark Larsen, a Watson Wyatt consultant in Chicago and the survey author.

The dramatic increase in average employment liability payments reflects changes in federal law also affecting for-profit companies, Mr. Larsen said. The most significant change is the passage of the Civil Rights Act of 1991, which permits plaintiffs to request punitive damages and seek a jury trial for discrimination suits in federal court.

Another reason for the uptick in claims is that more organizations have insurance policies that cover not only the directors and officers but the entity as well. That leads to more claims being covered by D&O insurance and the surveyed organizations reporting more D&O claims.

"When coverage is broader, we find out about more claims," he said.

Despite the increase in claims, "pricing has remained stable or even been reduced in many cases," the study states.

The recent study shows that 81% of surveyed organizations had purchased D&O insurance in 1996, compared with 80% of the respondents to the 1993 survey. These policies covered

65% of the 1,290 claims reported by respondents in the new survey between 1987 and 1996. Another 16% of the claims fell within deductibles. Only 2% of claims reported were found to be uninsurable under the terms of the policy.

Public schools were the least-covered entity, with only 60% of those surveyed saying they had D&O coverage. Mr. Larsen found that figure disturbing. He noted that 55% of the public schools that did not purchase D&O coverage said they thought state sovereign immunity laws would protect them. But because the majority of D&O claims are employment suits under federal law, he said, sovereign immunity will not protect these schools.

"It is simple enough to establish that discrimination, harassment and even many termination claims are federal claims, and thus state laws providing indemnification would be inapplicable," the study states.

"It's possibly a position that institutions ought to rethink, given the rise of employment-related claims and the statutes being cited with those claims, namely federal statutes," Mr. Larsen said.

Copies of the survey, "1996/1997 Watson Wyatt Non-Profit Organization Directors and Officers Liability Survey," are available for \$300 each from Mark Larsen, 312-704-2500; e-mail: mark\_larsen@watsonwyatt.com.



NOT-FOR-  
PROFIT  
INDIVIDUAL  
AND  
ORGANIZATION  
INSURANCE WITH  
EMPLOYMENT  
PRACTICES LIABILITY  
INSURANCE



# Not-for-Profit Protector<sup>SM</sup>

## HIGHLIGHTS

### ▲ Broadest definition of "Insured", including:

- ▲ Organization
- ▲ Directors
- ▲ Officers
- ▲ Employees

- ▲ Committee Members
- ▲ Volunteers
- ▲ Faculty Members
- ▲ Department Heads

### ▲ Broadest employment practices liability coverage, including:

- ▲ Broadest definition of "Employment Practices Claim"

### ▲ Non-employment discrimination coverage—covers discrimination and sexual harassment claims brought by third parties (e.g. students, patients), whether brought individually or as a class<sup>1</sup>

### ▲ Broadest definition of "Wrongful Act", including:

- ▲ Employment practices claims
- ▲ Copyright or trademark infringement claims
- ▲ Anti-trust claims
- ▲ Plagiarism claims
- ▲ Third party ("non-employment discrimination") claims

### ▲ Optional Duty to Defend (Insured has the choice of controlling defense or giving Insurer the Duty to Defend)

### ▲ Unique retention waivers:

- ▲ No retention in event of "financial insolvency"
- ▲ 100% retention reimbursement upon a finding of "No Liability"
- ▲ 10% retention reimbursement upon acceptance of first qualified Settlement Opportunity

### ▲ Automatic for-profit subsidiary coverage<sup>2</sup>

### ▲ Coverage for multiple damage awards under the ADA and Equal Pay Act<sup>3</sup>

### ▲ Punitive or exemplary damages coverage available<sup>4</sup>

**AIG**

AMERICAN INTERNATIONAL COMPANIES\*

ADDITIONAL HIGHLIGHTS  
ON BACK





**ADDITIONAL FEATURES:**

- ▲ Coverage for back pay and front pay
- ▲ Pre-judgment and post-judgment interest coverage
- ▲ Provides pre-approved, elite class action defense law firms
- ▲ Policy non-cancelable by Insurer (except for nonpayment of premium)
- ▲ Bilateral discovery
- ▲ Optional one-, two-, or three-year Discovery Period
- ▲ Spousal extension coverage
- ▲ Worldwide coverage
- ▲ 30-day post-policy reporting window
- ▲ "Insured vs. Insured" exclusion applicable only to claims made against an Insured by the Organization

<sup>1</sup> First time coverage offered in one policy form.

<sup>2</sup> All past and present subsidiaries are covered regardless of asset size as of the time of policy inception. Automatic coverage is extended to those acquired during the policy period subject to an asset limitation or subject to underwriting review and payment of additional premium.

<sup>3</sup> Subject to the policy's limit of liability.

<sup>4</sup> Where insurable under law.

For more information, contact your broker or the American International Companies<sup>®</sup> regional office nearest you.

Not-for-Profit Protector<sup>SM</sup> is part of National Union's Gold Package<sup>SM</sup> for Not-for-Profit Organizations, a distinctive collection featuring leading-edge management liability insurance coverages in combination with unique loss control, litigation management and claims services. And since National Union Fire Insurance Company of Pittsburgh Pa.<sup>®</sup> is a member company of American International Group, Inc. (AIG), our policy is backed by the American International Companies<sup>®</sup> unrivaled financial strength: rated A++ by A.M. Best Company, AAA by Standard & Poor's, and Aaa by Moody's.



The AIG policy described may not be available in all states, and the description thereof is not a complete description or a complete list of all policy terms, conditions and exclusions. Note that certain terms in this highlight sheet are defined in the policy. Please see the policy for a complete description of its scope and limitations of coverage.

## **FORUM UPDATE**

### **GOALS**

- Develop a cohesive community of national leadership who share common vocabulary and goals.
- Mobilize community leadership to support national and communal efforts for Jewish education.
- Focus at a high level with new, big ideas, plus some exchange of “best practices”.
- Foster lay/professional partnerships.
- Support for CIJE’s agenda and priorities.
- Seize and sustain attention for Jewish education.

### **TARGET AUDIENCE**

- “Stars” regardless of position
- Representatives of leading-edge communities
- Representatives of a few key institutions
- 2/3 lay, 1/3 professional
- All invitations to be made personally by phone

### **POSSIBLE TOPICS**

- Overall topic – Creating Vibrant Educational Institutions
- Sub-topics (4 Tracks)
  - Institutional Change
  - Leadership – Lay & Professional
  - Measuring Success
  - Economics and Funding Issues



## **POSSIBLE FORMAT**

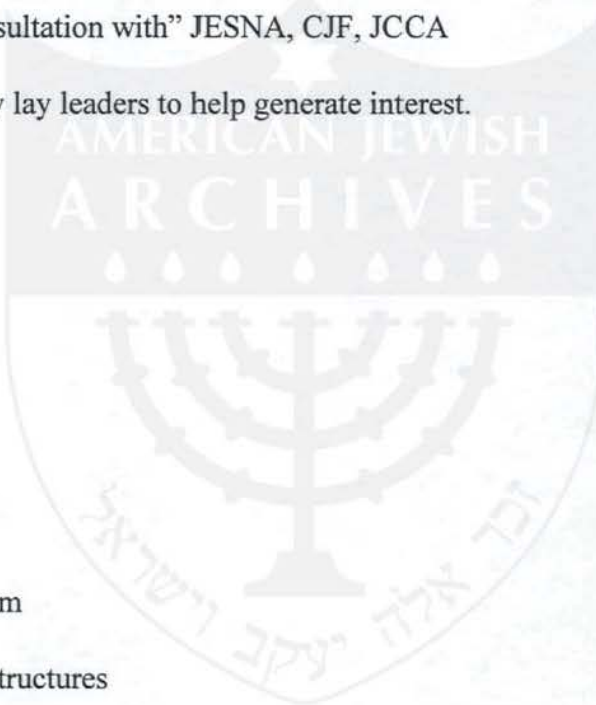
- Each topic covered in depth – mirroring the CIJE approach
  - Presentation of data and analysis.
  - High level speaker.
  - Jewish text studies
  - Facilitated working groups

## **PLANNING STRUCTURES**

- Two “Sounding Boards” – One with institutional representatives, one with stars
- Planning “In consultation with” JESNA, CJF, JCCA
- Ten to fifteen key lay leaders to help generate interest.

## **NEXT STEPS**

- Set Date
- Book Speakers
- Find site
- Work on PR
- Lay out curriculum
- Set up planning structures





Hendler  
2734 Caves Road  
Owings Mills, MD 21117  
Phone: (410) 363-4135  
FAX: (410) 363-9790



\* \* \* \* \*

TO: Karen Barth

FAX #: 1-212-532-2646

FROM: Lee M. Hendler

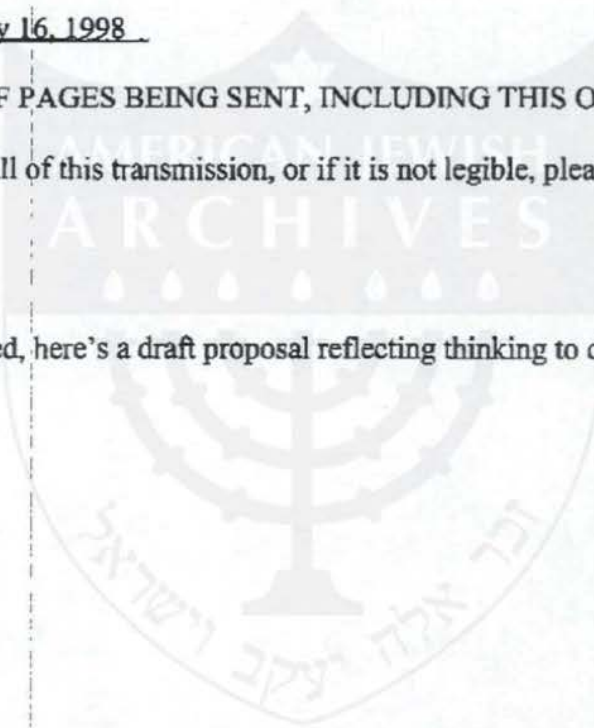
DATE: February 16, 1998

TOTAL NUMBER OF PAGES BEING SENT, INCLUDING THIS ONE: 5

If you do not receive all of this transmission, or if it is not legible, please call 363-4135, and ask for Lee.

MESSAGE:

As we discussed, here's a draft proposal reflecting thinking to date in Baltimore and our Sunday consultation.





**BALTIMORE CJE/FRD LEADERSHIP DEVELOPMENT PLAN**  
**"BALTIMORE INSTITUTE FOR LEADERSHIP IN EDUCATION"**  
 working draft for 2/15/98 phone consultation

**GOAL:** Develop a Baltimore-based funder group conversant in the major issues of Jewish education so that they can a) embark on educational initiatives either solely or collaboratively, b) be knowledgeable and competent evaluators of educational proposals that come to them, and c) create a critical mass of individuals who have both the resources and the "power" to influence the communal agenda in favor of substantive and lasting Jewish educational reform.

**1st CUT CRITERIA FOR INVITATION TO JOIN INSTITUTE:**

- ✓ direct control over or access to significant funding resources already allocated or that can be allocated to education (\$25k/yr +?) New \$ or 2nd, 3rd, 4th generation of old \$ (Current investors and potential investors)
- ✓ willingness/interest to learn more about Jewish education
- ✓ willingness/interest to engage in Jewish learning  
 focus: **not Torah lishmah**, but role in Jewish tradition of education in building community, sustaining identity; responsibility of funders and leaders to support and promote education

**DESIRABLE BUT NOT ESSENTIAL:**

- ✓ expertise in general education--either secondary or higher education-- involvement on boards or directly in schools-- check out independent school and university board rosters
- ✓ acquired expertise in specific area of education: curriculum development, professional development, school construction etc.

**POTENTIALLY PROBLEMATIC OUTSET BUT COULD ALSO BE AN OUTCOME IN SOME CASES:**

- ✓ Ability to drop parochial agenda (that is bias towards magic bullet approach to Jewish education and promotion of favorite magic bullet)

**CLASS SIZE AND MAKE-UP:**

~40-45 participants  
 2/3 laymen, 1/3 professionals

**CURRICULUM:**

A full year of study Sunday evenings for ~ 2 hours plus socialization time every 6 weeks (7-8 sessions total)

Focus is on the big ideas/questions in Jewish education (behind every big idea is a big question) and, where possible, focus on the local implications of the ?:

- ? Is there a chance for supplementary education to work?
- ? How do we measure educational success?  
 markers, methodologies, indicators
- ? What can we learn from general education (in America and elsewhere) that we can apply to the challenges of Jewish education? e.g., Dewey/progressive movement, portfolio assessment, curriculum integration, use of arts to "get at" humanities, foreign language instruction
- ? What would early childhood have to look like in order to succeed?



- ? Does the Hebrew language have a future in America?
- ? How can a community engage in a strategic plan for Jewish education?
- ? How do private foundations sustain innovation in education?
- ? What kinds of problems can't be solved on a national level?
- ? What kinds of problems can't be solved on a local level?
- ? What does the national community need that only a local community can provide?
- Lab sites, change models, reallocation of \$'s process and rationale

#### DESIGN CHALLENGES:

- ☺ To create sufficient opportunity for engagement while recognizing the low levels of knowledge of most participants (how much pre-session reading is reasonable to expect, striking proper balance between frontal and participatory learning)
- ☺ To identify and teach the vocabulary that needs to be learned
- ☺ To convince doers to sit and learn 1st rather than plan and act, yet acknowledging that there needs to be a continuum from theory to practice built into the program
- ☺ To realign funder thinking re reasonable timeframes for educational funding investments-- move from a 1-3 year model to a 5-10 year model
- ☺ To structure learning so that at end of year each person has acquired a cumulative residue that stays with them helping them to meet over-all program goals

#### YEAR-END GOALS:

What do we want program to lead to at end of first year? →

- funding for initiatives in supplementary school programs
- emerging vision for role that BHU could play
- more money going to synagogue-based programs
- resolve to address the communal funding allocation issues
- identification of an educational challenge that we may want to address locally through a coalition of funders

#### POSSIBLE PARTICIPANTS:

##### Laymen

Crane Foundation  
Weinberg Foundation  
Meyerhoff Foundation  
Blaustein Foundation  
Hoffberger Foundation  
Rosenbloom Foundation  
Genine Fidler  
Sonny Plant  
Ben Greenwald

##### Professionals

Joel Zaiman (Rabbi)  
Gus Buchdahl (Rabbi)  
Michael Wegier (Melitz sheliach)  
Steve Solomon (JFS)  
Rachel Glazer (SS Principal)  
Stuart Seltzer (SS Principal)  
Bernie Cooperman (U of MD Jew. Studies)  
Ralph Fessler (?)  
Marci Dickman (Day school principal)



3

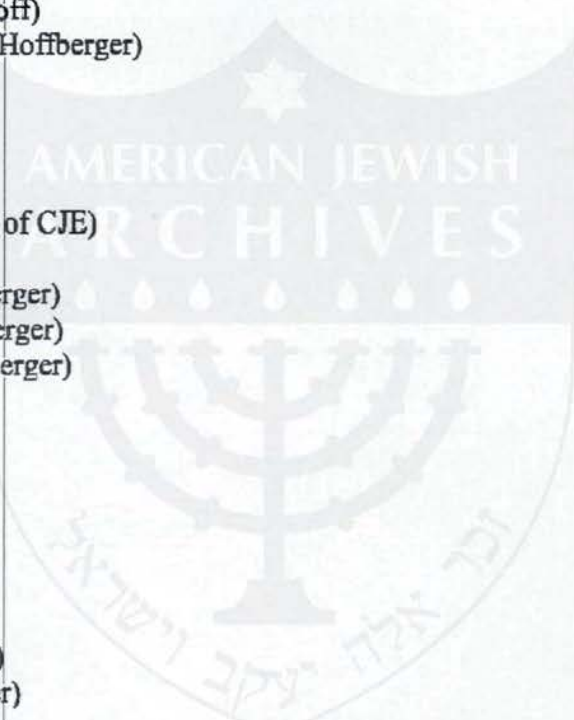
Terry Rubenstein(Meyerhoff)  
 David Hirshhorn (Blaustein)  
 Mark and Traci Lerner  
 Bernie Siegel (Weinberg)  
 Shale Stiller (Crane & Weinberg)  
 Bud Meyerhoff (Meyerhoff)  
 Shoshanah Cardin

Hersh Weinrab (Rabbi)  
 Chaim Botwinick (Exec Dir CJE)  
 Judy Meltzer (Adult Ed specialist)  
 Darrell Freidman(Exec of Associated)  
 Mark Terrill (FRD/HRD Exec of Associated)

Foundation professionals:

George Hess (Meyerhoff)  
 Betsy Nelson (Blaustein)  
 Jan Rivitz (Straus)  
 Tim Armbruster (Goldseker)

Lee Hendler (Meyerhoff)  
 Joe Meyerhoff (Meyerhoff)  
 Heller Halpert Zaiman (Hoffberger)  
 Wendy Jachman  
 Morty Macks?  
 Hal Dahan?  
 Brian Weese?  
 Linda Blumenthal (Pres of CJE)  
 Sam Himmelrich?  
 Roy Hoffberger (Hoffberger)  
 Jack Hoffberger (Hoffberger)  
 Peter Hoffberger (Hoffberger)  
 Brenda Lipitz  
 Freddy Saxon  
 Jo Fruchtman  
 Howie Cohen  
 Ray Bank  
 Steve Fader  
 Nancy Kohn Rabin  
 Sara Shapiro (Blaustein)  
 Lois Halpert (Hoffberger)



**NEXT STEPS:**

LMH to circulate this outline to KB and CB and to share 2/15 conversation with CB

KB proposes doing 2-3 interviews with key top laymen, LMH and CB to go along with to discuss Jewish ed in general and possibility of this program specifically. What ought such a program address? What are their concerns? What are their hypotheses, biases? Goal is to build their buy-in and nail their participation down.

KB sees three tiers of lay participants

- a) 6-8 "movers and shakers" with established foundations in town
- b) individual donors who are serious and have enough \$ to have clout but not at same level as top group
- c) emerging funders who will be flattered to be included in the group

Interviews are with "a" group

4

Idea would be to portray project as a collaborative effort between 4-5 major funders and federation.

☛ Determine CIJE role. Options are:

a) Advisor-- helps us to construct curriculum. We are general contractor, they suggest, we hire the teachers and we identify and recruit local facilitators for small group work.

Baltimore provides director of program and manages all logistics

b) Hire CIJE to do whole project-- they coordinate, monitor program, hire all the teachers, manage all the logistics. CIJE provides director of program. We take care of mundane local details.

c) Combo of a and b-- CIJE designee and Chaim co-direct. We take care of all local issues, CIJE manages over-all curriculum and faculty. Both directors attend all sessions.

☛ KB submits rough budget for cost of option c

☛ CB, LMH go to NYC for day to meet with KB and CIJE curriculum specialists to begin planning year's programming.

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AMERICAN JEWISH  
ARCHIVES





	MAR	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.
MLM/KAB	3/15  8am - 9:30am telecon (FLA)	4/28  10am - 11:30am	5/20  10am - 11:30am telcon	No meeting	7/2  8am - 9:30am	8/4  10am - 11:30am	9/3  10am - 11:30am	10/13  10am - 11:30am (to be resched)	Meet in Israel	12/7  10am - 11:30am
LP/KAB	3/24  4pm - 6pm	4/20  4pm - 6pm	5/20  4pm - 6pm	6/10  4pm - 6pm						
MLM/LP/KAB	3/18  3pm - 5pm									
MLM/LP/ADH/ KAB										
BOARD	3/19  9:30am - 3:30pm			6/23  9:30am - 3:30pm		8/13  9:30am - 3:30pm		10/22  9:30am - 3:30pm		
CHAIRMAN'S COUNCIL								10/23?		

LP/KAB

ONGOING ISSUES

1. D&O Insurance review
2. Hartman Institute - Lay leadership research
3. Phil Margolius
4. Betsy Aranberg
5. "Spin" on Lead Communities

