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Series C: Council for Initiatives in Jewish Education (CIJE). 1988–2003.

Subseries 1: Meetings, 1990–1998.

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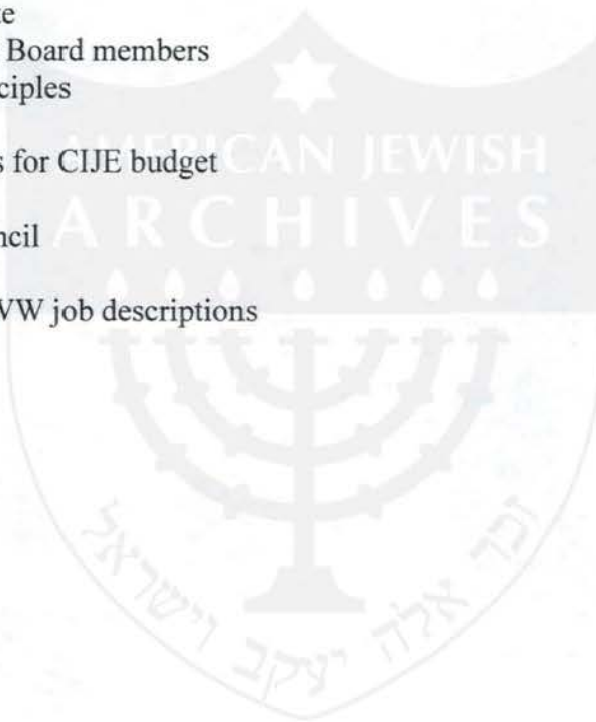
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Barth, Karen. Meeting. March 1998, 1998.

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

AGENDA
MLM/KAB

- | | |
|-----------------------------------------|----|
| 1. Ongoing Issues | #1 |
| 2. Proposed materials for Board meeting | |
| — Agenda | #2 |
| — Lay leadership Research | #3 |
| — Forum Update | #4 |
| — Possible new Board members | #5 |
| — Guiding Principles | #6 |
| 3. Proposed process for CIJE budget | #7 |
| 4. Chairman's Council | #8 |
| 5. JEWEL and CFWW job descriptions | #9 |



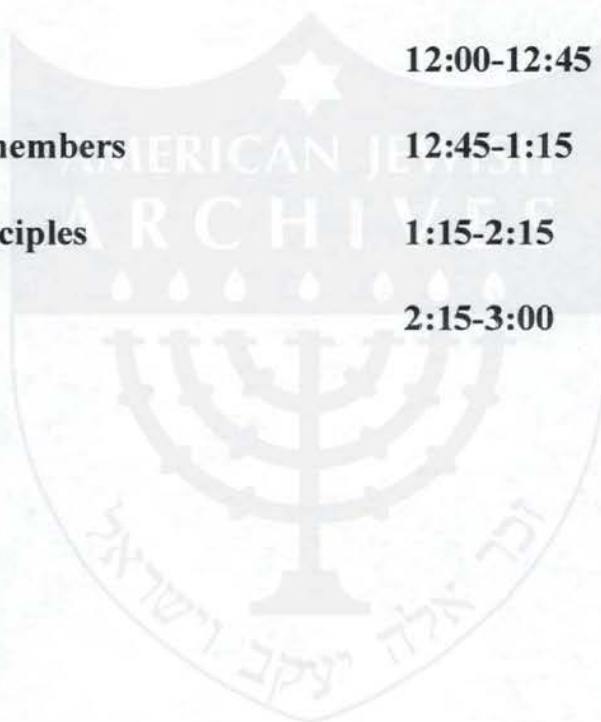
NOTES FROM MEETING
12/4/97

ONGOING ISSUES/ASSIGNMENTS

- ✓ 1. Draft of guiding principles. (KAB)
- 2. Strategic plan document. (KAB)
- ✓ 3. D&O insurance and review of entire insurance package with AON. (KAB)
- ✓ 4. Select auditors. (KAB/LP)
- ✓ 5. Finish fundraising phone calls. (MLM)
- ✓ 6. Contact David Finn – re: PR for CIJE.(LP)
- ✓ 7. Invite Phil Margolius to join the Board. (LP)
- 8. Put 3-year terms of office in bylaws (KAB)
- ✓ 9. Invite people to join Chairman's Council. (LP)
- ✓ 10. Draft a proposal regarding budgeting process. (KAB)
- 11. Attend next MPP meeting (KAB/LP)
- 12. Discuss how to work together globally at next "roundtable." (KAB/LP)

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

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

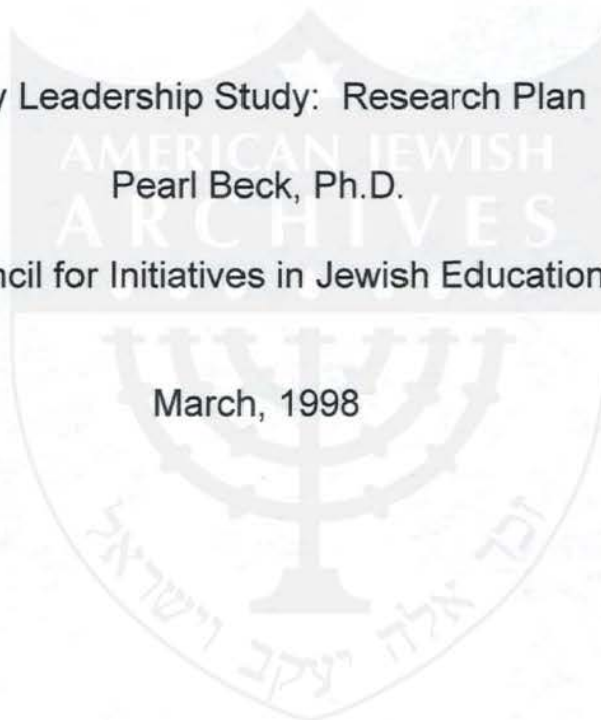


Lay Leadership Study: Research Plan

Pearl Beck, Ph.D.

Council for Initiatives in Jewish Education

March, 1998



Lay Leadership Study: Research Plan

Long-term Objective:

To expand the pool of people with talent and resources who are interested in Jewish education and who are willing to serve as board members, funders, and in other lay leadership roles in Jewish educational institutions and organizations.

Research Goals:

1. To identify factors which motivate lay people to become involved -- and to maintain their involvement -- with Jewish educational issues and institutions
2. To profile the current Jewish education lay leadership
3. To identify factors, including personal and structural, which serve as impediments to lay involvement in Jewish educational issues and institutions
4. To recommend strategies for recruiting capable lay leaders and for sustaining their interest in Jewish education.

Underlying Assumption:

Jewish educational improvement will not occur without a partnership of outstanding lay leaders and professionals.

Sampling Frame:

Local Lay Leadership:

The Jewish educational lay leadership of 3 cities will be surveyed. An attempt will be made to select cities that represent one of the 3 categories of cities developed by the Council of Jewish Federations (e.g. large, large-intermediate and intermediate). In each city, a comprehensive listing will be gathered consisting of those who are active in local Jewish educational institutions as well as those who are active in local communal institutions, such as in JCC's and in local Foundations. This list will be compiled with the help of the local Jewish educational lay leadership.

National Lay Leadership:

To survey the leadership of national Jewish educational organizations (e.g. JTS, JESNA, CAJE) complete lists will be obtained and surveys will be sent to the volunteer leaders of these organizations. (When the number of people on a board exceeds 100, surveys will be sent only to executive committee members).

Jewish Lay Leaders Not Involved in Jewish Education:

To learn why some lay leaders in Jewish settings do not become involved in Jewish educational issues and organizations, we plan to interview approximately 15 such individuals who will be identified by informants located in each of the 3 selected cities. Five to ten Jewish individuals who are exclusively involved in general (non-Jewish) causes will also be identified and interviewed for this study.

Research Methodology:

Several methodologies will be used to address the research goals listed above.

1. In-Person Interviews: The first stage of the research will consist of conducting in-depth, one-on-one interviews with approximately 25-30 lay leaders and philanthropists. Those interviewed will include both those currently involved with Jewish education as well as those involved with other Jewish causes, exclusive of Jewish education. We will attempt to interview prominent national leaders, local leaders (e.g. board members of primary or secondary Jewish schools), as well as several individuals who are simultaneously involved on the local and the national levels.

2. Survey: Information culled from these interviews will be used to design a closed-ended survey. This survey will be sent to all the leaders and philanthropists identified in 3 (yet to be selected) cities as well as individuals who are involved on the national level. The survey will be sent to approximately 500 individuals. A 50 - 60% response rate is anticipated.

3. Focus Group: After the survey and interview data are analyzed, the findings will be presented to a group of Jewish education lay leaders for their comments, interpretations and recommendations. Their reactions to the data will be incorporated into the results section of the final report.



Research Topics and Questions:

1. Interview and Survey Questions for Jewish Educational Lay Leadership:

In addition to obtaining demographic information, the following topics will be included:

- What originally motivated them to assume their first volunteer position in the field of Jewish education?
- What factors serve to sustain their interest? (e.g. Which project did they particularly enjoy doing? What issue interests them?)
- What frustrations/disappointments have they experienced?
- Do they serve on the Boards of other Jewish institutions? (If yes, which?)
- Are they supporting other Jewish causes? (Which?)
- What (if any) lay position/s would they like to hold in the near-term and also in the long-term?
- Do they volunteer their time for any other Jewish causes? (If yes, which causes? Are they on the boards?)
- Do they volunteer their time for other general (non-Jewish) causes? (If yes, which ones and how do these organizations compare to the Jewish ones in terms of functioning, efficacy, volunteer responsibilities, gratification derived, etc.?)
- What do they regard as the major issues facing American Jewish education?
- How can these issues be addressed?
- What is their experience with, and impression of, the Jewish educational lay leadership?
- What can be done to encourage lay leaders and philanthropists to become more involved with Jewish education?
- What can be done to encourage lay leaders to increase their level of giving to Jewish education?
- In what denomination, and with what level of observance and knowledge, were they brought up?
- What is their current level of observance, Jewish knowledge and Jewish learning?
- What kind of information and/or knowledge would help them be better lay leaders in the Jewish world?
- Would they be interested in a Jewish learning program?
- Is their household/extended family a Jewish education "user"? If yes, what kinds and levels of Jewish education do they use (or have they used in the past?)

2. Interview Questions for Those Not Involved in the Lay Leadership of Jewish Education:

In addition to many of the questions listed above, individuals whose voluntary activities are located outside of Jewish education (including outside the Jewish world), will be asked additional questions including: their "lay" career paths, their knowledge of Jewish educational institutions (including lay involvement with these institutions), their knowledge of Jewish educational issues, the reasons they have not become more involved in Jewish education and where they would contribute if they wished to donate money to Jewish education.

Report

The report will incorporate information culled from the interviews, the survey and the focus group. It will describe the career paths of lay people who are involved in Jewish educational activities and will identify the factors that contributed to their initial involvement as well as the factors that served to sustain their involvement. The gratifications as well as the frustrations of volunteer work in Jewish educational institutions and organizations will be discussed.

Lay leaders' general demographic (e.g. age, gender, education, geographical area) and Jewish demographic (e.g. level of Jewish education, Jewish identity, denomination) characteristics will also be examined to provide a context for understanding their attitudes and experiences. Background information regarding the board or organization that is most important to them will also be reported (e.g. type of organization, size of organization, size of board, whether it is local or national, etc.)

To explore the potential for board development and expansion, information obtained from the interviews with leaders who are not involved in Jewish education will be presented. Perceived and actual impediments to involvement will be described.

The concluding section of the report will contain recommendations for recruiting lay leaders and also for sustaining their interest in the area of Jewish education.

LAY LEADERSHIP STUDY: TIME LINE

TASKS	March, '98	April, '98	May, '98	June, '98	July, '98	Aug. '98	Sept. '98	Oct. '98	Nov. '98	Dec. '98	Jan. '99	Feb. '99	March '99
Finalize Proposal	X-----X												
Select Cities		X-----X											
Collect Names			X-----X										
Design Interviews		X-----X											
Pilot Interviews			X-----X										
Conduct Interviews				X-----X									
Design Survey				X-----X									
Pilot Survey						X-----X							
Mail Surveys							X-----X						
Data Analysis								X-----X					
Write Draft Report										X-----X			
Finalize Report													X-----X

Memo

To: Forum Planning Committee-Karen Barth, John Colman, Gail Dorph,
Lee Hendler, Steve Hoffman, Esther Leah Ritz

From: Chuck Ratner and Cippi Harte

CC: ✓ Morton L. Mandel, Lester Pollack

Date: March 5, 1998

Re: March 13th Teleconference

Attached please find the agenda and attachments for our teleconference on March 13th.

Please contact either Cippi Harte at ext. 21 or Jessica Holstein at ext. 25 to confirm your participation and the telephone number you will be at for the teleconference call.

Memo

To: Leadership Forum Planning Committee
From: Chuck Ratner, chair
Date: March 4, 1998
Re: March 13th Telecon Agenda

1. Preliminary Program Ideas (see attachment A)
2. Involving Others-(review the strategies)
 - a. Sounding boards-who should be involved? how should we involve them? (see attachment B preliminary list of participants for review)
 - b. Networking plan for getting the names of lay leaders to invite (see attachment C)
3. Site Discussion (see attachment D)
 - a. University/Think Tank
 - b. Luxury Conference center
 - c. Urban Hotel setting
4. Updates
 - a. PR firm
 - b. Event planner
5. March 19th Board presentation
6. Next steps and next teleconference

Status Report on Design of Forum Program

1. An idea for an overall concept:

- Revitalizing our Educational Institutions – What would it take to bring about fundamental improvement in educating institutions?

2. Possible Sub-topics:

- Institutional Change – How can some of the learning about institutional change from inside and outside the Jewish community be applied to the challenges we face in our system of education?
- Developing Leadership – What is the current state of Jewish lay and professional educational leadership, and what could be done to strengthen capacity and the capabilities?
- Measuring Outcomes – How will we know if we are succeeding?
- Economics of Jewish Education – What would it take to develop a healthy system for adequate financing of all types of Jewish education?

3. Possible approach to each topic:

- State the problem
- Study the issue (data gathering)
- Nature of the problem
- Study appropriate texts
- Dilemmas in terms of action
- Current approaches to issue
- Brainstorm new approaches

4. Next Steps:

- Staff Retreat to develop program proposal
- Sounding-board discussions
- In-depth review with Planning Committee
- Review with Board

List Generated at First Forum Planning Meeting

<u>Lay Leaders</u>			
Phil	Margolius	Chair	Jewish Community Center Association (JCCA)
Dan	Shapiro		Council of Jewish Federations (CJF)
Lynn	Korda Kroll		New York United Jewish Appeal (UJA) - Federation
Mark	Lainer		Los Angeles Federation
Barbara	Dobkin		New York City
Andy	Groveman		Memphis
Gerald	Cohen		Atlanta
<u>Professionals</u>			
Barry	Shrage	Executive Director	Combined Jewish Philanthropies (CJP), Boston
Jon	Ruskay	Chief Operating Officer (COO)	United Jewish Appeal (UJA) - Federation
Saul	Andron	Associate Director	Jewish Education Service of North America (JESNA)
Bob	Abramson	Education Director	United Synagogue of Conservative Judaism (USCJ)
Jan	Katzew	Education Director	Union of American Hebrew Congregations (UAHC)
Richard	Joel	Executive Director	National Hillel
Avraham	Infeld	Executive Director	Melitz
Mike	Rosenak	Mandel Professor of Jewish Education	Hebrew University
Sheldon	Zimmerman		Hebrew Union College (HUC) -Cincinnati
Ismar	Schorsch	Chancellor	Jewish Theological Seminary (JTS)
Norman	Lamm	President	Yeshiva University (YU)
Alfred	Gottschalk		Hebrew Union College (HUC) -Cincinnati
Alexander	Shindler		Union of American Hebrew Congregations (UAHC)
Jerry	Epstein		United Synagogue of Conservative Judaism (USCJ)

University/Think Tanks

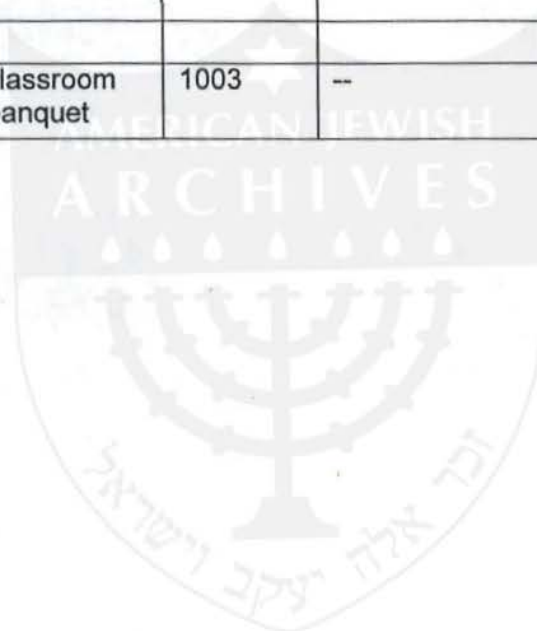
Location	Site	Meeting Room Capacity	Sleeping Rooms	Nearby Hotels	Comments
Princeton, NJ	Princeton University	400-450 auditorium 4 breakout areas – 66 max. each	--	Hyatt Regency – 348 rooms 1 mi. from university	Only available spring break March 13-21; kosher dining hall 100 max., looking into feasibility of turning over another dining hall.
Boston, MA	Harvard Business School	360-800 auditorium 100 breakout	--	Doubletree Suites - 200 group max. Westin - 100-250 group max.	Only available after 1 st week of June 1999; classrooms as breakouts; must go through alumnae office; academic events take precedence.
Washington, DC	Brookings Institution	250 auditorium 150 dining area	--	Radisson Hotel Carleton Hotel	Never done kosher before, discussing possibility with in-house catering department.

Luxury Conference Centers

Location	Site	Meeting Room Capacity	Sleeping Rooms	Nearby Hotels	Comments
New York area	Palisades Executive Conference Center (Palisades, NY)	230-350 classroom 375 theater	206	Pearl River Hilton - 106 rooms	Done kosher events before.
New York area	Hamilton Park Conference Hotel (Florham Park, NJ)	250 classroom 320 theater	217	Governor Morris – 198 rooms Summerfield Suites	Biggest client McKinsey and Co., overflow hotels reserved and billed through Hamilton Park.
Princeton, NJ	The Forrestal at Princeton	250 classroom 400 theater 300 dining area	290/250 group max.	Marriott Hotel Hyatt Regency - 348 rooms	Never done kosher but open to discussion.

Urban Hotels

Location	Site	Meeting Room Capacity	Sleeping Rooms	Nearby Hotels	Comments
New York City	Grand Hyatt (Park Ave. at Grand Central)	309 classroom 250-470 banquet	1407	--	Kosher okay.
New York City	Waldorf- Astoria	351 classroom 400 banquet	1003	--	Kosher okay.



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	President of Cleveland JECC Vice Chair of Campaign	KAB to meet in March or April
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/ Gail Dorph	Lay Chair of Midreshet Lindenbaum and Bar Ilan	
Beth Ostrow	NY	Conservative	50's	KAB/ Michael Paley	Lay Founder of Solomon Schechter School of Long Island	Visionary leader who is well regarded in the Jewish Community
Allen Jaffe	NY	?	50's	LP/ John Ruskay	Former Chair UJA/ Federation NY	
Michael Bohnen	BO	?	40's	KAB/Barry Shrage	Chair of Boston Continuity Commission	
Daniel Shapiro	NY	Reform?	50's	LP	Former Pres. Of UJA/Federation NY	Did diversity study for UJA
Lynn Korda-Kroll	NY		50's	LP/John Ruskay	Former Chair of NY Continuity Commission	
Barbara Dobkin	NY		50's	KAB/Esther Leah	Creator of Mayan (a Jewish women's center)	
Michael Sovern	NY	?	60's	KAB	Ex-Pres of Columbia Univ; Amer Jewish Congress	
Howard Cabot	Phoenix			KAB	Spearheading new day school in Phoenix	
Henry Rosofsky	BO		60's	KAB	Ex-Dean of School of Art & Sciences at Harvard; Active in Jewish community	
Joanna Barsh	NY	?	40's	KAB	Director, McKinsey & Co.	
Peter Joseph	NY		50's	Barry Holtz	Chairman of Capital Campaign – JCC Upper Westside	

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Memorandum

To: Board Members
From: CIJE Staff
Date: March 10, 1998
Re: Guiding Principles

After the completion of the outlines of our strategic plan, we were left with two critical planning tasks:

1. Creating a workplan for the first year of implementation of the strategic plan;
2. Laying out the principles that would guide our work and our work culture

The first of these tasks focuses on **what** we are going to do; the second on **how** we will do it. The workplan is now complete. The work on the guiding principles will probably take years to complete. The development of a useful set of guiding principles, almost by definition, must be the result of a long process of reflection by lay and professional leaders about our values, our beliefs and experiences.

We are enclosing for your review, a document which represents the first step in such a long-term process. It is our hope that we can revise this list of fourteen basic principles and then begin to engage in fleshing out each one of them. The eventual end-product would be a half-page to a page on each principle that would explain more deeply what each principle means to us.

A discussion of this draft set of principles is on the agenda of our upcoming Board meeting.

We look forward to an interesting dialogue.

CIJE GUIDING PRINCIPLES

How we work to revitalize Jewish education in North America

- Continually define and refine a paradigm of Jewish education and of institutional change, “a school of thought” that the foundation of our work
- Focus on outcomes and on demonstrating the successful application of this school of thought
- Use a fact-based problem-solving approach
- Bring powerful ideas from the fields of Jewish education, Jewish studies, Business, General education as well as other fields, to bear on the problems of Jewish education
- Apply an “educational lens” to every aspect of our work
- Create partnerships with other organizations, wherever and whenever appropriate
- Infuse and inform our work with Jewish content

How we operate internally

- Adhere to standards of professional and ethical practices based in Jewish texts and ideas
- Create a reflective, self-evaluative culture
- Maintain a focus on our mission and strategies
- Work in a team-based, non-hierarchical, collegial manner
- Create a lay/professional partnership guided by decisions and direction set by our Board
- Model excellence in organizational management
- Invest in the development of staff at all levels
- Only move into new areas when we have superior leadership and responsible funding plan

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION**DRAFT MEMORANDUM**

Date: March 9, 1998

To: Mort Mandel
Lester Pollack
Stanley Horowitz

cc: Alan Hoffmann
Steve Hoffman

From: Karen A. Barth

We face some significant challenges as we think about an appropriate budgeting process for CIJE. We are more like a Silicon Valley high tech firm than like an electric utility. By this I mean the following:

- A large percentage of what we do each year has not been done before by us--often it has not been done before by anyone
- We are constantly learning and revising our strategies. Flexibility and creativity are key success factors for our work
- We have to let go of projects at a much faster rate than many organizations in order to generate resources to keep moving forward
- We are an entrepreneurial start-up venture with a lot of potential for growth

For this reason, I have tried to design a process that will give us plenty of built-in opportunity for exchange of ideas and for making the tough trade-offs. I have tried to bring in a long-term perspective while maintaining short-term flexibility.

Proposed Budgeting Process for CIJE

- 1) CIJE staff retreat to develop a 2-year work plan
- 2) Program & Budget Committee meets to discuss 2-year work plan

- 3) CIJE Board revises/approves work plan
- 4) CIJE staff develop preliminary budget numbers (rough) and proposed funding plan which is reviewed with the Program & Budget Committee (and the Fundraising Committee?)
- 5) CIJE Board revises/approves preliminary 2-year budget and fundraising plan
- 6) CIJE Staff submits 2-year plan and 1-year grant request to MSF
- 7) CIJE Staff prepares final 1-year budget and fundraising plan

Proposed Budgeting/Work Plan Principles

- 1) Zero-based budgeting for all projects unless unbreakable commitments have been made
- 2) Availability of project funding will not drive priorities
- 3) Programs must link to Strategic Plan
- 4) Midyear budget review with flexibility to make major shifts (but not to increase total)

DRAFT

[illegible]

CHAIRMAN'S COUNCIL

NAME	ATTENDING FIRST MEETING	AGREED TO COME TO ONE MEETING AND WILL SEE	AGREED TO BE ON COUNCIL	NOT INTERESTED
David Arnow	No	X		
Mandell Berman	No		X	
David Hirschhorn	No		X	
Michael Jesselson	No		X	
Gershon Kekst	No		X	
Mark Lainer	No		X	
Matthew Maryles	No		X	
Ezra Merkin	Yes	X		
Judith Stern Peck	No		X	
Richard Scheuer	No		X	
Bennett Yanowitz	No		X	
Charles Bronfman	No		X	
Morris Offit	No		X	
George Rohr	No			
Jack Nash	No		?	
Bruce Slovin	No			
Burt Lehman	Yes			
Michael Steinhardt	Yes			
Henry Taub	No			X
Daniel Rose	No			X
Alan Jaffe	No		X	
Louis Pearlmutter	Yes			



CIJE Council
for
Initiatives
in
Jewish
Education

March 9, 1998

«FirstName» «LastName»
«Company»
«Address1»
«Address2»
«City», «State» «PostalCode»

Dear «FirstName»:

We are sorry you were unable to make it to our first meeting of the CIJE Chairman's Council. We had an interesting and highly interactive session. We are scheduling another breakfast for those who were unable to make the first. The CIJE staff will be in touch to find a day that works for the greatest number of people.

I look forward to seeing you there.

Sincerely,

Lester Pollack
Chairman

D:\KAB\Chairman's Council\Meeting2.doc

Mail to:

David Arnow

Alan Jaffe

Michael Jesselson

Gershon Kekst

Morris Offit

Richard Scheuer

Judith Stern Peck



CIJE JEWEL DIRECTOR

POSITION DESCRIPTION

Develop and manage leadership training for lay and professional leaders in Jewish education. Key responsibilities include:

- Developing a plan for JEWEL
- Recruiting and managing faculty and administrators
- Funder relations and public relations
- Developing curriculum
- Recruiting students
- Overseeing the business side of the institute
- Monitoring, evaluation, and ongoing change management

QUALIFICATIONS

A seasoned, respected educator with:

- At least 5 years experience as an administrator
- A solid knowledge base in the field of education (Jewish education preferred)
- A good Jewish background
- A track record of excellence
- Familiarity with the Jewish community
- Leadership experience

PERSONAL QUALITIES

- A person of vision and integrity
- Superior intelligence
- Flexibility and collaborative approach to decision-making
- Excellent communication skills – both written and oral
- Creative, entrepreneurial energy
- A serious senior presence
- Ability to read and understand the politics of the Jewish world
- Prefer someone already known and broadly respected in the Jewish world.

CIJE CFWW DIRECTOR

POSITION DESCRIPTION

Develop and manage a high-quality network of consultants qualified to work with Jewish educational institutions. Key responsibilities include:

- Recruiting consultants
- Running training programs and conferences
- Setting up a quality control system
- Setting up a matching system
- Managing the development of tools and a web site
- Dealing with CFWW funders
- Participate as a senior member of the staff of CIJE in CIJE planning, board meetings, external relations, etc.

QUALIFICATIONS

A seasoned professional with:

- At least 5 years consulting experience (preferably in a large firm)
- A track record of excellence
- A graduate degree, MBA preferred
- Active in and knowledgeable about the Jewish community
- Experience managing others

PERSONAL QUALITIES

- Superior intelligence
- A person of vision and integrity
- A serious presence – someone who commands attention when they speak
- Excellent communications skills both written and oral