



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.

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

Subseries 1: Meetings, 1990–1998.

Box
18

Folder
15

Barth, Karen. Meeting. 11 May 1998, 1998.

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Lester Pollack/Karen Barth 5/11/98
Agenda

1. Mandel Foundation

- Sector Letter #1
- JEWEL #2
- Leading up to August 27 #3

2. Staffing

- Oppenheim contract #4
- Sacha Litman
- Nellie Harris
- Recruiting

3. Board & Chairman's Council

- New Board members
- June Board Meeting #5
- Chairman's Council discussion
- David Hirschorn

4. Legal / Accounting / Audit / PR update

5. CIJE workplan

- Update #6
- The Forum #7
- Lay Leadership research
- Pre-GA program #8
- Baltimore Project

6. Fundraising

7. Expenses

8. Approvals

9. Long-term Vision for CIJE

To: Stanley Horowitz

From: Karen Barth

Re: Some thoughts on the design of the sectors

Date: April 27, 1998

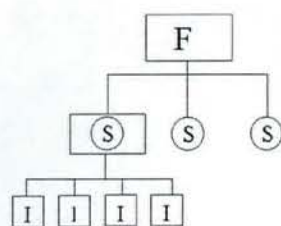
cc: Mort Mandel, Steve Hoffman, Alan Hoffman, Seymour Fox, Annette Hochstein, Avital Darmon

After our discussion regarding the new structure for the Mandel Foundations, I jotted down a few thoughts about the questions I believe will need to be addressed to insure the smooth implementation of this new organizational design. I hope these questions and suggestions are helpful.

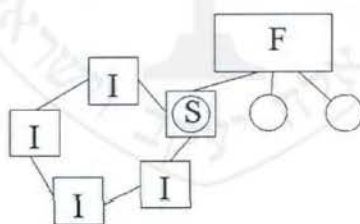
(1) The most critical question is: what kind of organization is this?

(*F = foundation, I = institution, S = sector head*)

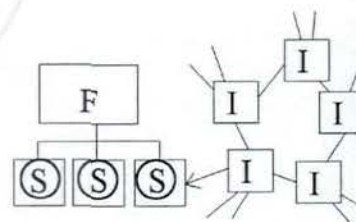
Wholly-owned subsidiaries



Partnership



Grantor



Corporate Model

- * Institution is "owned" by the foundation
- * All institution heads report to the sector head

McKinsey Model

- * The foundation creates a network group of independent institutions with a common culture
- * The sector head is a team leader among equals from within an institution

Funder Model

- * The foundation creates a networked group of independent institutions
- * The sector head is an employee of the foundation

(2) What is the role of the sector leader? What does he or she actually do?

- How much authority does the sector head have in determining the educational, management and strategic policies of the entities?
- How much time should the sector head spend with each entity?
- How will information be fed to the sector head?
- Will the sector head have authority over personnel hiring or deployment?

(3) What kind of staff will the sector leader need?

- Who will support the work of the sector leader? Where will they sit?
- What are the key support tasks the sector leader needs done?

(4) How will the decision making process work?

- Will there be a formal process for evaluating the strategies of the institutions and their grant requests?
- Who will review the budgets of the institutions?
- Who will communicate the requests to the Mandel Foundation Board?

(5) What will be the role of the Round Table?

- Will it be a team with real responsibility within the sector process (e.g., will it review grant requests?)
- Will it develop a common strategy for the institutions?
- Will it develop shared services between two institutions?
- Will it help the foundation develop its own strategy?
- Will there be an explicit attempt to create a common culture?
- Will it be involved in staffing?

(6) **What will be the lay/governance structure?**

- Will there be a lay Board or Committee for each sector?
- If so:

How will the lay leaders for each sector interface with the Board of the Mandel Foundation? with the Boards of the institutions?

- How and where will meetings of the sectors' lay leaders be held?
- What will be the relationship between the sector leaders and the Boards of the Institutions?

(7) **Some trade offs involved**

In designing such a system, there are obviously no right or wrong answers – there are simply trade-offs. I'd like to highlight a few of the most critical. Based on my observations, the best organizations are not those that choose well but rather those who find a way to balance these factors:

<i>Synergies between entities</i>	<i>Entrepreneurial energies</i>
<i>Commonality – “Not reinventing the wheel”</i>	<i>Innovation – “Reinventing the wheel”</i>
<i>Building a great overall entity</i>	<i>Building the individual entities</i>
<i>Helping management to succeed by providing an approach that works</i>	<i>Allowing managers to develop and carry out their own vision</i>

Certainly, these issues will not *all* be resolved in the near future. Perhaps they will never be fully resolved.

What seems most important at this point is to design a process that will allow systematic discussion of these issues as well as testing and refining of approaches. I would suggest the senior leadership of the sector (ie. the Round Table members) be integrally involved in developing solutions to these questions alongside the Foundation's board committee that has been assigned. I believe that this will result in the development of better answers as well as more buy-in and comfort on the part of the institution leaders within the sector.

I hope this is helpful.

Options for Jewel 1999 – 2000

JEWEL – Plan A – Create an Institution

- Hire a director
- Push to finish Business Plan
- Approach MSF for major Funding
- Look for a Facility
- Pilot 2 – 3 major Programs

JEWEL – Plan B – Start Slow

- Build 1 - 2 Pilots
- Move slowly ahead with Business Plan
- Leave Pilots squarely within CIJE
- Have part-time Directors from the Programs
- Approach MSF for Pilot Funding

JEWEL – Plan C – Put on Hold

- no major new activity for 1999

LEADING UP TO 8/27 MEETING AT MPP

#3

	May			June					July				August			
WEEK OF	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24
LP/KAB	X															
LP/MLM		X														
MLM/LP/KAB 5/20			X													
KAB/SF 5/21			X													
KAB/LP					X											
KAB/Chuck – TB sched					X											
KAB/Stanley – TB sched					X											
KAB/John – TB sched					X											
KAB/Steve – TB sched					X											
CIJE Board Meeting							X									
KAB in Israel								●				●				
MLM/KAB telecon									X							
LP/KAB telecon – TB sched										X						
2 nd reviews with Steve, Chuck Stanley													●	●		
2 nd review with MLM/LP – TB sched													●	●		
CIJE Board Meeting																X
MPP Board Meeting																X

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Karen,

Welcome back. We hope you had a wonderful trip. Here is our confirmation letter along with the draft position description. We look forward to hearing from you.

Best regards,

Becky

P.S. I have also included some information on a potential development candidate.

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BASIC FUNCTION AND FIRST YEAR'S OBJECTIVES

The Director of the Consulting Firm Without Walls (working title) will develop, lead and manage a network of consultants who are interested in working with Jewish communities, schools and institutions to revitalize, strengthen and improve Jewish education at all levels. Reporting to and working closely with the Executive Director of CIJE, the Director will create an infrastructure, match prospective clients (communities, day schools, rabbinic schools, camps, Federations, etc.) with appropriate consultants and provide direction, strategy and support for the consulting staff and its projects. The Director, who will manage a small staff, will be expected to take on select consulting projects personally and will serve as a spokesperson and fundraiser, when appropriate, for the Consulting Firm and its mission and projects.

It is assumed that the Director will be a builder, conceptual thinker and strategist with strong interpersonal and consultative skills. In addition, he/she will be expected to achieve the following during the first twelve months:

- Thoroughly understand CIJE, its history, mission and purpose; programs, projects, research and initiatives;
- Establish a strong and collaborative relationship with CIJE's Executive Director, staff, researchers, consultants and other educators;
- Create a strategic plan for the Consulting Firm Without Walls with specific goals and time lines;
- Develop an infrastructure and launch the Consulting Firm Without Walls; get it up and functioning and test the approach;
- Assume the lead role for several limited consulting projects currently being handled by the Executive Director;
- Recruit and maintain a network of consultants -- ideally ten by the end of the first year; provide training for the consultants, as needed, to familiarize them with the Jewish community and the issues and trends in Jewish education;
- Bring the consultants together for a conference to share ideas and evaluate and refine the Consulting Firm Without Walls model.

KEY RESPONSIBILITIES

The Director will be responsible for the following:

- Building and maintaining an infrastructure for the Consulting Firm Without Walls, including a database and matching system, website and other resources and tools for consultants;
- Recruiting and maintaining relationships with a broad network of consultants;
- Providing leadership to ensure that the Consulting Firm Without Walls' day-to-day operations are smoothly and efficiently managed;
- Developing and running training programs and conferences for the consultants;
- Establishing a quality control system to monitor and evaluate consulting projects and consultants;
- Acting as a spokesperson, presenting the Consulting Firm Without Walls' mission, goals, objectives and projects to a variety of audiences, including funders;
- Participating as a senior member of the staff of CIJE in the organization's overall planning, board meetings and external relations.

IDEAL EXPERIENCE

The ideal candidate should have the following experience and qualifications:

- A minimum of five years broad-based consulting experience, with some knowledge in the field of education, preferably gained in a large consulting firm; alternatively, candidates could come from Jewish or general education, the rabbinate, or the Jewish communal world;
- Active in and knowledgeable about the Jewish community;
- A familiarity with and commitment to Jewish education;
- Demonstrated verbal and written communications skills;

CIJE

Position Description

Page 4.

- Experience managing people, with record of success in working in partnership with and marshaling the forces of a group of diverse personalities including volunteers and lay leaders;
- A graduate degree, MBA preferred.

PERSONAL CHARACTERISTICS

The successful candidate must be absolutely committed to the mission of CIJE, Jewish education, and the future of the Jewish people in North America. In addition, the Director should be the following:

- Passionate, inspiring and dedicated; must impart credibility, trust, enthusiasm and integrity and motivate others in a similar vein;
- A visionary who is strategic, analytical and a conceptual thinker;
- Smart and insightful, with the ability to excite, engage and attract the most intelligent and dedicated talent in consulting to CIJE;
- A team builder, collaborator and coalition builder who can bend when necessary yet be emphatic and decisive when called for;
- Comfortable working with a variety of constituencies, including academe, the communal world, religious leadership and educators.

**DRAFT AGENDA
JUNE 23rd BOARD MEETING**

9:00 am – 10:00 am	Intros & Minutes
10:00 am – 11:00 am	Economics of Jewish education
11:00 am – 12:15 pm	1999 work plan
12:15 pm – 1:00 pm	Lunch
1:00 pm – 2:00 pm	CIJE's work in Teacher Education
	<ul style="list-style-type: none">• the work of TEI graduates• She'arim
2:00 pm – 2:45 pm	Our external image
2:45 pm – 3:30 pm	Updates

1998 Work Plan Update

JEWEL

Project	1998 Plan Objective	Key Activities	Current Status
JEWEL Planning	Develop an educational philosophy and the outlines of a business plan for JEWEL	Scan leadership development approach in 6 – 8 domains	Some scans underway; Some recruiting consultants
		Conduct a needs assessment	Just starting
		Hold 6 – 8 planning groups	2 meetings held; Process will intensify in 2 nd half 1998 when EG is on sabbatical
		Project on leading Jewishly	Starting in July
		Plan JEWEL pilot	Process underway; Pilot planned to kick off on July 1999
Rabbinic Education conference	Hold a conference for leaders of Rabbinical schools from around the world as a kick-off to a long-term process of working to improve rabbinic education in North America	Planning meeting	Held 5/4
		2 nd planning meeting	?
		Hold conference	?
TEI	Continue to improve and refine our highly successful program for teacher educators	Graduate Cohort II	5/98
		Start Cohort III	Postponed to 1999
		Develop videos	1 complete and 2 being planned

FORUM

Project	1998 Plan Objective	Key Activities	Current Status
Forum	Plan a leadership forum for senior lay and professional leaders for Spring 1999	Develop a concept and marketing plan for the Forum	On hold, pending decision regarding timing of the Forum
		Create the program	
		Execute the marketing plan	
Community Day High school leaders	Organize a seminar for leaders of Community-oriented high schools	Plan and run seminar	Completed Feb. 1998

CFWW

Project	1998 Plan Objective	Key Activities	Current Status
CFWW Planning	Create a business plan for the Consulting Firm Without Walls	Recruit a director	Search firm engaged
		Assemble planning team	Complete
		Hold planning meetings	Not started
		Conduct marketing survey	Not started
She'arim	Help She'arim to create a state-of-the-art teacher training program	Design program	Almost complete
		Refine program as it gets underway	Not started
JTS	Help JTS to rethink its Rabbinic program	Prepare a proposal and negotiate arrangements	In process
		Conduct the study	Not started
Torah U Mesorah	Help Torah U Mesorah develop a long term strategic plan	Help Torah U Mesorah conduct research and lay out options	In process
		Run strategic seminar in partnership with CAPE	Planning underway
		Follow up seminar	Not started

R&D

Project	1998 Plan Objective	Key Activities	Current Status
Indicators Project	Develop a plan for the creation of tools that can be used by communities and institutions	Scan available tools and methodologies	Hiring researchers
		Create "best available" mock-up for one community	Hiring researchers
		Review with community leaders	Not started
		Select pilot community	Not started
Change research	Conduct research to understand what contributes to successful change efforts in Jewish educational institutions	Form leadership team	Complete
		Design research	Near completion
		Conduct research	In process
Early Childhood	Develop a plan for an early childhood field site in 1999	Create a planning team	Complete
		Hire a project director	In process
		Develop a plan	Not started
Economics of Jewish education	Conduct research towards the aim of a policy brief on funding of Jewish education	Create a research design	In process
		Hire project leader	In process
		Pilot in one community	Not started

ADMINISTRATION

Project	1998 Plan Objective	Key Activities	Current Status
Board and Chairman's Council	Build up our Board (2 – 3 new members) and Chairman's Council (10 – 15 members)	Select new members	Nearly complete
		Invite new members	In process
		Orient new members	In process
External communications	Develop an external communications strategy	Hire a PR/marketing firm	In process
		Layout strategy	Not started
Internal communication	Develop a strategy for improving internal communication and codification of learning	Layout and test some ideas	Not started
Fundraising	Hire a fundraiser and pilot project-based fundraising strategy	Hire a fundraiser	In process
		Approach current and new fundraisers	Not started
Evaluation	Develop an evaluation plan for all CIJE projects	Hire an evaluator	In process
		Layout plan	Not started



The Leadership Forum for Jewish Education

Planning Committee Meeting

Leadership Forum for Jewish Education: Today's Discussion

- A First Cut at the Program
- Marketing Strategy
- Discussion of Our Next Steps

OVERALL THEME AND MESSAGE

(what we want people to walk away with)

THEME: Revitalizing our institutions

MESSAGE: The key levers for creating great
Jewish educational institutions are:

- *Leadership*
- *Effective Change Programs*
- *Broader Funding Options*
- *Accountability*

Key Topical Themes and Messages

Themes	Messages
Leadership	We have a leadership crisis which demands a major rethinking of the way we recruit, train and employ educational leaders – both lay and professional – and national, focused action.
Institutional Change	Improving our educational institutions will require significant reengineering at the institutional level (not just programmatic changes). Although this is a long and difficult process, it can be done if the right factors are in place.
Measuring Ourselves	We need accountability and better ways of measuring success to insure that investments in Jewish education are well spent.
Economics	Jewish Education is under-funded and funds are misallocated. We need out-of-the-box approaches and a change of mindset.

WHAT WE HOPE THEY WILL DO AFTER THE FORUM

Leadership

Push for changes in the way professional Jewish educational leaders are recruited and trained, and the way they are treated in their jobs. Redesign approaches to lay involvement!

Institutional Change

Become advocates for and support projects that help a whole institution to change; understand what makes these projects work or not work.

Funding

Develop innovative approaches to the funding of Jewish education.

Accountability

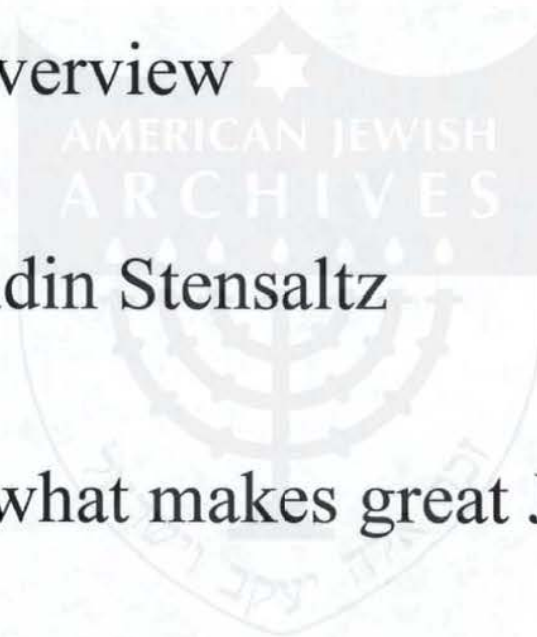
Support serious efforts to measure the outcomes understand the difference between effective and superficial outcome measures.

BASIC APPROACH TO EACH TOPIC

Opening Speaker	Frames the issues	10 minutes
Presentation of research	Sheds light on the issues	20 minutes
Panel presenting things that are being tried	Gives some ideas	30 minutes
Group discussion of the issues	Involves participants in thinking about ideas & solutions	45 minutes
Closing Speaker	Synthesizes & summarizes	15 minutes
	Breaks	20 minutes
	Total with breaks	150 minutes (2½ hours)

Introduction

- Welcome & Overview
- Text Study - Adin Stensaltz
- Discussion of what makes great Jewish education (film?)
- Inspirational speaker



Rough Schedule

Sunday

Lunch and Registration

2:00 pm

Welcome & Overview

2:30 pm

Text Study

3:30 pm

Discussion Groups

4:30 pm

Wrap up

4:45 pm – 6:00 pm

Break

6:00 pm – 8:00 pm

Dinner

8:00 pm – 9:00 pm

Speaker

Monday

9:00 am – 12:00 pm

Track 1 & 3

12:00 pm – 1:00pm

Lunch

1:00 pm – 4:00 pm

Track 2 & 4

5:00 pm – 7:00 pm

Track 1 & 3

7:00 pm – 9:00 pm

Dinner

Tuesday

9 am – 10:00 am

Finish tracks 1 & 3

10:15 am – 12:00 pm

Tracks 2 & 4

12:00 pm – 2:00 pm

Lunch

2:00 pm – 2:30 pm

Wrap up & Farewell

2:30 pm – 3:30pm

Discussion on next steps

(for those who are
interested)

Preliminary Ideas

Professional and Lay Leadership – Track #1

Possible Inside Work	Possible Outside Speakers	Possible Message
Ellen Adam (Professional Leaders Research)	Ron Heiffetz (Director of the Leadership Center at The Kennedy School)	The current state of professional leader's preparation is very poor
Pearl Beck (Lay Leader's Research)	Reynold Levy (Author of a book on lay leaders & philanthropy)	Training professionals as change agents requires a different kind of approach
Jewel Needs Assessments	Judith McLaughlin (a head official at Harvard)	We are missing out on the opportunity to involve some of the best potential lay leaders
Jewel Scans/CAPE Research	Larry Hoffman (Clergy 2000)	Lay leadership development may require a change of lay structures & roles in Jewish Education institutions

Institutional Change – Track #2

Possible Inside Work	Possible Outside Speakers	Possible Message
Synagogue Change Research	Mike Hammer (Inventor of the concept of Reengineering) Seymour Fox on vision John Katzenbach (Head of the Change Center at McKinsey)	How redesigning educational institutions can enhance our effort at continuity How vision can become the key driver of change Why Jewish educational institutions need to change

Measuring Outcomes – Track #3

Possible Inside Work	Possible Outside Speakers	Possible Message
Indicator Papers (Adam)	Barbara Schneider	The role of social indicators in driving social change
		Where are we: The current strengths and weaknesses of our techniques for measuring outcomes

Economics – Track #4

Possible Inside Work	Possible Outside Speakers	Possible Message
Economics research	Hank Levin Mike Smith (Undersecretary of Education)	There are different ways of looking at the funding of Jewish education based on using public financing models in the field of general education

PROPOSED MARKETING STRATEGY

Announcements	Immediate announcement letter to 100 key leaders inviting their input
Lay Leaders:	
Megagivers	Personal phone calls from MLM, LP
Foundation Principles (<i>top 25 foundations</i>)	Personal calls from Board members
Community strategy	<ul style="list-style-type: none"> • Select “point” person/team in each of 20 key communities (someone we know) • Staff meet with point person to generate excitement • With help of point person and staff, network to create list of invites from that community • Send letter of invitation • Personal call from point person, board member or staff
National Agencies	Personal calls from Board or Advisory Board
Professionals – All	Letter followed by personal call from staff member

MARKETING: OPTION 1

1998

1999

[illegible]

MARKETING: OPTION 2

	1998												1999												2000											
Action	Lay	Pro	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A										
Networking to get list of names		✓	●				●																													
Advisory Board meeting	✓	✓					●																													
Calls for Advisory Board	✓	✓	●	●																																
Call megagivers	✓		●				●																													
Meetings in 15 – 20 communities	✓	✓					●										●																			
Calls to 200 potential lay invitees	✓										●						●																			
Calls to 100 potential professional invitees		✓									●						●																			
Hold the date		✓										●																								
Program institution		✓														●																				
Final registration																							●													
Conference																								●		●										
Smaller programs?																																				
Pre-GA program										●						●																				
Pilot JEWEL program												●												●												
Jewish Funders Network							●									●					●															

NEXT STEPS – KEY DECISIONS

- Go or No Go
- Marketing Strategy
- Date
- Program Outline



CAPE-CIJE SEMINAR FOR COMMUNITY LEADERS FROM CLEVELAND AND BALTIMORE

CAPE is an institution dedicated to preparing committed, talented and well-educated lay and professionals to assume leadership positions in Jewish education in Israel and Jewish communities around the world. Among the characteristics of CAPE's unique approach to developing leadership for Jewish education:

- forging partnerships with communities and organizations to jointly identify needs and develop policy responses;
- bolstering understanding of decision-making and implementation issues through policy studies;
- linking the challenges of meaningful Jewish continuity and identity with the content of Jewish education.

CIJE is an independent national organization whose mission is to help transform North American Jewish life through Jewish education. We promote educational excellence by developing lay and professional leadership, strategies for change, innovative ideas, and models of success. CIJE is committed to placing powerful Jewish ideas at the heart of our work; to bringing the best of general education to the field of Jewish education; to using rigorous research and evaluation to inform decision-making; and to working with a range of institutions, foundations, and denominations to make outstanding Jewish education a communal priority – and reality.

In cooperation with a group of community leaders from Cleveland and Baltimore, CAPE and CIJE will be coordinating a policy seminar in Jewish education. The purpose of this seminar will be to enable participants to explore the field of policymaking for Jewish education with the assistance and input of renowned international experts, state-of-the-art research, and examples of best practice.

1. The seminar will be convened in Israel during the week prior to CJF's general assembly in Jerusalem. The seminar will include:

- A chance to experience great Jewish education by studying with some of Israel's greatest scholars.
- Visits to some unique and important educational institutions in Israel
- Meetings with international experts, educational leaders, and Israeli policy makers – members of Knesset and government officials involved in Jewish education.
- Small group discussions and workshops about the application of specific ideas to problems at home.

2. The aims of the seminar will be:

- to explore central policy topics in the development of Jewish education worldwide;
- to focus upon a particular and exemplary case in Jewish educational policymaking with the input of experts, research, and best practice;
- to examine the exciting personal and leadership opportunities for future policymakers in Jewish education in light of the above.

3. In order to facilitate the attainment of these aims, CAPE/CIJE will provide:

- an opportunity for the participants to plan the seminar in collaboration with CAPE and CIJE's professional staff;
- a pre-seminar session in the various participant communities in order to familiarize the seminar staff with local issues and the participants with program content;
- a comfortable and inspiring setting for the seminar, with the participation of outstanding faculty and personal attention to the needs of each participant.

4. The planning team suggests the following examples for the case in Jewish educational policymaking:

- a) Alternative Approaches to The Israel Experience
- b) Alternative Approaches to the Teaching of Jewish Texts
- c) Considerations in Personnel Development for Jewish Education
- d) Policy Issues in Developing Pluralism in Jewish Education
- e) Scan of Policy Themes in the Planning of Jewish Curriculum

5. CAPE and CIJE will convene a planning meeting with the representatives of leadership groups from each of the communities in order to further consult and plan the program.