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Subseries 1: Meetings, 1990–1998.

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Folder  
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Board of Directors and Annual Meeting. 25 February 1993.  
Planning notes and correspondence, February 1993.

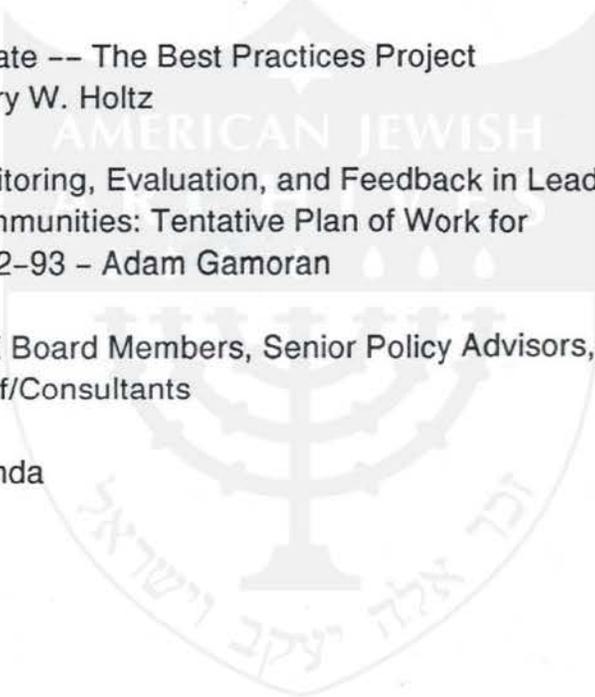
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**COUNCIL FOR INITIATIVES IN JEWISH EDUCATION**  
**BOARD OF DIRECTORS MEETING**  
February 25, 1993

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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

CIJE ANNUAL MEETING  
February 25, 1993  
12:00 p.m.-2:00 p.m.

PROPOSED AGENDA

- I. Presentation by Ismar Schorch on Lead Communities

*- Have begun thinking about how they wld. work w/ L Co. Schorch hasn't been asked.*

- II. JESNA and CIJE Working Together -- Neil Greenbaum - NO

- III. What is a Lead Community? -- Annette Hochstein

*All attendees are invited to lunch  
Total is more than 50 chair capacity in  
JESNA HO*

SECRET

CIJE ANNUAL MEETING  
February 25, 1993  
12:00 p.m.-2:00 p.m.

PROPOSED AGENDA

I. Presentation by Ismar Schorch on Lead Communities

→ Has he been invited to do this? Who will brief him?

II. JESNA and CIJE Working Together -- Neil Greenbaum

???

III. What is a Lead Community? -- Annette Hochstein

IS this the November presentation to the staff & pleasure?



**Second Letter to Annual Meeting Invitees**

«DATA ANNUAL MTG.ADDRESS»  
January 13, 1993

«NAME»«IF SCHOOL=" "»«ELSE»«IF ORG=" "»«ELSE»  
«ORG»«ENDIF»  
«SCHOOL»«ENDIF»  
«ADDRESS»  
«CSZ»

Dear «SALUTATION»:

You have already received an invitation to attend the Council for Initiatives in Jewish Education's Annual Meeting on February 25th. It would give us great pleasure if you would also join us for the CIJE Board meeting which immediately follows the Annual Meeting.

Thursday, February 25, 1993

12:00 p.m.-2:00 p.m.  
(including Lunch)  
2:00 p.m.-3:30 p.m.

ANNUAL MEETING

CIJE BOARD MEETING

JESNA  
Conference Rooms  
730 Broadway  
New York, NY  
(Dietary Laws Observed)

If you have not already done so, please call Art Rotman or Jo Ann Schaffer at (212) 532-1961 to confirm your attendance at one or both of these meeting. I look forward to seeing you then.

Morton L. Mandel  
Chair

«DATA ANNUAL MTG.ADDRESS»  
January 4, 1993

«NAME» «IF SCHOOL=" "» «ELSE» «IF ORG=" "» «ELSE»  
«ORG» «ENDIF»  
«SCHOOL» «ENDIF»  
«ADDRESS»  
«CSZ»

Dear «SALUTATION»:

At this year's GA in New York, delegates heard a stirring call to action from Stuart Eizenstat during a day devoted to Jewish continuity. His remarks focused on the recent CJF study which documented the increasing rates of intermarriage and lower levels of Jewish community affiliation. It is a trend that you and I have not only been very much aware of, but increasingly have felt compelled to do something about.

We at the Council for Initiatives in Jewish Education believe that a radical change in the way we approach the issues of Jewish education can help reverse these trends. In September 1992, CIJE announced that three communities -- Atlanta, Baltimore, and Milwaukee -- had been selected to participate in our Lead Communities Project. Each of these communities has leadership eager to undertake the challenges facing Jewish education.

The Lead Communities Project is a comprehensive plan to revitalize all segments of Jewish education, from pre-school to supplementary schools to adult education. Two projects have been launched simultaneously to enhance the Lead Communities Project's effectiveness: the Best Practices Project and the Monitoring, Evaluation, and Feedback Project.

The Best Practices Project, head by Dr. Barry Holtz of Melton Research Center for Jewish Education, has begun compiling reports on educational initiatives that have been particularly successful. Teams of experts have already gathered data on best practices in supplementary schools and early childhood. Other teams are currently at work assessing programs in the areas of Jewish community centers' Judaic projects, day schools and Israel programs. Future groups of researchers will investigate camps, college campus programs and adult education.

The Project's findings will be shared with each of the Lead Communities, who will, in turn, select and adapt the programs they feel will meet with similar success in their communities.

Of primary importance to the Lead Communities Project is the documentation of *how* real change in Jewish education is accomplished. To that end we have implemented the Monitoring, Evaluation, and Feedback Project. Three professionals, each with her own area of expertise in education and research, are already at work in the Lead Communities to collect and analyze data on an ongoing basis. This information will provide communities with a meaningful tool for evaluating themselves and the process and progress of change.

But this Project serves an even greater purpose. We have never held the conviction that there is only one right way of achieving success. Therefore, we also see the Project as a means for us to develop well-tested guidelines for change which can be utilized by any community.

Although we are still in the early stages of this exciting enterprise, we have quite a bit of information to share with you not only on CIJE's experiences thus far, but how the Project is viewed by our three Lead Communities. We would like to invite you to attend our Annual Meeting:

Thursday, February 25, 1993  
12:00 p.m.-2:00 p.m. (including lunch)  
JESNA  
Conference Rooms  
730 Broadway  
New York, NY  
(Dietary Laws Observed)

Please call Jo Ann Schaffer at (212) 532-1961 to confirm your attendance. I look forward with pleasure to seeing you then.

Morton L. Mandel  
Chair

1993 ANNUAL MEETING  
INVITATION LIST

Dr. Robert Abramson (Sr. Advisor)  
United Synagogue of America  
155 Fifth Avenue  
New York, NY 10010

Dr. Mona Riklis Ackerman  
Riklis Family Foundation  
109 East 89th Street, #1E  
New York, NY 10128

Dr. Hanan Alexander  
University of Judaism  
15600 Mulholland Drive  
Los Angeles, CA 90077

Dr. David Ariel  
Cleveland College of Jewish  
Studies  
26500 Shaker Boulevard  
Beachwood, OH 44122

Dr. Isa Aron  
1227 S. Hi Point Street  
Los Angeles, CA 90035

Mr. Thomas Axworthy  
The CRB Foundation  
1170 Peel Street  
Montreal, Quebec H3B 4P2  
Canada

Ms. Lauren Azoulai  
Atlanta Jewish Federation  
1753 Peachtree Road, NE  
Atlanta, GA 30309

Mr. Daniel Bader  
The Bader Foundation  
777 East Wisconsin Avenue  
Suite 3275  
Milwaukee, WI 53202

Rabbi Jack Beiler (Sr. Advisor)  
Hebrew Academy of Greater  
Washington  
2010 Linden Lane  
Silver Spring, MD 20910

Mr. Joel S. Beritz  
Gruss & Company  
900 Third Avenue  
New York, NY 10022

Mr. Marc Besen  
24 Lansell Road  
Toorak, Victoria 3142  
Australia

Mrs. Shira Herzog Bessin  
The Kahanoff Foundation  
1235 Bay Street, #500  
Toronto, Ontario M5R 3K4  
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Dr. Chaim Botwinick  
Board of Jewish Education  
5800 Park Heights Avenue  
Baltimore, MD 21215

**Mr. Howard E. Charish**  
**United Jewish Federation of**  
**MetroWest**  
**901 Route 10**  
**Whippany, NJ 07981-1156**

**Mr. Mark Charendoff**  
**The CRB Foundation**  
**1170 Peel Street**  
**Montreal, Quebec H3B 4P2**

**Ms. Dina B. Charnin**  
**The Dorot Foundation**  
**100 Park Avenue**  
**New York, NY 10017**

Bold print attended in '92.

Dr. Barry Chazan (Sr. Advisor)  
12 George Hess  
Jerusalem, Israel

Prof. David Cohen  
Michigan State University  
East Lansing, MI 48824-1046

**Ms. Deborah Nussbaum Cohen**  
**JTA**  
**330 Seventh Avenue**  
**New York, NY 10001-5010**

Dr. Jamie Constantiner  
Monte Blanco 1144  
Mexico DF 11000  
Mexico

Mr. Alfred I. Coplan (pres.)  
THE ASSOCIATED  
101 West Mt. Royal Avenue  
Baltimore, MD 21201

Rabbi Rachel Cowan  
The Nathan Cummings Foundation  
885 Third Avenue  
Suite 3160  
New York, NY 10022-4834

Mr. Jason G. Cury  
Gruss & Company  
900 Third Avenue  
New York, NY 10022

Mr. Wilbur Daniels  
The S.H. & Helen R. Scheuer  
Foundation  
104 East 40th Street  
New York, NY 10016-1801

Mr. David Dubin (Sr. Advisor)  
JCC on the Palisades  
411 East Clinton  
Tenafly, NJ 07670

**Ms. Robin Eisenberg**  
**NATE**  
**Temple Beth El**  
**333 S.W. 4th Avenue**  
**Boca Raton, FL 33432**

Mr. Stuart E. Eizenstat  
Powell, Goldstein, Frazer & Murphy  
1001 Pennsylvania Avenue, NW  
Washington, DC 20004

Rabbi Joshua Elkin (Sr. Advisor)  
74 Park Lane  
Newton, MA 02159

Mr. Heinz Eppler  
785 Fifth Avenue, #7A  
New York, NY 10022

Mrs. Sylvia Ettenberg (Sr. Advisor)  
924 West End Avenue  
New York, NY 10025

**Mr. Eli N. Evans**  
**Charles H. Revson Foundation**  
**444 Madison Avenue**  
**New York, NY 10022**

Mr. Sam Fisher (Sr. Advisor)  
B'nai B'rith Youth Organization  
1640 Rhode Island Ave., NW  
Washington, DC 20036

Rabbi Joshua Fishman (Sr. Advisor)  
Torah Umesorah  
160 Broadway  
New York, NY 10038

**Dr. Sylvia Barack Fishman**  
**Cohen Center for Modern**  
**Jewish Studies**  
**Brandeis University**  
**Waltham, MA 02254-9110**

Mr. Darrell D. Friedman (Sr. Advisor)  
THE ASSOCIATED  
101 West Mt. Royal Avenue  
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**Rabbi Yona Fuld**  
**Educator Council of America**  
**Hebrew Academy of Five**  
**Towns**  
**33 Washington Avenue**  
**Lawrence, NY 11559**

Dr. Norma Furst  
 Baltimore Hebrew University  
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**The CRB Foundation**  
**c/o Abraham Joshua Hershel**  
**School**  
**270 West 89th Street**  
**New York, NY 10024**

Mr. Steve Gelfand  
 Atlanta Jewish Federation  
 1753 Peachtree Road, NE  
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Dr. Judith Ginsburg  
 Ari and Ida Crown Memorial  
 222 N. LaSalle Street, Suite 2000  
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 Boston Hebrew College  
 43 Hawes Street  
 Brookline, MA 02166

Ms. Betsy Green (pres.)  
 Enterprise Magazine, Inc.  
 1020 N. Broadway  
 Milwaukee, WI 53202

**Rabbi Irving Greenberg (Sr.**  
**Advisor)**  
**CLAL**  
**99 Park Avenue**  
**New York, NY 10016**

Mr. Gene Greenzweig (Sr. Advisor)  
 Central Agency for Jewish  
 Education  
 4200 Biscayne Boulevard  
 Miami, FL 33137

Mr. Joseph Gruss  
 Gruss & Company  
 900 Third Avenue  
 New York, NY 10022

Mr. Mark Gurvis  
 Jewish Community Federation  
 1750 Euclid Avenue  
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**Mr. Avraham Y. HaCohen**  
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**52 Vanderbilt Avenue**  
**Suite 1007**  
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 Suite 3275  
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**500 West 185th Street**  
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 Atlanta Jewish Federation  
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**Mrs. Carol K. Ingall**  
**150 Upton Avenue**  
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Mr. Richard Joel (Sr. Advisor)  
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 1640 Rhode Island Ave., NW  
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**730 Broadway**  
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1360 N. Prospect Avenue  
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**Hebrew Union College**  
**One West Fourth Street**  
**New York, NY 10012-1186**

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Oceanside, NY 11572

**Mr. Carmi Schwartz**  
**Council of Jewish Federations**  
**730 Broadway**  
**New York, NY 10003**

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900 Third Avenue  
New York, NY 10022

Dr. Miriam Shapiro  
Board of Jewish Education  
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Dr. Susan Shevitz  
Hornstein Program  
Brandeis University  
Lown School  
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Mr. Barry Shrage (Sr. Advisor)  
 Combined Jewish Philanthropies of  
 Greater Boston  
 One Lincoln Plaza  
 Boston, MA 11572

Prof. Lee Shulman  
 Stanford University  
 School of Education  
 Palo Alto, CA 94305

**Mr. Samuel J. Silberman**  
**133 East 79th Street**  
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 Philanthropies of New York  
 130 East 59th Street  
 New York, NY 10022

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 Gary Stock & Company  
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 80 Colling Street  
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Dr. Howard Sulkin  
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**New York, NY 10128**

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**Gratz College**  
**Old York Road & Melrose**  
**Avenue**  
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**Board of Jewish Education**  
**426 West 58th Street**  
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 CAJE  
 261 West 35th Street, #12A  
 New York, NY 10001

Bruce F. and Shelley S. Whizin  
 Shirley and Arthur Whizin Center  
 University of Judaism  
 15600 Mulholland Drive  
 Los Angeles, CA 90077

**Dr. Jonathan Woocher (Sr.**  
**Advisor)**  
**JESNA**  
**730 Broadway**  
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**Mr. Reuven Yalon**  
**Bureau of Jewish Education**  
**2393 West Marlton Pike**  
**Cherry Hill, NJ 08002**



1992 ANNUAL MEETING  
INVITATION LIST

Of 31 non-board  
members attending  
annual meeting, 7  
were senior advisors

Dr. Robert Abramson (Sr. Advisor)  
United Synagogue of America  
155 Fifth Avenue  
New York, NY 10010

Dr. Mona Riklis Ackerman  
Riklis Family Foundation  
109 East 89th Street, #1E  
New York, NY 10128

*omit*  
~~Mr. Steven Ain (now Allan Reitzes)  
Toronto Jewish Congress  
4600 Bathurst Street  
Willowdale, Ontario M2R3V2  
Canada~~

Dr. Hanan Alexander  
University of Judaism  
15600 Mulholland Drive  
Los Angeles, CA 90077

*omit*  
~~Rabbi Daniel Allen  
Jewish Agency for Israel  
110 East 59th Street  
New York, NY 10022~~

*omit*  
~~Mr. Ronald Appleby  
Robins, Appleby & Taub  
130 Adelaide Street, West  
Suite 2500  
Toronto, Ontario M5H 2M2  
Canada~~

*leave in*  
Dr. David Ariel  
Cleveland College of Jewish  
Studies  
26500 Shaker Boulevard  
Beachwood, OH 44122

Dr. Isa Aron  
1227 S. Hi Point Street  
Los Angeles, CA 90035

?  
~~Mr. Robert P. Aronson  
Jewish Welfare Federation of Detroit  
163 Madison  
Detroit, MI 48226~~

Mr. Thomas Axworthy  
The CRB Foundation  
1170 Peel Street  
Montreal, Quebec H3B 4P2  
Canada

Rabbi Jack Beiler (Sr. Advisor)  
Hebrew Academy of Greater  
Washington  
2010 Linden Lane  
Silver Spring, MD 20910

*leave in  
Gruss #*  
Mr. Joel S. Beritz  
Gruss & Company  
900 Third Avenue  
New York, NY 10022

Mr. Marc Besen  
24 Lansell Road  
Toorak, Victoria 3142  
Australia

Mrs. Shira Herzog Bessin  
The Kahanoff Foundation  
1235 Bay Street, #500  
Toronto, Ontario M5R 3K4  
Canada

*omit*  
~~Dr. S. Perry Brickman (pres.)  
1731 Reindeer Drive  
Atlanta, GA 30329~~

*omit*  
~~Mr. Myron J. Brodie (now Jacob  
Solomon)  
Greater Miami Jewish Federation  
4200 Biscayne Boulevard  
Miami, FL 33137~~

*add Milwaukee*

omit  
Mr. Arthur W. Brown, Jr. (pres.)  
Jewish Federation of Metropolitan  
Chicago  
1 South Franklin Street  
Chicago, IL 60606-4694

Mr. Howard E. Charish  
United Jewish Federation of  
MetroWest  
60 Glenwood Avenue  
East Orange, NJ 07017

Mr. Mark Charendoff  
The CRB Foundation  
Montreal

Ms. Dina B. Charnin  
The Dorot Foundation  
100 Park Avenue  
New York, NY 10017

Dr. Barry Chazan (Sr. Advisor)  
12 George Hess  
Jerusalem, Israel

omit  
Mr. Jack Chisvin (pres.)  
25 Daleberry Place  
Don Mills, Ontario M3B 2A5  
Canada

on research  
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Prof. David Cohen  
Michigan State University  
East Lansing, MI 48824-1046

Ms. Deborah Nussbaum Cohen  
JTA  
New York, NY

Dr. Jamie Constantiner  
Monte Blanco 1144  
Mexico DF 11000  
Mexico

Mr. Alfred I. Coplan (pres.)  
THE ASSOCIATED  
101 West Mt. Royal Avenue  
Baltimore, MD 21201

Rabbi Rachel Cowan  
The Nathan Cummings Foundation  
885 Third Avenue  
Suite 3160  
New York, NY 10022-4834

Ms. Susan Crown (now CIJE Board)  
Arie & Ida Crown Foundation  
2222 N. LaSalle Street  
Suite 2000  
Chicago, IL 60601

Mr. Jason G. Cury  
Gruss & Company  
900 Third Avenue  
New York, NY 10022

Mr. Wilbur Daniels  
The S.H. & Helen R. Scheuer  
Foundation  
104 East 40th Street  
New York, NY 10016-1801

omit  
Ms. Gail Dorph  
University of Judaism  
15600 Mulholland Drive  
Los Angeles, CA 90077

Mr. David Dubin (Sr. Advisor)  
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Tenafly, NJ 07670

Ms. Robin Eisenberg  
NATE  
Temple Beth El  
333 S.W. 4th Avenue  
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Mr. Stuart E. Eizenstat  
Powell, Goldstein, Frazer & Murphy  
1001 Pennsylvania Avenue, NW  
Washington, DC 20004

Rabbi Joshua Elkin (Sr. Advisor)  
74 Park Lane  
Newton, MA 02159



on board list

S

?

Leanne  
Gruss

*Donation  
ask  
H2*

Mr. Heinz Eppler  
785 Fifth Avenue, #7A  
New York, NY 10022

?

**Dr. Sylvia Barack Fishman**  
**Cohen Center for Modern**  
**Jewish Studies**  
**Brandeis University**  
**Waltham, MA 02254-9110**

Mrs. Sylvia Et tenberg (Sr. Advisor)  
924 West End Avenue  
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Mr. Darrell D. Friedman (Sr. Advisor)  
THE ASSOCIATED  
101 West Mt. Royal Avenue  
Baltimore, MD 21201

**Mr. Eli N. Evans**  
**Charles H. Revson Foundation**  
**444 Madison Avenue**  
**New York, NY 10022**

*?* Mr. Max R. Friedman (pres.)  
6777 Mayfield Road  
Cleveland, OH 44124

*omit* Mr. Ted Farber  
United Jewish Appeal Federation of  
Greater Washington  
6101 Montrose Road  
Rockville, MD 20852

**Rabbi Yona Fuld**  
**Educator Council of America**  
**Hebrew Academy of Five**  
**Towns**  
**33 Washington Avenue**  
**Lawrence, NY 11559**

*omit* Mr. Wayne L. Feinstein  
Jewish Community Federation of  
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Scotland

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Good Companies  
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**Mr. Peter Geffen**  
**The CRB Foundation**  
**c/o Abraham Joshua Hershel**  
**School**  
**270 West 89th Street**  
**New York, NY 10024**

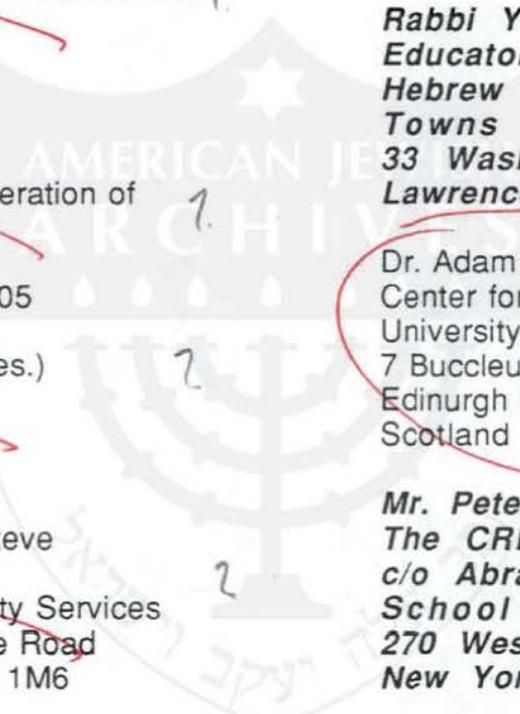
*omit* Mr. John Fishel (now Steve  
Drysdale)  
Allied Jewish Community Services  
5151 Cote St. Catherine Road  
Montreal, Quebec H3W 1M6  
Canada

*omit* Mr. Alan Goldstein (pres.)  
Combined Jewish Philanthropies of  
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One Lincoln Plaza  
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(Mr. Sam Fisher [Sr. Advisor]  
B'nai B'rith Youth Organizaiton  
1640 Rhode Island Ave., NW  
Washington, DC 20036)

**Rabbi Irving Greenberg (Sr.**  
**Advisor)**  
**CLAL**  
**99 Park Avenue**  
**New York, NY 10016**

Rabbi Joshua Fishman (Sr. Advisor)  
Torah Umesorah  
160 Broadway  
New York, NY 10038



*still*

*Gene*  
Mr. Gene Greenzweig (Sr. Advisor)  
Central Agency for Jewish  
Education  
4200 Biscayne Boulevard  
Miami, FL 33137

Dr. Barry Holtz (Consultant)  
Melton Research Center  
Jewish Theological Seminary  
3080 Broadway  
New York, NY 10027-4649

Mr. Joseph Gruss  
Gruss & Company  
900 Third Avenue  
New York, NY 10022

*has new job*  
~~Dr. Steven Huberman (now  
Don Cooper)~~  
Jewish Federation of Greater  
Philadelphia  
226 South 16th Street  
Philadelphia, PA 19102

*Gene*  
Mr. Mark Gurvis  
Jewish Community Federation  
1750 Euclid Avenue  
Cleveland, OH 44115

Mrs. Carol K. Ingall  
150 Upton Avenue  
Providence, RI 02906

Mr. Avraham Y. HaCohen  
The Avi Chai Foundation  
52 Vanderbilt Avenue  
Sutie 1007  
New York, NY 10017-3808

Mr. Richard Joel (Sr. Advisor)  
B'nai B'rith Hillel Foundation  
1640 Rhode Island Ave., NW  
Washington, DC 20036

Mr. Charles Halpern  
The Nathan Cummings Foundation  
885 Third Avenue  
Suite 3160  
New York, NY 10022-4834

Mr. Isaac Joffe  
Cape Gate Company  
POB 31136  
Braamfontein 2017  
South Africa

Mr. Robert I. Hiller  
Zanvyl Krieger Fund  
101 W. Mount Royal Avenue  
Baltimore, MD 21201

Mr. Martin Kraar (Sr. Advisor)  
Council of Jewish Federations  
730 Broadway  
New York, NY 10003

Dr. Robert Hirt (Sr. Advisor)  
Yeshiva University  
500 West 185th Street  
New York, NY 10033

Ms. Lydia Kukoff  
The Avi Chai Foundation  
52 Vanderbilt Avenue  
Sutie 1007  
New York, NY 10017-3808

Mr. Stephen H. Hoffman (Sr.  
Advisor)  
Jewish Community Federation  
of Cleveland  
1750 Euclid Avenue  
Cleveland, OH 44115

Mrs. Sara Lee (Sr. Advisor)  
Rhea Hirsch School of Education  
Hebrew Union College  
3077 University Avenue  
Los Angeles, CA 90007-3796

Mr. Merv Lemmerman (now John Fishel)  
 Jewish Federation Council of Greater Los Angeles  
 6505 Wilshire Boulevard  
 Los Angeles, CA 90048

Dr. Barry Levy  
 Jewish Teacher Training Program  
 McGill University  
 3511 Peel Street  
 Montreal, Quebec H3A 1W7  
 Canada

**Rabbi Haskel Lookstein**  
**Ramaz School**  
 125 Eas 85th Street  
 New York, NY 10028

Mr. Robert E. Loup  
 Loup-Miller Construction Company  
 10065 E. Harvard Avenue  
 Denver, CO 802321

Ms. Elizabeth Lyman  
 The Nathan Cummings Foundation  
 885 Third Avenue  
 Suite 3160  
 New York, NY 10022-4834

Mr. Jack N. Mandel  
 703 St. Andrews  
 Hollywood, FL 33021

Mr. Joseph C. Mandel  
 101 Worth Avenue, #5C  
 Palm Beach, FL 33480

Mr. Philip N. Margolius (pres.)  
 United Jewish Appeal Federation of Greater Washington  
 6101 Monroe Road  
 Rockville, MD 20852

Mr. Irwin Marks (pres.)  
 United Jewish Community of Bergen County  
 P.O. Box 4176  
 River Edge, NJ 07661

*David Gordis*  
 Dr. Barry Mesch  
 Boston Hebrew College  
 43 Hawes Street  
 Brookline, MA 02166

Mr. Donald R. Mintz  
 Sessions & Fishman  
 201 St. Charles Avenue  
 New Orleans, LA 70170-3500

Dr. Steven B. Nasatir  
 Jewish Federation of Metropolitan Chicago  
 One South Franklin Street  
 Chicago, IL 60606

Dr. Kerry Olitzky  
 Hebrew Union College  
 One West Fourth Street  
 New York, NY 10012-1186

Mr. Michael Papo  
 The Koret Foundation  
 33 New Montgomery Street  
 San Francisco, CA 94105

Prof. Daniel Pekarsky (Sr. Advisor)  
 Cleveland College of Jewish studies  
 26500 Shaker Boulevard  
 Beachwood, OH 44122

Rabbi Michael Possick  
 Torah Umesorah  
 160 Broadway  
 New York, NY 10038

Mr. Felix Posen  
 Marc Rich & Company  
 49 Wigmore Street  
 London W1H 9LE  
 England

Dr. Joseph Reimer  
 Hornstein Program  
 Brandeis University  
 Waltham, MA 02254-9110

Dr. Bernard Reisman (Sr. Advisor)  
Hornstein program  
Brandeis University  
Waltham, MA 02254-9110

*omit* Mr. Howard M. Rieger  
United Jewish Federation of Greater  
Pittsburgh ?  
234 McKee Place  
Pittsburgh, PA 15213

**Mrs. Harriet L. Rosenthal**  
**368 Woodland Place**  
**South Orange, NJ 07079**

*now at  
UJ Federation*  
**Dr. John Ruskay**  
**Jewish Theological Seminary**  
**New York, NY**

*omit* Mr. David G. Sacks (pres.)  
Joseph Seagram & Sons ?  
375 Park Avenue  
New York, NY 1152-0192

Mr. David I. Sarnat  
Atlanta Jewish Federation  
1753 Peachtree Road, NE  
Atlanta, GA 30309

*omit* Mr. Howard R. Scharlin (pres.)  
United Bank Building ?  
1399 S.W. First Avenue  
Miami, FL 33120

Dr. Israel Scheffler  
3 Woodside Road  
Newton, MA 02160

Dr. Jeffrey Schein (Sr. Advisor) ?  
Cleveland College of Jewish  
Studies  
26500 Shaker Boulevard  
Beachwood, OH 44122

Dr. Alvin Schiff (Sr. Advisor)  
339 Jordan Street  
Oceanside, NY 11572

*omit* Mr. Lionel H. Schipper ?  
~~Schipper Enterprises, Inc.~~  
~~22 St. Clair Avenue, East~~  
~~Toronto, Ontario M4T 2S3~~  
~~Canada~~

~~Mr. Mark Schlusel (pres.) ?~~  
~~Miller, Canfield~~  
~~150 W. Jefferson~~  
~~Suite 2500~~  
~~Detroit, MI 48226~~

**Mr. Carmi Schwartz**  
**Council of Jewish Federations**  
**730 Broadway**  
**New York, NY 10003**

~~Mr. Theodore H. Seidenberg (pres.) ?~~  
~~McLean Packaging Corporation~~  
~~Salmon & Tioga Streets~~  
~~Philadelphia, PA 19134~~

~~Mr. Donald H. Seiler (pres.) ?~~  
~~Donald H. Seiler & Co.~~  
~~1000 Marshall Street~~  
~~Redwood City, CA 94063~~

~~Mr. David Shapira (pres.) ?~~  
~~United Jewish Federation~~  
~~234 McKee Place~~  
~~Pittsburgh, PA 15213~~

Mr. Daniel S Shapiro  
Schulte, Both & Zabel  
900 Third Avenue  
New York, NY 10022

Dr. Miriam Shaprio *Shapiro*  
Board of Jewish Education  
426 West 58th Street  
New York, NY 10019

Dr. Susan Shevitz  
Hornstein Program  
Brandeis University  
Lown Schol  
Waltham, MA 02254-9110

Mr. Barry Shrage (Sr. Advisor)  
Combined Jewish Philanthropies of  
Greater Boston  
One Lincoln Plaza  
Boston, MA 11572

Prof. Lee Shulman  
Stanford University  
School of Education  
Palo Alto, CA 94305

**Mr. Samuel J. Silberman**  
**133 East 79th Street**  
**New York, NY 10021**

*omit*  
Dr. Maxine Sigman (pres.) *2.*  
6100 Cote Des Neiges, #305  
Montreal, Quebec H3S 1Z7  
Canada

*Norma Furst*  
Dr. Levi Smolar *1.*  
Baltimore Hebrew University  
5800 Park Heights Avenue  
Baltimore, MD 21215

Mr. Stephen Solender (Sr. Advisor)  
UJA/Federation of Jewish  
Philanthropies of New York  
130 East 59th Street  
New York, NY 10022

**Dr. Eliot Spack (Sr. Advisor)**  
**CAJE**  
**261 West 35th Street, #12A**  
**New York, NY 10001**

Dr. Herman Stein  
3211 Van Aken Boulevard  
Shaker Heights, OH 44120

Mr. Garry Stock  
Gary Stock & Company  
Level 42, Nauru House  
80 Colling Street  
Melbourne 3000 Australia

Dr. Howard Sulkin  
Spertus College  
618 North Michigan Avenue  
Chicago, IL 60605

Rabbi Daniel B. Syme (Sr. Advisor)  
Union of American Hebrew  
Congregations  
838 Fifth Avenue  
New York, NY 10021

Prof. Abe Tannenbaum  
Teachers College  
Columbia University  
W. 120th Street & Broadway  
New York, NY 10027

Mr. Henry Taub  
The Avi Chi Foundation  
52 Vanderbilt Avenue  
Suite 1007  
New York, NY 10017-3808

**Mrs. Margaret W. Tishman**  
**1095 Park Avenue**  
**New York, NY 1028**

**Dr. Mervyn Tuckman**  
**Gratz College**  
**Old York Road & Melrose**  
**Avenue**  
**Melrose Park, PA 19126**

Dr. Jack Ukeles (Consultant)  
Ukeles Associates, Inc.  
611 Broadway, #505  
New York, NY 10012 *still*

**Mr. Jerome Waldor (pres.)**  
**72 Crest Drive**  
**South Orange, NJ 07079**

**Mr. Don Well**  
**Board of Jewish Education**  
**426 West 58th Street**  
**New York, NY 10019**

**A.**  
Rabbi Michael Weinberg  
Temple Beth Israel  
3601 West Dempster  
Skokie, IL 60076

*Changeover  
CATE  
261 W 358th  
NY 10001  
268-4210  
268-4214*

**Mr. Reuven Yalon**  
**Bureau of Jewish Education**  
**2393 West Marlton Pike**  
**Cherry Hill, NJ 08002**

Bruce F. and Shelley S. Whizin  
Shirley and Arthur Whizin Center  
University of Judaism  
15600 Mulholland Drive  
Los Angeles, CA 90077

*omit*

**Dr. James Young**  
**United Jewish Community of Bergen**  
**County**  
**P. O. Box 4176**  
**River Edge, NJ 07661**

7

**Dr. Jonathan Woocher (Sr. Advisor)**  
**JESNA**  
**730 Broadway**  
**New York, NY 10003-9450**



*Check to see if  
he's pres of CATE  
call NY office & if so  
leave m. if not  
omit*

*Eliot & Spark  
Etc etc.*

January 12, 1992

I received a call from Jane Gelman (Milwaukee) who, it seems, was rather irate over our invitation letter to the Annual Meeting for the following reasons:

- She had to read TWO PAGES of stuff she already knew.
- It gave no indication as to why this meeting was worth her spending \$500 to attend
- She does not understand why SHE received the letter, i.e., who else is on the invitation list.

I explained that we were not able to customize each invitation, thus we apologized for the length of the letter. Also that while I had no detailed information about the meeting's agenda at this time, she would be receiving more information in a couple of weeks.

Should we ask Shulamith to speak to her? *SHE TO CALL HER.*



# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing Address:  
163 Third Avenue #128, New York, NY 10003  
Phone: (212) 532-1961 • Fax: (212) 213-4078

---

Honorary Chair  
Max M. Fisher

Chair  
Morton L. Mandel

Vice Chairs  
Charles H. Goodman  
Neil Greenbaum  
Matthew J. Maryles  
Lester Pollack

Executive Director  
Arthur Rotman

Chief Education Officer  
Dr. Shulamith R. Elster

---

MEMO TO: Invitees to CIJE Annual Meeting

FROM: Morton L. Mandel, Chair

DATE: January 29, 1993

-----

This is to remind you of the Annual Meeting of the CIJE.

Thursday, February 25, 1993  
12:00 noon - 2:00 p.m. (including lunch)  
(Dietary Laws Observed)

Please note that due to the large response  
we have moved the location of the meeting to:  
UJA/Federation of Jewish Philanthropies  
130 East 59th Street  
New York, NY

We will hear a progress report of CIJE activities, including reports of developments in the Lead Communities, a report about our Best Practices project, and other key developments.

There may have been some unintentional confusion about the board meeting which follows the annual meeting. The board meeting, as always, will be limited to board members.

Our work during the past months has been led by Art Rotman with the help of the JCCA staff. We are indebted to Art and to the JCCA for their assistance and leadership. Executive staff leadership will now be assumed by Henry L. Zucker in our Cleveland office. Art Rotman will stay on as a senior staff consultant.

If you have not already notified us of your attendance, please do so by calling 212-532-1961 by February 10, if possible.

I look forward to seeing you on February 25 and send my best personal regards.

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Ballroom E  
Ballroom  
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Ind of.*

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Lester Pollack

Executive Director  
Arthur Rotman

Chief Education Officer  
Dr. Shulamith R. Elster

MEMO TO: CIJE Board Members

FROM: Morton L. Mandel, Chair

DATE: January 29, 1993

-----

This is to remind you of the Annual and Board Meetings of the CIJE.

Thursday, February 25, 1993

12:00 noon - 2:00 p.m. ANNUAL MEETING  
(including lunch--dietary laws observed)  
2:00 p.m. - 3:30 p.m. CIJE BOARD MEETING

Please note that due to the large response  
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Lester Pollock

Executive Director  
Arthur Rotman

Chief Education Officer  
Dr. Shulamith R. Elster

MEMO TO: CIJE Executive Committee

FROM: Morton L. Mandel, Chair

DATE: January 29, 1993

-----

This is to remind you of the upcoming meetings of the CIJE.

Thursday, February 25, 1993

10:30 a.m. - noon EXECUTIVE COMMITTEE  
12:00 noon - 2:00 p.m. ANNUAL MEETING  
(including lunch--dietary laws observed)  
2:00 p.m. - 3:30 p.m. CIJE BOARD MEETING

Please note that due to the large response  
we have moved the location of the meetings to:  
UJA/Federation of Jewish Philanthropies  
130 East 59th Street  
New York, NY

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If you have not already notified us of your attendance, please do so by calling 212-532-1961 by February 10, if possible.

I look forward to seeing you on February 25 and send my best personal regards.

**SCHEDULE OF MEETINGS**  
FEBRUARY 24-26, 1993

**WEDNESDAY, FEBRUARY 24**

11:00 - 3:00 p.m. Professional Steering Committee  
Participants:  
S. Elster, S. Fox, E. Goldring, S. Greenfield, A. Hochstein,  
S. Hoffman, B. Holtz, M. Kraar, G. Levi, A. Naparstek,  
J. Ukeles, J. Woocher, H. Zucker

**THURSDAY, FEBRUARY 25**

LOCATION: JESNA, 730 Broadway, New York, NY

10:30 a.m.-12:00 p.m. Executive Committee Meeting  
12:00 p.m.-2:00 p.m. Annual Meeting  
2:00 p.m.-3:30 p.m. Board Meeting  
3:30 p.m.-5:00 p.m. Debriefing Meeting  
Participants:  
S. Elster, S. Fox, E. Goldring, S. Greenfield, A. Hochstein,  
S. Hoffman, B. Holtz, M. Kraar, G. Levi, A. Naparstek,  
J. Ukeles, J. Woocher, H. Zucker

**FRIDAY, FEBRUARY 26**

8:30 a.m. -11:00 a.m. Professional Advisory Committee on Lead Communities  
Participants:  
S. Elster, S. Fox, E. Goldring, S. Greenfield, A. Hochstein,  
S. Hoffman, B. Holtz, M. Kraar, G. Levi, A. Naparstek,  
A. Rotman, J. Ukeles, J. Woocher, H. Zucker



# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing address: 163 Third Avenue #128 • New York, NY 10003  
Phone: (212) 532-1961 FAX: (212) 213-4078

## MEMORANDUM

To: File

Date: December 17, 1992

From: Arthur Rotman

Re: Meeting dates

- October meeting in Baltimore - possibilities for MLM:
  - Friday, October 15. November 3, 4, 5, 8 and 9



# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing address: 163 Third Avenue #128 • New York, NY 10003

Phone: (212) 532-1961

FAX: (212) 213-4078

## MEMORANDUM

To: File

Date: December 17, 1992

From: Arthur Rotman

Re: February Board meeting

*MLM*  
*Oct 15 Mon 3,4,5,8,9*

\* At the Board meeting in February, MLM will announce that there will  
\* be a Board meeting in Baltimore. If the date is determined by that  
\* time, MLM will announce and that there will also be a Board meeting  
\* in New York in March 1994.



Memo

TO: Art Rotman  
FROM: Shulamith  
RE: Board Materials  
DATE: January 12, 1993

---

Just a gentle reminder that someone should be giving some thought to the packet of materials for Board members. On a number of occasions individual members have asked for materials in advance of presentations- plus we should have them for the members unable to attend the meeting.

I would suggest that we have written materials prepared on the following:

What Is A Lead Community? An executive summary or some thoughts preliminary to Annette's presentation

Updates on the work of the CIJE's Projects:

Progress Report on Monitoring, Evaluation and Feedback  
since the last meeting staff has been hired and is  
at work- who are they, what is their assignment, timetable

Progress Report on Best Practices: You may want to look at the  
memo that Barry prepared for the Senior Advisors and suggest  
how that may be modified for a Board audience

Our General Activities: Senior Advisors, good news from grants  
program- i.e., Cummings, Barry's most recent appointment..  
maybe use some excerpts from Mort's recent letter (?)

Will we have Eizenstat's speech ready by then-- makes for good reading on  
the plane to the meeting... What materials will go into the Board notebooks  
besides the agenda and Board lists etc...

Hope this is helpful..

S.

# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing address: 163 Third Avenue #128  
Phone: (212) 532-1961

New York, NY 10003  
FAX: (212) 213-4078

## FAX

To: Darrell Friedman

Date: January 14, 1992

From: Arthur Rotman

Fax: (410) 752-1177

cc: Morton L. Mandel  
Ginny Levi

### MESSAGE:

As we discussed on the phone on Wednesday, we would like very much to have Roy Hoffberger and yourself attend the CIJE Annual Meeting and Board Meeting on Thursday, February 25, 12:00 noon to 3:30 p.m. in New York City at the CJF/JESNA offices.

This would be an excellent opportunity for the CIJE Board which, as you know, represents some of the top leadership in North America, to hear "Baltimore's story." In particular, the fact that Baltimore did not wait for a population study to address the issue of Jewish continuity, but rather took steps some time ago to marshal the resources of the community for the cause. I hope that you both will be able to make it and await your confirmation.

\* We would like to hold our next Board meeting in October in Baltimore. This will, no doubt, present an excellent opportunity for some of the people involved in the Commission to meet personally with the CIJE Board. Suggested dates for a meeting which would probably run from about 11:00 a.m. to about 3:00 p.m.:

October 15  
November 3, 4, 5, 8 or 9

When I was in Baltimore, we agreed to hold a meeting in June in preparation for the October meeting and to which we would bring in one of our top leadership. Charles Bronfman has volunteered to meet with your key people. If you would please check with whomever you think appropriate and, simultaneously, I will talk to Charles and between us I am sure we can mesh schedules and come up with a suitable date.

With warm regards.

**COUNCIL FOR INITIATIVES IN JEWISH EDUCATION**

Mailing address: 163 Third Avenue #128  
Phone: (212) 532-1961

New York, NY 10003  
FAX: (212) 213-4078

**MEMORANDUM**

TO: Ginny Levi  
FROM: Judy Levine

DATE: January 28, 1993  
SUBJECT: Future Dates for  
Board Meeting

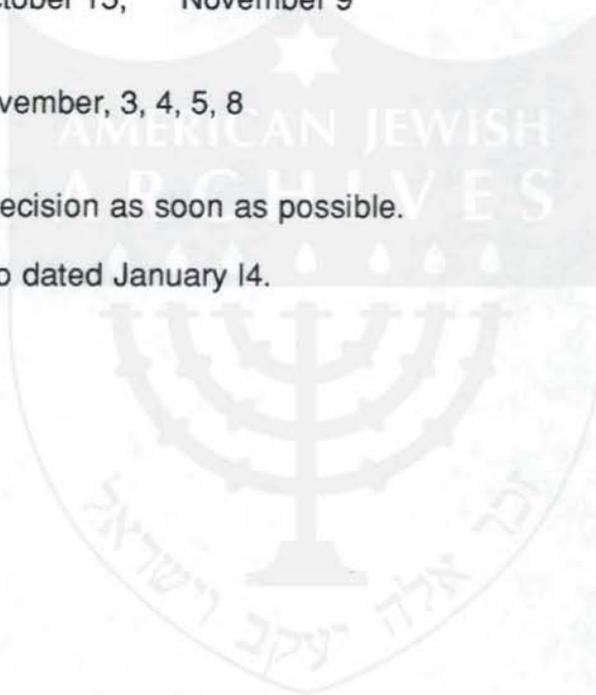
I just received a call from Darrell Friedman's secretary, Phyllis Bloom (410-727-7828) with dates which are good/bad for Baltimore board.

Good: October 15, November 9

Bad: November, 3, 4, 5, 8

Please let her know decision as soon as possible.

I have enclosed memo dated January 14.



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Chief Education Officer  
Dr. Shulamith R. Elster

---

MEMO TO: CIJE Board Members

FROM: Morton L. Mandel, Chair

DATE: January 29, 1993

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This is to remind you of the Annual and Board Meetings of the CIJE.

Thursday, February 25, 1993  
12:00 noon - 2:00 p.m. ANNUAL MEETING  
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Please note that due to the large response  
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If you have not already notified us of your attendance, please do so by calling 212-532-1961 by February 10, if possible.

I look forward to seeing you on February 25 and send my best personal regards.

SRE

CIJE BOARD MEETING  
February 25, 1993  
2:00 p.m.-3:30 p.m.

PROPOSED AGENDA

- I. Lead Community Project Progress (Chuck Ratner)
- II. A Community Progress Report
  - Baltimore -- Roy Hoffberger, Darrell Friedman, Marshall Levin



Who briefs  
him?

What can they say?

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

*\* Prepare*

**CIJE BOARD MEETING**  
February 25, 1993  
2:00 p.m.-3:30 p.m.

PROPOSED AGENDA

- I. Lead Community Project Progress (Chuck Ratner)
- II. A Community Progress Report
  - Baltimore -- Roy Hoffberger, Darrell Friedman, Marshall Levin

# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

## **ANNUAL MEETING AND BOARD MEETING February 25, 1993**

### **PROPOSED AGENDA**

- I. A Community Progress Report
  - Baltimore -- Roy Hoffberger
- II. Foundations:
  - Grant -- Cummings Foundation
  - Proposals in Progress
- III. Planners Meeting -- Report of Planners Meeting, New York, November 1992
  - One of Planners to report; issues raised at meeting: resolved and unresolved.
- IV. Presentation by one of Seminary Heads (along lines of Lamm presentation at last Board meeting)
- V. JESNA and CIJE Working Together -- Neil Greenbaum
- VI. Introduction of new Board member -- Susan Crown (Gershon Kekst)
- VII. Plans for Board Meeting in Lead Communities
- VIII. Monitoring, Evaluation, and Feedback Project Progress Report
- IX. Pilot Projects
- X. CIJE Staff
  - Roll of Annette Hochstein and Seymour Fox
  - Lenny Rubin-type
  - Barry Holtz

Third Letter to Board of Directors

«DATA board merge.add»  
January 13, 1993

«NAME»«IF SCHOOL=" "»«ELSE»«IF ORG=" "»«ELSE»  
«ORG»«ENDIF»  
«SCHOOL»«ENDIF»  
«ADDRESS»  
«CSZ»

Dear «SALUTATION»:

This is a reminder that we look forward to your participation in the CIJE Board of Directors meeting slated from February 25th. In addition, I hope you will join our Annual Meeting which will begin at 12:00 p.m. We have invited a distinguished group of individuals from the Jewish communal and education fields and I am sure their reactions and comments to the Lead Communities Project will provide much food for thought.

Thursday, February 25, 1993

12:00 p.m.-2:00 p.m.  
(including Lunch)

ANNUAL MEETING

2:00 p.m.-3:30 p.m.

CIJE BOARD MEETING

JESNA  
Conference Rooms  
730 Broadway  
New York, NY  
(Dietary Laws Observed)

If you have not already done so, please call Art Rotman or Jo Ann Schaffer at (212) 532-1961 to confirm your attendance at one or both of these meetings. I look forward to seeing you then.

Morton L. Mandel  
Chair

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December 18, 1992

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«CSZ»

Dear «SALUTATION»:

You have already received a hold-the-date memorandum about our forthcoming Board and Annual Meetings on February 25, 1993. I am pleased to confirm that the meetings will be held at JESNA, 730 Broadway, and will begin with coffee at 9:30 a.m. and conclude about 3:30 p.m.

We deliberately selected JESNA as the site of our next Board meeting to underscore the close relationship CIJE has established with them, and also to send a message to Jewish community leaders that CIJE seeks to work "within the system" to bring about meaningful change in Jewish education.

To further enhance this connection with the American Jewish community, we will discuss holding future Board meetings in each of our Lead Communities. This could greatly enhance our understanding of what is happening outside of our own spheres of experience and help us form a more pragmatic view of how our work is progressing.

I look forward to seeing you in February.

Warm regards,

Morton L. Mandel

# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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## MEMORANDUM

TO: CIJE Board of Directors      DATE: December 7, 1992  
FROM: Morton L. Mandel      SUBJECT: February Board Meeting

AMERICAN JEWISH  
ARCHIVES

Please hold the date of Thursday, February 25, 1993, for the next meeting of our Board and the CIJE Annual Meeting. The meetings will be held in New York and you will be receiving a notice of the exact location of the meetings within a few weeks. In all likelihood we will begin with coffee at 9:30 a.m. and the Board meeting will get underway promptly at 10:00 a.m. We should conclude about 3:30 p.m.

Attached is a copy of the Minutes from our August Board meeting. We will furnish you with background material for the February meetings as soon as the agendas have been finalized.

CC: Shulamith Elster  
Seymour Fox  
Ellen Goldring  
Sol Greenfield  
Annette Hochstein  
Steve Hoffman  
Barry Holtz  
Stanley Horowitz

Marty Kraar  
Ginny Levi  
ArtNaparstek  
Lenny Rubin  
Jack Ukeles  
Jon Woocher  
Hank Zucker

MINUTES

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION  
BOARD OF DIRECTORS MEETING

August 25, 1992

10:00 A.M.-3:30 P.M.

UJA-Federation of Jewish Philanthropies  
New York, NY

Attendance:

Board Members: David Arnow, Mandell Berman, Charles Bronfman, Gerald Cohen, John Colman, Alfred Gottschalk, Neil Greenbaum, Thomas Hausdorff, David Hirschhorn, Mark Lainer, Norman Lamm, Morton Mandel, Melvin Merians, Charles Ratner, Esther Leah Ritz, Richard Scheuer, Isadore Twersky, Bennett Yanowitz

Policy Advisors Shulamith Elster, Seymour Fox, Ellen Goldring, Annette Hochstein, Stephen  
Consultants, Hoffman, Barry Holtz, Stanley Horowitz, Martin Kraar, Virginia Levi, Arthur  
and Staff: Naparstek, Arthur Rotman, Jo Ann Schaffer, Jacob Ukeles, Jonathan Woocher,  
Henry Zucker

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I. Welcome and Introductory Remarks

Mr. Mandel called the meeting to order at 10:00 a.m. and welcomed participants to the fourth meeting of the CIJE Board. He reviewed the Agenda and then introduced first-time attendees Dr. Ellen Goldring, a CIJE staff member, and Jo Ann Schaffer, Assistant to Art Rotman.

II. Introduction of CIJE Executive Director

Mr. Mandel prefaced his remarks by saying that in seeking an Executive Director for CIJE, the Search Committee confirmed the need for the American Jewish community to cultivate professional talent. The Committee was therefore especially pleased that Art Rotman agreed to serve as Executive Director of CIJE while retaining his position as Director of the Jewish Community Centers Association. CIJE has entered into a Purchase of Services agreement with JCCA for certain facilities, services and personnel to run the CIJE operation.

Mr. Mandel thanked Stephen Hoffman for serving as the interim Executive Director and noted his pleasure in welcoming Mr. Rotman to his position as the Executive Director of CIJE.

Mr. Rotman said that he had accepted this position because of his own assessment of the enterprise and his desire to play a part in its success. He said that the Purchase of Service agreement would allow him to utilize the expertise of several JCCA executives. Mr. Rotman added that he was excited by the opportunity of working with the kind of people involved in this endeavor.

### III. Population Study and Implications

The chair introduced Dr. Norman Lamm, President of Yeshiva University, a member of the Commission, and now a member of the CIJE Board, to give his reactions to the CJF Population Study.

Dr. Lamm noted that the most shocking thing about the fact that out-marriage in the Jewish community in North American is now about 52-53% is that anyone was shocked at all. He laid much of the blame on the diluted Jewish education children now receive.

Dr. Lamm believes that the the full extent and meaning of this catastrophe has still not been absorbed by the Jewish community. He questions the wisdom of communities investing their limited resources in outreach programs to those with a non-Jewish spouse, thus reducing the funds available to educate Jewish children.

Dr. Lamm noted that this problem affects Jewish communities worldwide, including Israel, and the only remedy he sees is in a program of intensive Jewish education. However this loss of Jews to the community will also make it more difficult to financially sustain Jewish education. He urged everyone in the room to "play to your strength and not to your weakness" by focusing away from marginal Jews and on those of more serious commitment. Dr. Lamm added that this Board "is the best and greatest hope for a new infusion of leadership, ideas, resources, and moral support" for the Jewish educational system.

### IV. Lead Communities at Work

Mr. Mandel stated that the Lead Communities Project may be a key factor in the success of American Jewish continuity and education. He noted that this is a high risk and expensive enterprise, but has the potential to improve the situation substantially.

Mr. Mandel called on Mrs. Annette Hochstein, a consultant to the CIJE who has helped design the content and shape the general thrust of the Lead Communities Project.

- A. Mrs. Hochstein reviewed the five recommendations of the Commission on Jewish Education in North America: (1) to establish the CIJE, which has been done; (2) to build the profession of Jewish education -- four major grants have already been awarded to improve training opportunities for Jewish education; (3) to mobilize community support -- the number of Jewish community leaders with Jewish education as a top priority is growing, but more needs to be done; (4) to develop a research capability -- background work has begun in this area; and (5) to establish the Lead Communities Project, to be discussed at this meeting.

The nine candidates for Lead Communities were: Atlanta, Baltimore, Boston, Columbus, MetroWest, Milwaukee, Oakland, Ottawa and Palm Beach.

The Lead Community process will engage an entire community in major efforts to develop and improve programs in Jewish education. The purpose is to demonstrate what can be accomplished with an infusion of outstanding personnel, the recognition by the community and its leadership of the importance of Jewish education, and the commitment of the necessary resources to meet additional needs.

The Lead Community project will be characterized by the content, scope and quality of the endeavor. Each community will emphasize two basic elements: building the profession of

Jewish education to meet the shortage of qualified Jewish educators, and mobilizing community support. In addition, each will articulate their visions and goals.

It is envisioned that the Lead Community will hire 2-3 outstanding educators to energize its education workforce. The community will also develop intensive in-service training programs for its educators. It is expected that within 5 years virtually all educators in the community will be participating in on-going in-service training, that new forms of recruitment will be developed, and that the terms of employment (salaries and benefits) will be improved. In addition, there is a need for leadership to be engaged in and knowledgeable about Jewish education. Each Lead Community should have one or more leaders who would ensure that Jewish education is a priority. There should be increased funding for Jewish education in the community; an on-going public debate regarding goals and visions; and a wall-to-wall coalition of key lay leaders, rabbis, and educators.

A Lead Community must also be characterized by the scope of its endeavor: most institutions in the community dealing with Jewish education will be involved in the Project which should touch the lives of most members of the community.

CIJE has initiated two projects to help ensuring the quality of work in Lead Communities. To discuss the first of these projects, Mrs. Hochstein introduced Dr. Barry Holtz, the Director of the Melton Center for Jewish Education at the Jewish Theological Seminary of America, who has been directing the Best Practices Project for the past year.

#### B. Best Practices Project

Dr. Holtz explained that the aim of the Best Practices Project is to create an inventory of best practices in contemporary Jewish education to provide Lead Communities with examples of excellence and models which they can adapt and implement. A secondary mission of the Project is to create a knowledge base about North American Jewish education which will be of use to Jewish educators throughout the U.S. and Canada.

The Project began by determining the areas of Jewish education on which to focus. A team of experts has been or will be formed in each area to identify successful programs, conduct site visits, and prepared written reports.

There are currently four areas being examined:

- Work in the area of supplementary schools, where the majority of children in North America get their Jewish education, is nearing completion. This area is perceived as a particularly weak component of Jewish education.
- An examination of early childhood Jewish education will begin in September. Successful programs will be those that result in a high proportion of children that go on to other forms of Jewish education.
- The third area is the Israel experience. The work of the CRB Foundation in this area will serve as the basis for recommendations.
- The fourth area of study will be the JCC world. The JCC Association will help to identify outstanding Jewish educational programming in the Jewish Community Center world.

For 1992-93 four new areas will be studied: the day school, the college campus, summer camps, and adult Jewish education.

Implementation of examples of Best Practices remains to be designed. The Lead Communities will learn about a new project by visiting it, by bringing the people from that project into the community, and by creating seminars for its educators so they can learn how to adapt that example to their community.

Dr. Holtz noted that the team remains open to what he calls the "Department of Dreams" -- innovative ideas in Jewish education that have not yet been implemented and which may inspire Lead Communities to move in new directions in Jewish education.

C. Monitoring, Evaluation and Feedback Project

Mrs. Hochstein continued, stating that in order to gauge the impact and effectiveness of programs, the CIJE has hired Dr. Adam Gamoran of the University of Wisconsin to head its project for monitoring, evaluating and providing feedback in the Lead Communities.

Three field researchers have been hired to perform this function. The researchers will collect and analyze data and offer it to community leaders and practitioners for their immediate consideration. The purpose is to improve and correct implementation while the work is going on so that, when needed, change can occur immediately.

In addition, we will be evaluating progress and assessing the impact, effectiveness, and replicability of programs. Lead Communities as a concept for systemic change will also be studied. The resulting data base will be used to assess the state of Jewish education in North America. This work may result in a periodical on "the State of Jewish Education" as suggested by the Commission.

During 1992-93 the researchers will focus on three questions:

- (1) What visions for change in Jewish education are currently held by members of the community?
- (2) To what extent is the community mobilized, not only in terms of leadership, but financially as well.
- (3) What is the professional life of educators in the community like?

In addition, during the first year the Lead Communities will be asked to undertake a "self-study" which will help determine the next steps for implementation.

The Lead Communities will be invited to form a local committee to serve as the locus of responsibility for the implementation of the Project. The role of the Lead Community Committee will be to convene all leaders, educators, rabbis, and institutions in the community and invite them to join in the decision making, planning, and implementation of the Project. During the first year it is expected that the local committee will prepare a one year plan for 1992-93, undertake a self-study, begin to develop pilot programs, and draw up a five-year implementation plan. The Committee will manage the process of implementation by coordinating the efforts of various agencies, by initiating programs and efforts where required, and by facilitating improvement where necessary.

V. Lead Communities Selection

Mr. Mandel explained that Chuck Ratner had been asked to chair the Lead Communities Selection Committee. He praised Mr. Ratner as an exceptional Chair who brought to this task not only a fine, clear mind, but also a Jewish heart.

Mr. Ratner stated that the 57 communities invited to participate in the Project represented 3.5 million of the 5.5 million Jews in the United States. Twenty-three responded within a very short time frame with proposals of exceptionally high quality.

Mr. Ratner expressed pleasure in working with the committee, comprised of Charles Bronfman, John Colman, Tim Hausdorff, David Hirschhorn, Mark Lainer, Mort Mandel, Mel Merians and Lester Pollack, and with staff support from Steve Hoffman, Shulamith Elster, Art Rotman, Jack Ukeles, and Jim Meier. He noted that the process was as honest as any he'd been involved with; it was certainly fair; and very tough -- for the communities as well as for the Committee.

Mr. Ratner then introduced Dr. Jacob Ukeles to explain the process of selection.

Dr. Ukeles reported that 57 communities received program guidelines; 34 participated in a national satellite teleconference, and 23 submitted proposals. Each proposal was reviewed by two four-person panels. An overall rating and a composite score was agreed upon for each proposal and the results were submitted to the Lead Communities Selection Committee .

The finalist communities were Atlanta, Baltimore, Boston, Columbus, MetroWest, Milwaukee, Oakland, Ottawa and Palm Beach County.

Prior to the final selection of the Lead Communities, site visits were conducted by Board members, professionals and staff members. The finalists were asked additional questions based on gaps in their preliminary proposals. Levels of participation in educational programs, information on campaign results, and spending on Jewish education were reviewed as clues to the level of financial commitment and capacity. Leadership, financial resources, program, planning, and institutional human resources were considered in determining whether a candidate might be successful as a Lead Community.

There were two important, unanticipated by-products of this process: (1) the site visits increased the understanding and enthusiasm for the Lead Communities Project across the continent; and (2) the site visits themselves acted as catalysts in many communities to advance the commitment to local initiatives for excellence in Jewish education. Communities reported that these visits helped local advocates for Jewish education focus attention, generate excitement and heighten community interest in Jewish education.

Board member John Colman was asked to describe his site visit to Milwaukee.

He reported that he, Shulamith Elster, and Sol Greenfield of the JCC Association had visited Milwaukee looking for symptoms of strengths and weakness in the community. They were conscious of the fact that they were dealing with first impressions and were aware of the importance of putting the community's presentation in perspective.

Following the site visit they evaluated their impressions and summarized them for the Committee.

Mr. Ratner spoke about the most significant tension with which Committee members had to contend: the issue of picking communities that would have the best chance to succeed vs. those

communities with the greatest need. It was decided that the priority was to pick the three communities that were most likely to succeed.

The Committee recommended that Baltimore, Atlanta, and Milwaukee be invited to become Lead Communities. Each is involved in building the profession and each has brought new talent to the community in the very recent past; each has mobilized community support and demonstrated leadership on both the lay and professional levels; and, each has a vision and articulated goals.

The Committee also recommended that the three communities be asked to enter into a formal letter of understanding with CIJE which would clarify the roles of each in the partnership.

Before the final vote was taken, Mr. Mandel stressed that the decision is not final between the CIJE and Atlanta, Baltimore, and Milwaukee until both sides are satisfied on details. The recommendation that Baltimore, Atlanta and Milwaukee be invited to join CIJE in the Lead Communities Project was passed unanimously.

In the discussion that followed, it was suggested that the Board consider at some future date the growing suburbanization or small town movement within the Jewish community. There are increasing numbers of communities too small to maintain a rabbi and a congregation. The JCC Association's lay leadership model for military communities might be used for such a purpose.

#### VI. Concluding Comments

The meeting ended with the thoughtful concluding comments of Mandell Berman, past President of the CJF and JESNA.

Mr. Berman spoke about his involvement in Jewish education which began in the 1950s. He noted that at that time there was very little commitment among lay leaders to Jewish education. He admitted that four years ago when it was decided to form a commission to study issues affecting Jewish education and recommend new directions, he was skeptical. However, he would be leaving this meeting with his skepticism dissipated. He had watched the process; watched as leaders from around the Jewish community were sensitized to the issues. Mr. Berman noted that this is only a beginning, but he was enthusiastic. He felt that this group was committed to making a difference.. "For that, Mort, I thank you."

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\*\*\* Communication Report \*\*\*

CIJE

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## COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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### MEMORANDUM

TO: Muriel Wasserlauf  
c/o Ellie

DATE: December 7, 1992

FROM: Jo Ann Schaffer

SUBJECT: CJF Conference Room

We would like to use your conference room facilities for a meeting of our Board of Directors on Thursday, February 25, 1993. At this time we estimate an attendance of between 40 and 50 people. The meeting is schedule to begin with coffee at 9:30 a.m. and finish about 3:00 p.m. We will also need to arrange a light lunch for the group.

I will be on vacation the last week of December but will call you when I return on January 4 to discuss the arrangements.

*Annual Meeting*

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May 10 - 12, 1993

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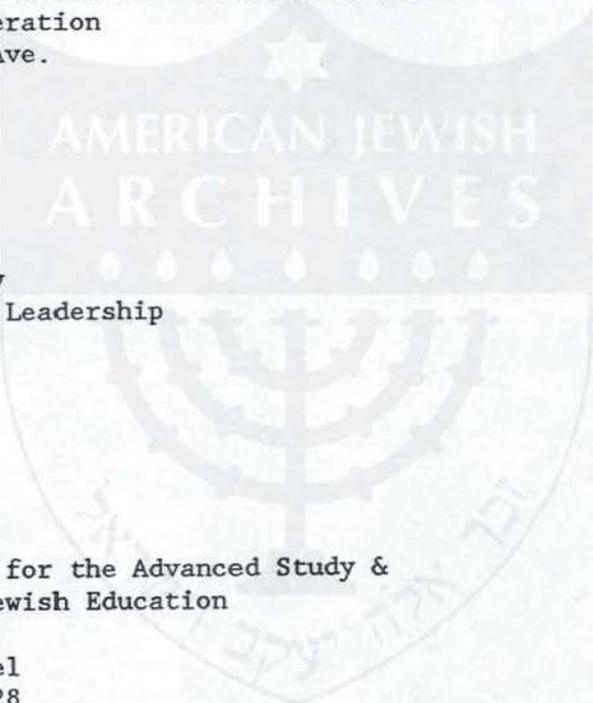
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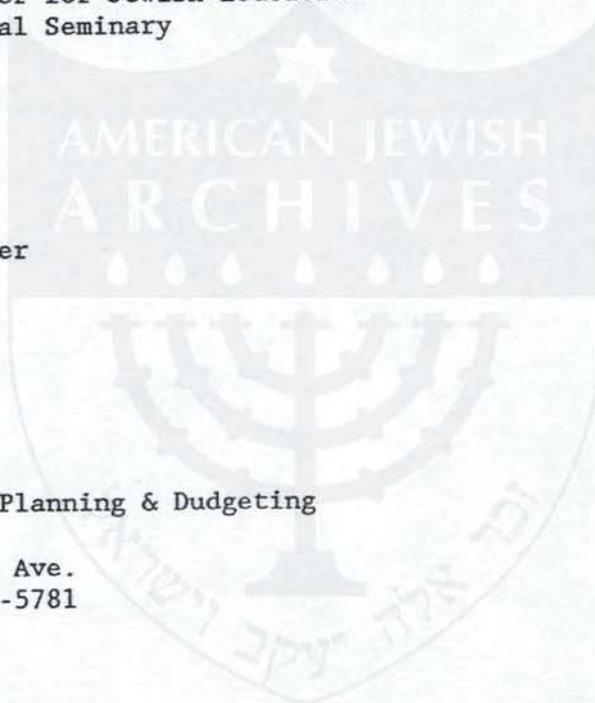
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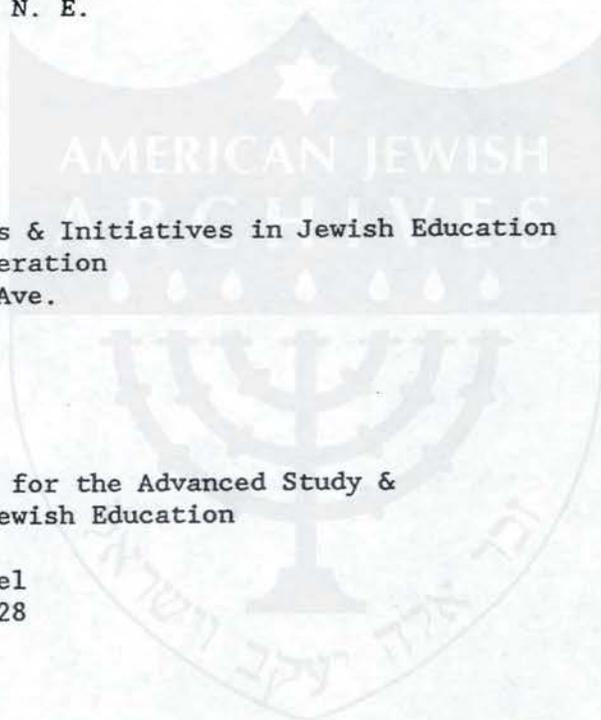
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## **REMINDERS:**

### MONDAY, FEBRUARY 1

Mail out Meeting Agendas

### MONDAY, FEBRUARY 22

Call members of the Executive Committee attending the meeting and remind them that coffee will be served at 10:00 a.m. so that the meeting can begin promptly at 10:30 a.m.



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION  
ANNUAL MEETING  
FEBRUARY 25, 1993  
12:00 NOON - 2:00 PM

AGENDA

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- I. Opening Remarks Morton L. Mandel
- II. The Launch of Lead Communities
- A. Presentation Stephen H. Hoffman
  - B. Approach to Lead Communities by  
The Jewish Theological Seminary of America Ismar Schorsch
  - C. Discussion
- III. Covenant Foundation Initiatives Judith Ginsberg
- IV. Best Practices: The Good Supplementary School
- A. Presentation Barry W. Holtz
  - B. Discussion
- V. Concluding Remarks Morton L. Mandel