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Atlanta, Ga. Meetings and notes, 1993-1995.

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Memorandum

TO: Ginny Levi
FROM: Shulamith Elster
RE: Atlanta: April 19/20, 1993
DATE: April 15, 1993

Attached is the schedule of meetings and activities in Atlanta for the coming week- Monday and Tuesday. I will be out of the office all day Friday. If there is something urgent just leave a message on the tape and I will check it during the day on Friday and at the end of the day as well.

I will keep you posted and send along copies of materials that will keep you informed of our progress. Thanks again for taking care of circulating certain materials from time to time.

Regards,

S.



Memorandum

TO: Barry Holtz
Ellen Goldring
Claire Rottenberg
FYI: CIJE Staff and Consultants
Seymour Fox, Annette Hochstein, Shmuel Wygoda
Steve Hoffman, Henry Zucker and Ginny Levi

FROM: Shulamith Elster

RE: CIJE Visit to Atlanta *as of 4/15/93*
April 19/20, 1993

The two day visit to Atlanta will serve to "launch" the Lead Communities Project with several key groups featuring presentations by staff members on the Lead Community concept, the Best Practices/Pilot Projects and Monitoring, Evaluation and Feedback. Also included in the visit will be meetings with groups with specific interest in the LC project and in specific initiatives (i.e., the JCC, Emory University).

April 19th:

Late morning @10:30 at the Federation:
Shulamith and Barry to meet with Steve Gelfand and Lauren Azoulai for briefing on groups with which we will be meeting.

Lunch with Gerald Cohen and Bill Shatten.

1:30

Meeting with local Rabbis at the Temple: Shulamith will introduce the Lead Communities Project and Barry the Best Practices Project and may lead into specific work that may be undertaken with supplementary schools.
Claire is invited to attend this meeting.

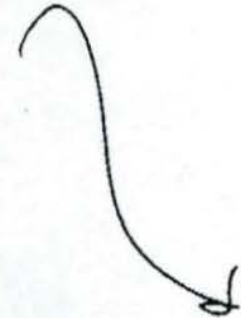
4 P.M.

Shulamith and Barry meet with Harry Stern, Director of the JCC. This is in advance of the larger meeting on 4/20 which will involved the lay and professional staff. Atlanta has been involved in conversations with Barry Chazan related to the integration of center activities into the Jewish educational enterprise in Atlanta. This is a "private" meeting. Meeting will take place at the JCC located next to the Federation. It may involve the Best Practices in JCC's and how it can help in Atlanta's Centers.

7:30

At Epstein School: Educational directors have been asked to

invite their Education Committee Chairs to a meeting. Shulamith will describe LC project briefly and then Barry will discuss BP/Supplementary Schools. This will lay groundwork for possible pilot.



Tichon Atlanta, the new supplementary high school, will be meeting at the Epstein School that evening and it may be an opportunity to briefly visit that program.

The Epstein School is located some 20 minutes or so from Federation in the Sandy Springs/Dunwoody area.

Claire is invited to attend this meeting.

April 20th:

Not sure yet of the following:

9 A.M. OR 3 P.M. Interview with David Halzel of Atlanta Jewish Times either

9: Hotel or at Agudat Achim 3 P.M. Federation

10 A.M. - 11:45 at Congregation Ahavat Achim:

Meeting with Educational Directors Council: Shulamith to introduce LC project, Barry to discuss Best Practice, Ellen to introduce MEF Project with Claire.

12: JCC Leadership at JCC

Lay leadership and key professionals: integration of Jewish education into centers. Not certain who else will attend this meeting. Most likely just Barry and Shulamith.

Time available for Ellen and Claire to meet between 12-5.

3 P.M. Possible interview if not held at 9 A.M.

5 P.M. at Federation

Meeting with Ken Stein and possibly other members of the Emory University faculty regarding staff development/personnel. Barry, Ellen and Shulamith.

6- 8:30

Meeting of the Commission on Jewish Continuity: THE MAIN EVENT
6:00 to 8:30. Detailed agenda to follow but this is the outline.

Major Presentations: Lead Community (SE)
Best Practices (BH)
Monitoring, Evaluation and Feedback
(EG and CR)

Logistics: Wyndham Hotel 404-873-4800
Peachtree Avenue

Federation 404-870-1600
1753 Peachtree Road, Northeast

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MEMORANDUM

TO: CIJE Staff and Consultants
FROM: Shulamith Elster
RE: Atlanta - April 19-20, 1993
DATE: April 22, 1993

This memorandum consists of my working notes from the meetings that took place in Atlanta on April 19/20, 1993 between lay and professional leadership of the Atlanta Jewish community and staff and consultants of the CIJE.

The following constituencies were involved in meetings:

- Key professionals of the Federation: David Sarnat, Steve Gelfand and Lauren Azoulai, coordinator of the visit
 - Top lay leadership of the local Commission: Dr. William Shatten and Gerald Cohen
 - Congregational rabbis through the Atlanta Rabbinical Association
 - Lay chairs of congregational supplementary schools
 - Synagogue educational directors through the Educational Directors Council
 - Professional and top lay leadership of the Atlanta Jewish Community Center
 - President and Vice-President of the newly created Jewish Educational Services
 - Emory University represented by Dr. Kenneth Stein
 - Commission on Jewish Continuity
- I. Key Federation professional staff: Meetings on Monday focused on background information/briefings on the various groups with whom CIJE staff would be meeting over the course of the two day visit and preparation for the CJC visit.

Sensitive issues include: the Center's proposal to recruit a full-time rabbi/Jewish educator to expand the Center's Jewish programming and the response of the Rabbinic/synagogue community to the proposal, the relationship of the Federation to Emory University and particularly to Ken Stein whose proposal for training is "on the table" and the relationship between Ken and the other members of the Emory faculty and, very important--the CRB Foundation and Atlanta.

Atlanta has offered the position of Director of the Jewish Educational Services to Janice Alper (formerly of Los Angeles) and she is to begin on or about July 15th. There is great enthusiasm for Janice by lay and professional leadership and high hopes for her success. The position of director of the Commission on Jewish Continuity has not been filled and there is no "leading candidate" at this time.

(perhaps by one of the training institutions or Melton Israel) before the Center programs begin. The Center would like help in identifying candidates for the position.

IV. Meeting with Congregational Rabbis at The Temple.

This meeting followed the regularly scheduled meeting of the Atlanta Rabbinical Association. Many rabbis left before our segment and about six were there when we began our presentation--an overview of the LC Project (SRE), description of the MEF Project (Claire) and brief discussion of Best Practices (BWH). There was a lively discussion focused primarily on the following: Is this another LC community activity that will result in no real benefit for the synagogues? What can this do for "my" school?

We felt this was not a very satisfactory meeting - problems with timing and setting for our presentations. Our recommendation is that we begin again with the Rabbis. Lauren will work with us to figure out a better way to get them together as a group, or perhaps in small groups.

V. Meeting at Epstein School (site of Tichon Atlanta) with lay leaders of congregational schools.

Tichon Atlanta, the new supplementary community high school, has 300 students in some 29 courses meeting at the Epstein School site. The meeting was purposely scheduled there so we would have an opportunity to look around during our visit. More about Tichon Atlanta at another time.

Following a brief overview of the LC Project and Atlanta's involvement to date, Barry presented the Best Practices Project with emphasis on the Supplementary Schools. Everyone received a copy of the material and there was great enthusiasm for the potential for application and activity in the local synagogues. Barry and I felt that the meeting went exceptionally well and even though there were a small number of synagogues represented enthusiasm was high and the major synagogues in the community were represented.

One participant was at the meeting organized by the Reform movement in Atlanta and she shared some of the thinking of the group about areas in which the schools/CIJE/Atlanta/the movement could work together.

By the way, we were encouraged to leave before a certain time so as not to be trampled by 300 teen-agers! Thinking that there was nothing better than being run over by Jewish teen-agers leaving classes on a beautiful Spring evening in Atlanta, we waited to take in the "spirit" of Tichon Atlanta.

--- Enough for one day!----

VI. Atlanta Jewish Times.

Barry was interviewed by David Holzel of the Atlanta Jewish Times. Holzel has been following the LC story and Atlanta's Jewish education scene. As it happened, he interviewed Barry a number of years ago in Jerusalem. He was very interested in the Project and BP, in particular.

VII. Meeting with Educational Directors Council at Ahavath Achim.

The EDC is the association of directors of SUPPLEMENTARY SCHOOLS in Atlanta. Claire and Ellen joined us at this meeting and spoke about the Educator Survey. Claire attends the meetings of this group regularly and is well-accepted by the group. She has already conducted in-depth interviews with the majority of these educators. Again, the turnout for the meeting was not impressive BUT the key schools - of all three denominations - were represented and the discussion of Best Practice was very focused and led to exploration of ways in which pilot projects might be launched around BP and the findings used within the Atlanta education community. Our assessment of this meeting (a two hour meeting) was that it was helpful to CIJE as well as the community as we think about ways to use the BP materials in the communities.

VIII. Meeting at the Atlanta Jewish Community Center with lay and professional leadership.

This was the follow-up meeting to one described earlier about the new position and the AJJC and the LC Project. Essentially, Barry and I answered the four questions. Three women represented the top leadership of the Center. Among the issues that did surface here was the role/mission of the CJC itself. They feel the Commission and Commissioners are not focused - there is no specific mission and that it is not clear to the community what they are trying to do and the nature of their specific mandate. It surfaced because the CJC ratified the Center's proposal but it is unclear what that really means regarding funding or the integration of this proposal into larger thinking about Jewish education in Atlanta. We did mention this to Steve and Lauren in a later discussion about the Center and the agenda for the CJC.

IX. Jewish Educational Services.

Because there was a conflict between the JES Executive Committee meeting and the evening meeting of the Commission (obviously, a bad move!), we agreed to provide a preview of the presentations to Michal Hillman and the vice-president of the JES. Ellen described the Educator Survey and Barry provided an update on Best Practices. What emerged from this was a sense of urgency about the Educator Survey in Atlanta. It is clear that the JES will exert GREAT pressure on the Federation to administer the survey before the end of

this school year so that the data and analysis will be available to the new director when she begins in July and can be used for planning without a year's lag time.

X. Meeting with Ken Stein of Emory.

I think it is the view of Barry, Ellen, Claire and myself that his proposal and his way of "thinking" about training are not in sync with how we think this ought to be done. Bottom line: We aren't interested in proposals of this sort out of context and clearly not until we have the data and analysis from the Educator Survey.

I promised Gerald Cohen and Bill Shatten that I would call David Blumenthal who is apparently upset about what is happening with the Commission and the relationship with Emory. I'll do my best to help describe the LC Project and the potential for substantive work with the Emory faculty...that is, as opposed to the kind of project that Stein is promoting. (On to a career in the diplomatic corps!)

XI. Commission Meeting: Agenda appended.

I presented an overview of the LC Project. I had been asked by the Federation staff to use this as an opportunity to "inspire" and get the group motivated to be a true Lead Community,. This was followed by a presentation by Ellen and Claire about MEF and the Educator Survey. Barry then presented the Best Practices Project. In all the three presentations took about 40/45 minutes and each segment was followed by specific questions from the group.

It was a very good meeting. ALL who attended participated in the discussion and the questions and comments were appropriate and in fact, I believe, raised the level of discourse about Jewish education - an item I mentioned a number of times as one of the goals of the LC Project.

Again, the staff felt that the turnout was disappointing. There may have been a number of conflicts with organizations also meeting that evening - the JCC and the JES Executive, as examples.

Gerald Cohen and Bill Shatten appeared very satisfied with the evening and I think the Federation professional staff was as well - except for the attendance which was poor for a major community event.

XIII. Afterword.

Two long but very productive days! Schedule of meetings is attached.

Attachment

CIJE Schedule 4/19-4/20

4/19

Late morning Meet with Steve and Lauren

12 Noon Lunch: Barry, Bill, Lauren, David, Shulamith,
Gerald

1:30 Meet with congregational rabbis at Temple - Lauren

4 p.m. Barry Holtz meeting with Harry Stern at Center -

5:30 p.m. Dinner with Lauren

7:30 p.m. Barry Holtz and Shulamith Elster visit Tichon
Atlanta and meet with chairs of congregational
education committees, as well as Tichon Atlanta
chairs at Epstein School library

4/20

9:00 a.m. Tentative: Barry Holtz and Shulamith Elster with
David Holzel at Ahavath Achim

10:00 Barry Holtz, Shulamith Elster and Ellen Goldring
meet with EDC at Ahavath Achim

12:00 Barry Holtz, Shulamith Elster, and Lauren to meet
with an AJCC group for a couple of hours at Center

2: p.m. Barry Holtz and Shulamith Elster with Steve Gelfand
and Lauren Azoulai at Federation

4:00 Briefing of three CIJE staff with Michal Hillman,
JES at Federation

5:00 Meeting of Shulamith Elster, Barry Holtz and Ellen
Goldring with Dr. Ken Stein at Federation

6:00 CJC Meeting at Federation
Agenda to include Ellen Goldring, Barry Holtz and
Shulamith Elster

NOTES FROM MEETINGS IN ATLANTA: MARCH 4, 1993

Atlanta Federation: Dave Sarnat (DS), Steve Gelfand (SG),
Lauren Azoulai (LA)

CIJE Staff and Consultants: Steve Hoffman (SHH),
Seymour Fox (SF), Annette Hochstein (AH), Shulamith Elster

Lay leadership: Peter Aronson (Budget and Allocations),
Gerald Cohen (CIJE Board), Toby Director Goldman (Chairman of
Transition Committee), Michael Hillman (Chairman, Jewish
Educational Services), William Shatten (Chair, Commission on
Jewish Continuity).

**Desired outcome of meeting for CIJE to begin work in the community
through the following:**

- o development of pilot projects (PP)
- o access community to the Best Practices Project (BP)
- o access to the community for the Monitoring, Evaluation and
Feedback Project (MEF)
- o launch the Educators Survey
- o hire full-time director
- o launch the work of the local commission: CJC is the
Commission on Jewish Continuity
- o assist in the identification, and the recruitment and
training/retraining of new community hires/senior
personnel

**Meeting #1: Federation Staff and CIJE
Opening Conversation:**

SHH: Introductions of participants, purpose of the meeting.

SG: The levels of specificity outlined in the manual may
not fit into Atlanta's plan. Are the guidelines MUSTS
or suggestions? An example: Steering committee for CJC
may not fit political realities of the community.

AH: Manual is a suggested approach.

SG: If suggestions, it is helpful.

SHH: Referred to earlier Bank and Woocher studies, The Bank
Report provided a "stream of consciousness" regarding
needs and assumes that the CJC will provide the
organizing vision and priorities for the community.

**Question: How does Atlanta plan to bring the CJC in sync with the
Jewish Educational Services? Is the macro planning within the
CJC and the Educational Planning and Allocations Sub-Committee?**

DS: The Bureau mandate was too broad and the staff too
inadequate to deal with it so it was taken apart and a

new Jewish Educational Services (JES) organized to deal with:

- teacher recruitment
- training for formal and informal education
- support services to teachers and schools

Its agenda and planning help comes from the Educational Directors Council, the Youth Directors Council and the lay Board. They will be a part of the larger planning picture. Still an issue is the matter of adult education.

- SHH: Is there a consortium of congregations such as in Cleveland or a central address for adult education? e.g., Lehrhaus at the Cleveland College of Jewish Studies.
- SHH: Do you believe the CJC is a wall-to-wall coalition. Is anyone left out?
- SG: Chabad is not involved because they don't want to be.
- SHH: Asked for clarification on the role of the congregations.
- DS: Issue of synagogue relations is complicated. So far, the rabbis and educational directors are involved and the lay leaders are not. The CJC gives the Federation a synagogue focus.
- SHH: Are congregations coming into the process with a "chip" on their shoulders?
- DS: There is some posturing and perhaps this is in reaction to the JCC initiative in Jewish education (NOTE: JCC has proposed hiring a rabbi for the staff to be responsible for Jewish programs.)
- SF: The integration of formal and informal will structure the conversation within the community and will bring out all of the issues.

It was noted that Bank reminded the community that "you can't do it all with schooling."

- DS: We want to stop doing business as usual in Atlanta. Cited earlier report by Chaim Perry, used example of Tichon Atlanta. Has been urging the community to forget structures and look at the populations. Ask the question: What brings people together in numbers? Then

form the structures to deal with this.

SF: What is the message? Can cut into this in a number of ways.

Is Atlanta informed and ready to work on Lead Community?

DS: We are seriously trying to figure out what does it mean to be a Lead Community.

SHH: Let's talk about the process.

SF: The Lead Community concept is a series of ideas. It is a clear conception to the CIJE but unclear to any local community because they are new to the idea.

How do you put the concept and the local community together?

DS: Atlanta is our responsibility. We need from Seymour and Annette the expertise to make order out of chaos. We need CIJE to serve as Atlanta's broker with the CRB Foundation, for example.

SF: Using personnel as an example: CIJE has "37 suggestions" for dealing with personnel in Atlanta. Citing the issue of educator empowerment, empowerment for what?

Question to AH: How do the content issues get included?

DS: Community is now interviewing for key staff positions for the Commission on Jewish Continuity (CJC) and the Jewish Educational Services (JES). These are two new positions. In process are staff positions at the Jewish Community Center and an expansion of programs and personnel at Emory.

SG: At recent commission meeting the staff brought initiatives to the table but lacked the criteria for serious discussion of them. Have not yet organized a process to deal with these initiatives, to develop target groups and agendas for the planning responsibilities of the CJC and the planning and allocation process.

AH: Consider the Lead Community mobilization process as a way to join content and process issues. This can happen when the BP and MEF projects are presented broadly to the key lay leadership, rabbis and educators and professional leadership. This may provide the basis for structural discussion.

SG: How will this happen?

AH: The "buy-in" and "support" issues are critical. This is the way to get it.

DS: "Buy-in" and "support" has happened through the Bank Report about a year and a half ago.

SF: Lead Community says personnel projects are the priorities for the community.

SHH: Atlanta is mobilized, has restructured and now the question is how to sustain interest and maintain the momentum. It has been trying to find the staff to do it. Until there is staff they may not solve the commission and budget issues.

What activities can lay the groundwork for priority setting and keep the enthusiasm going.

AH: Response by illustration: Projects to "jump-start" the community by introducing Best Practices widely and pilot projects.

SF: Improve the supplementary school is a local priority. Personnel is a key issue here and there is a need to sell the rabbis and leaders. There are national resources for personnel available through the denominations-principally in the supplementary schools the Reform and Conservative movements. Sara Lee and Barry Holtz will work this out.

DS: Emory has ten faculty members in Jewish Studies and has developed a proposal for teacher training through faculty member Ken Stein. There is a need to respond to this proposal.

SF: What do they know about teacher training for Jewish education?

SG: Important to know that Bill Shatten, chair of the CJC and a past-president of Ahavat Achim Congregation (Conservative) has endowed the chair of Jewish Studies at Emory.

DS: Emory is part of the reality of the Atlanta Jewish community. How does one join that with the strength of the CIJE? Emory is a major local issue.

SF: Should focus on how we can work together with Blumenthal, Lipstadt and other faculty at Emory. They

can work together with Barry Holtz and Danny Marom

(Mandel Institute).

SHH: Need to get back to the organizational question.

AH and SF: Need to keep going on the issues and when Lauren has the Educator Survey augmented by Claire's work on the qualitative issues then Atlanta can develop a map and a master plan.

DS: The client is the Jewish educational scene in Atlanta and Emory and its faculty of ten are part of the reality. Atlanta convened its community and there was a buy-in by Blumenthal and the faculty and Ken Stein took the initial shot at a proposal for how Emory could be involved.

SHH: When there is a task force, Stein and other can be involved. What do we know about teachers needs? Need to begin with a first-class survey.

DS: There are issues:

- personnel: Stein proposal
- JCC: of concern to the Rabbis
- Israel: CRB proposal

DS and SHH: These three can move the agenda.
ISSUE: How do we get ahead of the curve!

SHH: 1. Get the LC vision in front of the community-illuminate the issue.
2. Introduce concept of Best Practice.
3. Need a vision statement: cut it down and set priorities.
Example: Cleveland now has a context for initiatives and proposals. The priorities are established and are clear.

Atlanta has no context for responding to the three initiatives on the table.

SF and AH: CIJE can undertake the three assignments:

- Emory
- JCC (Holtz/Best Practice in JCC's)
- Israel (Hochstein)

SHH: What do you plan to do with the \$30,000 from the CIJE?

DS: Atlanta will match this sum to bring in a director and Atlanta will pick up the funding the following

year.

SHH: CIJE will get the Educator Survey underway and its execution will be Atlanta's responsibility.

AH: Survey needs to be accurate, well-conceived and comprehensive. Barry and Shulamith can help.

SG: Methodology: Can Claire help with this?

AH: Absolutely not because she will be involved with the qualitative segment.

DS: It is a pair-of-hands issue and there will be time available for this after June.

AH: Atlanta will be ready July 1st.

SE: Will Atlanta participate in discussions about the survey prior to July 1st?

AH: Raised question about the reported number of 196 educators. If so, there is a lower participation rate or "fuller" jobs than in other communities or fewer hours of teaching available. Need clarification about these numbers.

DS: Atlanta has been a "receiving community". Where are the teachers from? They are not home-grown and include some relatively recent arrivals.

AH: Ellen Goldring will serve as consultant to the project.

Monitoring, Evaluation, and Feedback:

AH: Claire needs access to the community.

SG: She has it and can have it.
Her purpose and role need to be explained.
People need to know how to act and react.
There needs to be feedback.
Clarification about the role she plays.

SH: How do we fix the problems?

Next Steps:

SH: Next steps in the community:
Claire and Ellen presentations
Best Practice presented by Barry
Pilot projects get underway
Commission establishes 2/3 task forces: personnel, JCC,
Israel

Meeting #2: Luncheon meeting with key lay leadership:

Introductions

Topic for luncheon discussion: Making the Lead Community concept Atlanta's own. How can this happen?

The project needs:

- structures
- process
- planning
- relationships

Can we begin?

SF: There are places to begin - suggestions included Best Practices in supplementary school, role of denominations and training programs and resources in Israel for the personnel/senior educator needs of the community.

Discussion:

- o Is emphasis again on planning: fast track vs. planning need to get going.
Cohen: Can we design as we go along
Shatten: Can we learn by doing?
- o interest - or lack thereof - in focusing on supplementary schools in Atlanta (Peter: supplementary schools are a black-hole: no end to what they need to improve. Invest in day schools they work!).
- o possible role for Emory in personnel in-service arena.
- o need for better understanding of MEF project.

Need to focus now on the issues and priorities:

Lay Leadership: LC idea is not understood.
Personnel: educator survey and immediate involvement in training programs, assistance in identifying personnel for key positions.

Meeting #3:

Atlanta Federation: Steve Gelfand and Lauren Azoulai
CIJE: Seymour Fox, Annette Hochstein and Shulamith Elster

Agenda/SG List:

- scheduling of visits to Atlanta
- task forces
- connections/funding
- staff
- scheduling of meetings/seminars

Foundations:

SG: How does Atlanta link to foundations through the CIJE?

SF: When projects/areas are ready then CIJE can try to broker proposals. What local resources can be developed?

SG: Examples of local resources already obtained: \$1,000,000 gift which donor now sees as fund for day school scholarships.

Planners Seminar:

AH: Need joint planning seminars during the second week of May for two to three days to continue to design the LC project together. There is also a need for a seminar with national training institutions about their resources would be helpful so the communities can use these denominational resources. It was noted that every discussion has helped clarify the basic idea of lead community. The goal is "to get to one wave length."

Funding:

It was noted that there are costs involved to the local community for all of these seminars and meetings. It is the CIJE expectation that the community will fund its own participation as well as the expenses of the Educator Survey (This in response to a specific question about the costs of the survey).

AH: The Educator Survey is one of the things that Atlanta has to do.

SG: There are two seminar issues that we must address:
How much time do we need together?
How much money do we need for travel?

SG: We need to develop jointly the content of the planning seminars now planned for the second week of May.

AH/SF: How do we get lay people involved?

Discussion continued on this point.

SRE
3/93



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DS: Community is now interviewing for key staff positions for the Commission on Jewish Continuity (CJC) and the Jewish Educational Services (JES). These are two new positions. In process are staff positions at the Jewish Community Center and an expansion of programs and personnel at Emory.

SG: At recent commission meeting the staff brought initiatives to the table but lacked the criteria for serious discussion of them. Have not yet organized a process to deal with these initiatives, to develop target groups and agendas for the planning responsibilities of the CJC and the planning and allocation process.

AH: Consider the Lead Community mobilization process as a way to join content and process issues. This can happen when the BP and MEF projects are presented broadly to the key lay leadership, rabbis and educators and professional leadership. This may provide the basis for structural discussion.

SG: How will this happen?

AH: The "buy-in" and "support" issues are critical. This is the way to get it.

DS: "Buy-in" and "support" has happened through the Bank Report about a year and a half ago.

SF: Lead Community says personnel projects are the priorities for the community.

SHH: Atlanta is mobilized, has restructured and now the question is how to sustain interest and maintain the momentum. It has been trying to find the staff to do it. Until there is staff they may not solve the commission and budget issues.

What activities can lay the groundwork for priority setting and keep the enthusiasm going.

AH: Response by illustration: Projects to "jump-start" the community by introducing Best Practices widely and pilot projects.

SF: Improve the supplementary school is a local priority. Personnel is a key issue here and there is a need to sell the rabbis and leaders. There are national resources for personnel available through the denominations-principally in the supplementary schools the Reform and Conservative movements. Sara Lee and Barry Holtz will work this out.

DS: Emory has ten faculty members in Jewish Studies and has developed a proposal for teacher training through faculty member Ken Stein. There is a need to respond to this proposal.

SF: What do they know about teacher training for Jewish education?

SG: Important to know that Bill Shatten, chair of the CJC and a past-president of Ahavat Achim Congregation (Conservative) has endowed the chair of Jewish Studies at Emory.

DS: Emory is part of the reality of the Atlanta Jewish community. How does one join that with the strength of the CIJE? Emory is a major local issue.

SF: Should focus on how we can work together with Blumenthal, Lipstadt and other faculty at Emory. They can work together with Barry Holtz and Danny Marom (Mandel Institute).

SHH: Need to get back to the organizational question.

AH and SF: Need to keep going on the issues and when Lauren has the Educator Survey augmented by Claire's work on the qualitative issues then Atlanta can develop a map and a master plan.

DS: The client is the Jewish educational scene in Atlanta and Emory and its faculty of ten are part of the reality. Atlanta convened its community and there was a buy-in by Blumenthal and the faculty and Ken Stein took the initial shot at a proposal for how Emory could be involved.

SHH: When there is a task force, Stein and other can be involved. What do we know about teachers needs? Need to begin with a first-class survey.

DS: There are issues:

- personnel: Stein proposal
- JCC: of concern to the Rabbis
- Israel: CRB proposal

DS and SHH: These three can move the agenda.
ISSUE: How do we get ahead of the curve!

SHH: 1. Get the LC vision in front of the community-
illuminate the issue.
2. Introduce concept of Best Practice.
3. Need a vision statement: cut it down and set
priorities.

Example: Cleveland now has a context for initiatives
and proposals. The priorities are established and
are clear.

Atlanta has no context for responding to the three initiatives on
the table.

SF and AH: CIJE can undertake the three assignments:

- Emory
- JCC (Holtz/Best Practice in JCC's)
- Israel (Hochstein)

SHH: What do you plan to do with the \$30,000 from the
CIJE?

DS: Atlanta will match this sum to bring in a director
and Atlanta will pick up the funding the following
year.

SHH: CIJE will get the Educator Survey underway and its execution will be Atlanta's responsibility.

AH: Survey needs to be accurate, well-conceived and comprehensive. Barry and Shulamith can help.

SG: Methodology: Can Claire help with this?

AH: Absolutely not because she will be involved with the qualitative segment.

DS: It is a pair-of-hands issue and there will be time available for this after June.

AH: Atlanta will be ready July 1st.

SE: Will Atlanta participate in discussions about the survey prior to July 1st?

AH: Raised question about the reported number of 196 educators. If so, there is a lower participation rate or "fuller" jobs than in other communities or fewer hours of teaching available. Need clarification about these numbers.

DS: Atlanta has been a "receiving community". Where are the teachers from? They are not home-grown and include some relatively recent arrivals.

AH: Ellen Goldring will serve as consultant to the project.

Monitoring, Evaluation, and Feedback:

AH: Claire needs access to the community.

SG: She has it and can have it.
Her purpose and role need to be explained.
People need to know how to act and react.
There needs to be feedback.
Clarification about the role she plays.

SH: How do we fix the problems?

Next Steps:

SH: Next steps in the community:
Claire and Ellen presentations
Best Practice presented by Barry
Pilot projects get underway
Commission establishes 2/3 task forces: personnel, JCC,
Israel

Meeting #2: Luncheon meeting with key lay leadership:

Introductions

Topic for luncheon discussion: Making the Lead Community concept Atlanta's own. How can this happen?

The project needs:

- structures
- process
- planning
- relationships

Can we begin?

SF: There are places to begin - suggestions included Best Practices in supplementary school, role of denominations and training programs and resources in Israel for the personnel/senior educator needs of the community.

Discussion:

- o Is emphasis again on planning: fast track vs. planning need to get going.
Cohen: Can we design as we go along
Shatten: Can we learn by doing?
- o interest - or lack thereof - in focusing on supplementary schools in Atlanta (Peter: supplementary schools are a black-hole: no end to what they need to improve. Invest in day schools they work!).
- o possible role for Emory in personnel in-service arena.
- o need for better understanding of MEF project.

Need to focus now on the issues and priorities:

Lay Leadership: LC idea is not understood.
Personnel: educator survey and immediate involvement in training programs, assistance in identifying personnel for key positions.

Meeting #3:

Atlanta Federation: Steve Gelfand and Lauren Azoulai
CIJE: Seymour Fox, Annette Hochstein and Shulamith Elster

Agenda/SG List:

- scheduling of visits to Atlanta
- task forces

- connections/funding
- staff
- scheduling of meetings/seminars

Foundations:

SG: How does Atlanta link to foundations through the CIJE?

SF: When projects/areas are ready then CIJE can try to broker proposals. What local resources can be developed?

SG: Examples of local resources already obtained: \$1,000,000 gift which donor now sees as fund for day school scholarships.

Planners Seminar:

AH: Need joint planning seminars during the second week of May for two to three days to continue to design the LC project together. There is also a need for a seminar with national training institutions about their resources would be helpful so the communities can use these denominational resources. It was noted that every discussion has helped clarify the basic idea of local community. The goal is "to get to one wave length."

Funding:

It was noted that there are costs involved to the local community for all of these seminars and meetings. It is the CIJE expectation that the community will fund its own participation as well as the expenses of the Educator Survey (This in response to a specific question about the costs of the survey).

AH: The Educator Survey is one of the things that Atlanta has to do.

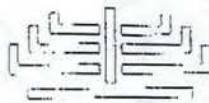
SG: There are two seminar issues that we must address:
How much time do we need together?
How much money do we need for travel?

SG: We need to develop jointly the content of the planning seminars now planned for the second week of May.

AH/SF: How do we get lay people involved?

Discussion continued on this point.

SRE
3/93



file - atl.

Atlanta Jewish Federation

1753 Peachtree Road, Northeast/Atlanta, Georgia 30309/404-873-1661/FAX 404-874-7043

ALAN HOFFMAN AND GAIL DORPH APPOINTMENTS SCHEDULE

AUGUST 31 - SEPTEMBER 1, 1993

August 31, 1993

9:30 p.m. Deborah Lipstadt and David Blumenthal, at
Wyndham Hotel, midtown Atlanta

September 1, 1993

8:00 a.m. Janice Alper, director of Jewish Educational
Services will pick you up for breakfast at hotel
and bring you to the Federation afterward

9:30 a.m. Break and time with Lauren Azoulai

10:30 a.m. Meeting with Steve Gelfand, Lauren Azoulai, and
David Sarnat

Lunch Chitterlings and biscuits with gravy and fatback
(If there is a problem with the 9:30 pm. meeting
with David and Deborah tonight, then you will
meet with David only at this time.)

Afternoon Planning time (roll up sleeves)

4:30 p.m. Gerald Cohen and Dr. William Schatten

6:00 p.m. Meeting of the Council for Jewish Continuity

LA.831.CIJE

PRESIDENT—Gerald D. Horowitz • FIRST VICE PRESIDENT—David N. Minkin
VICE PRESIDENTS—Jack N. Halpern, S. Stephen Selig III
TREASURER—Mark Lichtenstein • ASSISTANT TREASURERS—Elliott Cohen, Jody Franco
SECRETARY—Larry Joseph • ASSISTANT SECRETARIES—Candy A. Berman, Ann L. Davis
CAMPAIGN CHAIRMAN—Arnold B. Rubenstein, M.D. • EXECUTIVE DIRECTOR—David I. Sarnat

MEMO

TO: BARRY HOLTZ, GAIL DORPH, VIRGINIA LEVI, NESSA RAPPAPORT
 FROM: ALAN HOFFMANN
 RE: My trip to Atlanta: July 27, 1994

I spent today in Atlanta where I had a series of issues which I wanted to discuss with the various people with whom I met:

1. the Goals Project and Atlanta
2. the Harvard Leadership Institute
3. the JCC camp project which emanated from the goals seminar in Jerusalem
4. the development of a Senior Educator's cabinet for Atlanta
5. how to process the educator's survey
6. an orientation for Dr. Steve Chervin
7. the \$30,000 which Atlanta is requesting from C.I.J.E.

During my day in Atlanta I had 5 different meetings. I shall report briefly on each of them individually.

1. David Sarnat -

- A. I discussed with Sarnat the issue of the \$30,000 which they are requesting from the C.I.J.E. He is drafting a letter to us in which he is detailing the financial commitments which the Atlanta Federation have made over the past year with respect to Jewish Education, and particularly the new commitments which they have made by establishing two new full-time positions (one in the JCC and one in the Federation). The \$30,000 grant from the C.I.J.E. is seen as seed money for 1 year to convince the Atlanta leadership of the importance of creating these positions (VFL to follow up).
- B. Sarnat raised with me the plans for the building of a new ^{high school} community in Atlanta. He asked me to join a team of consultants which would consist of Cheryl Finkel, Steve Chervin, and someone from Emery who would work together with the lay group in developing some of the issues which need to be looked at in the process of conceptualizing this new school. The outcome of the process would be the beginning of a search, towards the end of the coming year, for a principal for the new high school.
- C. He discussed with me an idea which we have discussed over the past few months of Atlanta sponsoring a joint "peace corps" composed of teams of Israeli army graduates and Atlantan college graduates who would work in pairs in Jewish communities which need help throughout the world. I had referred him to the JDC and this project is now beginning to take shape through the JDC in New York and with Alan Gill in Jerusalem, and Atlanta is going to be the first pilot community to work on this project.
- D. I discussed with him the emerging role of Steve Chervin and shared with Sarnat the notion of developing a senior educator's "cabinet" which would consist of Chervin, Debbie Goldstein, the new principals of the Greenfield Academy (Buzzy) and the Torah

Day School and the new educational *shelicha* to the community, Cheryl Finkel, and the head of the Jewish Education Services organization (Janice Alper). Sarnat was very enthusiastic about this notion as a think tank and a strategic planning group for Atlanta which would be a kind of professional advisory committee to Steve Chervin and also would be a planning counterpart for the CIJE.

2. Lunch with Sarnat, Bill Schatten, and Steve Chervin -

A. Steve Chervin just received his doctorate from Stanford University and is now Dr. Steve Chervin.

B. I waxed expansively on the Goals Seminar and managed to get Bill Schatten quite engaged in a conversation about the comparison of Har Etz Zion and the Elul programs. They are still adamant that it would have been a bad idea to go to the Goals Seminar but I think now begin to appreciate the importance of what the Goals Seminar could do in developing vision-driven institutions. My sense is that they would like to join in the process of developing vision-driven institutions and the way we have spelled it out, maybe without having participated in a core goals seminar. This is something we are going to have to discuss between ourselves and Pekarsky and then later with Chervin. (VFL to send Sarnat, Schatten, and Chervin a complete set of Goals Seminar materials).

C. I discussed the issue of the Harvard Educational Leadership Seminar and spelled out the funding formula which Gail had given to me at 5 a.m. in the morning: \$140 from the JES, \$240 per person from the CJC, and the flight to be paid by the individual and their school. Nobody seemed to have any problems with that but it is clear that this formula had only been discussed by Bill Schatten and Gail and had not been taken any further in the community. I made it clear that this issue is not ours to deal with but theirs to deal with, and they need to proceed with it as soon as Steve Chervin begins his job on the 1st of August.

D. I discussed with them a strategy for how to take the educator's survey once it is ready and strategize its introduction into the community so that it could have maximum effect and be a lever for the maximum amount of community engagement with the issues of Jewish education - particularly with the issues of personnel. We decided to follow the model which we are now developing for Baltimore, which is: as soon as the document is ready, Gail and I, together with David Sarnat, Bill Schatten, and Steve Chervin would meet to review the document very carefully and then develop a plan for how it will be introduced into the community, taking into account all the different constituencies in the community and the funding and programmatic outcomes which we want to see achieved. This has to be borne in mind over the next couple of weeks (GZD to follow up).

3. Dr. Steve Chervin -

A. We discussed the Goals Seminar and I agreed to send him the entire set of materials and not the summarized set of materials from the Goals Seminar (VFL to follow up with one of the 30 sets).

B. I discussed with Steve Chervin the notion of the senior educator's cabinet which Dave Sarnat and I had covered earlier and he was enthusiastic, and I hope that this is actually

going to come about in the near future.

C. I emphasized the importance of making a full day of orientation for Steve Chervin to the work of the CIJE so that he has an opportunity to meet with all of our staff. We fixed the 22nd of September as that day and all of our staff (VFL excluded) should keep that day open in their calendars. He will come in the previous night to New York, and will spend the entire Thursday with us.

E. I discussed Lauren Azulai's role with Steve, and it is clear that they have not defined what her role will be. She is going to go down to 3/4 time and she is anxious, he tells me, to work only in the continuity area and not in the general planning area of the Federation, but I think that Dave Sarnat has not yet given her a final answer to this request. By the way, Lauren was out of town on vacation today, so I think that I avoided insulting her by not having let her know that I was coming to town.

4. David Sarnat -

Dave Sarnat and I had a second conversation which I think is extremely important and points at a direction for our work, and particularly for Nessa's work. As we talked about the problems of his bringing somebody's key lay leadership into the area of Jewish education he expressed to me his frustration at having approached Bernie Marcus who is probably the largest contributor, or certainly the wealthiest member of the community (700 million dollars of assets), interesting him in the Jewish Continuity agenda. According to Sarnat, when he had a private meeting with Bernie Marcus a few weeks ago with the avowed aim of interesting him in Jewish Continuity "as soon as he hear the word Jewish education, his eyes rolled to the back of his head and he lost interest!" David Sarnat believes that, contrary to his feelings of several months ago, we are going to have serious problems in engaging the key leadership in Atlanta in this issue. He now believes that Mort Mandel is *sui generis* and that we cannot extrapolate from Mort's biography for leaders of similar calibre but who have different makeup. The implications of all of this are that we are going to have to take a very serious look at this problem which resonates to my own sense that our agenda does not automatically engage the leaders whom we are particularly interested in engaging. I and Dave Sarnat are interested in taking Bernie Marcus and another couple of leaders of this calibre as a case study in order to try and work out how exactly we will be able to make them "champions" of Jewish education. I suggested to Dave Sarnat that Nessa and I spend some time with him at the quarterly of the CJF and I was most interested in Tuesday the 31st of August, although the meeting could also be on the 30th (VFL: in a week or two, could you please check with Sarnat's office and see whether you can make a time for me to meet with him at the quarterly together with his new president for an hour and a separate meeting with Dave Sarnat, and Nessa, and me for an hour and a half in order to talk about this particular issue.

5. Dr. Harry Stern and Dave Sarnat -

A. I met with Harry Stern and with Dave Sarnat and reviewed the conversations that I had had in Jerusalem with Laurie, the new *shelicha* to Atlanta whom I had selected on behalf of Atlanta and with Debbie Goldstein who is going to be the new educator in the JCC.

of Atlanta and with Debbie Goldstein who is going to be the new educator in the JCC. They are particularly interested in an orientation program for Debbie Goldstein and I had originally thought that Tzivia would be her mentor. I'm a little concerned about whether Tzivia, having burnt her bridges with the JCC in Milwaukee, is now somebody who is acceptable to the system as the mentor.

B. Harry Stern is extremely interested in joining with J. Roth in a project on "raising the Jewish temperature" of the camp in Atlanta. I reported on the meeting at the Goals Seminar which Barry and I had with ^{Barry Stern} Harry Stern and with the lay leadership of Milwaukee and Harry would very much like to see us move in that direction.

C. Harry would also be very interested in working with us on some kind of pilot project in early childhood, and in both of these areas he sees Debbie Goldstein as taking an important role.

6. Cheryl Finkel -

I had a long conversation with Cheryl Finkel from the Epstein School which was a continuation of the conversation which we had had in Jerusalem twice over the last month. Cheryl is particularly interested in the work that we are doing in helping schools to be vision-driven, and originally she had wanted me to meet during this visit to Atlanta with some members of her board to tell them about the work that we're doing. As she only returned at the beginning of this week, she found that the school had many other pressing issues and she was not ready to convene that meeting. However, they are planning a board retreat for Wednesday the 12th of October in which they want to talk about the whole issue of leadership - both lay and professional leadership - for the school, and they wondered whether we would be prepared to both participate and lead that discussion in the Epstein School. I think that this is something that we need to put into the hopper for our own discussions and into our calendar.

(dictated, and typed without A.D.H.'s editing)

12/27/24

Michael Rosenzweig, Steve Chernin
About 50 people:
- Parents of prospective
- ~~Prospective~~ Students } 35-40
- Rabbi } 5-10
- Educators } handful
- Key donors }
Sunday 9-16⁰⁰

primary goals for retreat

Two concerns about mechanics —

Size: (a) Starting point that group could not be unwieldy.
Should include many ^{constituencies} of ^{various} size.
Do very little in group of ^{various} size.
Bulk of program not include whole group.

(b) Eager to avoid amorphous open-ended discussion.
Which does not end up with a ~~product~~ product.
Need to manage the conversation.



Council for Jewish Continuity
Wednesday, January 25, 1995, 6:00 p.m.
at the Federation

William Schatten, MD, Chair

PRESENT: Peter Aranson, Steve Berman, Perry Brickman,
Gerald Cohen, Rabbi Herbert Cohen, Laura Dinerman,
Rabbi Louis Feldstein, Rabbi Arnold Goodman,
Michal Hillman, Fred Katz, Harold Kirtz, Betty Minsk,
Billy Planer, Martin Pollock, William Robinson,
Arnold Sidman, Eric Singer, Sadell Sloan,
Felicia Weber
STAFF: Lauren Azoulai, Steve Chervin

The minutes of the last meeting were approved.

Updates

Atlanta YAD: It was reported that YAD has handled over 500 intakes of single young adults. They also raised concern about the impending loss of funding from Federation's endowment fund and the loss of use of their building on Emory campus. (They will have use of another Emory building for a few years.)

Professional Development: The Pre-school Council has developed a pre-school newsletter. It is also planning speakers on early intervention and continuing to network with one another.

The Day School Council: The Day School Council is planning a professional development planning meeting with all day school Judaic Studies teachers, the first of its kind in Atlanta. Steve Chervin and Janice Alper are working with the Day School Directors as well as the Day School Presidents to identify the needs of teachers, as well as the resources available for professional development, both locally and out-of-town.

Israel Experience Proposal

Steve Berman indicated that the awards program was a new expression of commitment to Jewish Continuity. The Israel Programs Fair was a success. Over 28 providers and 300 people participated in the Fair. To date \$57,000 of the \$67,000 available for financial aid has been given away.

While the participation rate in Israel programs is getting better, the rate is at best average as compared with other Jewish communities. The following proposals were made to help increase the rate of participation:

1. Increase the amount of the incentive grants to reduce the price of programs,

2. Implement the Gift of Israel program - include incentive savings and Bar/Bat Mitzvah registry,
3. Develop a preparation course and follow-up programs for participants, and
4. Continue community service.

Steve Berman reviewed the financial proposal request of \$134,200. Some questions were raised regarding the proposal, particularly regarding the approval and funding process.

Dr. Schatten explained that the CJC needs to decide whether this is a valid request and not be concerned at this point with the Federation funding process. Peter Aranson went over the procedures for funding and pointed out that at some point the approach for funding pilot projects after the first couple of years will need to be regularized. There was concern expressed that the request is too high and will be rejected, and that perhaps it would be better to ask for money for Israel Experience at same time funding for professional development is requested.

Rabbi Goodman stated that if sending young people to study in Israel is our vision, we should ask for the funds necessary to realize this vision. Harold Kirtz was concerned that the CJC should not ask for so little funding. He explained that the expectations are building; congregations are poised to participate in the effort. Michal Hillman suggested that funding also be available for teachers to go to Israel. Gerald Cohen felt that the committee should go ahead and ask for the funding.

Lauren Azoulai clarified the issues of marketing, preparatory classes and follow-up for community service. **A motion to approve the proposal was made and seconded.** There was a suggested amendment: Submit as a full-fledged request which would be but reach in three years. Perry Brickman suggested that allocations should be sought from philanthropic funds for scholarships.

The amendment was defeated. The motion carried with four opposing votes.

Endowment Fund for High School Feasibility Study

The Chair reported that the Endowment Fund has asked the CJC to consider for validation a proposal regarding a feasibility study for a second day high school. The CJC does not recommend a specific amount to be allocated but is only asked to approve the project conceptually, according to the criteria set by the Endowment Fund.

Dr. Schatten reminded the CJC that during Jerry Horowitz' presidency, a Task Force chaired by Eliot Arnovitz was appointed to look into the feasibility of a second high school.

The study process included site visits, focus groups and key informant interviews. The Task Force concluded that it was "imperative that Atlanta offer a viable day high school education for all Jewish children within our community..." and it encouraged "those parties interested in furthering the development of alternative Jewish high school education to move forward..."

The proposal on the table asks for \$8,000, which will be requested either from the Unrestricted Endowment Fund and/or from a Restricted Fund established specifically to support a new day high school.

Several concerns were expressed by members of the Council, including: the appropriateness of "tilting the scales" in a competitive environment, the financial impact of a second high school on Yeshiva Atlanta and other schools and institutions, and about the role of the CJC in dealing with such requests.

Dr. Blumenthal pointed out that the CJC was created to develop and promote ideas to enhance continuity and education; therefore such a request is in keeping with the mission of the CJC.

A motion to validate the request was made by Felicia Weber and seconded. The motion failed, with three votes for and nine against it.

A motion was made by Felicia Weber and seconded by Peter Aranson to validate the request for \$8,000 for the high school feasibility study:

Several process suggestions were made: (1) proposals which require a vote should be given to members in advance of the meeting, (2) there is a need to clarify community process, and (3) there is a need to clarify process "rules" of the CJC.

Arnie Sidman stated that there is a need to look at the broad educational needs of the community. Jewish Educational Services would like to make a presentation to explain the needs. He was very concerned about process and why certain projects were automatically included in the work of the CJC.

Dr. Schatten reminded everyone that the CJC has no money of its own to provide funding directly to any projects. Steve Chervin explained that the original commitments to Israel Experience and professional development were part of the basic requirements of becoming a lead community. He further explained that it's been difficult to differentiate between the role of the CJC and the role of the Jewish Education/Identity Subcommittee.

There being no further business, the meeting was adjourned.



ATLANTA JEWISH FEDERATION

1753 PEACHTREE ROAD, NE/ATLANTA, GEORGIA 30309/404-873-1661/FAX 404-873-7043

FAX COVER PAGE

TO: Alan Hoffmann Barry Holt DATE: Feb. 10, 1995
 _____ FAX #: (212) 532-7646
 FROM: Steve Rosen # OF PAGES (INCLUDING COVER PAGE) 4

- Please deliver immediately.
 Please make appropriate copies and distribute.
 This document is a continuation of an interrupted transmission.
 Other comments:

Revised schedule for the day. See
 you Sunday at 7:15 A.M. Call me at home
 if you need to at (404) 551-0094.

SC

If you do not receive all the pages, please call (404) 873-1661

The Atlanta Jewish Federation is at the service of the 70,000 member Jewish community. It is the primary fund-raising, budgeting, social planning and community relations body for the Atlanta Jewish community. Supporting social and humanitarian programs, Federation enriches the quality of lives for Jews locally, in Israel, and in 36 countries throughout the world.

Steve C

HOTEL RESERVATION FORM

Daniel Pekarsky

Reservation for: *Alan Hoffman*
Barry Holtz
(Name)

() AJF Staff () Speaker () Other _____

Conference Title (if applicable): _____

Hotel Preference:
() Near Airport () Near Federation
() Need Specific Hotel: *Near Hebrew Academy*

Room Preference:
() Single () Double () King
() Smoking () Non-Smoking () No Preference

Dates/Times:
Arrival - *2/11/95* AM _____ PM
Departure - *2/12/95* AM _____ PM

Check one(s) that apply:
() Federation to pay:
 _____ Room & Tax Only
 _____ All Charges
() Guest to pay
() Guarantee for late arrival

Federation Account to be Charged: _____

(Please do not complete this portion)

HOTEL: *Doubletree @ Concourse* CONFIRMATION *404/*
1 Concourse Parkway Tel # *395-3900*
8394-D. Pekarsky Fax # _____

CONFIRMATION # *8390 - A. Hoffman* Rate \$ *75.00*

PAYMENT: () AMEX () VISA () OTHER *8390 - B. Holtz*

*Air Travel Reservation information on reverse side.

*Cancel key
6 p.m.
on day of
arrival*

*You are cordially invited to
The Epstein School's*

Siddur Presentation

*Friday, February 10, 1995
10 Adar 5755*

We are proud to acknowledge and celebrate the first grade's mastering of Hebrew reading as well as their comprehension and chanting of basic prayers. At this very special performance, first graders will receive their very own siddurim which have been individually designed by their parents.

8:15 A.M. - The Epstein School Library (Sandy Springs Campus)

We will explore with parents the background and meaning of the prayers the children have learned.

9:00 A.M. - School Auditorium

Student performance and presentation of siddurim

Please be our guest at this very special event in our first graders' lives.

COUNCIL FOR JEWISH CONTINUITY
JUNE 6, 1995

AGENDA

I Welcome and Introductions

II Reports and Updates

Debbie Goldstein, Department of Judaic Education, AJCC
Jeanine Bekerman, Educational Director, Congregation Beth
Shalom

Cheryl Finkel, Head of School, The Epstein School
Barbara Greenblatt, Preschool Director, The Epstein School
Janice Alper, Executive Director, Jewish Educational Services
(JES)

II Map of Atlanta's Jewish Educational System

Steve Chervin, Director of Jewish Continuity, AJF
Bill Robinson, Atlanta Field Researcher, CIJE

III CIJE Lead Community Process Update

Alan Hoffman, Executive Director, Council on Initiatives in
Jewish Education (CIJE)

IV Adjournment

What is your budget?

\$ 213,000

How much from Federation?

ALL

How much growth in
next year's allocation?

NONE



STATEMENT OF MISSION AND BELIEFS

The Epstein School Solomon Schechter School of Atlanta

God, Torah and Israel. We adhere to the basic principles of Conservative Judaism, which include the following:

- Every human being is created in the image of God and lives in God's presence.
- Human beings are God's partners in the work of creation.
- Observance of Mitzvot helps to renew and strengthen the partnership with God.
- Halacha details the terms of an evolving covenantal relationship between God and Israel.
- Revelation is both an historical and an ongoing process.

Jewish youth. Boys and girls are given equal experiences and access to ritual life, sports and involvement in the life of the School.

Integrated curriculum. Students gain a comprehensive understanding of themselves and an integrated world view through the interweaving of Judaic and general studies disciplines.

Dual-language curriculum. Hebrew is an essential tool to allow students to engage actively with classical and modern texts, to develop a facility with Jewish ritual life and to deepen their connection with Israel. Acquiring language skills in both Hebrew and English fosters intensive development in reading, writing and literary analysis.

Individuals. The School's REACH program uses teaching methods that embrace a variety of learning styles. This approach enables us to validate each student's abilities and personal worth and allows students to grow to their full potential. The School thereby addresses the whole child, developing the intellectual, aesthetic, physical, emotional, moral and spiritual domains.

Nurturing, respectful environment. The School fosters a community of

learners among our students, with teachers and parents modeling and supporting the attitudes and behaviors we value. Jewish sources and the practice of Mitzvot guide all interpersonal relationships.

MISSION

For generations the Jewish people have taught their children to cherish the wisdom and faith of their unique heritage and to live in accordance with Jewish values founded on love of God, Torah and Israel. The Epstein School, the Solomon Schechter School of Atlanta, prepares today's Jewish youth to take their place in this proud tradition.

We provide the highest quality Judaic and general education to Jewish children from preschool through the eighth grade. Our integrated dual-language curriculum combines the best of innovative and traditional teaching methods to create challenging learning experiences. Our staff provides a nurturing, respectful and stimulating environment. Our teachers actively engage each individual student, fostering a love of learning and discovery, equipping students with the tools of critical inquiry and inspiring them to live their daily lives with courage, compassion and joy.

Building the foundation for our students to meet the challenges of a new millenium, the School reaches out in partnership to the family and the community. Together we will prepare the vigorous leaders of a new generation: knowledgeable, committed Jews and responsible citizens.

Teachers. Students are inspired by teachers who value learning themselves and who pursue their own intellectual, professional and religious development as a lifelong passion. The School expects each teacher to have excellent professional skills and strong values. Each teacher must understand and embrace the School mission, supporting a deep commitment to the spirit and practice of Judaism. To these ends, the School environment should facilitate teacher growth, professional development and teacher appreciation.

Innovative and traditional teaching methods. Teachers and students are collaborators in the learning process. Our environment emphasizes risk-taking and creativity, critical inquiry, discovery, reflection and the satisfaction of meeting challenges. Through a child-centered approach that allows for individual differences, the School develops the attitudes, skills and work habits of successful learners.

Love of learning. The student's active engagement in learning stimulates and satisfies curiosity to meet the challenges and enjoy the pleasures of intellectual pursuit.

Courage, compassion and joy. Among the values to be fostered by a Jewish education are love and worship of God (Avodah, עבודה), the study of Torah (Talmud Torah, תורה), a loving concern for others (Ahavat Habriyot, אהבת הבריות), the repairing of the world (Tikkun Olam, תיקון עולם), a sense of identity with and participation in the Jewish people (Clal Yisrael, ישראל) and a commitment to Israel's central role for Jews (Ahavat Yisrael, אהבת ישראל). Conservative Judaism teaches us to imbue our children with these traditional values and also with those of modernity – individual conscience, human rights, active participation as democratic citizens and intellectual honesty.

New millenium. We welcome the 21st century, providing our students with the emerging technological tools to succeed in an ever-changing world.

Family. A partnership with parents is essential to educating children; we therefore offer open and meaningful communication and varied opportunities for parent involvement and continued learning. Parents are seen as necessary partners in achieving the School's goal of educating its students in Jewish knowledge, ritual observance, ethics and spirituality. The School encourages families to pursue their own Jewish development and assists them in these efforts.

Community. The School is a positive force in Atlanta, involving itself in cooperative relationships with other Jewish institutions and with the larger community. We actively educate our students and their families to undertake the responsibilities of leadership and service to others.

At CTC meeting, we will have 3
major foci:

- (1) Updates ~~from Jeanne De on:~~
- (a) Harvard Principals Center participants
 - (b) Preschool
 - (c) Day School
 - (d) Supplementaries
- } Professional Development
updates
- (e) JES
 - (f) ACC - Debbie Goldstein

(2) Map of current educational resources,
educational providers, & educational
consumers in Atlanta Jewish community
(Steve Kerner).

Your part
→ (3) The national agenda & CISE lead
Community ~~project~~ initiatives being planned &
anticipated. (Alan Hoffmann)
e.g. Virtual College, Harvard Principals Center
Emines, Goals Project (Pekarsky), etc.

File for ATL.
Alex Hoffmann in Atlanta ^{trip}

Tues. June 6, 1995

11:30 AM arrive Hartsfield Airport,
take cab to Federation

12:30 lunch with David Samuel,
David Henkin, Steve Cherwin,
Steve Berman (new chair of CTC),
Billy Schallen

~~Afternoon~~
2:00 ^{ish} Interview with David Holzel of
the Atlanta Jewish Times

3:15 ^{ish} Meet with Michael Rosenzweig,
Steve Berman, Steve Cherwin re high school

6:00 PM CTC Meeting (over)

Steve Cherwin



THE EPSTEIN SCHOOL
Solomon Schechter School of Atlanta

THE EPSTEIN SCHOOL
STAKEHOLDER OPINIONNAIRE

Please complete this opinionnaire by responding to each of the following items:

1. Indicate which of the following groups most appropriately describes you:

_____ Parent of a child in this school
_____ Board member with child in this school

_____ Board member with no child in this school
_____ Member of the school staff

2. Respond to each of the outcomes below using these scales:

Degree of Acceptance
3 -- Fully Accept
2 -- Generally Accept
1 -- Do Not Accept
0 -- No Opinion

Degree of Achievement
3 -- Fully Achieved
2 -- Generally Achieved
1 -- Not Achieved
0 -- No Opinion

<u>Desired Learner Outcome</u>	<u>Acceptance</u>	<u>Achievement</u>
1. The student will develop an understanding and appreciation for the significance and values of our Jewish heritage and learning.	3 2 1 0	3 2 1 0
2. The student will develop an appreciation of the interrelationships among diverse areas of knowledge, bridging general studies, Judaic studies, and fine arts.	3 2 1 0	3 2 1 0
3. Students will be able to express themselves clearly, logically, and creatively in oral, written, and aesthetic forms.	3 2 1 0	3 2 1 0
4. The student will demonstrate a commitment in practice to Jewish values, mitzvot, and observance.	3 2 1 0	3 2 1 0
5. The student will demonstrate the ability to make competent decisions, using higher order thinking strategies. He/she will display personal responsibility, self-discipline, and problem-solving skills grounded in Jewish values and ethics.	3 2 1 0	3 2 1 0
6. The student will have the organizational, research, analytical skills, and motivation to learn independently as well as in cooperation with others.	3 2 1 0	3 2 1 0
7. The student will appreciate his/her own uniqueness, respect and understand cultural differences, and show a commitment to the betterment of our community and world.	3 2 1 0	3 2 1 0