

# MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008. Series C: Council for Initiatives in Jewish Education (CIJE). 1988–2003. Subseries 3: Lead Communities, 1988–1997.

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Folder 15

Baltimore, Md. Meeting correspondence and notes, 1993-1995.

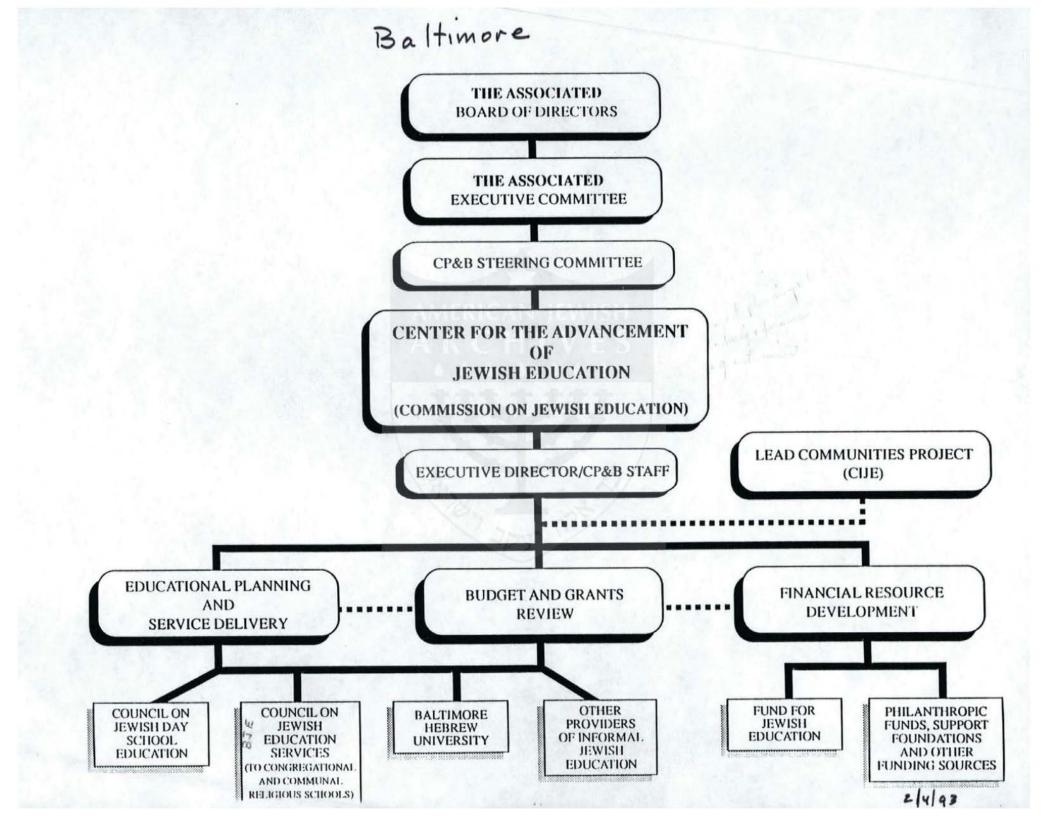
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DanelFriedman, marshall Levin, Nenry Cutles fil Balt. 2/4 - Witz in Baltimore #12 role - unning the brand - handling hudget Baltimore -Daviell- concerns, mixed messages - lash of infractructure - Were already moving ahead. Wented in because felt Balt. could make a contribution. Interested is topping into human resource. Decus Secure 1. Jack of accountability - Who's in charge ? 2. Consider selves partness - heren't already felt like partness 3. Interested in putting planning provers in place 4. Not comfortable of CRB coming on broad mity in Balt. Meanwhile, are moving ahead of Commission. Vumery goal of process = community building Re: J. ed. - 3 priorities -> establish new structure for Oassessment of much Oditerming what's now being come O establishing resonances for community unde system for good. Haven't yet convened the LC committee. Ready to go when they have a les agenda. SHH - Have put creative structure in place. We can provide some substance behind the structure. Program for si educators fits directly wour agenda. > Has Balt done a moster ennicy of personnel? For strategic analysis It We can help think three + evaluate - " | eppert consultant. Bult - Who takes the initiature ? How does this happen ?

Att Balt is for ahead in thinking / planning re g. ed. What are the question challenges Balt eves for g.ed. chain \_ @ Personnel - recunitment, in semine training, retention @ -renhanced curric. dev. teachingto -> quality of ed. in cong. schools - family education / Wendedfinihis - intermening 3 collegiage needs @ Jemich higher ed. (BHU) - Nudo planning AH - Summary of LC approach We need to balance our sense of the LCs as a single unit vs. as 3 separate entities at dig places. Re \$40,000 - It doesn't currently exist. We're prepared to Marshall - Credibility is one. Want to supplement steffing of printing Want help to begin implementing planning piece. Esp. yearl. Credibility of the process is at risk . \$\$ 30,000 promides merend staffing cappity. Att - We do believe that ea. LC she provide some deducted staff to this proj. we son

aloking about a specific timetable Planning mtg. - March 3-4? By then - 3 dominants Balt.asks - What's the agenda? I. Concept of LCs BP Palstpry. 2. Come out of first pilot piej . - something connecte to get going AH- We shd be able to have a proj. redy by 3/3. OR - Proposes mity in PM of 2/23 in Balt. only Marshell - Need 2 thing to happen O Understanding of LC proj. - Formet - Such specifically at conceptualatiff (Satellite) D Work serions - May be letter to work of ea. com seperately. Balt. - 2/23 - ment (pilet proj. 4 other iseries) winter (5) April 25-27 at 6+ Quarterly - spend some time of by people / + planners. AH - We think we need dialogue & develop responses. Hard It imagine proj. wherence about face to face meeting. 3/3 - 10 - 1:00 Z chim - i weds satellite 3/4 - 11 - 2:30 Z OK



#### Fax Memorandum

TO: Annette Hochstein and Seymour Fox Barry Holtz FYI: Ginny Levi Steve Hoffman FROM: Shulamith Elster RE: Baltimore: February 23, 1993 DATE: February 18, 1998

1. I spoke with Marshall this morning to confirm our meeting at the Associated on February 23rd from 1-4. They have invited us to begin our meeting with lunch.

2. For your information:

Last Friday the Board of the Associated passed the new reorganization plan for Jewish education. I am attaching to this memorandum a copy of the organizational chart which was given to us at the meeting Steve, Annette, Ginny and I had in Baltimore earlier this month.

It reflects how educational planning, budgeting and resource development will be handled with the new configuration. Chaim Botwinick's role will be even more significant than at present. Bill Bernstein and Darrell Friedman will be active as Jewish education moves to the top of the local priorities. Marshall has indicated that a major story about this development is scheduled for the Baltimore Jewish Times tomorrow. I will send along the article as soon as I can get it.

3. I reviewed our agenda for 2/23: CIJE will focus attention on the role of Pilot Projects in the launch of the Lead Communities Project in Baltimore. The Best Practices work done by Barry in the area of supplementary schools will be the basis for our conversation and planning together during the afternoon.

This will be very much "in synch" with what is happening in Baltimore at the present time. When asked about their greatest challenges (opportunities), the response was in the areas of inservice training, personnel, curriculum development and the quality of congregational schools.

4. This morning Marshall outlined a major new local initiative in supplementary school education with the plans for a major restructuring of one of the largest (@ 900 students) congregational schools- Beth El (Conservative).

Mark Loeb, Beth El's senior rabbi, is now very enthusiastic about the potential for a federation-synagogue partnership in Jewish education after years of being "somewhat disillusioned" about the

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probable chances for successful collaboration. "All talk: nothing happening!"

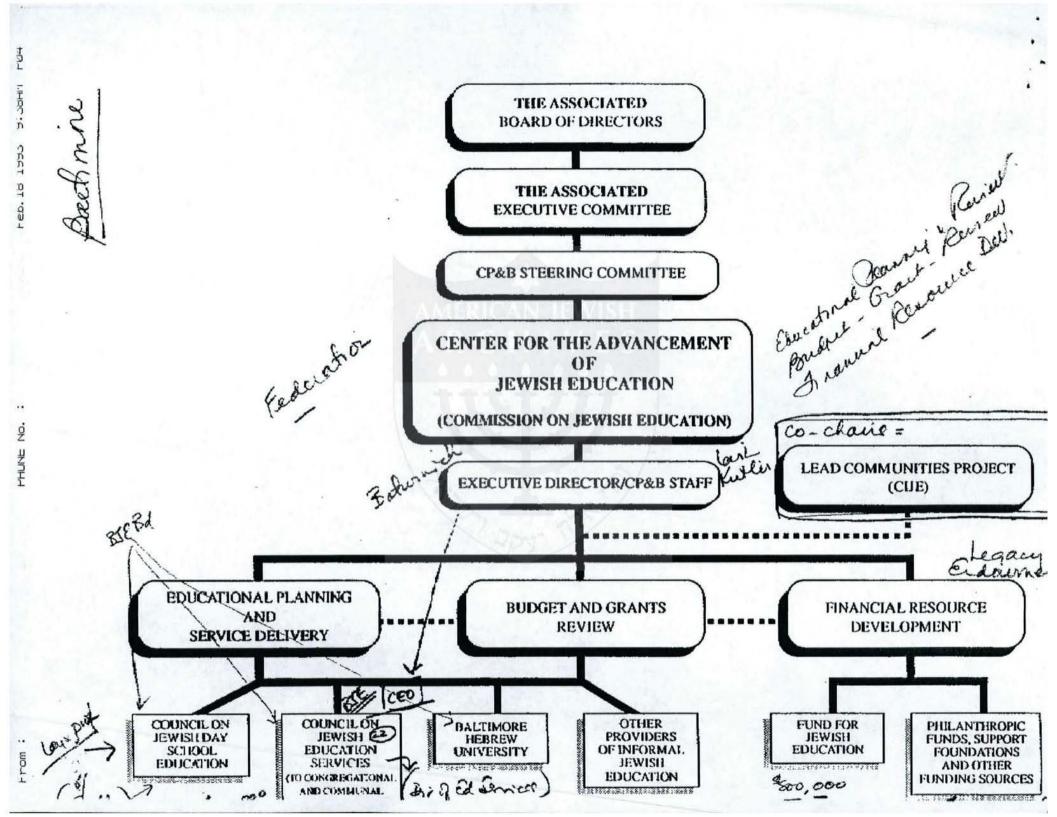
#### page 2

By the Fall of 1994 Beth El would like to have its supplementary school program restructured to provide "more significant" educational programming, family components, parent education programs etc. The term "redeployment" has been used to describe the reallocation of personnel and other resources. It appears as though there are many areas of collaboration with the community here- work with the Pearlstone Institute on family education, joint efforts with other synagogues in the development of a consortium for grant seeking, - and with the Lead Community Project... Beth El as a model of how to "change", the critical role of the rabbi and the educational director (Eyal Bor), use of Best Practice, use of CIJE consultants etc.

- 5. Tentative Agenda for 2/23: For comment
  - A.Introduction (Annette and Marshall) What we hope to achieve Update on Baltimore
  - B.Best Practice Project (Barry) Supplementary School materials Introducing Best Practices into a Community
  - C.Pilot Projects (Seymour) Significance of pilots
  - D.Joint Planning for Baltimore Program elements Suggestions/approaches Timeline Joint workplan

I await your comments so that I can confirm the specific agenda with Marshall.

s.





איחוד ליהדות מתקרמת באמריקה

Union of American Hebrew Congregations

SERVING REFORM JUDAISM IN NORTH AMERICA PATRON OF HEBREW UNION COLLEGE-JEWISH INSTITUTE OF FIELIGION 2027 MASACHUSETTS AVENUE N.W., WASHINGTON, D.C. 20036-1029 Tel: (202) 232-4242 Fax: (202) 483-650

> MID-ATLANTIC COUNCIL Rabbi Julie R. Spitter Director

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M\*E\*M\*O

APR 1 9 1993

To: Baltimore Reform rabbis, educators, and Temple presidents

From: Rabbi Julie R. Spitzer

Re: CIJE Lead Communities Project Strategy Meeting

Date: March 1, 1993

As many of you already know, Baltimore has been designated a lead community in an important pilot project being conducted by the Council for Initiatives in Jewish Education. Several weeks ago, a meeting was held in New York that brought together top level leadership from the UAHC, the Hebrew Union College, and the Central Conference of American Rabbis. Those involved spoke of the critical importance of a strong Reform voice in the local lead communities projects. Not only are the financial stakes very high; so too, is the future of Jewish education in those communities, and we can not afford to miss this significant opportunity to get involved from the ground level.

In each of the three lead communities, meetings of local Temple leadership and movement leadership are being convened. Sara Lee, representing the Hebrew Union College, is coming all the way from Los Angeles just to meet with us. Joining her will be Jane West Walsh representing NATE, and yours truly, representing the UAHC. It is most imperative that you plan to join us on Thursday evening, March 25, 1993. We will meet at Baltimore Hebrew Congregation in the Conference Room at 7:30 pm. If you are unable to join us, please designate an alternate who can represent you.

I look forward to seeing each of you on March 25. If for some reason you cannot attend, nor find someone to represent you at the meeting, please leave a message with Jan Bergman at the UAHC Mid-Atlantic Council office, (202) 232-4242.

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	ouncil for Initiatives in Jewish Education
То:	lugnis Levi
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Phone Numbe	
Fax Number:	216-361-9962
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Examples of three local Initiatives (Chaim Botwinick):

- 1. BJE Community
  Israel Program role of scholarships is key.
  Over two years = \$300,000
   - \$75,000 Administrative Staff
   - first year promotion
   - \$75,000 Scholarship
   Year #1 (150)
   Year #2 (75)
   Year #3 (75)
- <u>Teacher Leadership Specialist Proposal</u> Middle School teachers in day and supplementary schools within the three denominations.
- Supplemental School Restructing Rabbi Mark Loeb and Ayal Bor (UJ) interested in rethinking congregational education.
- 4. Melton Bible In the Arts/Covenant Proposal
- III. Lead Community Project Annette Hochstein
  - How do these initiatives fit into the total picture of Jewish education in Baltimore?
  - How can we get to the "game plan" for the LC project? Great deal of congruence between Baltimore's local agenda and the CIJE.
- IV. Discussing of relationship between local initiatives and CIJE agenda - Seymour Fox?
  - A. What can a supplementary school become?
  - B. How can we reconceptualize the supplementary school?
  - C. Several pilot projects for which there is <u>"no game</u> plan."
  - D. <u>A.H.</u> Lead Communities is an <u>idea</u> until we design it
     stressed need for a seminar to discuss and plan evaluation before implementation of the theory.
  - E. What does partnership-Baltimore-CIJE mean?
  - F. Two seminars needed:
    - 1. Ongoing seminar with three communities
      - 2. Baltimore projects programs
        - a. Resources of the three denominations can be brought into work in the communities and those of the Hebrew University.
        - b. SF has had recent conversations with JTSA, YU and HUC.
  - G. Principles Annette Hochstein
    - 1. CIJE planning should not hold community back.
      - Potential for 'pilot projects.' Discussion of next steps.
      - Major interest of CIJE is to develop "macro"story of the LC.

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- 4. Encourage steps to address <u>personnel</u> issuese.g., Senior Educator Program and Jerusalem Fellows. Preference can be given to people from Baltimore for the Fellows Programor 1-3 senior educators could be trained for the community with the creation of new positions.
- H. How do we get 'on track' for the LC project?
- I. Reference to Planning Guide
  - Pilot Projects Best Practice Project!

### V. <u>Personnel Assistance</u>

- A. Senior Educator Program at Hebrew University several forms of training assistance (funding may be at 75%)
- B. Tailorcd (short-term) seminars at Melton Seminar for projects staff at Hebrew University (funding uncertain at this time).
- VI. Supplementary School Project (by March 14th)

First thoughts on consultation available through CIJE and Conservative movement.

VII. Teacher Specialist Project

Development of this project by Barry.

VIII. Israel Experience Project

Annette is the world expert on Israel projects. She encouraged the community to develop a much more ambitious program.

- IX. Melton (Israel) Seminar Summer 1993
  - Day School principals to Israel for a seminar for including Israel in schools (1993) and perhaps the following summer (1994) to include educators from these schools. Examples of schools now involved are - Ramaz (New York), Heschel (New York) and Agnon (Cleveland).
- X.\* Issue: Educating the Community for the Lead Community Project (Annette Hochstein)
- XI. Baltimore Agenda now until end of year!

Agenda for Commission on Jewish Education is full at this time with strategic planning issue and issues related to the (lay) staffing of commissions and committees. It is expected that this will take until July 1st. LC Agenda is a very concrete agenda. Baltimorc will not be ready until the Fall?

\*Selection of date to launch - carly Fall with selection of Board of new commission.

XII. Barry Holtz

From :

Best Practices Project - lay leadership sominars as a suggestion for a pilot project for lay committees and foundation lay leaderships.

#### XIII. Next steps -

A. <u>SF</u>: Lead community idea has not been properly communicated to anyone - staff of Associated <u>and</u> others. Powerful argument for waiting. SF there are

two requirements -

-time line for launch from now (2/93) to Fall

-interpretation of what is taking place

- B. Marshall noted that the meeting was satisfactory and moved things along.
  - AH: If we work together things will not be "business as
    - The Educated Jew Project
    - Best Practice

n an lifting - Las grouped approvales

- 1. Baltimore As Baltimore
- 2. Baltimore the Lead Community Project
- XIV. Shulamith will return to Baltimore on March 8th to continue discussion on the launch of the Lead Communities Project in Baltimore.

SRE 3/1/93 Memorandum

TO: Annette Hochstein Steve Hoffman Barry Holtz Ellen Goldring Virginia Levi Shmuel Wygoda FROM: Shulamith Elstor Baltimore: March 8, 1993 RE: DATE: March 10, 1993 The meeting at the Associated in Baltimore included Marshall Levin, Nancy Kutler, Chaim Botwinick and Julie Tammivaara. These notes are for our information as we plan next steps in Baltimore.

I. The CIJE agenda for the meeting included the following:

Activities during the next three months to introduce the Load Community concept to senior educators, rabbis and lay leaders who are unfamiliar with it

(Barry was unable to attend this meeting and so the Pilot Projects were noted as a significant resource here but not fully discussed.)

A discussion of Baltimore's proposed initiatives- the Israel experience, teacher specialist program and the restructuring of congregational schools

(What are the CIJE resources available to work within this program?)

The Educators Survey

(Expectations and role of field researcher for qualitative segment)

Lead Community Planning seminar in May/Cleveland

#### II. "Launch Activities"

Marshall noted that Roy Hoffberger, the Commission chair, had expressed great excitement about the Lead Community concept. By the end of May the Commission would be receiving the Strategic Plan for Jewish Education and this would be presented to the Board of the Associated in July. He indicated that the Lead Community Project was built into the CAJE scheme. The Annual Meeting of the Associated takes places in mid-June and Alfred Coplan wants to include Lead Community selection and the status of Lead Community activities among his administration's accomplishments on behalf of Jewish continuity and Jewish Education.

Community mobilization has not yet taken place and so the

From :

discussion turned to approaches to informing the key people about the CIJE so that work can begin. We discussed a series of events for educators and rabbis and key lay leaders at which Darry, Ellen and Julie could present the project. We looked at a Friday date in late April/May when there would be a series of presentations:

Breakfast meeting with rabbis

(preferably on a date the Baltimore Board of Rabbis is scheduled to most already so that date would be clear) Late morning meeting with school principals (day and supplementary, pro-schools(?) ) Luncheon meeting with key lay leaders

A meeting has been scheduled on April 2nd to "flesh out" plans for this meeting. As it turns out, Barry is unavailable to come to Baltimore for this meeting and will participate via telecon. NOTE: I want to keep the momentum going on mobilization activities and scheduling meetings pre-Pesach is not simple. I think this will work with proper prior planning between Barry and myself.

Calendar: May 14 is a possible date for this. There is a major Educator Awards evening scheduled for April 28th so it appears as though a major thrust with the educators may have to wait until after Pesach and the April event. May 21st has already been set as a date for a major Steering Committee meeting with the annual meeting (largely ceremonial) scheduled for June as noted above.

#### III. Baltimore's Three Initiatives: A Status Report

Regarding the congregational school initiative, CIJE should note that the idea originated with Rabbi Mark Loeb and Eyal Bor (UJ trained educational director of Beth El) who prepared the proposal for the restructuring and asked the Associated if it would fit into the Associated and BJE programs. Apparently they had planned to proceed independently if it did not fit into the community agenda.

As a follow-up to the last meeting in Baltimore, Marshall noted that the CIJE could be helpful in assisting Baltimore to bring together professional resources for the initiatives especially those who may reside outside Baltimore and including those in the non-Jewish sector, especially for the project involving the restructuring of schools since that it a major initiative.

Regarding the Israel program, it was noted that Baltimore has been working with its Israel program for between 13-17 years and Chaim announced that a part-time evaluator would be hired next week to work with the program.

Regarding the Teacher Specialist Program, Marshall noted that the BNU has top down professional and lay support for change and, for example, could play a role in the shaping of the teacher specialist and other training programs.

The CIJE national and international resources for working on these three initiatives were offered along with the staff expertise- particularly Annette and Barry in Israel programs and supplementary schools, in particular.

It was noted that in the absence of the Lead Community program and CIJE, Baltimore's initiatives would still go forward.

Other initiatives being developed include: a family education program that would involve the Jewish Family Service, and Conservative congregation Beth Israel, Reform congregation Har Sinai and the BJE. I think this was "inspired" by the community's involvement with the Whizin Institute program/Pearlstone program. This would involve the development of a collaborative model for family education.

IV. Educator Survey

From : .

The importance of coordinating the timing of the two pieces was noted by Marshall. There was great interest in joint work on the development of the instrument for the survey utilizing the expertise of those who have organized similar efforts in other communities.

There is a sense of urgency about the findings of the survey and Chaim wants it completed by the end of the current school year ( as do we) so that the results can be used in planning for next steps. There is a "good fit" here between Baltimore and the CIJE.

V. Monitoring, Evaluation and Feedback

Julie is very welcome in the community and the issue of access that we faced (and probably still do) in Atlanta is clearly not an issue here.

VI. CIJE Materials

We have not developed a plan for feedback on the Best Practices materials and I think that this is something that we should consider in light of manner in which some of our pilot projects will focus on these findings. I will have this conversation with Barry on Thursday.

VII. Next Steps in Baltimore for SRE

A. Information to Baltimore on availability of immediate training through the training institutions/Melton-Israel/Jerusalem Fellows B. Continuing discussions on Educator Survey following telecon with Annette and Ellen

C. Planning: closely coordinated for the May events

D. Identification of personnel and other resources that can continue-to-inform their planning of initiatives and their work towards implementation

## VIII. Funding

A. The issue of the cost of attending the May seminar and additional costs involved in the Lead Communities Project was raised. Will they get some assistance?

B. Work with Baltimore on the role of the CIJE as "broker" with foundations/and how can we help with local resource development as well.

- Balt file - I copy for Balt. may

Date: 16 Dec 93 17:38:22 EST

From: Gail Dorph To: alanisrael Subject: baltimore.january dates

hiya. just talked to tzippi schorr. we're on for orthodox day school principals council meeting in baltimore on january 5 at 5:00 pm. if this is not going to work for you, please let me know. this is the one meeting I wanted you to be at for sure. I'll set up agenda with her once I get your OK. see ya! gail Date: 27 Dec 93 16:02:05 EST

From: Gail Dorph To: alanisrael Subject: baltimore

We're on for a breakfast meeting with Ilene and hopefully Genine and Chaim at the Park Heights Campus. I'm thinking we should stay at this other place that Lee suggested since both our meetings with Chaim and the meeting at Beth T'filoh are closer to it.

You may recall that I said that he wanted to move best practices into pilot project status and that one way I was experiencing that was as a "no show." Today, I had a very good conversation with him about what it would mean to move "best practices" along in Baltimore. It feels like it is very real, would involve educators, central agency people, rabbis, lay leaders. It's the first time actually that in talking about something, he said, "I will...." It was after this that he actually got on the phone to Ilene and Genine and set up the breakfast meeting. Until then, it was not scheduled.

Maybe we just inched minutely ahead.

DEBRA FOR BALTIMORE FILE ------ Forwarded Message ------

From: Gail Dorph, 73321,1217 TO: Alan, 73321,1220 DATE: 11/20/95 11:13 PM

### RE: barbara neufeld

she usually gets paid for prep time as well -- she thinks that adds a day to her time; includes meeting with chaim, meeting with adabeth for planning and whatever other planning she does. clearly it's fair. I just didn't know how exactly to respond given that the \$700 is higher to begin with and that I quoted chaim \$700 and that's without adabeth. TELL HAIM ITS TOO BAD. MAYBE HE SHOULD FIND SOMEONE ELSE.

should they be given such a free ride. NO shouldn't they understand what it actually costs to implement such a program? YES

meantime, I told her that we wanted her to be fairly paid and that I would get back to her.

gail

dsp:

download and file in Baltimore file.

а

----- Forwarded Message ------

From: INTERNET:neufelba@HUGSE1.HARVARD.EDU, INTERNET:neufelba@HUGSE1.HARVARD.EDU TO: Gail Dorph, 73321,1217 CC: Alan, 73321,1220 DATE: 11/30/95 12:53 AM

RE: Re: meeting with david hirshhorn in BAltimore

Sender: neufelba@hugse1.harvard.edu Received: from hugse1.harvard.edu by arl-img-3.compuserve.com (8.6.10/5.950515) id RAA21288: Wed. 29 Nov 1995 17:51:50 -0500 Received: from HUGSE1.HARVARD.EDU by HUGSE1.HARVARD.EDU (PMDF V5.0-5 #4716) id <01HY82VQY9PI000ZAG@HUGSE1.HARVARD.EDU>; Wed, 29 Nov 1995 17:50:03 -0500 (EST) Date: Wed, 29 Nov 1995 17:50:03 -0500 (EST) From: neufelba@HUGSE1.HARVARD.EDU Subject: Re: meeting with david hirshhorn in BAltimore In-reply-to: <951129204525 73321.1217 FHM51-1@CompuServe.COM> To: Gail Dorph <73321.1217@compuserve.com> Cc: Alan <73321.1220@compuserve.com> Message-id: <Pine.PMDF.3.91.951129174401.45736B-100000@HUGSE1.HARVARD.EDU> MIME-version: 1.0 Content-type: TEXT/PLAIN; charset=US-ASCII Content-transfer-encoding: 7BIT

Hi Gail,

I am writing to you from very sunny and warm San Diego. Before we decide about dates, I would like to know two things. First, what is the purpose of the meeting in Baltimore? Is it to decide whether I am an appropriate person to do the workshop? To discuss the form of it or the content? Second, What is Alan's or whoever's response about the time you all are willing to compensate me for this work. Obviously, the time commitment is growing, and I want to be clear about this matter. Thanks for helping with this. For your calendar information, I cannot make 1/11/96 -- we have a training session to run for a grant of ours. I could make 12/14, but not the 19th. That's it for now.

## Barbara

On Wed, 29 Nov 1995, Gail Dorph wrote:

> hi barbara,

>

> chaim would llike to schedule a date to meet with david hirschhorn in baltimore.

> he suggested december 14 or 19 at 2:00 pm. I can't make either of those -- I

> didn't know if you could or not.

> I suggested january 11 in afternoon or 18. are either of those good for you?

> alternatively, what dates in january are good for you?

> I would actually like to be there, but let's see what we can work out.

>

> gail

> >

(h) 2224496 call anytime next RCCCUMMINGS. MENCS. ORG 411-455 on Namis in Israel as of 22nd