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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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"Document #6: CIJE Support/Technical Assistance Structure",
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LEAD COMMUNITIES

A Project of the
Council on Initiatives in Jewish Education

DOCUMENT #6: CIJE SUPPORT/TECHNICAL ASSISTANCE STRUCTURE

Overview

CIJE will initiate and coordinate a continuum of supports of increasing intensity as lead community proposals proceed toward implementation. CIJE expectations of lead communities and its responsibilities to them at each stage of the process following the release of the Guidelines include:

Preliminary Proposals

Guidelines release, Preliminary proposal preparation

- Mail Guidelines packets to target communities, and to anyone who makes an inquiry.
- Respond to questions about Guidelines (policy questions, process requirements). Provide assistance via telephone in response to requests on ad hoc basis.
- Plan, make arrangements and run bidders conference (using CJF satellite hook-up).

Use
from
with
plans
L.C. Files

Preliminary proposal applications

- Review proposals against checklist for missing pieces.
- Coordinate preliminary proposal review process: compile reviewer comments, serve as intermediary between reviewers and bidders if clarification is necessary, coordinates decision meeting(s), notify finalists and other bidders of disposition of their proposals.
- Provide each finalist with a list of issues/gaps identified by reviewers.

Final Proposals

Final Proposal preparation

- Provide clarification and technical assistance, upon request by a finalist, by telephone (or mail). CIJE's objective is to be as helpful as possible on matters such as: fund-raising linkages, planning suggestions, models to consider.
- Provide on-site technical assistance on an ad hoc basis.

Final proposal review

- Organize site visit teams (comprised of senior policy advisors, insiders - known to the bidder community - and outsiders) to evaluate finalist community.

- Teams to include:
 - ✓ Team leader
 - ✓ Multi-dimensional experts in diverse areas of planning, formal and informal education, subject areas, lay leader, etc.
- Teams to evaluate:
 - ✓ Education programs at different levels
 - ✓ Community involvement and financial support
 - ✓ Planning capability
- Compile site visit evaluations and other pertinent information; coordinate final decision process. Announce decisions.



Implementation

Implementation, Phase 1: Planning (6 - 12 months)

- Organize seminar, to which all finalists are invited, to lay out CIJE's expectations in areas such as:
 - ✓ quality and standards
 - ✓ planning
 - ✓ best practices
 - ✓ monitoring and evaluation
 - ✓ resource commitments
- Draft LC/CIJE agreements with each community, as result of seminar.
- Prepare/provide planning guidelines for lead communities to follow in undertaking planning during next 6 - 12 months.
- Coordinate on-going communication network; link resources to needs.
- Convene external teams to assist and react to community planning process.
- Link lead communities to best practices project.

Implementation, Phase 2: Action Plan (2nd - 3rd years)

- All of the above, plus...
- Coordinates technical assistance "support bank". The support bank, linked to the CIJE database of experts in diverse areas of Jewish education, provides a line of credit to each lead community by which it can obtain expert assistance. The currency is hours of service. CIJE staff function as loan officers: they watch each account, approve major requests for services, and may recommend that a lead community avail itself of a particular expert. CIJE must work out:
 - ✓ Bank account/credit for each lead community for use of national experts
 - ✓ Areas of expertise within which to identify/contract with experts
 - ✓ LC access procedures, and limits on use of support bank
 - ✓ Nature of agreement between CIJE and support bank experts
- Monitoring, Evaluation and Feedback to lead communities. CIJE will develop a bi-partite system for monitoring and evaluating lead community progress, with CIJE and each lead community responsible for carrying out a component of the plan. CIJE will:
 - ✓ Define monitoring, data collection and analysis plans to be carried out by each lead community. These plans will address baseline management data needs, reviews of progress on lead community defined objectives, and periodic reporting requirements.

- ✓ Develop an independent research and evaluation program to be carried out by CIJE staff and consultants.
- Broker between communities and funders. CIJE will:
 - ✓ Contact, cultivate, and maintain an inventory of funders interested in or potentially interested in Jewish education. (Inventory will include information such as: areas of interest/priority, grant size range, contact persons, application procedures).
 - ✓ Maintain an active listing of lead community's priorities, needs and strengths.
 - ✓ Facilitate contacts between lead communities and funders; alert CIJE board members, senior advisors, and/or others in the CIJE network to intervene with a funder on behalf of a lead community.
 - ✓ Provide technical assistance to a lead community to address a concern of a funder.
- Link continental resource agencies to lead communities. CIJE will maintain close contact with continental resource agencies (e.g., JESNA, JCCA, universities and other national training institutions, denominational movements) to:
 - ✓ Define one or more specific projects through which each agency will work to support a lead community or several communities.
 - ✓ Develop a resource inventory for use by lead communities in solving specific problems.

- ✓ Facilitate connections between lead communities and agencies on issues of mutual interest.
- Provide leadership recruitment assistance.
- Organize periodic plenary activities that convene lead communities around common concerns.



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