

## 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 1

General correspondence and notes, 1992-1995, undated.

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# COUNCIL FOR INITIATIVES

JK.

LEAD COMMUNITIES PROJECT · C/O Ukeles Associates Inc · 611 Broadway · New York, NY 10012 tel: (212) 260-8758 · fax: (212) 260-8760

## MEMORANDUM

To: Arthur Rotman

of aldels Jack Ukele

Date: August 10, 1992

From:

re:

First thoughts on Post-selection Next Steps

I have not had a great deal of time to flesh this out, as yet. I have not positioned the "Planning Seminar" as I can see a number of different possibilities along the way.

#### Transition (September)

Notify selected communities and other communities (personal call); coordinate press releases; send draft letter agreement for discussion and signature. Each Community finalizes committee structure and composition and staffing. Notify evaluators and set up initial contact; set up initial contact; set up initial contact among CIJE educational & planning staff and key staff in each Lead Community to plan start-up process (including schedule for initial lay engagement).

Start-up Planning Process (October)

Prepare and Distribute Planning Guidelines Orient Lead Communities to:

- Best Practices
- Talent Bank
- Monitoring, Evaluation and Feedback
- Financial Resource "brokering" process

Lead Communities exchange existing planning documents (e.g. relevant Commission Reports)

Develop Profile of Current Educational Delivery System (November)

( Develop Vision Statement (December)

Develop five year Sketch Plan (January)

Develop Program Priorities (February)

Develop one year and five year Plan (March)

Identify Opportunities for Pilot or Test Programs (April)

Develop Resource Commitments, Recruit Staff and fine-tune plans (May through August)

Start Action Program (September)

COUNCIL FOR INITIATIVES IN JEWISH EDUCATIONMailing address:163 Third Avenue #128Phone:(212) 532-1961FAX:(212) 213-4078

## MEMORANDUM

TO: Annette Hochstein Seymour Fox DATE:

November 17, 1992

FROM: Art Rotman

SUBJECT: CIJE and AH's Role in the Lead Communities

At the staff meetings on Thursday I plan to announce that you will be taking a "leading role" in our work in the Lead Communities. In fact, this means that you will provide guidance to all of us in both the design of the work we do and in how the work is to be carried out in the Lead Communities.

I, as Executive Director, will continue to be in charge, but basically you will be the engine that drives our Lead Communities train. I'll be delegating responsibility to you with the understanding that, as major decisions need to be made, I will continue to exercise that function.

On a practical note, since you cannot be in the Lead Communities on a day-to-day basis, all of us here will be implementing the agreed upon design. To facilitate matters, we will keep you posted on our contacts whether by visits or telephone. You, in turn, will indicate whether or not we're on track with the agreed upon approach.

DEC 08 '92 11:22 MANDEL INST. ISRAEL 972 2 699951 972 2 619951

## Mandel Institute

מכון מַנדֵל

F.1/1

Tel. 972-2-617 418; 618 728 Fax: 972-2-619 951

·	Facsimi	e Transmission	1.00		24
To:	Mr. Arthur Rotman	Date:	December 7	1992	- - 
From:	Annette Hochstein	No. Pages:	1		51
Fax Num	nber:	<u> </u>	i de		

Dear Art,

### Re: Dr. Ukeles' Assignments

In light of our discussions on priorities and budgetary considerations, as well as your forthcoming visit to the lead communities and my meeting with Jack in New York, I would like to summarize Jack's current assignments. At the present time, the planning assignments include:

Preparation of a planning guide for the Lead Communities.

2. Preparation of a guide for the communities' assessments of their educational systems (integrated in the planning guide or separate from it).

3. Preparation of background materials for the communities (a workbook).

As per our discussions, contacts with the communities should be through Shulamith and yourself. We will decide jointly at a later time on possible additional assignments.

Best Regards, Annette

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Mandel Institute	וכון מַנדֶל
Tel. 972-2-617 418; 618 728	
Fax: 972-2-619 951	
Facsimile	Transmission
To: Mr Arthur Rotman	Date:December 7, 1992
From: Annette Hochstein	No. Pages: 5

Dear Art.

Fax Number:

Enclosed is a memo towards your visit to the communities. It might be effective to look at this in conjunction with a copy of my slides, the September memos on the workplan and on "Lead Communities At Work," and, of course, "A Time to Act."

Hope this is helpful and am of course available for any further details or clarifications

Best regards,

amette

## Mandel Institute

## מכון מנדל

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For the Advanced Study and Development of Jewish Education

## December 7, 1992

Mr. Arthur Rotman

Dear Art,

## Re: Your Visit to the 3 Lead Communities

#### December 1992

In our conversation in New York last week, we agreed that it would be important for you to visit each of the lead communities at the earliest possible time, in order to discuss next steps with community leadership (both lay and professional) and to get actual work underway in each community.

I cannot tell you how pleased I was to learn that you have in fact found the time to go to the communities this week and next -- I believe your visit will be of significant benefit to the process and the project. The following notes may be useful for your visit.

## A: DESIRED OUTCOMES

Optimally, your trip would have the following outcomes:

1. You would <u>help lay and professional leadership identify next</u> steps in the process. This would result in full-scale operation of the local commission (e.g., preparation of the 5-year plan; decision on an action plan for the current year including pilot projects). It would also pave the way for Barry and Shulamith to begin work with the educators and the rabbis (e.g., the best practices project for supplementary school teachers) and allow the field researchers to carry on with their work (the feedback to communities). In other words, the CIJE could then make its full contribution to the community (see details below).

2. An early step might be the proposed meeting between key CIJE board members and top local leadership to discuss the project, the role of the lead communities and of the CIJE, leadership

תד. P.O.B. 4497 - Jerusalem 91044. Israel Tel. 02-618728: Fux. 02-619951 - 02-618728 - 02-61882 - 02-6

mobilization for the local commission, funding, staffing, etc.

3. Negotiate further the letter of understanding (separate memo forthcoming).

972 2 619951

H.3/5

4. Get the planners further on board. We need to find a way for the planners to encourage the actual intensive launch to take place, even before special staff is hired -- or to hire immediately staff that could dedicate all their time to the project.

5. Further the joint agreement and understanding as to the following steps in the process:

a. Staff the project locally with paid, dedicated staff -planner or educational planner -- at least half-time, but preferably full-time.

b. Set up the local commission and if it already exists, ascertain the calibre of leadership.

c. Review the commission's assignments;

NEC NO JE NA-SI MHANEL INSI, ISKHEL ALE BARADI

- 1. Prepare an action plan for the current year that would include pilot projects in the areas of personnel and community leadership (these would be defined and designed with Barry Holtz, but might include, for example, a summer leadership seminar in the U.S. or in Israel; an in-service training program for principals and directors of educational institutions; a leadership training program for members of school boards).
- Begin addressing the content and its application in specific settings: introduction of the best practices project -- beginning with supplementary schools and early childhood programs (Barry Holtz).
- 3. Prepare a 5-year plan for dealing with the enabling options and with the Israel Experience (see <u>A Time to</u> <u>Act</u>).
- 4. Assessment of the community's Jewish educational system -- its resources, strengths, weaknesses. Begin perhaps with a survey of the educators (their qualifications, numbers, scope of positions, training needs) Guides are forthcoming for the 5-year plan and the assessment of the community's educational system. (Ukeles and Meier.)

In sum, your meetings might include the following items:

a. Getting the leadership further onboard, comfortable with the recommended process (see "c." above) -- the current year being a planning year and a year for pilot projects; joint design of the lead communities project by the CIJE and the communities through

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an ongoing planning effort throughout the year. A desired outcome of your visit would be the possibility for local and CIJE staff to systematically introduce the idea of lead communities to the various actors in the community.

P.4/5

b. The content: preparation of a 5-year plan that focuses on dealing with the shortage of qualified personnel (e.g., strengthen in-service training opportunities; new hires) and on community mobilization for Jewish education. This would include:

- Pilot projects for immediate, or early, implementation.
- Introduction of the best practices project to the educators, rabbis and to leaders in the community.
- Discussion of the vision and goals for Jewish education at several levels in the community.
- Monitoring and evaluation with the purpose of giving feedback to the community and the CIJE as to how work is progressing and what the impact of the effort is.

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## B. BACKGROUND NOTES:

1. Since selection of the communities, the contacts with the CIJE have dealt with the following: the letter of understanding, the field workers (monitoring, evaluation, feedback loop), the November Planners' Workshop in New York, selected contacts with local organizations. These contacts have involved Shulamith Elster and Jack Ukeles in 1-3 meetings in the communities plus a large number of telephone contacts and of course they have involved you in many contacts.

2. Important beginnings have taken place. We now want to move towards an action plan for the current year.

3. In each community one or more federation planners have been appointed to be currently the key local professionals for the lead communities project. They do this in addition to their normal workload, and until paid staff is hired. This places a limit on the amount of work that can be done at the present time.

4. In each community, a lay person has taken the leadership position, to be the Chair of the Lead Community Committee or Commission. The calibre of leadership needs to be ascertained (are these the "champions" that will give leadership and resources to the project?).

3

CQUNCIL FOR INITIATIVES IN JEWISH EDUCATIONMailing address:163 Third Avenue #128•New York, NY 10003Phone:(212) 532-1961FAX:(212) 213-4078

# file

## MEMORANDUM

DATE:

TO: Annette Hochstein

cc: Art Rotman Barry Holtz

FROM:

Shulamith Elster

SUBJECT: Community Visits for Discussion

December 22, 1992

Who needs to be briefed in the Lead Communities on the "Lead Community concept" and on the Best Practices Project? What is the best approach to introducing/reinforcing these basic CIJE initiatives?

## I. BACKGROUND:

Each of the communities is "familiar" with the work of the CIJE through the following activities to date: the original proposal process, site visits, community public relations limited mainly to announcement of selection.

Community leadership - through the local federation -- has been apprised through announcements and communications at meetings and in materials prepared for these meetings. Copies of the Guidelines and <u>A Time to Act</u> have been widely circulated in the three communities.

The introduction of the field researchers has been limited to a small group of staff and leadership in Atlanta and Baltimore with the widest exposure in Milwaukee, where Roberta has already addressed two groups. The introduction of the program to educators has been limited also to Milwaukee where Shulamith briefed the Principals Council. In Baltimore there was a presentation by Shulamith to the Board of Directors of the Bureau of Jewish Education.

Community Visits for Discussion Page 2 12/22/92

## II. NEXT STEPS:

#### A. Target Populations:

Federation leadership/Board and Executive Local Commission/Group and Steering Committee Principals Council/or Lead Educator Group Boards of educational institutions (supplementary schools, day school, centers) Staffs of educational institutions Congregational schools, day schools, centers) Rabbinic groups Parent groups Community-at-large

## B. TIMETABLE:

The timetable for the specific activities is dependent in part on the local work plan - for example, Art's visit to Milwaukee will not take place until (at the earliest) February 16th, and so no presentations will take place there before that date.

January - Scheduling of Barry's visits through planners in Atlanta, Baltimore and Milwaukee

<u>February</u>: Presentations to lay leadership and local commissions, rabbinic groups, lead educators

March-April: Presentations with local chairs to Boards of educational institutions and synagogues

<u>April-May</u>: Presentations to community groups and teacher/educator groups as per planning with local commissions

June: Community Events - Speakers

Community Visits for Discussion Page 3

12/22/92

## III. FOR DISCUSSION:

Target Populations	CIJE Staff/Consultant	Proposed Date
Federation leadership/Board	and Executive	
- Atlanta		
- Baltimore		
- Milwaukee		
Local Commission/Group ar	d Steering Committee	
- Atlanta		11.
- Baltimore		
- Milwaukee	R C	
Principals Council/ or Lead I	Educator Group	
- Atlanta	1 - 1 - <del>1 - 1 - 1 - 1 - 1</del> -	
- Baltimore		
- Milwaukee	Shulamith Elster	11/92
Boards of educational institu	tions	
- Atlanta	Con the set	
- Baltimore	275	
- Milwaukee	BJE-S Elster	12/92
Staffs of educational Institution	ons	
- Atlanta		
- Baltimore	<i>i</i> .	e
- Milwaukee		

Community Visits for Discussion Page 4 12/22/92

## Rabbinic groups

- Atlanta
- Baltimore
- Milwaukee

## Parent groups

- Atlanta
- Baltimore
- Milwaukee

## Community-at-large

- Atlanta
- Baltimore
- Milwaukee

## LAUNCH OF LEAD COMMITTEES: WORKPLAN (as of September 22, 1992)

TASK	RESPONSIBILITY	START DATE	END DATE	SEPT OCT NOV DEC	ISSUES
LETTER OF UNDERSTANDING • Draft #1 • Draft #2 • Negotiation • Final • Signing	UIA (Ukeles) UIA (Ukeles) Elster, Ukeles,Rotman UIA Rotman				
PLANNING GUIDELINES • Draft #1 • Draft #2 • Dialogue • Final	UIA (Meier) UIA UIA, Elster	AMERIC	AN JEWI	SH	
PRESENT TO COMMUNITIES • GA • Local Events			177		<ul> <li>Social, Inspirational, content mix?</li> <li>Publics?</li> </ul>
CIJE STAFF COORDINATION • Executive Staff • Proj. Directors	Rotman Rotman		¥2	5	Frequency?
BEST PRACTICES • Design • Inform • Access	Elster, Holtz Elster Elster	No.	and the		

TASK	RESPONSIBILITY	START DATE	END DATE	SEPT OCT NOV DEC	ISSUES
COMMUNICATION & PR • Identify Publics • Develop Specifics • Initial Annuncement	Elster	*			
TALENT BANK • Assign Responsibility • Design • Locate Individuals • Iform • Access			±.		Integrate with Best Practices?
COMMUNITY PLANNING PROCESS • Seminar • Networking	Ukeles, Elster	AMERIC	AN IEWI	SH SH	•Timing, content, invitees?
LIAISON TO NAT'L RESOURCES • IHJL •Organizations • Denominations	Elster			S	
FINANCIAL RESOURCES •Nat'l Foundations • Local Found. & Ind.	Naparstek		22		
VISION PROJECT ?		3	1	5/	Community Link?
MONITORING • Introduce • Develop Feedback Loop • Set Terms for first report	Gamoran Goldring		m st		

## LAUNCH OF LEAD COMMITTEES: WORKPLAN [Revised 11/9/92]

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TASK	RESPONSIBILITY	KEY MILESTONES	ISSUES/COMMENTS
LETTER OF UNDERSTANDING Draft #1 Draft #2 Negotiation Final Signing	UAI (Ukeles) UAI (Ukeles) Elster & Ukeles Rotman as needed Rotman & CIJE Lay Leaders	10/1 & 10/2 10/15 November December	Link to Local Event
PLANNING GUIDELINES Draft #1 Draft #2 Review with community planners Final	UAI (Meier) UAI (Meier) UAI (Meier)	10/15 11/4 11/18 11/23 & 11/24 11/30	Workshop with Planning Directors
PRESENTATION TO COMMISSIONS GA Forum & Event Local events	Rotman Rotman & CIJE Lay Leaders	11/12 & 11/13	Community-specific events to introduce Project to various publics; Link to Signing
CIJE STAFF COORDIATE Executive staff Program Directors	Rotman Rotman & Elster	Sel .	Wkly mtgs (Rotman, Elster, Greenfield & Ukeles)
BEST PRACTICES Design (inform & access) Inform Access	Elster, Holtz & Ukeles Elster & Holtz Elster & Holtz		Need to finalize timetable for deliverables and design methods to inform communities and create points of access

Page 1 of 3

TASK	RESPONSIBILITY	KEY MILESTONES	ISSUES/COMMENTS
COMMUNICATION & PR Identify Publics Communications Plan Implement	Elster ? ?		Use of outside consultant/firm; Assignment of responsibility; Coordination (if any) between Local PR in each community and overall CIJE plan
COMMUNITY CONSULTANTION ("TALENT BANK") Concept Document Assign Responsibility Manage System Locate Individuals Inform Communities Access	Meier Rotman ? ? ? ? ? ?	November early November	Design links to Best Practices
CONTINENTAL/COM PLANNING PROCESS Meet with Planners Meet with community lay leaders ("the Seminar") Community planning process	Ukcles & Elster Rotman & CIJE Lay Leaders Elster & Ukcles	11/23 & 11/24 January ongoing	For all: agenda, invites, location, dates
LIASION TO NATL RESOURCES IHJL Organizations Denominations Senior Advisors	Elster	ongoing	Link to community consultation (takent bank); who pays for what
FINANCIAL RESOURCES <ul> <li>Nat'l Foundations</li> <li>Local Foundations &amp; individuals</li> </ul>	Naperstek	ongoing	Process for linking local needs definition to foundation interests; funding flow; CIJE as recipient; and CIJE as broker

TASK	RESPONSIBILITY	KEY MILESTONES	ISSUES/COMMENTS
MONITORING, EVAL & · FEEDBACK	Rotman	ongoing	
<ul> <li>Introduce field researchers to community</li> </ul>	Elster & Rotman	late Sept, early Oct	Include baseline portrait
Dev feedback loop	Gamoran & Goldring	October	
<ul> <li>Set terms for first report</li> </ul>	Gamoran & Goldring	October	





UKELES ASSOCIATES INC. 611 Broadway, suite 505 · New York, NY 10012 tel (212) 260-8758 · fax (212) 260-8760

## FACSIMILE TRANSMITTAL SHEET

	DATE: Nov. 9, 1992
TO: Jo Ann ARCHIN	FROM: Gail
COMPANY: CIJE	PAGES (including cover): 4
FAX #:	FAX #: (212) 260-8760

MESSAGE:

Please distubule le: • A. Rotman • S. Granfield • S. - Elster,

If there is a problem with this transmission please call \_\_\_\_\_\_ at (212) 260-8758.

## LAUNCH OF LEAD COMMITTEES: WORKPLAN [draft: 10/9/92 -- Ukeles & Elster)

TASK	RESPONSIBILITY	KEY MILESTONES	ост	NOV	DEC	JAN	ISSUES/COMMENTS
LETTER OF UNDERSTANDING Draft #1 Draft #2 Comm Discussions Draft #3 Final Signing	UAI (Ukeles) UAI (Ukeles) Elster & Ukeles, Rotman & Hochstein Rotman+CIJE Lay Leaders	10/1 & 10/2 10/15 early November early December	RIC	XXX	XXX	SH	Local Community Timetable (tie to event)
PLANNING GUIDELINES Outline Draft #1 Draft #2 Dialogue with community planners Final	UAI (Meter) UAI (Meter) UAI (Meter)	10/15 12/4 12/18 11/22 11/30	xxx	XXX			meet with Planning Directors and CIJE program directors
PRESENTATION TO COMMUNITIES GA Breakfast & Forum Local events	Rotman Rotman+CIJE Lay Leaders	11/12/52	Strain Strain	XXX	XXX		Community-specific events to introduce Project to various publics
CIJE STAFF COORDINATION • Executive staff • Program Directors	Rotman Rotman, Elster		xxx	XXX	XXX	XXX	monthly meeting

BEST PRACTICES Design (inform and access) Inform Access	Holtz & Elster Holtz & Elster Elster & Holtz		XXX	XXX	XXX	XXX	Need to finalize timetable for deliverables and design methods to inform communities and create points of access
COMMUNICATION & PR Identify Publics Communications Plan Implement	Elster ? ?		XXX	XXX	xxx	XXX	Use of outside consultant/firm; Assignment of responsibility; Coordination (if any) between Local PR in each community and overfl CITE plan
COMMUNITY CONSULTATION ("TALENT BANK") Restate concept Assign Respons. Design System Locate Individuals Inform Comm. Access	Ester & UAI (Meier) Rotman ? ? ? ?	October 21 early November	xxx	XXX	XXX	xxx	Design links to Best Practices
CONTINENTAL/COM PLANNING PROCESS Meet with Planners Meet with key Comm Executives Meet with comm lay leaders (" The Seminar") Community plng	UAI & Elster Rotman Rotman, Fex. Hochstein, CITE lay leaders Ukeles and Elster	Nov 21 early Dec January	xxx	XXX	XXX	XXX	for all: agenda, invitces, location, dates
process		ongoing		1		1.1.1	

LIASION TO NATL RESOURCES IHJL Organizations Denomizations	Elster	ongoing		XXX	XXX	XXX	link to community consultation (talen: bank); who pays for what
FINANCIAL RESOURCES Nat'l Foundations Local Foundations & Indiv	Napærstek	ongoing	XXX	XXX	XXX	XXX	process for linking local needs definition to foundation interests; funding flow: CIJE as recipien: and CIJE as broker
MONTFORING, EVAL & FEEDBACK Introduce field researchers to community Dev feedback loop Set terms for first report	Eister Gamoran, Goldring Gamoran, Goldring	late sept, early Oct October October	XXX	xxx	XXX	XXX	include beseline portrait
VISION PROJECT (?)	Roiman						link to 'Educated Jew' project.

ukeles Associates Inc.

Fax Memorandum TO: Annette Hochstein Steve Hoffman Ginny Levi FROM: Shulamith Elster RE: Updates/Status Report DATE: Saturday evening, February 13, 1993

Inasmuch as I am leaving at dawn and will not be returning until Wednesday evening I want to report on the status of recent conversations with the communities.

------

#### I. Milwaukee

11000

I will contact Howard Neistein and brief him on the visit scheduled for the 22nd. Barry's visit will help to set stage for a productive work session in Milwaukee.

Annette, Ruth and I had a conversation- a productive one, I think about the need to focus on the "onabling options" within their agenda. You will each receive a packet of materials on Milwaukee from the office in New York in advance of the trip.

I plan to attend their first commission meeting which will be the evening of our own Board meeting. This means that within a two week period there will have been three CIJE visits. I will report on any specific matters that arise from my conversation with Howard.

#### II. Baltimore

I have a schedule telephone conference with Marshall on Thursday to discuss our meeting now confirmed for the afternoon of February 23rd from 1-4. The subject of the meeting will be the Pilot Projects and I imagine that Barry and Seymour will take the lead in this conversation. The meeting will take place at the Associated in Baltimore. Annette, if you and Seymour are coming from downtown Washington to Baltimore, the train station is only several blocks away from Mt. Royal Avenue and may be a very

III. Atlanta

I spoke with Steve Gelfand following our telecon on Thursday and again on Friday afternoon, this time with David Sarnat on the telephone as well.

1. I sent Steve a fax in between the two calls and listed the "Atlanta" concerns alongside the agenda that we developed during the telecon. When I called he wanted to reiterate his concerns... to summarize: Atlanta doesn't want to be "told" what to do. There was resentment that the list of expectations in Lead Communities At Work was not some "suggested initiatives" for discussion.... in short, Atlanta wants to work together with the CIJE. To move things along, I indicated the purpose of the working session on the 4th with emphasis on those areas we indicated.. Year One Action Plan, the local Commission, introduction of Pilot Projects, review of CIJE materials.

Steve and I agreed that we would continue to work together to develop an agenda that meets the CIJE's needs (as I outlined) and addresses some of the concerns that he raised in his letter to SHH and in my two conversations with him over the past few days.

2. We have a confirmed date for March 4th. The lay people will be available between NOON and 1:30/2, the preferred meeting time for such leadership in Atlanta. Sarnat was concerned about what the agenda would be for the meeting with the lay leadership. This has to be carefully planned so that it has the desired outcome of building enthusiasm and confidence as well as focus on a pilot project or activity to "jump-start" (my term) things in the community. While we need to confirm our preferred schedule for the work time we also have to continue to work with Steve and Dave about the agenda.

I will be in touch with Steve as soon as I get back.

OPTION A: 9-12 Staff Noon-2 Lay Leadership This would necessitate staff arriving in Atlanta on Wednesday night OPTION B: 11-12 Staff Noon-2 Lay Leadership 2-4/5 Staff My preliminary checking of plane schedules suggests that this would work if staff arrived from either NY or Cleveland that morning.

Please indicate your thoughts about the options to Ginny and I can check with her before calling Steve back on Thursday.

III. ETC/ "Unfinished Business"

As per our discussion in the lobby of the hotel in Baltimore I wa in touch this week with the Educators Assembly, CAJE, and the National Board of License to indicate that the efforts of the CLIE at this time are focusing specifically on the launch of tho Lead Communities Project in the three communities. I did not contact Torah Umesorah. Originally this was a MAF Grant application and since Rabbi Fishman told me that he was going to be meeting with Seymour, I thought I would wait for specific guidance. Rabbi Fishman did call at the end of last week. FYI: He also attended the morning session of the Senior Advisors meeting.

Feb. 13 1993 6:43PM P02

PHONE No. :

Date: 29 Dec 93 10:53:10 EST

From: Gail Dorph To: alanisrael Cc: Abby Subject: our schedule in lead communities

#### baltimore--

12/5 -- 5:00pm day school council meeting (I think it may only be orthodox day school principals)

7:00pm meeting with chaim at Park Heights campus 9:00pm dinner with Lee Hendler

12/6 -- 8:45am breakfast meeting at Park Heights campus with Chaim, Ilene,

and Genine

3:00pm meeting at UAHC with Gesher l'kesher and Seymour Rossel and Barry, Alan and Gail

12/10-- am meeting (will get time firmed up) with MaJe people (Ina Regosin and Karen Sobel), Amy Neistein (Howard's wife and chair of the principals' council) and Ruth (if she decides to come)

noon meeting with Louise, jane, and Ruth. Howard will join us after lunch.

7:30pm meeting with personnel issues task force

#### 12/11--

8:00am meeting at MJDS with Doris Schneidman and Adina Altshul alan leaves, barry holtz arrives

12:00noon meeting with Early Childhood Educators on Best Practices

#### 12/13

meetings with Sarnat, et.al.-just talked with Dave and he told me that Chervin would be in Atlanta that day with his family and that he will also try to integrate a meeting with him into our day of meetings.

Have not yet reached Ellen about the 19th. Try to save it and I'll get back to you.

gail

#### COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

#### MEMORANDUM

To: Chaim Botwinick, Steve Chervin, Ruth Cohen

From: Gail Dorph

Date: January 13, 1995

Re: Our next meeting dates

CC: Alan Hoffmann, Barry Holtz, Ginny Levi, Nessa Rapoport

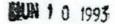
Mark Ca GINN D YOU

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Our next meetings will take place on March 8 and 9 at the CIJE offices in New York. On Wednesday, the 8th, we will discuss your plans for personnel in your communities and on the 9th, we will meet with denominational leadership to discuss place/role of denominations in these plans. Feel free to invite other key members of your team to participate in the meeting.

For now, assume these meetings will last from 9:00 to 5:00 each of these days. If you have suggestions for how to structure these days to have maximum effectiveness for your planning process, please contact me -- the sooner the better.





THE I- WISH COMMUNITY FEDERATION OF CLEVELAND) 1750 EUCLID AVENUE · CLEVELAND, OHIO 44115 · PHONE (216) 566-9200 · FAX # (216) 861-1230

June 8, 1993

#### MEMORANDUM

TO: Virginia Levi

FROM: Stephen H. Hoffman 14

I talked with David Sarnat and told him that Seymour had a good talk with David Blumenthal at Emory. David also described for me the political process they are following to bring the rabbis and the JCC together in Atlanta, and I think it is a good process.

SHH:gc B3:03A

President • Bennett Yanowitz : Vice-Presidents • George N. Aronoff • Robert Goldberg • Peter Rzepka • Evie Safran Treasurer • Robert S. Reitman • Associate Treasurer • Richard Bogomolny • Executive Vice-President • Stephen H. Hoffman

TO:	Lead Community Leadership
FROM:	Alan D. Hoffmann
DATE:	September 29, 1993
SUBJECT:	CIJE Staff and Consultants

At the Lead Communities seminar in Baltimore, I promised a summary of who's who in CIJE and how we can be reached. While assignments may vary in the future, the following should provide you with a picture of where we are today.

- I. Core Staff
  - A. <u>Alan D. Hoffmann</u> Executive Director P. O. Box 94553 Cleveland, OH 44101 Phone: 216-391-1852 FAX: 216 391-5430

I will be coordinating the work of the core staff and consultants. I will serve as liaison between CIJE staff and consultants and the CIJE board and advisors. I can always be reached through the CIJE central office, which will forward messages to me on a daily basis, even when I am in Israel. [My family is in the process of moving to the U. S. during this year.]

B. <u>Gail Z. Dorph</u> - Project Officer \*588 West End Ave. Apt. 2A New York, NY 10024 Phone: 212-769-0725 FAX: 212-769-0746

> Gail will be working most directly with the Lead Communities and will usually be your first point of contact. She will visit each community on a regular basis and will consult with staff and consultants to determine the best use of her time. She will focus on personnel development.

C. <u>Barry W. Holtz</u> - Program Officer 299 Riverside Drive, 4B New York, NY 10025 Phone: 212-864-3529 FAX: 212-864-6622

> Barry will continue to work on the development of Best Practice reports and will work with Lead Communities to determine how to use "Best Practices" at the local level. He will work with the Lead Communities on the conceptualization and development of pilot projects.

\* We are presently investigating options for office space in NY and will inform you as soon as we have an address, phone & fax. D. <u>Virginia F. Levi</u> - CIJE Coordinator P. O. Box 94553 Cleveland, OH 44101 Phone: 216-391-1852 FAX: 216-391-5430

Ginny will manage the CIJE headquarters office in Cleveland. If you are uncertain about whom to contact about a particular issue or concern, she can direct your call.

E. <u>Adam Gamoran</u> - Director, Monitoring, Evaluation & Feedback Project University of Wisconsin Dept. of Sociology 1180 Observatory Drive Madison, WI 53706 Phone: 608-263-4253 FAX: 608-263-6448

Adam will work with Ellen Goldring to direct the work of the field researchers, and will continue to design instruments to help us understand both process and outcomes in the Lead Communities and to inform CIJE and the broader community of the results.

F. <u>Ellen Goldring</u> - Co-Director, Monitoring, Evaluation & Feedback Project

Peabody College Vanderbilt University Dept. of Educational Leadership P. O. Box 514 Nashville, TN 37203 Phone: 615-322-8037 FAX: 615-343-7094

Ellen will work with Adam and the MEF team, as described above.

G. <u>Roberta Goodman</u> 149 Nautilus Drive Madison, WI 53705 Phone: 608-231-3534 FAX: 608-231-6844

Roberta serves as the field researcher for Milwaukee and works with the MEF team.

H. Julie Tammivaara 58 Penny Lane Baltimore, MD 21209 Phone: 410-653-4648 FAX: 410-653-3727

Julie serves as the field researcher for Baltimore and works with the MEF team.

- II. Consultants
  - A. <u>Stephen H. Hoffman</u> Executive Director Jewish Community Federation of Cleveland 1750 Euclid Ave. Cleveland, OH 44115 Phone: 216-566-9200 FAX: 216-861-1230

Steve will remain involved with CIJE with a particular emphasis on community process issues.

B. <u>Seymour Fox</u> - President Mandel Institute for the Advanced Study & Development of Jewish Education 8 Hovevei Zion Street Jerusalem 92226 Israel Phone: 0119722 662-832 FAX: 0119722 619-951

Seymour will continue to work with us on the implications of the "Educated Jew Project" for the development of goals and vision in the Lead Communities.

C. <u>Annette Hochstein</u> - Director Mandel Institute for the Advanced Study & Development of Jewish Education 8 Hovevei Zion Street Jerusalem 92226 Israel Phone: 0119722 662-832 FAX: 0119722 619-951

Annette will continue to work closely with Adam and Ellen on the monitoring, evaluation & feedback project.

D. <u>Daniel Pekarsky</u> 26D University Houses Madison, WI 53705 Phone: 608-233-4044 FAX: 608-262-9074

Daniel will work with the Lead Communities on the goals project.

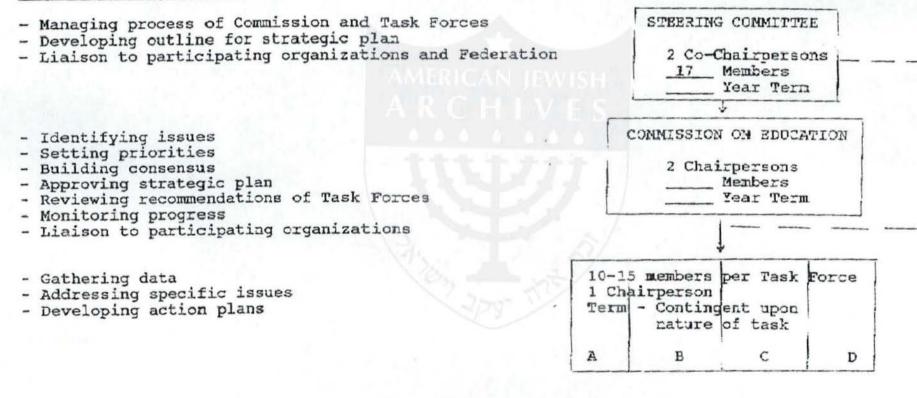
E. <u>Shmuel Wygoda</u> 10 Yehoshafat Street Jerusalem 93152 Israel Phone: 0119722 617-418 FAX: 0119722 619-951

> Shmuel is available to work with us on personnel training in Israel for Lead Communities and with the denominational training institutions.

Please let me know if you have any questions, I will keep you updated as any of this information changes.

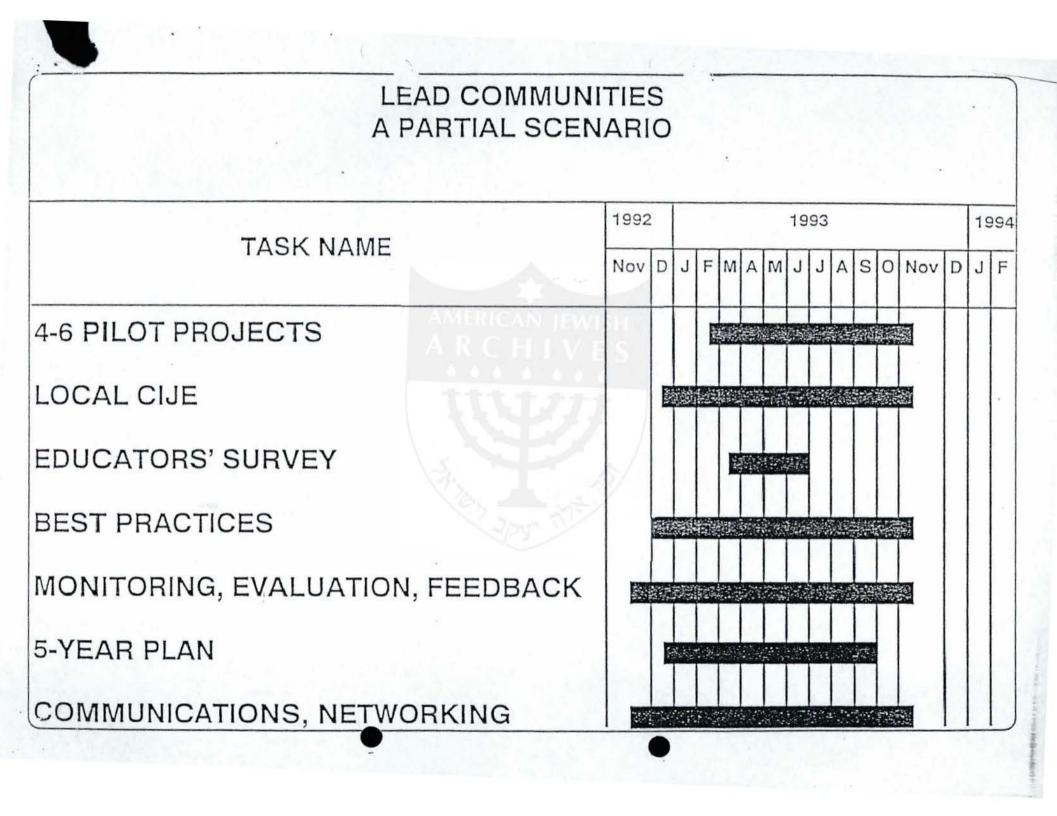
#### LEAD COMMUNITY PROJECT ORGANIZATIONAL CHART - DECISION MAKING PROCESS

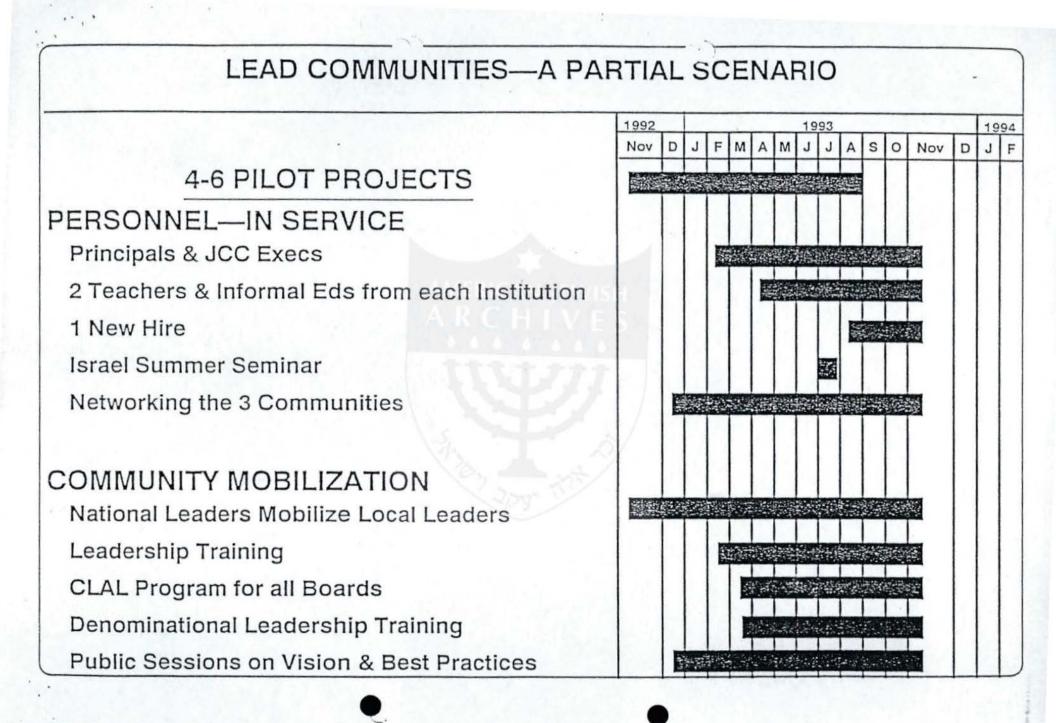
## Decision Making Process



Examples:	Steering Committee:	What is the structure of the Commission? Is the Commission meeting its stated goals, time line, etc.?
	Commission:	What are the critical issues in improving Jewish Education? What is the order of priority for addressing these issues?
	Task Forces:	What are some recommendations for implementing a community wide approach to family education?

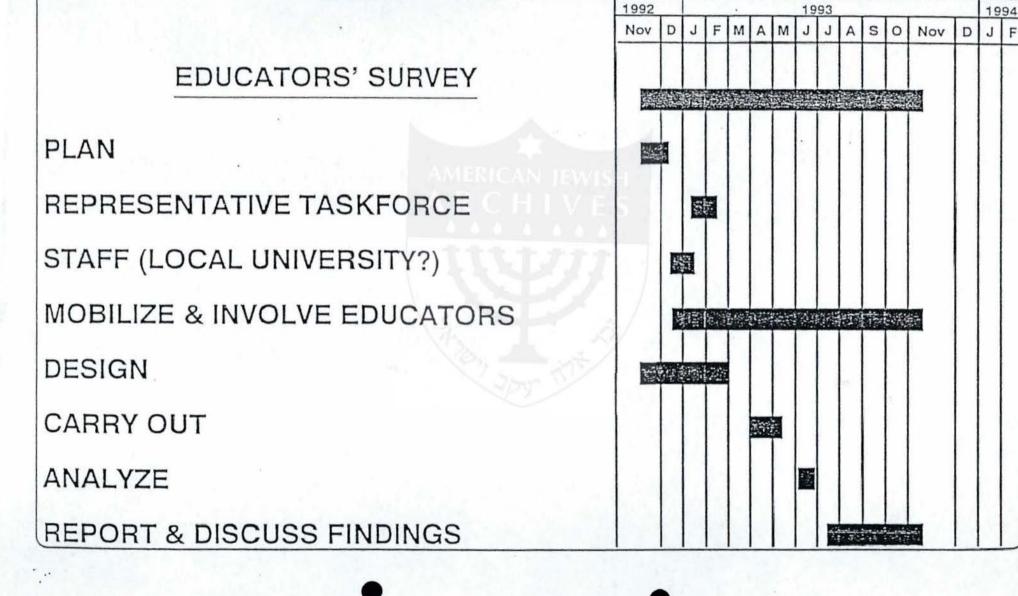
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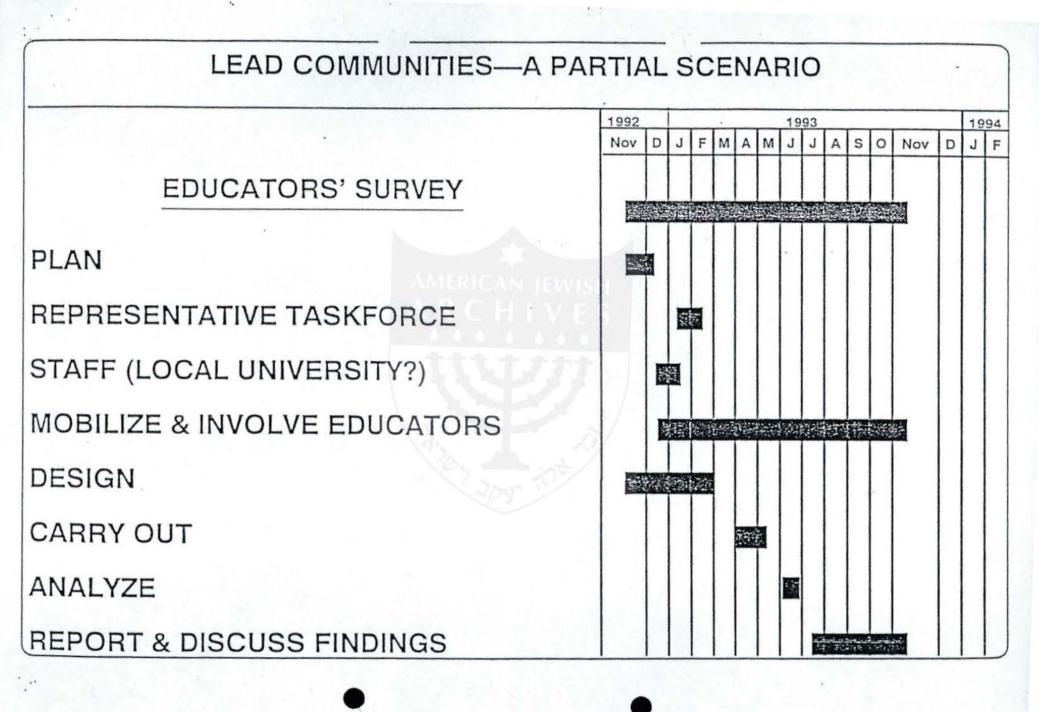


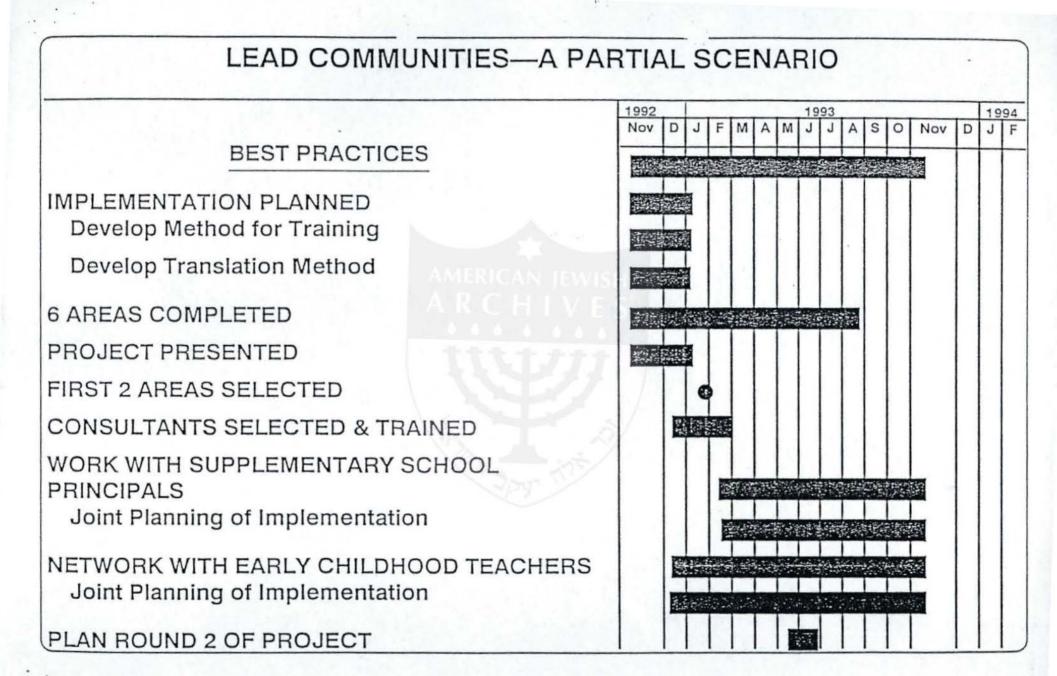


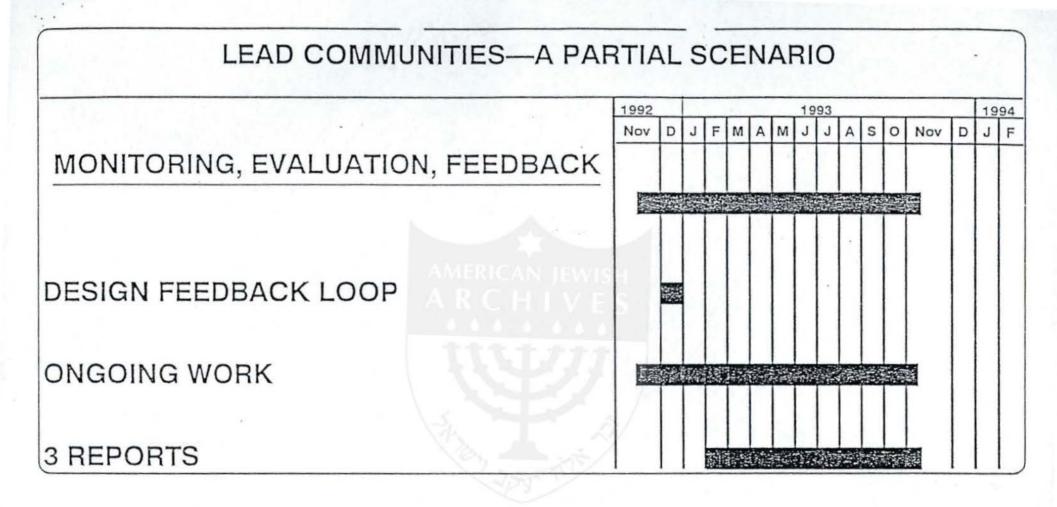
## LEAD COMMUNITIES—A PARTIAL SCENARIO 1992 1993 1994 FMAMJJASO Nov Nov D D J JF LOCAL CIJE FORMED (AND IN FORMATION) REPRESENTATIVE Champion Lay Leaders Educators Rabbis Professionals 10.55 STAFFED TASKFORCES In-Service Training Planning & Self-Assessment The Lives of Educators Monitoring & Evaluation Visits to Israel PRODUCTS (EXAMPLES) Educators' Survey 5-Year Plan (Rosh Hashana or G.A.) **Pilot Projects**

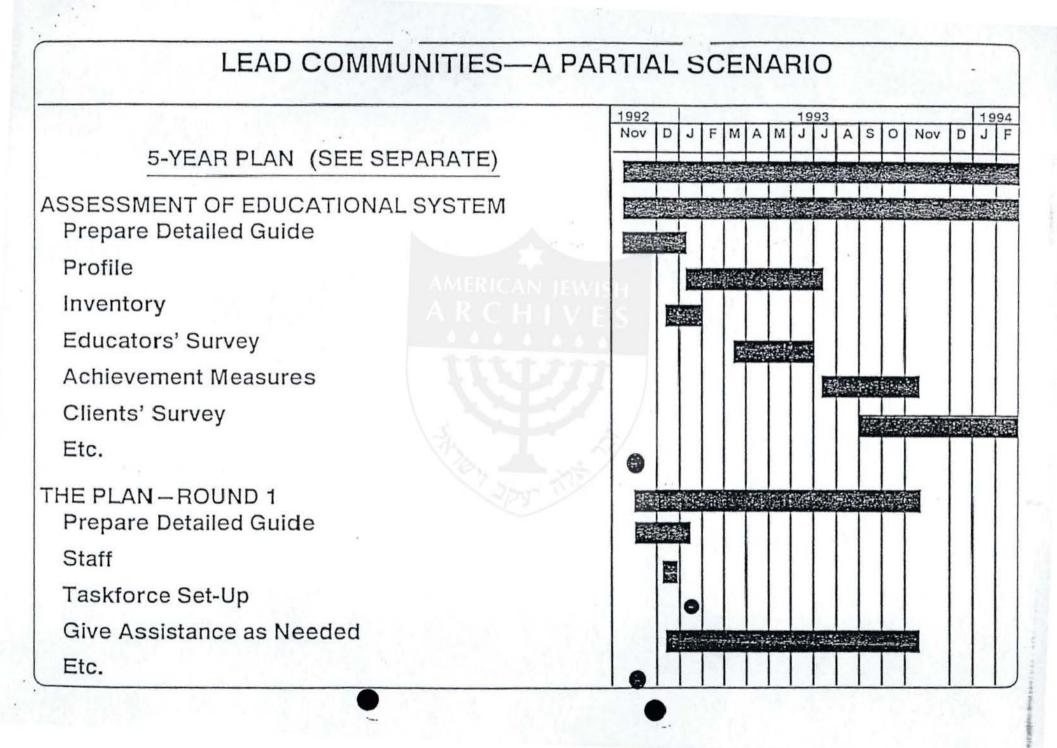
# LEAD COMMUNITIES—A PARTIAL SCENARIO











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CIJE TO LEAD COMMUNITIES All Constituencies Know	0															
LEAD COMMUNITIES TO EACH OTHER Shared Learning	0															
LEAD COMMUNITIES TO COMMUNITY-AT-LARGE (23)	0															

## IMPLEMENTATION OF THE RECOMMENDATIONS

# **BUILDING THE PROFESSION**

In-service training launched Educators' survey completed — taskforces dealing with implications Best practices Networking—various 2 new hires 1 new position Educators participation

# COMMUNITY MOBILIZATION

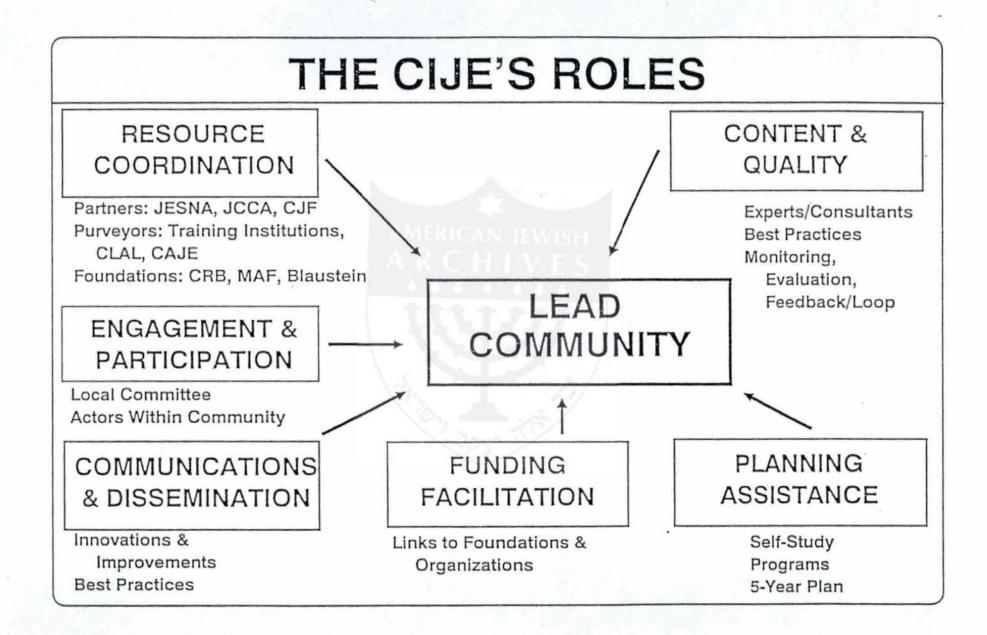
Champion recruited Leadership training New leaders Goals discussed Educators discussed Networking with cije leaders Networking between communities

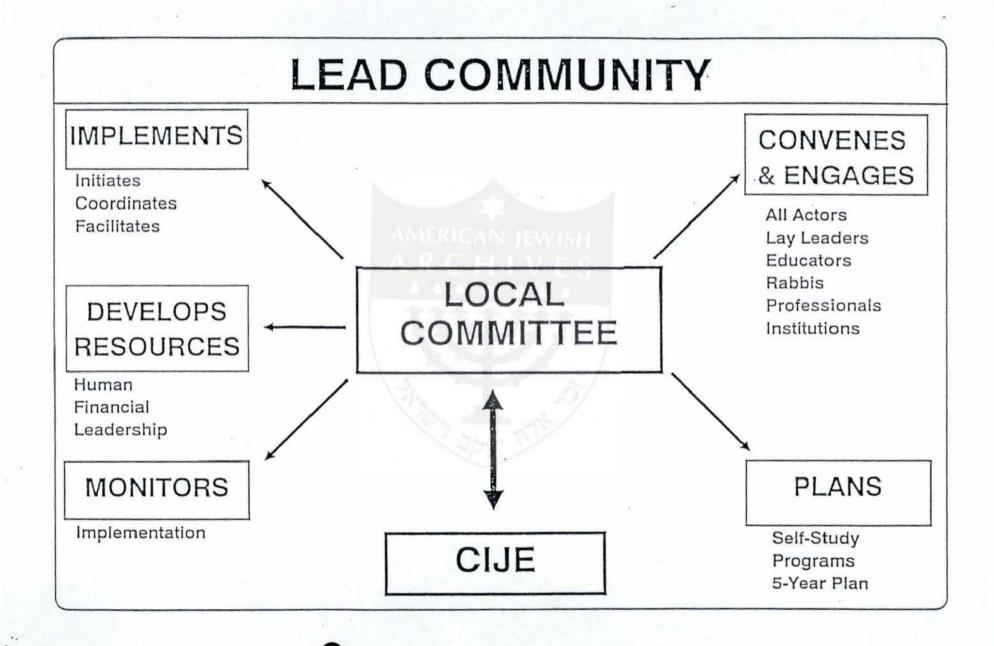
# ISRAEL AS A RESOURCE

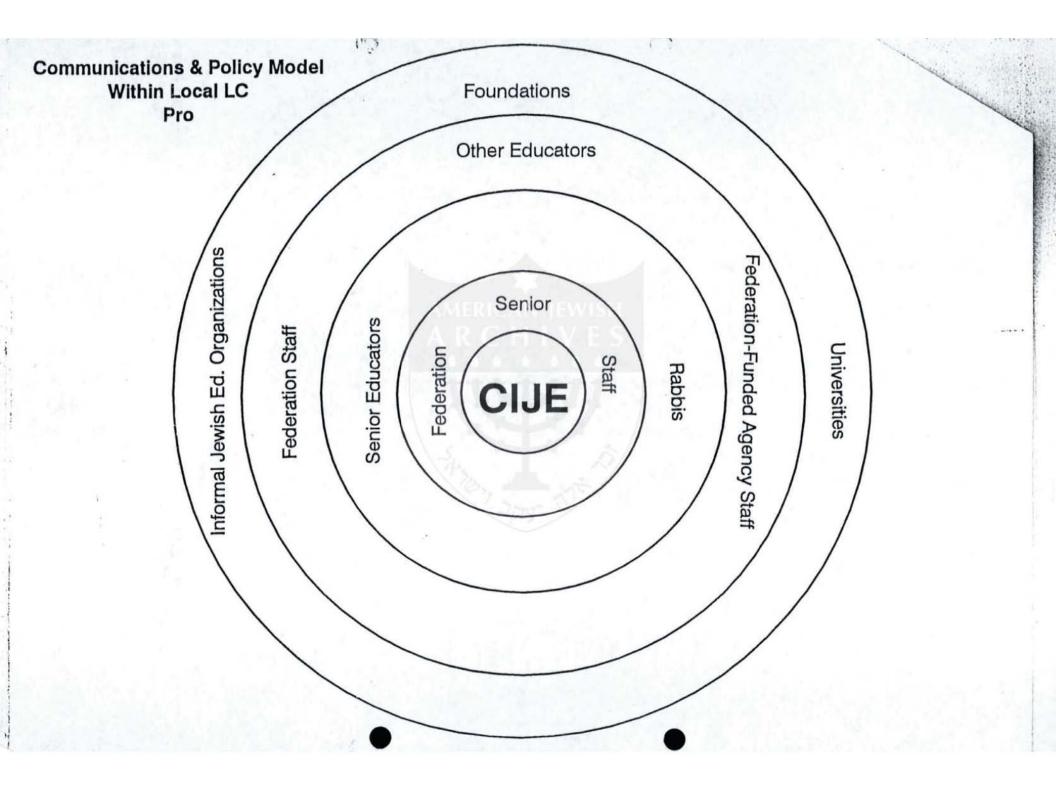
Plans for "every youth" Educators summer seminar

# RESEARCH

Monitoring, evaluation, feedback DAta base—assessment







# CALENDAR LCs AND CIJE

MEETING	May	June	July	93 Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.
1. Key Lay Leaders & Pros-L.C.s & CIJE (2X/Year [Feb. & Sept.] + GA)					x		x			X		
2. Key Professionals L.C.s & CIJE (5X/Year)	x		x	· ·	x		X			X		
3. CIJE Staff to Each LC (Every 4-6 Weeks) Atlanta		x	x	x	x	x	<b>x</b> .	x	x	x	x	x
Baltimore		x	x	x	x	x	x	x	x	x	x	x
Milwaukee		x	x	x	x	x	x	x	x	x	x	×
4. Educator's Survey Atlanta Baltimore Milwaukee	21 .		NY NY	27								
5.												
6.					,							

## CALENDAR LEAD COMMUNITIES AND CIJE

					199.	3-94						
MEETING	May	June	July	Aug.	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
. Key Lay Leaders & ros - LCs & CIJE 2x/yr.[Feb. & Sept.] + A)					x		×			x		
2. Key Professionals _Cs (5x/yr)	x		×		x		x			x		
3. CIJE Staff to each LC (Every 4-6 weeks) Atlanta Baltimore Hilwaukee		x x x	x x x	××××	x x x	x x x	x x x	x x x	××××	××××	x x x	××××
4. Educators' Survey Atlanta Baltimore Hilwaukee			X			11						
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# **PROPOSED CALENDAR OF MEETINGS** LEAD COMMUNITIES AND CIJE

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