



THE JACOB RADER MARCUS CENTER OF THE
AMERICAN JEWISH ARCHIVES

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.

Box
33

Folder
7

MEF. Evaluation Institute, 1995-1996.

For more information on this collection, please see the finding aid on the
American Jewish Archives website.

DRAFT PROPOSAL

CIJE EVALUATION INSTITUTE

PURPOSE

A guiding principle of the CIJE has been that initiatives in Jewish education need to be accompanied by evaluation. In this context, evaluation has three basic purposes: (1) to assist efforts to implement ongoing programs more effectively; (2) to determine, after an appropriate period of time, whether a program is sufficiently successful to warrant further effort and resources; and (3) to provide knowledge about what works and how, so that successful programs can be replicated in new places.

CIJE has tried to foster an "evaluation-minded" approach to educational improvement in its Lead Communities. In this effort we have seen some success. Federation staff at least pay lip service to the need to evaluate any new programs that are under consideration. More concretely, budgets for evaluation are being included in new programs. Most important, key staff and lay leaders in all three communities recognize the value of basing decisions on substantive information; as a case in point, they are using the findings of the CIJE Study of Educators as a basis for decision-making.

Our experience in the Lead Communities has made it clear that as in other areas, community agencies lack the capacity to carry out external evaluations of programs. One theory, put forth by a CIJE board member, is that agency staff simply do not know what to do. Another theory, suggested by MEF researchers, is that agency staff avoid evaluation for the usual reasons: (1) They are too busy running programs to carry out evaluation; (2) Evaluation often brings conflict, and avoiding conflict is a high priority for agency staff. Yet a third barrier to evaluation, experienced in Cleveland, is that it is difficult to find qualified outsiders to carry out an evaluation that is knowledgeable, informative, and fair.

The proposed CIJE Evaluation Institute would address each of these problems. It would provide knowledge and motivation for evaluation by sharing expertise with a carefully chosen set of individuals from the communities with which CIJE is working.

DESIGN

The Evaluation Institute would consist of three separate but related ongoing seminars:

Seminar I: The Purpose and Possibilities of Evaluation

This seminar is intended for a federation professional and a lay leader from each community. Its purpose is to help these leaders understand the need for evaluation, as well its limits and possibilities. Participation in this seminar will provide local leadership with the "champions" for evaluation that will help ensure its role in decision-making.

Seminar II: Evaluation in the Context of Jewish Education

This seminar is intended to create an "evaluation expert" in each community. Participants should be trained in social science research at the Ph.D. level, and experienced in research on education, communities, public agencies, or related areas. The purpose of this seminar is to provide a forum for discussing specifically evaluation in Jewish education. Through this seminar, participants will become a source of expertise upon which their respective communities can draw.

There are two important reasons for including such local experts in the evaluation institute. First, and most essential, by engaging such experts in a long-term, ongoing relationship, communities can ensure continuity in their evaluation and feedback efforts, instead of one-shot projects that typically characterize evaluation when it does occur. Second, by entering into a relationship with a local expert, organized Jewish communities can exhibit their commitment to take evaluation seriously.

Seminar III: Nuts and Bolts of Evaluation in Jewish Education

This seminar is intended for the persons who will actually be carrying out the evaluation of programs in Jewish education. It will cover such topics as instruments, procedures, coding, analysis, and writing reports. Participants in the three seminars would also meet together. Evaluation research must be tailored to the political and cultural context in which it is to be conducted and interpreted. The best way to achieve this is to bring together those who "know" the context and those who "know" about evaluation. The CIJE evaluation institute could facilitate a learning process among the federation lay and professionals and the evaluation experts in which they teach one another in a structured and supportive context.

CONTENT

The content of these seminars will be drawn up by whoever is engaged to direct the evaluation institute. Instructors for the seminars will be drawn from a wide variety of fields, including both general and Jewish education. Within CIJE, we have substantial expertise in the study of personnel, including leadership, and we expect this to form a major part of the content for the first year. However, since we expect the Lead Communities to participate in the seminars, the personnel study cannot constitute the entire curriculum.

STAFF

To create this institute, it will be necessary to hire a director, who would work perhaps 12 hours per week PLUS the time spent at the seminars themselves. The institute director would be supervised by the CIJE executive director. CIJE office staff would need to provide support for the director and the seminar.

JESNA

730 Broadway, New York, NY 10003
(212) 529-2000 - (212) 529-2009 Fax

**FAX MEMORANDUM**

TO: Susan Austin (415) 241-2746
Steven Bayer (203) 232-5221
AdaBeth Cutler (201) 655-5455
Gail Dorph (212) 532-2646
Paul Flexner, JESNA
Adam Gamoran (212) 532-6246 2646
Ellen Goldring (615) 322-8401
Mark Gurvis (216) 371-2523
Barry Holtz (212) 532-6246 2646
Nessa Rappaport (212) 532-6246 2646
John Ruskay (212) 678-8947

CC: Chaim Botwinick (410) 752-1177
Robert Hyfler (310) 230-7272 7265
Susan Shevitz (617) 736-2070
Larry Ziffer (410) 752-1177

FROM: Alan Hoffman
Jon Woocher
Leora Isaacs

RE: Consultation on the proposed *CIJE-JESNA EVALUATION CONSORTIUM*

DATE: October 23, 1995

Thank you for agreeing to participate in the upcoming consultation on the proposed *CIJE-JESNA EVALUATION CONSORTIUM*. The consultation will take place at the CIJE offices in New York (15 East 26th Street, 10th floor) on Friday, November 3, 1995 from 8AM - 12 noon.

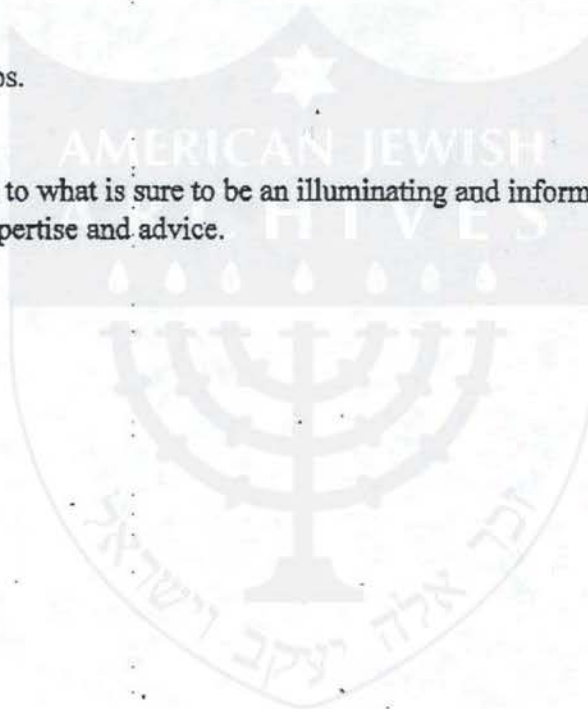
As we indicated when we invited your participation, CIJE and JESNA propose to establish a consortium to encourage and support evaluation initiatives in local communities. The purpose of the consultation is to allow us to benefit from the advice of experienced evaluators and trainers of evaluators on the one hand, and communal professionals knowledgeable about local needs and initiatives on the other as we move forward with our plans.

The goals of the consultation are to:

- 1) identify community evaluation needs and contexts, to ensure that the proposed initiative responds to community needs;

- 2) receive specific feedback about the enclosed *DRAFT PROPOSAL* outlining the purpose and design of the Consortium as a means of responding to local community evaluation needs;
- 3) discuss the content, formats, time requirements and potential participants for the proposed Evaluation Institute;
- 4) discuss mechanisms for the ongoing consultation and support aspects of the proposal;
- 5) outline resources needed to support the Consortium (*i.e.*, what would it take to make this happen?);
- 6) identify people to involve in various ways (*e.g.*, potential faculty, advisory group, Director, etc.);
- 7) suggest next steps.

We are looking forward to what is sure to be an illuminating and informative consultation, and to benefiting from your expertise and advice.



note

To: CIJE staff
From: Bill Robinson

Re: CIJE/JESNA Consultation of Evaluation Consortium (Institute)
November 3, 1995

An idea concerning:
What should be the focus of the first seminar of the Consortium?

An important contribution of the Consultation was an increased understanding of the political and cultural context in which evaluation occurs in local Jewish communities. In particular, there are often many goals underlying an evaluation process (e.g., assessing if a program is reaching its intended outcomes, providing information for public relations, building better relations between Federations and agencies/synagogues), and these goals may conflict with one another. Yet, any one goal is not necessarily more important than another or the "true" purpose of evaluation. The Evaluation Consortium should take into account that evaluation in local Jewish communities does and perhaps should serve multiple goals. The purpose of the Consortium is to build the capacity of local communities to engage in evaluation, which should include the capacity to manage the conflicts embedded within an evaluation process that contains multiple goals.

Based on this, I proffer three guidelines for the first seminar of the Evaluation Consortium, which brings together lay and professional Federation leaders from different communities with their local evaluation experts:

1. During the first seminar, the Consortium purpose of "building evaluation capacity" should be embedded within the larger theme of "community learning": How do Jewish communities learn? How can learning be improved in Jewish communities?
2. The purpose of the first seminar would be to increase the tension experienced by participants between "what is" and "what could be", through focusing concretely on the way Jewish communities currently learn (i.e., the politics and multiple purposes of evaluation) and the way they could learn (e.g., increased participation in learning, greater emphasis on reaching explicit outcomes, learning being informed by the rigorous evaluation standards).
3. During the first seminar, the participants through the leadership of the CIJE and JESNA would begin to overcome the gap between "what is" and "what could be" by hearing stories of success (from other communities), exploring ways of overcoming this gap in their own communities (i.e., community mobilization), and committing to an evaluation project that they will undertake in their own communities.



The Jewish Education Center of Cleveland

2030 South Taylor Road • Cleveland Heights, Ohio 44118

Phone (216) 371-0446 • Fax (216) 371-2523

MEF G16

November 6, 1995
13 Cheshvan 5756

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Mark D. Gurvis
Managing Director

The JECC is a
beneficiary agency of the
Jewish Community Federation
of Cleveland

To: Alan Hoffman ✓
Jonathan Woocher

From: Mark Gurvis *MJ*

Re: Evaluation Consultation

Thanks for the opportunity to participate in last Friday's consultation on evaluation. I hope you found my participation meaningful; I certainly did. Since I was the one to suggest that participants share their ideas and reflections with you, following are the key points I would want to reiterate from the day:

1) The first seminar for professional/lay leadership may work best framed as an initial 2 day meeting which educates on the complexity and importance of the issues (a replay of our group's first hour and a half of discussion); to be followed by shifting this group to become the national forum for sharing of issues and experiences with evaluation. I don't think you'll get this kind of leadership 2-3 times/year for 2-3 days each time. But 1-2 one day meetings may serve the forum function very well, and be more achievable.

2) In terms of finding local researchers, it is likely that we will find different communities identifying different levels of people. Some might find local "experts;" others might find "nuts and bolts" types. Other finds might straddle these definitions. Communities need both; it's probably less critical for the "expert" to be local, since that level of consultation can be done by fax and phone, as we are doing with Adam. Also, great resource people from both areas may be found in major academic centers which aren't in medium to large Jewish communities. We should give some thought to how to tap into these networks.

3) You need to give some thought to how this enterprise is going to relate to existing structural frameworks (JESNA's Mandell Berman Institute, the Association of Researchers in Jewish education). I think what gets created shouldn't stand alone from these efforts, but rather should become the driving force of their agenda.

4) There will need to be flexibility in accommodating a variety of local community perspectives in how they interpret needs and responses to your initiative. Communities will define things differently, and there's no way around this.

5) To the extent that there is a national steering committee for this project, it ought to include local community representation in addition to CIJE, JESNA, and academic representation.

I think the consultation was a very good start. I encourage you to press ahead, share back with the group the next iteration, get another round of feedback, and start.

Feel free to let me know how I can be further helpful. I am forwarding my expenses for the trip to the CIJE office.

Chair
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Maynard Wishner

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Ismar Schorsch
David Teutsch
Isadore Twersky
Bennett Yanowitz

Executive Director
Alan Hoffmann

TO: MEMBERS OF BUREAU DIRECTORS FELLOWSHIP
 FROM: GAIL DORPH
 RE: CIJE CONSULTATION ON EDUCATORS STUDY
 DATE: NOVEMBER 21, 1995
 CC: PAUL FLEXNER, ALAN HOFFMANN, JONATHAN WOOCHEER

During the BDF meetings at the GA, I had the opportunity to make a very short statement about the current work of CIJE. (I am including a CIJE Update of Activities with this letter as I didn't have sufficient copies to go around.) As I said at that time, the CIJE has reviewed and updated the questionnaire and survey and would like to share it those who are interested in conducting a similar study in their own communities.

On Wednesday, I had an opportunity to meet with a small group interested in talking together at greater length. Our conversation went beyond the survey to questions of community organization and mobilization around issues of building the profession and creating personnel action plans. I described at some length two of the CIJE initiatives that had grown up as a result of the personnel planning process: the Harvard Principals Institute and Teacher Educator Institute. (Both of these are described in the Update.)

We agreed that CIJE would try to organize a consultation for people who wanted to have a more detailed and far reaching discussion on the implementation of a communal study of educators. We also agreed that part of the day long consultation would include a discussion of the communal factors that make for success in implementing the study and the planning process that comes after it.

Because this small group meeting took place at the same time as other work groups, it was suggested that I send a mailing to all of the Bureau directors.

This consultation will take place in Cambridge, MA on January 21 in order to accommodate those of you who are planning to come to the JEA. It will begin at 9:30 am and conclude by 3:00. Notification of exact place to follow.

Drs. Adam Gamoran and Ellen Goldring, the directors of the CIJE Monitoring, Evaluation and Feedback Process, will join the rest of our staff on this occasion. This will allow us to create an agenda that deals with the communal process, the implementation of the study and the analysis of the data.

If you are planning to join us, please send back that enclosed form no later than December 19.

TO: MEMBERS OF BUREAU DIRECTORS FELLOWSHIP
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DATE: NOVEMBER 21, 1995
CC: PAUL FLEXNER, ALAN HOFFMANN, JONATHAN WOOCHEER

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If you are planning to join us, please send back that enclosed form no later than December 19.

Council for Initiatives in Jewish Education (CIJE)

Consultation on Educators Study

☐ Yes, I plan to attend the CIJE consultation on the educators study on January 21, 1996 from 9:30 am to 3:00 pm in Cambridge, MA.

☐ Sorry, I will not be able to attend.

Name

Company/Organization

Street Address

City

State

Zip

Phone

Fax

PLEASE RETURN THIS FORM NO LATER THAN DECEMBER 19
by fax to 212-532-2646 or by mail to:

CIJE
15 East 26th Street
New York, NY 10010-1579

FROM: Robin Mencher, 74043,423
TO: Gail Dorph, 73321.1217
DATE: 11/28/95 3:41 PM

Re: Copy of: Harvard, Jan. 21

Hi Gail:

Yesterday, I called Joanne in Prof. Sheffler's office about the Eval. Institute. When I received no answer, I sent her an e-mail (her own address). Today, when I was out to lunch, Sheffler called me. He said he won't know about the room for a few days. If it is urgent for us to have something now, he suggests trying the Charles Hotel. Otherwise, he will let us know ASAP. He left his home and office numbers.

That's where things stand as of now. What would you like me to do next? Robin

Answer: wait a few days



For Office Use:

Rcvd. _____

Schdl. _____

Deposit _____

Security _____

Media

Coffee/Food _____

ROOM RESERVATION FORM

PLEASE TYPE

Organization CIJE (affiliated with PERC)

Address 15 East 26th Street, New York, NY 10010

Contact Person Robin Mencher Business Phone 212-532-2360

Non-Profit # 341778898 Home Phone

Harvard Billing Code (if any) _____ / _____

EVENT INFORMATION:

Day:	Month:	Date:	Year:	Reservation Times:	Function Times:	Area(s):
SUN	JAN	21	96	_____ to: _____	9 AM to: 4 PM	1
_____	_____	_____	_____	_____ to: _____	_____ to: _____	_____
_____	_____	_____	_____	_____ to: _____	_____ to: _____	_____
_____	_____	_____	_____	_____ to: _____	_____ to: _____	_____
_____	_____	_____	_____	_____ to: _____	_____ to: _____	_____

Estimated Attendance: 20

Purpose: ☐ Course ☐ Reception ☒ Seminar ☐ Movie ☐ Other: _____

Title of Event (for signs):

CIJE Consultation on Educators Study

Additional Services Requested: overhead projector (possibly), catering services--will talk

~~to you about this~~

Room Set-up: Theatre Style__ Boardroom_x



*The Gutman
Conference Center*

Monroe C. Gutman Library
6 Appian Way, Cambridge, Massachusetts 02138

PLEASE NOTE: Use of the Center when the Library is closed requires hiring of security services at \$15.00 per hour. Also, please diagram room arrangement on the enclosed floorplan. Cancellations made 30 days or less prior to the event are subject to a 100% cancellation fee. Please see Room Rate Form and the Space Use Agreement for more information on this and other policies. Direct questions about this form to the Reservation Manager at (617) 495-7875.

12/4

Spoke w/ Soanne - filled out form for gutman
- she will send ~~for~~ copy to me in the mail

• \$15/hour → security ~~for~~

• I need to call re: catering



** CONFIRMATION REPORT **

TRANSMISSION

TRANSACTION(S) COMPLETED

NO.	DATE/TIME	DESTINATION	DURATION PGS	STATUS	MODE
582	OCT. 5 7:41	2163915430	0' 00' 43" 002	OK	NORMAL



*** CONFIRMATION REPORT ***

TRANSMISSION

TRANSACTION(S) COMPLETED

NO.	DATE/TIME	DESTINATION	DURATION PGS	STATUS	MODE
421	NOV. 30 8:52		+972 2 632375 0* 00' 46* 002	OK	N ECM



\$15/hour
security

Davidson
1-120

Paid from
Sheffer

Andrews
Cater Maj

Kosher

Gutman
Chris (Hann)
617-495-7875

no coffee, juice
yet

Sent bill 2.000000 \$ for

9:00 - 4:00

lunch

Jun 21

Sent
E. Mail
11/24

Gutmann Conference

Center

Widener Library

Harvard

Franklin

20 -

prof. Sheffler's
495.7875 name

UP WITH 50% OF THE BUDGET. SHE WILL NEED TO SPEAK TO JOHN ABOUT THAT ALSO.

A.

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

From: INTERNET:GAMORAN@ssc.wisc.edu, INTERNET:GAMORAN@ssc.wisc.edu
TO: Alan, 73321,1220
CC: (unknown), 76322,2406
(unknown), INTERNET:GOLDRIEB@CTRVAX.VANDERBILT.EDU
(unknown), 73321,1217
DATE: 2/18/96 10:59 PM

RE: Re: evaluation in Baltimore

Let's have a call to discuss (a) proposal to Hirschhorn; (b) follow up on Evaluation Institute; (c) follow up with Chaim Botwinick.
DEBRA PLEASE SET UP THE CALL

Regarding (b), Barbara N. told me she is waiting for someone at CIJE to set up meetings for her in Cleveland. I suggest that Debra contact Barbara, find out a list of possible dates on which she could travel to Cleveland, and then ask Steve H., Chuck R., and Mark G. if they could meet with Barbara on one of those dates. Barbara doesn't want to cold-call the Cleveland folks herself.

Then we need another call -- or an e-mail message -- to get Alan's comments on the MEF 1996 Work Plan.
SAME CALL

Adam

DSP: EVALUATION INSTITUTE FILE
MEF FILE

FROM: Alan, 73321,1220

TO: John Ruskay, INTERNET:ruskayj@a1.ujafedny.org

CC: Debra abcPerrin, 76322,2406

Adam Gamoran, INTERNET:GAMORAN@ssc.wisc.edu

Ellen Goldring, INTERNET:GOLDRIEB@ctrvax.Vanderbilt.Edu

DATE: 2/20/96 2:49 PM

Re: cije evaluation institute

John,

We - together with Jesna - are moving ahead on building the Evaluation Institute. This is a follow-up conversation to the meeting you attended in December at CIJE. We are talking about inducting a national group of experienced educational evaluators or social science researchers into to the unquies issues of Jewish education. These are all people who would be on retainer or engaged by Federations on some other basis to provide supervision and consultation to the Jewish educational enterprise. This would expand over years so that there would be accumulated evaluation knowledge in and about multiple settings over time.

AMERICAN JEWISH

Of course, as in most things, a critical question is who will lead and develop such an Institute. I have been talking to Dr. Barbara Neufeld, from the faculty of the Harvard Graduate School of Education, who has very wide experience in program evaluation both at the macro (school district and Federal govt. initiatives) and at the school and classroom level. She teaches qualitative methods yet also does quantitative research. She has also trained evaluators on contract.

I want her to learn the Jewish evaluation issues from a Federation perspective so as to make up her mind whether and how to write a full-blown proposal. Mark Gurvis has agreed to have her in Cleveland and orient her to :

- a. the structure of educational system in Cleveland.
- b. Federation's role
- c. the evaluation issues from his point of view
- d. the evaluation issues seen from his key lay leaders' point of view.
- e. key professional actors in the trenches - principals, Jcc educators etc. and their perspective on evaluation.

I would like her to spend a similar day in New York and understand how you have approached this issue - your frustrations and interests etc.

Can you do this and can I get her to call you?

a.

[I have copied Adam Gamoran and Ellen Goldring on this note]

DSP: MEF file
Evaluation Institute file

FROM: Alan, 73321,1220
TO: Debra abcPerrin, 76322,2406
DATE: 2/28/96 9:48 AM

Re: Re: evaluation in Baltimore

EVALUATION INSTITUTE FILE

A

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

From: Alan, 73321,1220
TO: Josie abMowlem, 102467,616
Alan, 73321,1220
Gail Dorph, 73321,1217
Adam Gamoran, INTERNET:GAMORAN@ssc.wisc.edu
Ellen Goldring, INTERNET:GOLDRIEB@ctrvax.Vanderbilt.Edu
Barry Holtz, 73321,1221
Nessa Rapoport, 74671,3370
Bill Robinson, 74104,3335
CC: Debra abcPerrin, 76322,2406
DATE: 2/19/96 7:24 AM

RE: Re: evaluation in Baltimore

ADAM,

I MET WITH BARBARA NEUFELD YESTERDAY FOR SOME TIME IN CAMBRIDGE AFTER THE PROFESSORS PLANNING MEETING.

I BRIEFED HER ON WHAT SHE WOULD GET FROM VISITING CLEVELAND NEW YORK AND ON THE JESNA INVOLVEMENTS. I THINK BARBARA HAS A BETTER SENSE OF WHICH QUESTIONS TO ASK IN EACH PLACE.

TODAY I AM MEETING WITHH GURVIS AND WILL ASK HIM TO SET UP THE VISIT FOR HER IN CLEVELAND (INCLUDING CHUCK, STEVE, SCHOOL PRINCIPLAS ETC ANDI WILL E-MAIL RUSKAY. WHEN SHE COMES TO NEW YORK SHE WILL MEET LIORA.

I HAD A LONG TALK WITH LIORA ON FRIDAY AND WE REVIEWED HER DOCUMENT LINE BY LINE. ON CLOSE READING I FOUND HER PROPOSAL TO BE VERY CLOSE TO OUR ORIGINAL DESIGN AND GAVE BARBARA A COPY. LIORA IS REDOING IT IN THE LIGHT OF OUR CONVERSATION AND WILL COME OUT WITH DRAFT 4. SHE IS EAGER TO MEET BARBARA WHOM SHE HAS NOT YET MET.

I PUT SQUARELY ON THE TABLE FOR HER TO DISCUSS WITH JOHN THE CIJE OPINION THAT BUILDING THIS THROUGH AN INDEPENDENT ENTITY LIKE EDUCATION MATTERS COULD SERVE US WELL. SHE SAID "I NEED TIME TO THINK ABOUT THAT, I HAVE NEVER CONCEIVED OF IT THIS WAY" [MEANING I NEED TO SPEAK TO WOOCHER] I ALSO TOLD HER THAT WE NEED TO KNOW WHETHER JESNA IS PLANNING TO COME

FROM: Alan, 73321,1220
TO: Debra abcPerrin, 76322,2406
DATE: 2/28/96 9:49 AM

Re: Coming to talk with you

MEF FILE

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

From: Gail Dorph, 73321,1217
TO: Alan, 73321,1220
DATE: 2/22/96 9:07 PM

RE: Coming to talk with you

ALAN, DO YOU THINK IT IS REASONABLE TO ASK THEM TO SPEND 5 HOURS ON THIS?

FEELS LIKE TOO MUCH.

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

From: Bill Robinson, 74104,3335
TO: Deborah Ball, INTERNET:dball@msu.edu
Sharon Feiman-Nemser, INTERNET:snemser@msu.edu
CC: Gail Dorph, 73321,1217
Adam Gamoran, INTERNET:gamoran@ssc.wisc.edu
Ellen Goldring, INTERNET:goldrieb@ctrvax.vanderbilt.edu
DATE: 2/22/96 12:00 PM

RE: Coming to talk with you

Sharon and Deborah,

Hope your trips back were pleasant!

As I mentioned briefly, I'd like to come and talk with you about TEI and its evaluation. I can travel to Michigan (or to NY if you will both be there and have free time). Based on what I'd like to talk about (see below), I think we would need about five hours together. Ideally, I'd like to split the time in half: a late afternoon or evening meeting and then a morning meeting the following day. This would allow me a period of time to digest the information and think of new questions/ideas/etc.

There are three topics that I'd like us to talk about:

1. A general discussion on what has been occurring during the TEI sessions and what you envision will occur over the next three sessions ----> I need to be make sure that I understand all of the ideas that have been discussed and to try to get "ahead of the curve".
2. A general review and discussion on the evaluation design for TEI.
3. A more focused discussion on the content and process of (me) interviewing the TEI

participants, as the next step in the evaluation ---> developing the interview protocol.

If you have any time available, I'd like to do this as soon as possible. My schedule for March is pretty open: the only days I have to be in Atlanta are March 6th (late afternoon) to March 10th.

Thanks!

Bill

