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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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Milwaukee, Wis. General correspondence, 1992-1996.

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M E M O R A N D U M

To: Jack Ukeles, Consultant
Council for Initiatives in Jewish Education

From: Howard Neistein, Director of Planning
Milwaukee Jewish Federation

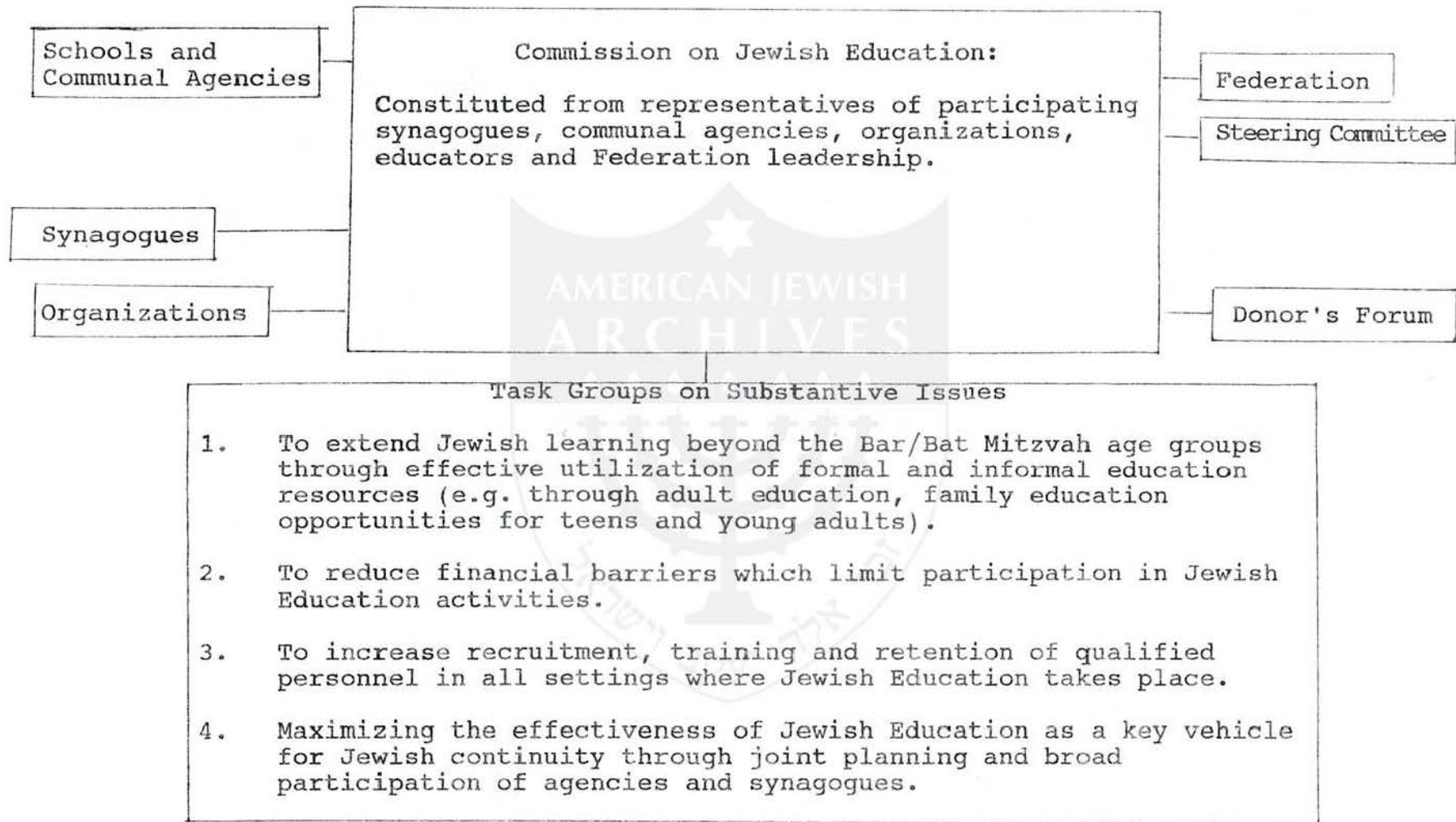
Date: September 24, 1992

Re: Proposed Model for Jewish Education Planning

See attached.



Proposed Model for Jewish Education Planning



Models for Education Planning: General Findings From Select Communities That Have Initiated, Or Are In the Process Of Creating, A Broad Based System Of Planning For Jewish Education

The following is a listing of general themes that were elicited through a survey of six (6) communities that have recently been involved with developing a community-wide planning system for Jewish Education. Those communities include Baltimore, Atlanta, Columbus, Cleveland, St. Louis and Syracuse.

1. All systems were initiated through the Federation. However, ultimate success depends upon ownership by a broad consortium of education stakeholders.
2. All systems maintain planning for Jewish Education structurally linked in some way to the Federation's planning and allocation committees.
3. While each system has been structured to incorporate broad input and participation, it does not take the place of individual agencies pursuing objectives that fall within their current mission. The planning system needs to be sensitive to these missions and the ongoing operational needs of participating agencies and synagogues.
4. Composing these broad based commissions has been both approached through having organizations designating representatives and through the Federation selecting members that reflect a broad spectrum of the community. In those cases when the majority of the commission members were organizational representatives, the Federation often appointed a steering committee to frame the commission's agenda and coordinate its activities. Again, the composition of the Steering Committee (12-15 people) should reflect a broad spectrum of perspectives.
5. Each system utilizes sub-committees and task forces to address substantive issues rather than attempting this process through the commission as a whole. This has also been a more effective means of involving professional and educators than creating a separate educators advisory counsel.
6. The broad commission serves as a forum for priority setting, policy development, exchange of information, planning coordination and reviewing the recommendations of each task force.
7. These systems must be adequately staffed. Attention should be given to available staff support when creating the planning system.

8. Consideration should also be given to the strength and time that can be devoted by community leadership when deciding the number of subcommittees to be created.
9. The development of a broad community planning system under the framework of the Federation has often paralleled, and in some cases has emerged from, transitions in the community's Central Agency for Jewish Education.
10. Integral to each system is a strategy to develop funds beyond what is available to the general Campaign.

HN/nm
9/24/92



MEMORANDUM

To: Howard Neistein

From: Jack Ukeles

Date: September 24, 1992

Re: Proposed Model for Jewish Education Planning

cc: Shulamith Elster
Arthur Rotman

=====

Overall, I think that you are right on target. I like the approach very much. Here are just a few observations:


- I would identify the Task Groups as "illustrative" at this point. Even with all the work you have done, you might want to wait until the Lead Communities piece is built in, before you finalize the Task Groups. Another approach is to start them one at a time, instead of all at once. In this case, you would start with the one or two that everyone agrees is very important -- e.g., personnel and post-bar/bat mitzvah.
- On point 1: My sense is that we should be able to go further on the buy-in of a "broad consortium of education stakeholders" than most of the community processes to date. The Commission can serve as a bridge to stakeholders, but I think that we will need to do some new thinking together on how to involve and ultimately "empower" stakeholders.
- On point 2: Again, I think that the nature of the connection between community-wide education planning and action, and Federation planning and allocation may need some fresh thinking. On the one hand, those connections are important. On the other hand, one wants to make sure that the connections to other parts of the Federation apparatus get "equal time." For example, the links to endowments and the management of philanthropic funds and supporting foundations may be even more important. The link to Leadership Development may be a crucial part of the system for adult education.

- On point 4: On the appointment of "representatives," I prefer an arrangement where Federation appoints individuals "in consultation with the agencies or organizations," rather than having the organizations do the initial designating. This approach makes sure everyone is comfortable, but puts the burden of saying "no" to an individual on the agency, not on Federation.

P.S. The Letter of Understanding is likely to include a quote from "A Time to Act" about lead communities and a reference to the Rationale section in the Lead Communities Proposal Guidelines. It might help your internal process of review to have extra copies of these. How many copies do you need?



MEMORANDUM

To: Art Rotman
From: Jack Ukeles 
Date: September 24, 1992
Re: Milwaukee Visit debrief
cc: Shulamith Elster
Sol Greenfield

=====

Milwaukee went very well. They are excited that they were chosen. They clearly want to participate (although the Federation executive was careful to keep saying "if we agree to participate..."). They do recognize that the Lead Communities Project is a major effort, not "business as usual."

They do not seem to be troubled by CIJE coming into their community and telling them what to do. They did not press for how many dollars will come in. They seemed to accept and be comfortable with the broad outlines of what I projected would be likely to be in the draft Letter of Agreement.

Here are the issues on the Letter of Agreement:

1. Getting the agreement signed by the end of October will require them to hustle. They will short-cut the process by one step, but they still need to get sign-off from:
 - Task Force on Jewish Education
 - Executive Committee
 - Board of Directors (October 27th meeting)

This means that we need to get them a final draft Letter of Agreement to review as soon as possible (e.g. by October 1st or 2nd). I assume that you reviewed it with Mort -- any changes? Is there anyone else who needs to see it? Do you want Chuck Ratner to sign off? Please advise. Should we circulate the "boilerplate" to the committee? (If yes, for information or for input?) How do you want to deal with Israel? (See my note below on my conversation with Annette.)

2. They are concerned about staffing. They have such a small planning staff that they cannot spare anyone even half-time for the planning role. The Federation Executive is inclined to recruit a Lead Communities Director to do both the planning and then move on to coordinate the Action Program, but recognizes that they need to put the money together.

I think that the Planning Director will take responsibility for getting the process underway. While I did not press our model, I did press that significant staff input was needed; I think they accept that.

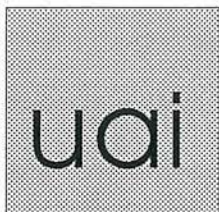
3. They asked for an estimate of what the first year might cost them, and I promised to give them a rough idea of the probable range, and some of the cost elements we envision. Jim had done some work on this way back, which I will dust off and give them. They may be able to get support from the Bader Foundation, and so need this soon.
4. They would like to have some rough idea of the level of consultation that CIJE will make available to them (the "Talent Bank"), and whether CIJE will pay expenses related to consultation or just the hours. Does the CIJE budget include funds for community consultation for 1992-93? Do you have any idea of what might be available? Should we try to develop some idea of what might be needed?

I faxed the latest draft of the Letter of Understanding to Annette, and called her today for input. I reached her ten minutes before shabbat, so it was a hurried conversation. She (and Seymour) are extremely concerned that the document doesn't adequately convey the idea that "the Lead Communities Project is about systemic change, it sounds like just another commission." I assured her that based on the Milwaukee meeting, they clearly understand the ambitious scale of the effort. Seymour and Annette also believe that the communities need to learn much more about the "content." She hadn't seen the Appendix -- but even if she had, I doubt if it would have satisfied her.

She wants us to slow down the process until we can "thoroughly educate the communities about Lead Communities." She indicated that she and Seymour were planning to be in the States soon -- by inference to help "educate" the Lead Communities. Needless to say, Shulamith and I have serious problems with the implications of this approach.

Annette indicated that we need to talk this through. Do you want to schedule a teleconference for you, Shulamith, myself, Annette and Seymour next week? If not, how should we proceed?

Shulamith will add her views to mine either before or during your meeting on Wednesday.



UKELES ASSOCIATES INC.

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

FACSIMILE TRANSMITTAL SHEET

		DATE:	September 25, 1992
TO:	ART ROTMAN	FROM:	JACK UKELES
COMPANY:	C.I.J.E.	PAGES (including cover):	3
FAX #:	(212) 213-4078	FAX #:	(212) 260-8760

MESSAGE: Jo Ann,
Please give a copy to
Sol Greenberg & Shulamith

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

MEMORANDUM

To: Art Rotman
From: Jack Ukeles
Date: September 25, 1992 *revised 10/26*
Re: Milwaukee Visit debrief
cc: Shulamith Elster
Sol Greenfield

=====

Shulamith and I met with the senior professionals in the Milwaukee Federation (Rick Meyer and Howard Neistein); and then met with the key Jewish education lay leaders. In each meeting we talked through the main points in the draft Letter of Understanding (without sharing any written material).

Overall, the site visit to Milwaukee went very well. They are excited that they were chosen. They clearly want to participate (although the Federation executive was careful to keep saying "if we agree to participate..."). They do recognize that the Lead Communities Project is a major effort, not "business as usual."

They do not seem to be troubled by CIJE coming into their community and telling them what to do. They did not press for how many dollars will come in. They seemed to accept and be comfortable with the broad outlines of what I projected would be likely to be in the draft Letter of Agreement.

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Chuck Ratner to sign off? Please advise. Should we circulate the "boilerplate" to the committee? (If yes, for information or for input?) How do you want to deal with Israel? (See my note below on my conversation with Annette.)

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3. They asked for an estimate of what the first year might cost them, and I promised to give them a rough idea of the probable range, and some of the cost elements we envision. Jim had done some work on this way back, which I will dust off and give them. With an assist for Shulamith, they now have a chance to get support from the Bader Foundation, and so need this soon.
4. They would like to have some rough idea of the level of consultation that CIJE will make available to them (the "Talent Bank"), and whether CIJE will pay expenses related to consultation or just the hours. Does the CIJE budget include funds for community consultation for 1992-93? Do you have any idea of what might be available? Should we try to develop some idea of what might be needed?
5. They asked me to review their first thoughts on the structure of the planning apparatus, and I sent them a memo (you received a copy in New York). Their current thinking -- a large commission with a Steering committee and subcommittees is a much better model than their original formulation of a small commission and an advisory committee -- nobody ever wants to serve on an advisory committee.

III. Timeline

- ~~Confer~~ Basic Principles of the
- A. Presentation of "Letter of Agreement" to Jewish Education Task Force - October 14.
 - B. ^{Discussion for} Action by Federation Board of Directors - October 27.
 - C. Assuming Milwaukee agrees to participate in the "Leads Project", a reception for all "Lead Communities" will be held at the General Assembly in New York - November 12.
 - D. Meeting/Seminar for "Lead Community" planning staff - late November.
 - E. Begin process of involving education stakeholders in the "Leads Project" through a scheduled event/activity - December or January.

HN/nm
9/25/92



(Gail's Interpretation of Jack's Notes)

Principles of the Letter of Understanding Between CIJE and Milwaukee as a "Lead Community"

I. How will CIJE be Staffed?

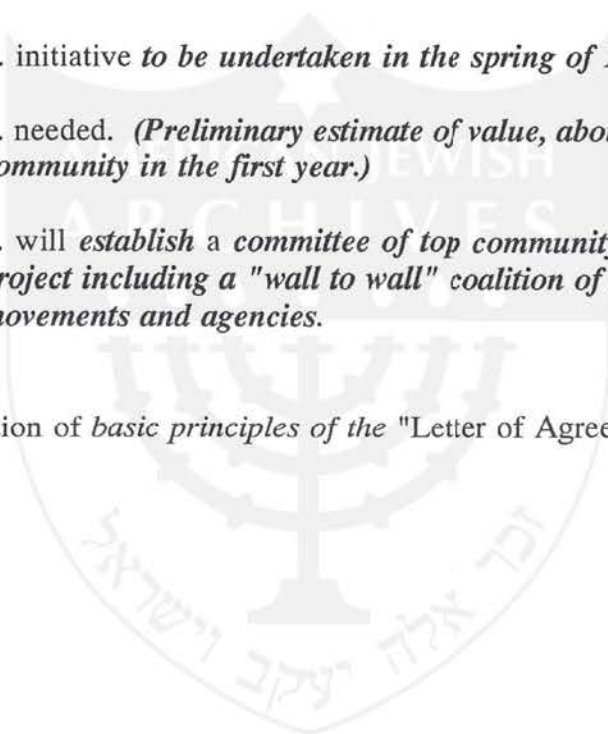
CIJE is a *catalytic agent for change in Jewish education*. The board consists of the *leadership of national organizations, foundations ...*

II. B. 2. ... initiative *to be undertaken in the spring of 1993*.

C. 2. ... needed. (*Preliminary estimate of value, about \$30,000 to \$40,000 per community in the first year.*)

D. 1. ... will *establish a committee of top community leadership to direct the project including a "wall to wall" coalition of institutions and religious movements and agencies*.

III. A. Presentation of *basic principles of the "Letter of Agreement"* to ...



MEMORANDUM

TO: SHULAMITH ELSTER
FROM: ANNETTE HOCHSTEIN
DATE: FEBRUARY 7, 1993

RE: MILWAUKEE -- COMMISSION AGENDA

Dear Shulamith,

I hope that you have returned safely and recovered from the busy week we had together. Upon my return home, I read the minutes of the last meeting of Milwaukee's Steering Committee (thanks for forwarding them) and would like to point to a challenge there.

I find it difficult to understand how the agenda that was discussed reflects that of the CIJE or of the Lead Communities Project. One gets the sense that Milwaukee is proceeding as if it were setting up again a commission on Jewish education or Jewish continuity without the benefit of the work already accomplished. Of course from my distance I do not know if this is just my perception based on a document or if it is fact. We need your guidance on that. If this is indeed the case, I recommend that we undertake a number of steps that might help modify the agenda for the first plenary meeting of Milwaukee's commission on February 25.

1. Find out if Dr. Cohen, the planner in Milwaukee, has received and read the following documents:
 - a. A Time to Act
 - b. The background materials to the 5 Commission meetings.
 - c. The Commission research reports.
 - d. The 3-year plan of the monitoring, evaluation, feedback project.
 - e. Barry Holtz's memo to the Senior Policy Advisors and maybe the paper that was given to the Board of the CIJE I believe last year.
 - f. "Lead Communities at Work" (pointing out that this is a document for discussion).
 - g. The planning guide -- as soon as it is ready.

If she has not read these I believe it is urgent to give these documents to Dr. Cohen, and to begin with her the substantive dialogue that needs to be undertaken. If she has received all of these materials, I believe it may be useful to have with her a conversation on how Milwaukee is considering getting to the agendas of dealing with the shortage of personnel and community mobilization. Of course we will be in Milwaukee on the 22nd and that will give us an opportunity to discuss or being

discussing this together -- but given the proximity to their Board meeting, I believe it would be very useful if you could have this conversation as early as possible.

2. For fear of belaboring the point: I believe it is important that you accompany Barry Holtz on the 16th of February to Milwaukee in order to provide continuity in whatever dialogue can take place. I hope that there will be a meeting of Barry with Dr. Cohen during that day.

Any news on dates for a visit by Barry and you to discuss to the pilot project in Baltimore? Please let me know.

I look forward to hearing from all of you very soon.

Best regards,



Annette

c.c.: Ginny Levi



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Mailing address: 163 Third Avenue #128
Phone: (212) 532-1961

New York, NY 10003
FAX: (212) 213-4078

MEMORANDUM

TO: Annette Hochstein
Steve Hoffman
Barry Holtz
Virginia Levi ✓

DATE: February 16, 1993

FROM: Shulamith Elster 

SUBJECT: Milwaukee Background
Materials

Enclosed are a number of papers that will be of interest to you before the site visit to Milwaukee on February 22nd.

They include:

1. Milwaukee's Proposal to the Lead Communities Project and Answers to Specific Questions
2. Statistical Profile
3. Proposed Model for Jewish Education Planning
4. Resume of Dr. Ruth Cohen, Lead Communities Project Director
5. Clipping from Wisconsin Jewish Chronicle re: Bader Foundation Grants
6. Letter from Dr. Ruth Cohen to Roberta Goodman
7. Minutes of the December 14, 1992 meeting of the Steering Committee
8. 1992 End-Of-The-Year Report of the Director of the Milwaukee Association for Jewish Education (MAJE)
9. Annual School Census and Comparative Data on School Enrollment
10. January 1992: Survey of Jewish Education Task Force
11. JESNA Study of Centralized Jewish Education Services in Milwaukee
12. An entry from the Encyclopedia Judaica on the history of Milwaukee's Jewish community
13. Lead Community Project Organization Chart - Decision Making Process
14. Milwaukee Jewish Federation Human Resources Development Plan Outline

Fax Memorandum

TO: Annette Hochstein
Steve Hoffman
Ginny Levi
cc: Barry Holtz
FROM: Shulamith Elster
RE: Milwaukee: February 22, 1993
DATE: February 18, 1993

1. I spoke with Ruth Cohen this morning and was pleased to learn about Barry's very productive day in Milwaukee. He was very well received by the various "audiences" to whom he spoke and clearly he raised the "level of discourse" and the "level of anticipation" of things to come in Milwaukee.

Ruth was especially enthusiastic about the prospect of the pilot as Barry described - monthly seminars for lay leaders (as we have discussed in our own conversations). In an effort to continue the planning, Milwaukee would like for Barry and me to come out after March 15th for a day to discuss how to proceed with this pilot. I will check with Barry about dates etc.

2. Before our discussion of the specific agenda for your visit I do think it important that I pass along several comments Ruth made during the course of our conversation.

o The lay leadership in Milwaukee is anxious to see "tachlis". They have indicated that there has been "enough talk" about the CIJE and what it is and wants and "we want to start looking for action". (Note: Barry's discussion of pilot projects helped this along last week.)

o The lack of communication regarding the organization/administrative changes within the CIJE produced "unnecessary" criticism of the CIJE and some level of disappointment. (You will note that communications is on the agenda for next week).

3. Working from our telecon last week and my own instructions and keeping Howard's February 10th letter to Ginny in mind, the following are the items that Howard, Ruth and I discussed for the agenda. I also indicated that I would confirm the agenda sometime on Friday, so please let me have your comments ASAP:

Mutual expectations and concerns

CIJE: Launching the LC Project in Milwaukee
Materials: The Planning Guide
The Letter of Understanding: Status
Communications

*What they expect -
fr. us*

page 2

Next steps in the CIJE-Milwaukee partnership
Best Practices to Pilot Projects
Connections to funding/foundations
Schedule/coordination with community priorities
Use of consultants/expertise of CIJE
Monitoring, Evaluation and Feedback
What's being monitored and fed-back?
Evaluation instruments for local use/help from CIJE
in developing indicators
The Work Plan/ CIJE-Milwaukee
Action Plan for Year One: Putting it all together
Coordination with national organizations, movements

Funding Issues
Local funding
Linkages to foundations

Also, you will receive (or have already have received) a packet of materials in preparation for the Milwaukee trip.

A handwritten signature in black ink, consisting of a large, stylized letter 'L' with a horizontal line extending to the right.

Fax Memorandum

TO: Annette Hochstein
Steve Hoffman
Ginny Levi
FROM: Shulamith Elster
RE: Milwaukee: February 22, 1993
DATE: February 19, 1993

Attached to this memorandum is a fax sent earlier today to Howard and Ruth in Milwaukee. It reflects the suggestions of Annette delivered through Ginny. I do think it important that within these categories that the concerns raised by both Howard and Ruth be kept in mind. And it is for that reason that I am repeating some of these mentioned in my prior memo to you.

- The Letter of Understanding: Status
- Communications
- Connections to funding/foundations
- Monitoring, Evaluation and Feedback
 - What's being monitored and fed-back?
 - Evaluation instruments for local use/help from CIJE
 - in developing indicators
- Coordination with national organizations, movements
- Funding Issues
 - Local funding
 - Linkages to foundations

Shabbat Shalom!

S.



*file -
Milwaukee*

Date: _____

THE ATTACHED PAPERS ARE REFERRED

To: *Grainy h.*

From: **Art Rotman**

For the purpose indicated by the check mark

- | | |
|---|---|
| <input type="checkbox"/> Please approve | <input type="checkbox"/> Reply-send me copy |
| <input type="checkbox"/> Approved | <input type="checkbox"/> Reply-for my signature |
| <input type="checkbox"/> Please handle | <input type="checkbox"/> Note and return |
| <input type="checkbox"/> For your information | <input type="checkbox"/> Let's discuss |
| <input type="checkbox"/> Comments | <input type="checkbox"/> Follow-up |

REMARKS:



Dear Art:

Thank you for the invitation to attend the CIDE Annual Meeting, Feb. 25th in N.Y.

Because of my heavy travel schedule for Feb & March & I cannot manage this meeting.

I understand you are planning to be in Milwaukee in Feb and I look forward to being with you then.

The LEAD Project in Milwaukee is underway, we have hired a Project Director, will hold our 2nd Steering Committee Meeting, next Monday & are

in the process of forming our Commission
on Jewish Education and have begun
discussion of our plan & the work of
the next few months -

People here are very excited about
the possibilities & we are looking for an
exciting name -

See you in
Feb.

Louise Stein

CLAUDE MONET

French, 1840-1926

The Artist's House at Argenteuil, 1873

Oil on canvas 60.2 x 73.3 cm

©THE ART INSTITUTE OF CHICAGO

Mr. and Mrs. Martin A. Ryerson Collection, 1933.1153



MILWAUKEE JEWISH FEDERATION

Post-It™ brand fax transmittal memo 7671		# of pages ▶ 2
To	Annette Hochstein	From Steve Hoffman
Co.		Co.
Dept.		Phone #
Fax #	311-972-2619-951	Fax #

April 21, 1993

Mr. Stephen Hoffman
Executive Vice President
Jewish Community Federation
of Cleveland
1750 Euclid Ave.
Cleveland, OH 44115

Dear Steve:


As a follow up to our meeting in February and our discussion last week, we are requesting that the Council for Initiatives in Jewish Education (CIJE) grant \$30,000 to Milwaukee to support the "start up costs" and administrative expenses associated with the Lead Community Project. As we discussed, these funds would be used to offset expenses in one of the following ways:

1. To design and develop tools associated with the project that are not otherwise readily available - The most recent example is the Educators Survey that will provide us with a profile of education personnel in all settings. Costs associated with the design of the survey include travel costs for meeting with consultants, printing costs associated with implementation and distribution and contracting appropriate resources, both locally as well as out of town, who can assist with the analysis of data. Over \$700 has already been spent for Ruth Cohen's participation in a March meeting in Baltimore. It is anticipated that the tool, once developed, can be used in all three Lead Communities. Other types of planning tools might include environmental scans and marketing analysis.
2. To purchase consultation and to contract expertise not directly available from CIJE staff - As part of our developing new program initiatives and utilizing the "Best Practices" Project, we expect that we shall be connected to resource people throughout the country. Funds would be used to bring these people to Milwaukee and/or pay travel expenses associated with our professionals and/or leadership making on site visits. This will be important both in enhancing the quality of what is produced and in creating greater visibility for CIJE as well as excitement about the Lead Community Project.

We are seeking this assistance from CIJE since these expenses are directly associated with the Lead Community Project and because we are unable to identify local resources in the time frame that these items are needed. As you know, we did receive a grant to fund the salary and direct expenses associated with hiring a Project Director, however, the current commitment is for the first year only. We remain sensitive to the perception that this Foundation's support may be competitive with other program initiatives being developed with education stakeholders. However, our intention is to reapply to the Foundation for continued funding of the position. We feel that CIJE's providing supplemental funds in this manner will not only strengthen that request, but will also highlight its partnership and commitment to the project's goals to potential donors and to local Jewish education constituents.

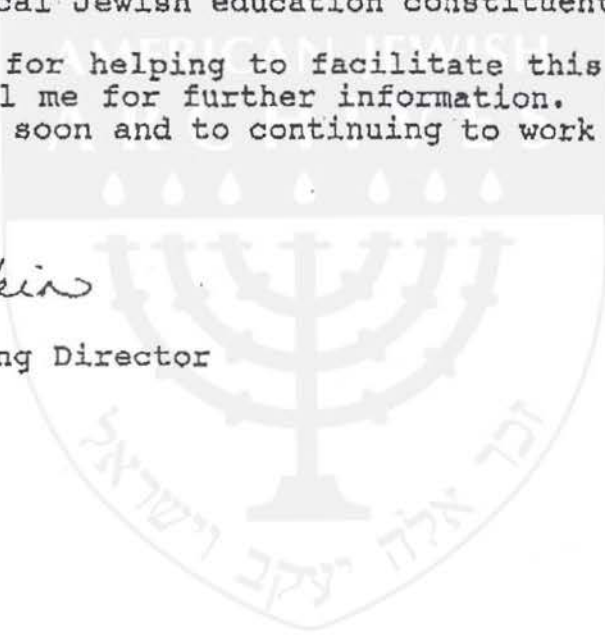
Thank you again for helping to facilitate this request. Please feel free to call me for further information. I look forward to hearing from you soon and to continuing to work together.

Sincerely,



Howard Neistein
Community Planning Director

HN/nm



Morton L. Mandel

Virginia F. Levi

5/7/93

TO: _____
NAME
DEPARTMENT/LOCATION

FROM: _____
NAME
DEPARTMENT/LOCATION

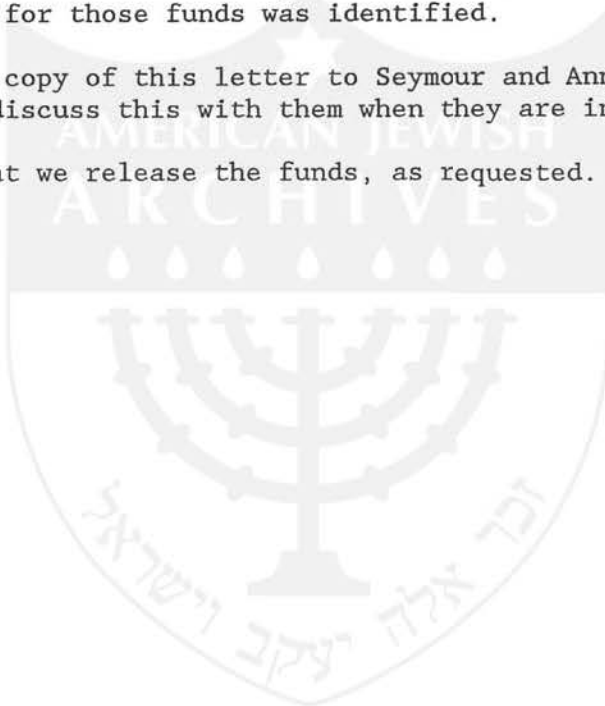
DATE: _____
REPLYING TO
YOUR MEMO OF: _____

SUBJECT: CIJE "Grant"

Attached is a letter from Howard Neistein requesting a \$30,000.00 "grant" from CIJE to support Milwaukee as it moves forward with the Lead Communities Project. This letter was sent to Steve Hoffman at his suggestion, as a follow up to the verbal commitment made in February. At that time, Steve indicated that CIJE was prepared to support the Milwaukee Lead Communities Project in the amount of \$30,000 once a specific use for those funds was identified.

Steve sent a copy of this letter to Seymour and Annette in Israel. You may wish to discuss this with them when they are in Cleveland.

I suggest that we release the funds, as requested.



INFORMATION CORRESPONDENCE

NO. 47

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION
EXPENSE APPROVAL

REC'D MAY 25 1993
K-2628

DATE: 5/20/93

PAYEE: Milwaukee Jewish Federation

PURPOSE: Milwaukee "Start up costs"

AMOUNT: \$30,000.00 PAY DATE: next check run

CHECK HERE IF RUSH: _____

EXPLANATION OF EXPENDITURE (IF NEEDED): _____

AMERICAN JEWISH ARCHIVES

CHECK HERE IF AUTHORIZATION ON FILE BY _____

	SIGNATURE	DATE
KNOWLEDGE CENTER APPROVAL:	<u>VFL</u>	<u>5/20/93</u>
FINANCIAL APPROVAL:	<u>Q</u>	<u>5/20/93</u>
OPERATIONS APPROVAL:	<u>Wm</u>	<u>5-20</u>
MAF APPROVAL:	<u>B</u>	<u>5/24/93</u>

(PP 04 - 4/93)

1360 N. PROSPECT AVE
MILWAUKEE, WI
53204

ACTION ON CONTRIBUTION REQUEST

DATE: 5/20/93
PREPARED BY: VFL

ORGANIZATION Milwaukee Jewish Federation

Purpose of Contribution Support for Lead Community Projects

I. Organization Qualified (U.S.) as Public Charity? Yes Private Charity? Yes

II. RECOMMENDATION

Amount \$ 30,000 Date 5/20/93 By VFL (Knowledge Center)

III. APPROVED

Amount \$ 30,000 Date 5-20-93 By MLM (Operations Approver)

IV. APPROVED

Amount \$ 30,000 Date 5/24/93 By BMR (MAF Approver)

V. PAYMENT SCHEDULE

Pay by 5/93

Other _____

COMMUNICATION FROM

MLM _____

Other SHH

Dear Howard cc: _____

Initiator sign _____ Dictate _____

VI. NOT APPROVED

Hold _____ Immediate Deny _____ Turn down from _____ by phone _____ letter _____

VII. PAYMENTS

Payment Date	Source/ Check No.	Amount Paid	Balance	Financial Approval	Date
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____



JUN 7 1993

צדקה

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

June 4, 1993

Mr. Howard Neistein
Community Planning Director
Milwaukee Jewish Federation
1360 N. Prospect Avenue
Milwaukee, WI 53202-3094

Dear Howard:

It was very nice talking with you today, and I hope I was able to clarify our thinking on the foundations issue.

Enclosed is a check from the Mandel Associated Foundations for \$30,000 on behalf of the Council for Initiatives in Jewish Education. This is in response to your letter of April 21, 1993 asking for support for the start-up costs.

In your letter you outlined two areas where you intend to use the money. We would very much appreciate having regular reports from you as you make use of these funds. If you have any questions about the appropriateness of how you might be using the funds over the year, I would be happy to offer an opinion or seek clarification from Mort Mandel.

We continue to be extremely pleased with the way in which the lay and professional leaders of Milwaukee have invested themselves in the lead community project. We couldn't ask for more enthusiasm or vision!

Warm regards.

Sincerely,

Stephen H. Hoffman
Executive Vice-President

SHH:gc
B3:28A

Enc.

bcc: Virginia Levi

M E M O R A N D U M

June 4, 1993

TO: Seymour Fox
011-972-2-619951

FROM: Daniel Pekarsky

RE: Milwaukee

A lengthy conversation with Roberta Goodman leads me to want to underscore the importance of a timely and thoughtful treatment of some of the issues raised in my June 1st memo:

1. They have an immediate need for outside help in developing the planning process. They want to work towards a late August planning retreat for their leadership but could use a lot of help in developing the agenda and format for that retreat.
2. The relationship of the Lead Community project to their central agency (MAJE) is very problematic. For a number of reasons (which we can discuss at some point), the Lead Community leadership has resisted making MAJE a partner in their planning process. If not addressed soon, this problem could have seriously adverse consequences; it's already a contaminant. As we have agreed in previous conversations, the relationship of central agencies to Federations and to Federation-run initiatives has not been well-handled in many communities. Inasmuch as Milwaukee is a lead-community, it is desirable to find a more rational way to address this issue.

My own schedule for the next few weeks is pretty hectic. I may have a day or two available in June, but am otherwise consumed with loose ends here and arranging our move back to Madison. As of July 6 I will be in Israel up to the end of the month. In August, I will begin to have more time available. Since they may need a lot of help during the period I'm unavailable, are there other resource-persons who can be called on for the summer? Is the CIJE staff available to them?

I would welcome your thoughts about how I should approach my work with them, both short and long term.

I look forward to our being in touch soon. All the best.

To Annette Hochstein

From Ruth Cohen

Company

Company

Location

Location

Dept. Charge

Fax # 011 972 2 619-951 Telephone #

Fax # 001 414 271-9081 Telephone # 414 271-8338

Comments

Original Disposition: Destroy Return Call for pickup

Q - Does this need an answer?

o. Yes Please get after Shmuel!

27/6- Shmuel - No? o.



ה'תשנ"ג, 16 ביולי 1993

ד"ר שלום,

שמעתי שאתם עובדים על חומר
המכונה "האגדה" וזה מאוד מעניין
לפי ה-CJEA והקהילה היהודית
ההקשר אצולנו, הקונגרס, המוסדות
לדבר אנטי, גרמני, מספר אנשים שפולנים
אשר סולקו מן הארץ והאנשים אשר הם
האנשים ביותר, אפילו קהילתי.

תודה רבה

רוח רבן



MILWAUKEE JEWISH FEDERATION

1 9 0 2 - 1 9 9 2

recognizing 90 years of service to
the Jewish community

F A X T R A N S M I T T A L

FAX # TO: 216 391-5430

DATE: 6-3-93 TIME: 4:15 p.m.

TO: Mirny Levi

FROM: Ruth Cohen

NUMBER OF PAGES TO FOLLOW: _____

MESSAGE: FYI as discussed:

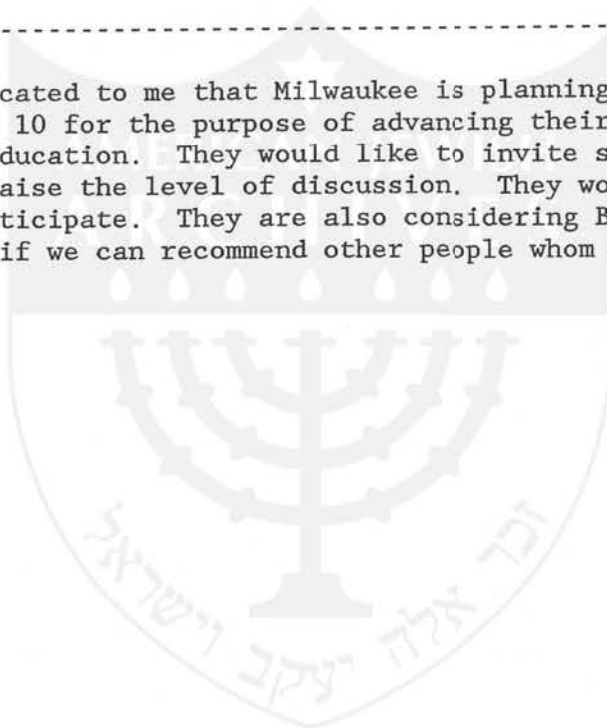
Milwaukee would like to receive a list of those foundations that are involved with CIJE and have indicated an interest in supporting projects in the Lead Communities. We would also like to know what grants have already been made or are being proposed to the project.

6/4 - Steve Hoffman agreed to discuss with Howard Neistein. vfl



MEMO TO: Seymour Fox
FROM: Virginia F. Levi *Virginia*
DATE: July 8, 1993
SUBJECT: Milwaukee Retreat

Ruth Cohen has indicated to me that Milwaukee is planning a commission retreat for Sunday, October 10 for the purpose of advancing their development of a vision for Jewish education. They would like to invite several "national scholars" to help raise the level of discussion. They wondered if you might be available to participate. They are also considering Barry Chazan. In addition, they ask if we can recommend other people whom they might invite.



Subject: After all that ...
Date: 22-Jan-94 at 23:03
From: Alan D. Hoffmann, 73321,1220

To: Virginia Levi,73321,1223
Gail Dorph,73321,1217

CC: Abby Pitkowsky,INTERNET:ABBY@vms.huji.ac.il
Barry Holtz,73321,1221

Gail,

I was very happy when I learnt that one of our lead communitites was to be in the Reconfiguring project which Isa is running.

Do you think we should put some pressure on Amy Neistein? Do you think we should lobby for another of our community Reform congregations?

It seems to me that you should call Isa and discuss this with her.

alan

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

Subject: +Postage Due+After all that ...
Date: 14-Jan-94 at 12:09
From: Isa Aron, INTERNET:iaron@eis.calstate.edu

To: Alan D. Hoffmann,73321,1220

Sender: iaron@eis.calstate.edu
Received: from eis.calstate.edu by arl-img-1.compuserve.com (8.6.4/5.930129sam) id MAA06641; Fri, 14 Jan 1994 12:07:55 -0500
Received: by eis.calstate.edu (4.1/KNMods2.1) id AA03084; Fri, 14 Jan 94 09:08:20 PST
Date: Fri, 14 Jan 1994 09:08:20 -0800 (PST)
From: Isa Aron <iaron@eis.calstate.edu>
Sender: Isa Aron <iaron@eis.calstate.edu>
Reply-To: Isa Aron <iaron@eis.calstate.edu>
Subject: After all that ...
To: "Alan D. Hoffmann" <73321.1220@CompuServe.COM>
Cc: gamoran@theo.jtsa.wisc.edu, baholtz@theo.jtsa
In-Reply-To: <940109185745_73321.1220_FHM51-1@CompuServe.COM>
Message-Id: <Pine.3.89.9401140802.C23959-0100000@eis.calstate.edu>
Mime-Version: 1.0
Content-Type: TEXT/PLAIN; CHARSET=US-ASCII

Hi folks!

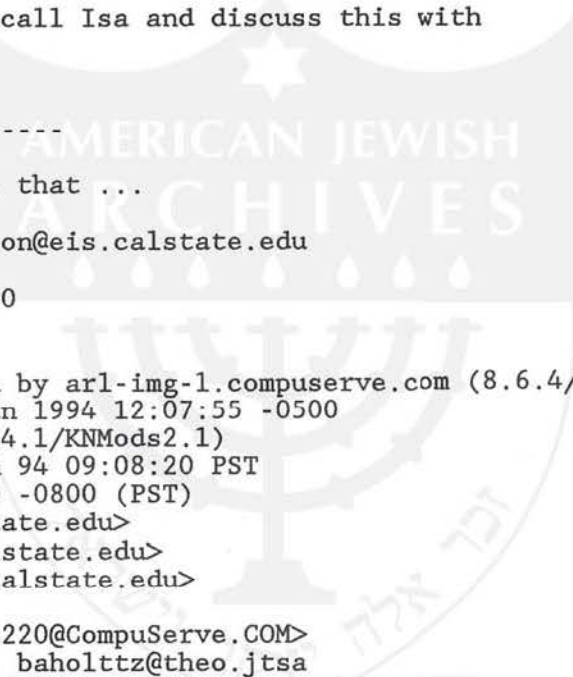
I now have proof that there is such a thing as overplanning. Two days ago I got a call from Amy Niestein, the educator at the congregation in Milwaukee that we had asked to join the ECE. To quote her: "This is the right project; we are the right congregation; but this is the wrong time." They are actively fundraising for an endowment, and worried that they can't support two big efforts at the same time.

I was sorry to see them withdraw, but better now than later. What I am really upset about is losing Roberta's input, which is invaluable. Is there any way we can continue to have her as a consultant? Let me know what you think.

I have just finished a long memo proposing a research design for our project. If you think it still relevant, I'll send it to you.

B'Shalom, Isa

*file -
Milwaukee - gen'l*



JEWISH COMMUNITY CENTER OF MILWAUKEE



6255 North Santa Monica Boulevard
Milwaukee, Wisconsin 53217
Telephone 414 964 4444
Fax 414 964 0922

MAY 9 1994

May 3, 1994

Mr. Alan Hoffman
CIJE
P. O. Box 94553
Cleveland, OH 44101

Dear Alan:

I wanted to thank you for taking time in your busy schedule to meet with me this past Sunday. I found the meeting helpful and informational.

I will raise with Tzivia and my administrative staff some of the strategy suggestions that you made. I will also talk to my President regarding the Early Childhood education issue as well as the resident and day camping issues.

I think the thought of you and I and Rick Meyers sitting down might also be helpful - especially since Rick will be looking for a new planning director. Perhaps together we can explore a more involved role for the JCC in the CIJE process.

At any rate, I do wish you luck with the CIJE program. I hope that when you are in town in the future that we will get to spend some more time together so that I can better understand the vision and goals of the project and the role that the Center can play in the effort to bring about systematic change in Jewish education within the Milwaukee community.

Regards,

Jay R. Roth
Executive Vice President

Judy S. Guten
PRESIDENT

Warren Blumenthal
VICE PRESIDENT

Mark Jubelirer
VICE PRESIDENT

Marilyn Pelz
VICE PRESIDENT

Jerold Perlestein
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VICE PRESIDENT

James Zucker
VICE PRESIDENT

Jane Gellman
SECRETARY

Eric Buletin
TREASURER

Larry Freschl
CO-TREASURER

Jay R. Roth
EXECUTIVE VICE PRESIDENT

JRR/jm

c: Tzivia Blumberg

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Greater Milwaukee

CAMPUS JCC

JCC SENIOR CENTER

JCC SENIOR CENTER—WEST SIDE

HY & RICHARD SMITH JCC FAMILY PARK

CAMP INTERLAKEN

CAMP JCC

4/17

To: Ginny

From: Gail

I thought I should prepare an update from lead communities for steering committee. I gave the part about Milwaukee to Alan before he left because I realized as I wrote it that it might be controversial and maybe not what we wanted to say at this time.

Since then I wrote a paragraph of intro and wrote about the other two communities.

Given Mort's response last time, it was pretty clear that these should not be much briefer and give the essence of the tasks that we are working on with less commentary. I'm not sure this is it either. What do you think? If you have time to think, that is.

Also if you are going to see Alan you can give him the whole thing. it is possible for me to fix this based on your suggestions or just "can it" for now if that is what you think.



MILWAUKEE JEWISH FEDERATION

May 9, 1994

Dr. Alan Hoffman
Executive Director, CIJE
P.O. Box 4556
91044 Jerusalem
Israel

Dear Alan,

Thank you for sending me the materials which were distributed to the CIJE's Board of Directors. I believe that the establishment of the four new committees will contribute towards CIJE's effort to build continental leadership. I look forward to further discussing these materials with you in the near future and exploring the possibility of including professional leaders from the Lead Communities in CIJE's task forces.

As I mentioned to you during our telephone conversation on May 3rd, your assistance in the following modest requests will greatly enhance communication between CIJE and Milwaukee.

- Please keep me abreast of new developments in the national scene which may have an impact on our work locally. Also, send me copies of all correspondence/materials distributed to the project's co-chairs.
- Please let me know in advance of your plans to visit our community.
- Please include me in all Lead Community related meetings held with Milwaukee co-chairs.

I look forward to meeting with you during your next visit to the U.S.A.

Sincerely,

Ruth Cohen

Dr. Ruth Cohen
Director of the Lead Community Project

cc: Stephen Hoffman
Rick Meyer
Jane Gellman
Louise Stein

1360 N. Prospect Avenue Milwaukee, Wisconsin 53202-3094 414-271-8338 FAX 414-271-7081

Betsy L. Green
President

Richard H. Meyer
Executive Vice President



*File to ADH
file - Milw. -*

Mr. Alan Hoffman
CIJE
P. O. Box 94553
Cleveland, OH 44101

Dear Alan:

Since we met several weeks ago, I have been working on the concept we discussed regarding the role of resident camping in Jewish education and Jewish continuity. The ideas that you gave me have lead to a series of meetings which has helped me strategize an approach which I would like to discuss with you when next you are in Milwaukee.

In brief, our idea is that the JCC in Milwaukee, along with the JCC of Atlanta and perhaps one or two other cities that have resident camps, would work together to develop a task force that would identify the components that make resident camping such a powerful Jewish experience and to help develop the programs and the knowledge base that will not only enhance and build upon what the resident camp experience currently provides, but make sure that other communities can share and benefit from that knowledge and experience. I have talked to Jane Gellman, Tzivia Blumberg and Barry Chazan. Tzivia, Barry and I spent about 45 minutes at the Biennial discussing the idea and focusing on the role that Jewish resident camping can play in terms of Jewish continuity.

I would like to suggest the following to you:

1. That when next you are in Milwaukee, we get together to discuss a 2-4 city effort that would identify the strengths of Jewish resident camping and focus on the concept of building Jewish continuity through camping experience that is strongly related to Jewish community.
2. In the interim, I will speak to Harry Stern of Atlanta and perhaps one other city to see if we can get at least three or four camps involved. Chicago, and Camp Chi, is very interested in participating. My feeling is that we should do it with more than just Milwaukee and Atlanta, because there are different resident camps and experiences. Therefore, we need a broader base so that the recommendations will be applicable to all of the resident camps provided through the Jewish Community Center network.

*Judy S. Guten
PRESIDENT
Warren Blumenthal
VICE PRESIDENT
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VICE PRESIDENT
Marilyn Pelz
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Jerold Perlestein
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Jane Gellman
SECRETARY
Eric Butlein
TREASURER
Larry Freschl
CO-TREASURER
Jay R. Roth
EXECUTIVE VICE PRESIDENT*

*Affiliated with the
JCCA of North America,
Milwaukee Jewish
Federation, Inc.,
United Way of
Greater Milwaukee*

3. After you, Tzivia and myself get together in Milwaukee, we will begin to develop a proposal for the necessary resources to put this study and action plan into effect.

In talking about this with Tzivia and Barry, there was a great sense of enthusiasm about the concept. It can not only involve identifying the components and strengths of current resident camping, but also training both at the camps and with the staff of the camps both here and in Israel regarding the development of a sense of Jewish community.

I will await to hear from you regarding your next visit to Milwaukee. In speaking with Jane Gellman, she is willing to work actively on this committee since both Judaic education and resident camping are areas of major interest and expertise for her. I would hope that Jane would be able to attend the meeting that we have during your next visit.

I look forward to hearing from you shortly.

Sincerely,


Jay R. Roth
Executive Vice President

JRR/jm

c: Jane Gellman
Tzivia Blumberg
Barry Chazan
Jeff Metz



file - Milw.
MAY 27 1994

Milwaukee Lead Community Initiatives for Jewish Education Project Update May 1994

Action Teams

Personnel Issues

The team has completed the analysis of the data from the two studies of Milwaukee teachers. Currently, members work in two sub groups (professional development and recruitment/retention) on generating ideas for initiatives which will address the implications from the studies. These ideas will lead to the development of a specific plan to upgrade Milwaukee Jewish education personnel.

Teen Education

Three sub groups address the following topics: a possible day high school; supplemental high school and informal Jewish education programs. Members of the three teams are currently gathering pertinent information about existing programs and available resources. During the month of May, each sub-group met individually to compile the data collected and prepare a preliminary report to be presented during the next large group meeting on May 24th.

Family Education

The group met on Monday, May 9, 1994. Members presented reports of interviews held with the directors of all the community organizations which provide family education programs. The group developed a structured interview form which was used in all interviews. The interview focused on existing programs, future plans, and institutional "dream lists."

Co-chairs Training

A special training for co-chairs of the various action teams was held on May 18. The training focused on the creation of action plans. Participants practiced writing specific action steps needed to accomplish the objectives identified by the team. The session was facilitated by Jennifer Reinert, the project's strategic planning consultant.

Dissemination of the Data from the Milwaukee Educators Studies

Educators briefing and reception

A special briefing and reception for Milwaukee Educators was held on May 2. Drs. Adam Gamoran and Gail Dorph presented highlights from the Milwaukee educators studies. The purpose of the meeting was to inform the educators about the findings of the studies and to elicit their ideas of what can be done to enhance the quality of Milwaukee's teaching force. Forty teachers, principals and rabbis participated in this event.

MJDS

Jewish Studies
Coordinator
Job Description

programming

I NEED TO
ACT ON THIS

energy

role model - attractive to young
people

reform - conservative

rabbi ??

knowledgeable Jewishly -

new ideas + get teachers to
buy in

I have 5 very highly skilled

& exp. F.T. Judaica

Teachers

too much
history in
community

DORIS SHNETZMAN

Tel. School : Milwaukee Jewish Day School
Fax : (414) 963-2723

Home : (414) 332-7855

school phone: (414) 964-1499

Milwaukee
Folder

JEWISH COMMUNITY CENTER OF MILWAUKEE



copy: { BHH
GZD
NIR
VFL

include - send a copy to me by fax to Israel

6255 North Santa Monica Boulevard
Milwaukee, Wisconsin 53217
Telephone 414 964 4444
Fax 414 964 0922

July 19, 1994

Mr. Alan Hoffman
CIJE
P. O. Box 94553
Cleveland, OH 44101

Dear Alan:

It was nice spending time with you and the staff of CIJE in Jerusalem last week. I think the issue of developing a vision driven institution regarding Jewish education is a critical issue to the future of Jewish Community Centers. Given the scope of services that we provide, and the large number of people we serve, it is vital that JCCs define their vision and goals in the area of Jewish education. To that end, I found the conference, and the material and information shared, to be very helpful. It is not a simple process for the JCC, but one that we must embark upon and address.

I will follow up with both Eddie Abramson and Roberta Goodman. But I also wanted to ask you to continue to think about anybody else that you think might be appropriate for the position in case it doesn't work out with either of them. There is a particular issue related to Roberta in that our experience with Tzivia strongly suggests that it is preferable to have someone who lives in the Milwaukee community.

I assume that the next steps in both the day and resident camp process that we discussed will be addressed by you and Barry Chazan. I would be delighted to talk to any of the Executives of the communities that you and Barry select or feel should participate in this process. I would also suggest that even as we work towards a meeting of the Executives, the Camp Directors and the Judaic Educators sometime in late October, that we still might want to take advantage of the fact that the Executives of the four or five agencies will most likely be in New York for the JCCA Board meetings in October. That might give us a chance to just get together and do some thinking, brainstorming and directions and goal settings.

I do agree with Barry that whatever we decide, it is going to be dependent upon the CIJE and the JCCA working together to get sufficient staff to help the agencies involved address the issue of Judaic education and the camping environment.

I look forward to hearing from you regarding the next steps. Hopefully, when you are next in Milwaukee we can get together. Thanks for everything.

Regards,

Jay R. Roth
Executive Vice President

c: Barry Chazan

- Bob Riches*
PRESIDENT
- Warren Blumenthal*
VICE PRESIDENT
- Eric Butlein*
VICE PRESIDENT
- Terry Goodman*
VICE PRESIDENT
- Mark Jubelirer*
VICE PRESIDENT
- Marilyn Pelz*
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- Les Weil*
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- Lawrence Freschl*
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- Lawrence Rabin*
CO-TREASURER
- Jay R. Roth*
EXECUTIVE VICE PRESIDENT

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JCCA of North America,
Milwaukee Jewish
Federation, Inc.,
United Way of
Greater Milwaukee

MEMORANDUM

TO: Gail Dorph
FROM: Ruth Cohen
DATE: August 8, 1994
RE: Some answers to your questions

Thanks for your memorandum of August 4. The following are some answers to your questions:

1. I will know by the end of August whether our request for funding has been approved.
2. I don't know who is coming to the principals' seminar since most principals were on vacation during July. We will actively recruit participants, during the month of August. I hope that by the end of August we will have a sense of who is coming to the seminar.
3. Due to travel plans of the two co-chairs and the members of the Personnel Action Team, we did not have any meetings during July. I hope to be able to schedule an action team meetings late in August or early in September.

The issues that the Personnel Action team has addressed are:

- a. Creating a benefit package for teachers. We are currently trying to gather information about benefit packages offered to Jewish teachers in other communities. CIJE can help us gather this information.
- b. Developing degree program(s) (undergraduate and graduate) in Jewish education. We intend to have a serious discussion with Lifsa Schechter about the Cleveland College proposal. We hope that Danny Pekarsky and you will be able to assist us in designing a program which will meet Milwaukee's needs.
- c. Developing a Judaic "Learning Ladder" for pre-school, day school and supplementary school teachers. We need to clarify the meaning of "Learning

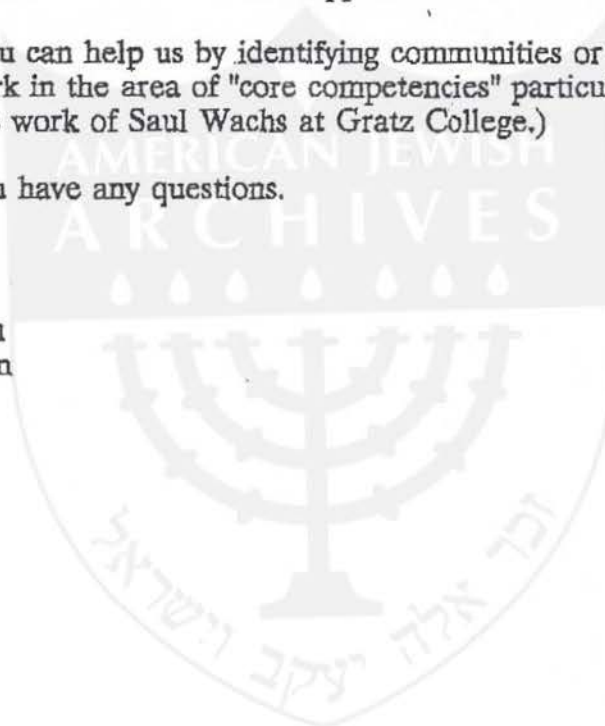
Ladder" and define "core competencies" and "curriculum based training" and determine what is the expected outcome for this group.

In addition, we have to find out what is the "Madison Learning Ladder" for pre-school teachers and how applicable it is to us.

In the meantime, you can help us by identifying communities or training programs which have done some work in the area of "core competencies" particularly in Jewish studies. (I am familiar with the work of Saul Wachs at Gratz College.)

Please call me if you have any questions.

cc: Louise Stein
Jane Gellman
Alan Hoffman



MEMO

TO: ALAN
FROM: MICHELE
RE: PHONE CALL WITH STEVE CHERVIN
ON: 8/15/94 at 11:45 a.m.

Steve apparently has a meeting with all of you C.I.J.E. folk on September 22nd. He says that date is beginning to look worse and worse. He is due to come into NY on October 5th for a Board of Committee meeting and wants to know if the Sept. 22nd meeting could be rescheduled for Friday, October 7th. He's at Wexner Committee meetings in Ann Arbor for the week of August 21st. His number there is 313-769-2200. You can either call him there yourself or have me call him - whichever you prefer.



Subject: milwaukee
Date: 18-Sep-94 at 12:25
From: Roberta Goodman, 73443,3150

To: Gail Dorph,73321,1217

September 18, 1994

Gail:

I just wanted to make certain that you are aware of what is going on between the Lead Community Project and the Bader Foundation. There is a breakfast on Friday morning September 30 where some grand announcement is going to be made. I found this out from a letter I received on Milwaukee's Lead Community Project letterhead. I assume you got the letter too. If not, I want to know that.

In all my conversations with Ruth last week, she never once mentioned this breakfast or that things were happening with Bader. From other sources, I do know that Bader is interested in getting the University of Wisconsin to help train Jewish teachers. I thought they were interested in setting up a program in Madison -- maybe that's what I wished. It appears that the intent is to send Judaic and Hebraic teachers to Milwaukee. Ruth indicated that a Hebrew instructor (or professor?) was going to be teaching in Milwaukee three days a week for the second semester at UW-Milwaukee. UW-Milwaukee lost its Hebrew faculty last year. This part of the Bader stuff sounds awfully like Emory's proposal. I would like to discuss the pros and cons of this approach with you.

In addition, I wanted to make sure that you knew that this breakfast was going to take place. I do not have a firm grasp on what is going to be announced. Do you?

Please write or call!

Roberta

Subject: milwaukee
Date: 18-Sep-94 at 12:25
From: Roberta Goodman, 73443,3150

To: Gail Dorph,73321,1217

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Roberta

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Date: 18-Sep-94 at 12:30
From: Roberta Goodman, 73443,3150

To: Gail Dorph,73321,1217

September 18, 1994

Gail:

Sorry, forgot one thing. I want to make certain that you know that the Core Planning Group is restructuring the Steering Committee. I only know some of their plans. They felt that the structure that they had was not working and the appointments, two years later, are outdated. They only promised Steering Committee members that they would be on the committee for two years. Many of the Steering Committee members are no longer presidents of the agencies they were to represent. They are adding on the new presidents. There was also talk of more changes than just that. I am not certain of all the changes.

Did you know this was happening?

I look forward to all of your responses.

Roberta

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I look forward to all of your responses.

MILWAUKEE FILE

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

From: INTERNET:Pnadel@aol.com, INTERNET:Pnadel@aol.com
TO: Alan, 73321,1220
DATE: 11/16/95 9:47 AM

RE: Milwaukee

Sender: pnadel@aol.com
Received: from mail06.mail.aol.com by arl-img-4.compuserve.com (8.6.10/5.950515)
id JAA21991; Thu, 16 Nov 1995 09:46:26 -0500
From: <Pnadel@aol.com>
Received: by mail06.mail.aol.com (8.6.12/8.6.12) id JAA24244 for
73321.1220@compuserve.com; Thu, 16 Nov 1995 09:46:23 -0500
Date: Thu, 16 Nov 1995 09:46:23 -0500
Message-ID: <951116094622_24121518@mail06.mail.aol.com>
To: 73321.1220@compuserve.com
Subject: Milwaukee

Hi Alan...

I'm not exactly sure where you are right now... the GA... New York...
Milwaukee???

I just wanted to jot you a quick note to tell you that I haven't heard anything from Milwaukee for a little while. I just sent a note off to Doris to ask her what is happening with the school funding my work for them for the year. -- Have you been there yet? If not... maybe you could raise the issue or push them on it a little more. -- If I didn't already tell you... Ros and I will be going back to the States in February for her sister's wedding. We also plan to go to Milwaukee to check out places to live... and I am planning to spend as much time as I can at the school. Doris knows that we are planning to visit, and I think they will be flying us out from Florida, where we will be staying with Ros' parents.

Anyway... I am looking forward to hearing from you when you get a chance, and I will see you next Thursday when we meet.

Until later....

Philip

FROM: Alan D. Hoffmann, 73321,1220
TO: Alan Hoffmann, 73321,1220
DATE: 12/4/94 11:38 AM

*Milwaukee
File*

Re: Milwaukee

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

From: Gail Dorph, 73321,1217
TO: "Dan Pekarsky", INTERNET:pekarsky@mail.soemadison.wisc.edu
CC: Alan, 73321,1220
DATE: 11/30/94 8:04 AM

RE: Milwaukee

danny, I will ask barry to fax or e-mail his outline. look at notes of Harvard seminar: day 4 for a brief summary of what barry did and at day 5 for a brief summary of what barth did. I think there are three issues here: impt of vision, role of vision, Jewish contents of vision and processes by which a shared vision can be developed. I think perhaps the group would be ready to talk first and tell you where they are in terms of how they think about vision and where/how the Jewish picture fits in. then you might spin out the zionist educational picture that daniel marom portrayed for us in Israel as an example of how vision can drive. (homework might be the Heilman article which we never used in Israel). I think it would be impt that they understand that this issue of vision drivenness applies to all educational institutions (and other kinds of organizations--even business). you might talk about the challenges of creating visions in pluralistically peopled institutions and share the Goals Project plan for Milwaukee as a route that CIJE is suggesting. you could talk about it as a pilot project and how it might work. I am thinking that the goals project seminar could serve as ongoing professional growth opportunity for them as well as a way to move along the goals seminar. I am hoping that the vision statements that people wrote in the Barth seminar will go out by the end of this week. I can fed-ex you copy to see if they could serve as useful grist for the mill to moving this discussion along. I'll be home tonight if you want to talk about this. I'll also check my e-mail later (but maybe too much later for you to receive it today). gail

JEWISH COMMUNITY CENTER OF MILWAUKEE



Rob. *Q Camp JCC Milwaukee.*

6255 North Santa Monica Boulevard
Milwaukee, Wisconsin 53217
Telephone 414 964 4444
Fax 414 964 0922

December 6, 1994

Mr. Alan Hoffmann
CIJE
15 East 26 Street
New York, NY 10010

Dear Alan:

By now, you probably know through the grapevine that I have decided to stay as the Executive of the JCC of Milwaukee. I must admit that the opportunities provided by Washington and Baltimore were tempting, but my decision to withdraw my name from consideration was based upon my commitment to the JCC here and my belief that there is enough in Milwaukee to keep me challenged for the immediate years ahead.

One of those challenges relates to the camp project that you, I and Barry have talked about. With my decision now made, I would appreciate your giving some thought to the next steps in the process. If we are going to do anything that effectively utilizes the summer of 1995, it seems to me that we have to get together rather soon to explore the scope of what we want to undertake as well as the direction.

When you get a chance, please give me a call.

Regards,

Jay
Jay R. Roth
Executive Vice President

JRR/jm
c: Barry Chazan

- Bob Ricbes*
PRESIDENT
- Warren Blumenthal*
VICE PRESIDENT
- Eric Butlein*
VICE PRESIDENT
- Terry Goodman*
VICE PRESIDENT
- Mark Jubelirer*
VICE PRESIDENT
- Marilyn Pelz*
VICE PRESIDENT
- Les Weil*
VICE PRESIDENT
- James Zucker*
VICE PRESIDENT
- Jerold Perstein*
SECRETARY
- Lawrence Freschl*
TREASURER
- Lawrence Rabin*
CO-TREASURER
- Jay R. Roth*
EXECUTIVE VICE PRESIDENT

Affiliated with the
JCCA of North America,
Milwaukee Jewish
Federation, Inc.,
United Way of
Greater Milwaukee



Israel Office
12 Hess St., Jerusalem 94185
tel. 02-251265 fax 02-247767
international fax: 011-972-2-247767

8 December 1994

TO : Jay Roth
CC : Alan Hoffman
FROM : Barry Chazan
RE :

AMERICAN JEWISH
ARCHIVES

Page 1 of Page(s)

Milwaukee should be having a celebration these days - it is a lucky city and has been granted a blessing (Washington and Baltimore should be blue). I hope and trust and believe that the Roths too are happy to be able to stay "at home". In any case I am happy to be able to look forward to many more years of great working, playing, and shopping together - and particularly the coming months here in our holy city.

I agree 100% with you re the camp project: let's move fast and make it happen. My next NA foray is in February. Advise me of possibilities.

Best regards and looking forward to seeing you.



MILWAUKEE

Ruth's report indicated some of the problems that Milwaukee has is in framing the conversation. All the issues that she states are in either-or terms. There are only blacks and whites, no grays.

Two things that she talked about that were not reflected in those minutes are the tension between the lead community process and MAJE. I don't actually know specifically what is going on, but will attempt to try to find out before Alan and I visit Milwaukee on the 23rd.

Alan and I will be in Milwaukee on January 23 for the first time this year. Milwaukee has been moving its planning process forward using the Jennifer system and the first proposals will be coming to the steering committee on the 23rd. We were asked to attend the meeting apparently to give strength to the Milwaukee's core planning team on the issues of standards for initiatives to be funded.

Louise has three items on her agenda to discuss with us. She wants to know if these are items

that have the potential to become "partnership initiatives" --that is, developed together and funding sought.

#1 Setting up a model for Monitoring and Evaluating new (and even ongoing) projects.

#2 Creating a centralized, computerized system for creating personalized professional development growth plans

#3 A model program for teens that contains linkages of formal and informal programs.



DSP:

to go in the Milwaukee file with a copy to Gail.

alan

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

From: INTERNET:Pnadel@aol.com, INTERNET:Pnadel@aol.com
TO: Alan, 73321,1220
DATE: 10/23/95 5:30 PM

RE: MJDS

Sender: pnadel@aol.com
Received: from mail04.mail.aol.com by arl-img-4.compuserve.com (8.6.10/5.950515)
id QAA09654; Mon, 23 Oct 1995 16:48:44 -0400
From: <Pnadel@aol.com>
Received: by mail04.mail.aol.com (8.6.12/8.6.12) id QAA27972 for
73321.1220@compuserve.com; Mon, 23 Oct 1995 16:48:42 -0400
Date: Mon, 23 Oct 1995 16:48:42 -0400
Message-ID: <951023164842_130878517@mail04.mail.aol.com>
To: 73321.1220@compuserve.com
Subject: MJDS

Hi Alan.

Just got off the phone with Doris Shneidman. At present, Doris is having difficulty finding any more than \$5000 for me for the year... although she says that she is still working on doing better. I explained to her that I think it would be ideal for the school to make the same kind of commitment that I am willing to make by devoting my energies to "working" for the school. If the school is unable to make the financial commitment that I would like it to make (i.e. \$15,000)... I told Doris that I could not see myself devoting the same amount of energy to the school during the year. -- I would love nothing more than to immerse myself in prepping for next year... but don't feel that I can do that completely if the school isn't able to come up with all of the money.

Anyway... I just wanted to keep you up to date on things and, of course, I would continue to appreciate any help that you might be able to provide. By the way... I did let Doris know that we will be in the States in February and told her that I would like for Ros and I to be able to come for a visit. There didn't seem to be any problem with this, and I said that I would send her specific dates as soon as we knew them.

I hope your trip is going well. (Where are you now? New York??)

Also... Barbara left a message on my answering machine about our getting together for a meeting for Nov. 19. I will call her back tomorrow to set something up.

Speak to you soon....

Philip





DSP,

PLS. DOWNLOAD AND CLEANUP AND IN MILWAUKEE FILE.

A.

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

From: INTERNET:GOLDRIEB@ctrvax.Vanderbilt.Edu,
INTERNET:GOLDRIEB@ctrvax.Vanderbilt.Edu
TO: (unknown), 73321,1217
Alan, 73321,1220
DATE: 12/4/95 4:23 PM

RE: Re: susan shevitz consultation in february

Sender: goldrieb@ctrvax.vanderbilt.edu
Received: from ctrvx1.Vanderbilt.Edu by dub-img-2.compuserve.com (8.6.10/5.950515)
id QAA26758; Mon, 4 Dec 1995 16:04:17 -0500
From: <GOLDRIEB@ctrvax.Vanderbilt.Edu>
Received: from PATHWORKS-MAIL by ctrvax.Vanderbilt.Edu (PMDF V5.0-5 #11488)
id <01HYEWIQDGG88XL1OM@ctrvax.Vanderbilt.Edu>; Mon,
04 Dec 1995 15:03:19 -0600 (CST)
Date: Mon, 04 Dec 1995 15:03:19 -0600 (CST)
Subject: Re: susan shevitz consultation in february
To: 73321.1217@compuserve.com, 73321.1220@compuserve.com
Message-id: <01HYEWIQDGG88XL1OM@ctrvax.Vanderbilt.Edu>
X-VMS-To: IN%"73321.1217@compuserve.com", in%"73321.1220@compuserve.com"
MIME-version: 1.0
Content-transfer-encoding: 7BIT

Ok, I'll wait to hear from Susan about the Brandeis Consultation.

ON another front, I had a very interesting meeting today with Harvey Sperling, the headmaster of the University School of Milwaukee, who used to be the head at the University of Nashville. He is very active in the Independent School Association, very senior in the field (very succesful I assume). He had a lot of thoughts about training of personnel, as it is viewed in the independent school world, where they are pretty much against the credentials of accrediting associations and schools of education, they recruit most teachers from the disciplines and do different types of mentoring, and tailored professional development etc. At any rate, I think he would be a very interesting person to talk to, and consult with as we continue to think about what we are doing. It certainly provided me lots of food for thought as he advocates very different models from those in the public school arena. He would also be a great person to have on an advisory borad, I assume he is Jewish, but not sure. PS HIS school in Milwaukee has a bigger endowment than that of Peabody! And he is very atuned to issues of lay board development etc.

Sender: annetteh@umich.edu

Received: from frogger.rs.itd.umich.edu (frogger.rs.itd.umich.edu [141.211.63.85]) by arl-img-2.compuserve.com (8.6.10/5.950515)

id RAA18146; Thu, 11 Jan 1996 17:28:15 -0500

Received: from frogger.rs.itd.umich.edu by frogger.rs.itd.umich.edu (8.7.1/2.2)

id RAA04159; Thu, 11 Jan 1996 17:28:14 -0500 (EST)

Date: Thu, 11 Jan 1996 17:27:50 -0500 (EST)

From: Annette Hochstein <annetteh@umich.edu>

X-Sender: annetteh@frogger.rs.itd.umich.edu

To: Debra Perrin <76322.2406@compuserve.com>

Subject: Re: Rubenstein meeting

In-Reply-To: <960111140209_76322.2406_GHM44-2@CompuServe.COM>

Message-ID: <Pine.SOL.3.91.960111172657.1742D-100000@frogger.rs.itd.umich.edu>

MIME-Version: 1.0

Content-Type: TEXT/PLAIN; charset=US-ASCII

Dear Debra,

Thanks for this message. Please tell Alan I'll be delighted to offer him breakfast at my home, 400 Maynard, apt 905 - tel 313-332-1075

shabbat shalom,

annette

On 11 Jan 1996, Debra Perrin wrote:

> Dear Annette,

>

> Just after I spoke with you this morning I received a message from ADH that the
> Rubenstein meeting is off. Barring snow in NYC, ADH will come in late Sunday
> evening and would like to meet with you from 8:00am - 10:00am Monday.

>

> Please respond to me via e-mail or phone and let me know where you'd like to
> meet if possible on that day.

>

> Thank you,

> Debra Perrin <76322,2406@compuserve.com>

FROM: Alan, 73321,1220
TO: Debra abcPerrin, 76322,2406
DATE: 1/16/96 8:19 PM

Re: FYI-Milwaukee

MILWAUKEE FILE

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

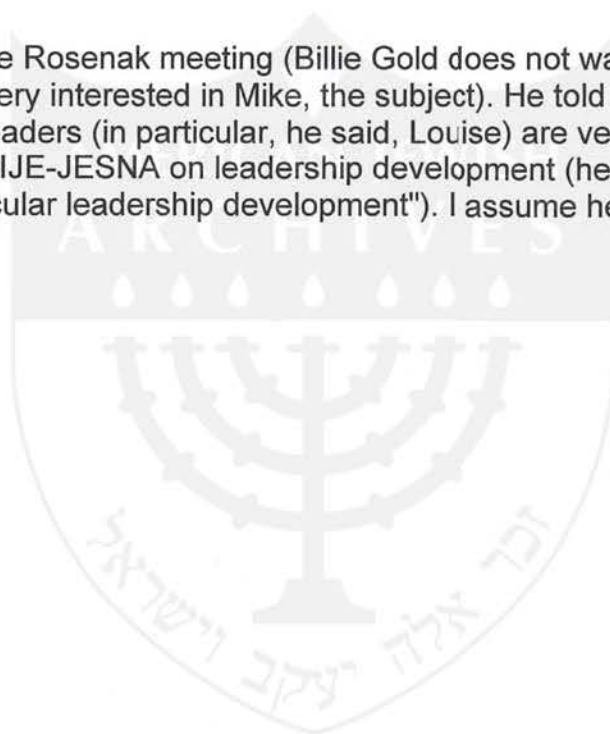
From: Nessa Rapoport, 74671,3370
TO: Alan, 73321,1220
DATE: 1/16/96 5:40 PM

RE: FYI-Milwaukee

1/16/96

Just spoke to Woocher re Rosenak meeting (Billie Gold does not want to delegate it but wants to come herself; she is very interested in Mike, the subject). He told me with great excitement that the Milwaukee lay leaders (in particular, he said, Louise) are very interested in moving forward in a joint effort CIJE-JESNA on leadership development (he added: "community mobilization, but in particular leadership development"). I assume he's spoken to you about this, but just in case...

Nessa



Milw file

FROM: INTERNET:GAMORAN@ssc.wisc.edu, INTERNET:GAMORAN@ssc.wisc.edu
TO: Ellen Goldring, INTERNET:GOLDRIEB@CTRVAX.VANDERBILT.EDU
(unknown), 73321,1217
CC: Alan Hoffmann, 73321,1220
(unknown), 74104,3335
Annettsrael, INTERNET:ANNETTE@VMS.HUJI.AC.IL
DATE: 3/13/96 7:15 PM

Re: meeting of Milwaukee principals

Sender: gamoran@ssc.wisc.edu
Received: from robin.ssc.wisc.edu (robin.ssc.wisc.edu [144.92.187.200]) by
dub-img-3.compuserve.com (8.6.10/5.950515)
id SAA04335; Wed, 13 Mar 1996 18:49:23 -0500
From: <GAMORAN@ssc.wisc.edu>
Received: from ssc.wisc.edu by ssc.wisc.edu (PMDf V5.0-5 #12975)
id <01I2ARFWRHSWDF7E5C@ssc.wisc.edu>; Wed, 13 Mar 1996 17:49:24 -0600 (CST)
Date: Wed, 13 Mar 1996 17:49:24 -0600 (CST)
Subject: meeting of Milwaukee principals
To: GOLDRIEB@ctrvax.Vanderbilt.Edu, 73321.1217@compuserve.com
Cc: 73321.1220@compuserve.com, 74104.3335@compuserve.com,
Annette@vms.huji.ac.il
Message-id: <01I2ARFWU5VMDF7E5C@ssc.wisc.edu>
X-VMS-To: ELLEN, GAIL
X-VMS-Cc: ALAN, BILL, ANNETTE
MIME-version: 1.0
Content-type: TEXT/PLAIN; CHARSET=US-ASCII
Content-transfer-encoding: 7BIT

Today I discussed the results from our study of educational leaders with a group of Milwaukee principals. The group included 7 of the 15 principals, plus two MAJE staff and Ruth Cohen.

The discussion went extremely well. The principals were not in the least defensive. Some of the issues we expected to be sensitive -- for example, not counting the HUC education program as "trained in administration" -- were fully supported. We had an interesting discussion of the issue of turnover. (In Milwaukee, 10 of the 15 respondents said they planned to stay in their jobs, but as it turned out, 10 of 16 have turned over during the three years that have passed.) They said principals were unlikely to admit if they were thinking about leaving, because a perception of instability could make their jobs harder. So, we have a new hypothesis for why there's more turnover than one would expect on the basis of stated plans.

The principals were very engaged with our discussion of the findings and what is taking place and might take place in response. Some said they'd like to see support for degree programs in administration (at least one is getting a degree in administration at the local teachers' college) and I challenged them to seek support for things like that from their lay leadership. Generally they responded positively to the importance of continued learning among principals, the Barth quote, etc. It was a lively

discussion.

I met afterwards with Laura Harari. She will try to fill out the TEI surveys on the basis of the information that they already have. She and Ina feel that they did a mapping exercise in the fall and can't go back to the principals again right now. I offered my help (and Bill's) if she needs it, but stressed that we need the information ASAP.

We also discussed some of the Milwaukee initiatives that I think Gail already knows about -- her ideas about changing the format of the Institutes to get broader participation from teachers. Also, she thinks the Cleveland program is going well. Finally, many of the attendees will be joining you at Harvard and they were looking forward to the seminar.

Adam

P.S. All the slides were excellent -- thanks Bill! And so was the script -- thanks Ellen!



~~take to CEE~~
m.l.w

December 14, 1995

THE FACE OF PHILANTHROPY

Rekindling Jewish Faith

SUSAN MEISSNER KEALY says she never actively practiced her Jewish faith from the time she graduated from Sunday school until she had children. Then the need to worship came back to her, but she found that she had forgotten the details of many Jewish ceremonies. Her husband, a Catholic, was of no assistance.

Now, the Kealy family has returned to Judaism, thanks to help from the Jewish Community Center of Milwaukee.

Center officials had become alarmed by statistics showing that more than half of all Jews now marry outside their faith. Signs that giving to Jewish causes was stagnating also caused worries that many Jews were becoming less devoted to their religion. So the Milwaukee J.C.C. began a series of special efforts in 1993 to reach out to Jewish families with young children.

Those include creating a Parenting Cen-

ter that, among other things, offers classes that teach new mothers and their babies Jewish songs and evening programs for young families in which both parents work.

The Kealys have enjoyed the center's new tradition of holding *Shabbat* dinners one Friday night a month. Ms. Kealy says the place is packed, dozens of kids race around and play, and she and her husband get a rare chance to relax and converse with other young Jewish parents. They also bring home books filled with prayers, songs, games, and other information for celebrating Jewish holidays.

"We're there with a lot of other young families, and we all fumble together," says Ms. Kealy. "We all feel a little funny that we don't celebrate in our own home, but the Parenting Center shows us how."

Here a mother helps her child light candles at the Parenting Center's family Hanukkah program.

Photograph by Erol Regal/Jewish Community Center of Milwaukee

Chronicle of Philanthropy

FROM: Alan, [73321,1220]
TO: Debra abcPerrin, [76322,2406]
Barbara abdPiperno, INTERNET:alanhof@vms.huji.ac.il
DATE: 5/19/96 4:33 AM

Re: Milwaukee con't

BARBARA,

PLEASE DOWNLOAD.

DSP: MILWAUKEE FILE
----- Forwarded Message -----

From: Nessa Rapoport, 74671,3370
TO: Alan, 73321,1220
Danny, INTERNET:PEKARSKY@mail.soemadison.wisc.edu
CC: Barry, 73321,1221
Gail, 73321,1217
Josie, 102467,616
DATE: 5/17/96 10:22 PM

RE: Milwaukee con't

5/17/96

Alan: I am both e-mailing this to you and faxing it to your house, so that you'll see it before you speak to Louise on Sunday.

Ruth Cohen called me today to say:

The Committee has approved Dan's and my participation in their meeting on Monday night. (Dan, Ruth will be calling you at 7:15 pm at home, unless you tell her otherwise. I've given her my number for that night. I'll call you at home Sunday night.)

Joel Schindler, Wexner alum who is a key player on this team, is impatient to get going on an action plan. He called Nathan Laufer, who said: "You're putting the cart before the horse. Most of these people will have had such bad experiences in Jewish education that they can't become champions before they have a good experience." Therefore, he said, they need a great Wexner-style program before they start thinking about issues in Jewish education or "leadership skills."

Ruth said she feels that study can be integrated with such issues as visions of good Jewish education. I agreed, and described the difference as Torah l'shmah vs. Torah l'shem chinuch. But she was calling to tell me that Joel was very strongly behind this advice of Nathan's.

Then she said: Paul Flexner has a totally different outlook. Where we think: big, exciting, elevating, he is very practical, down-to-earth, and--she feels--mundane. He told her: "Frankly, I could teach all three components of this program: Judaica, Jewish education issues, and skills." In contrast, she described Dan's approach as: "Let's bring a range of exciting people to the group."

Ruth said: Louise has strong commitments to certain organizations, of which JESNA is one. If

CIJE had been in on this from the beginning, JESNA might not be in the picture now. But they are, strongly, and Paul has already called and is making a big push. He is assuming it will be a JESNA pilot. (I remain mystified by the fact that this leadership action plan is literally part of the Lead Community Project: How could JESNA not have consulted us at all?) She said Louise is so committed to the LCP: "This is her life; she spends so much time on it and is very serious about it."

Ruth said her first concern is the quality of the program, the content. I felt she was also regretting JESNA's presence and appealing to CIJE to do something about the possibility of watering down the program. She called me alone because she didn't feel she could say this with Louise in the room and felt I was being properly careful in how I spoke about a possible partnership. Today, I remained careful, and said that although I do really think our approaches are philosophically quite different, it was up to the people in Milwaukee to decide what felt right to them and how they wanted to proceed. We would make the case for the great ideas, but could not force-feed anyone.

I think, Alan, that Ruth is hoping that you and Louise may be able to talk through the politics of all this. You may, however, get a totally different perspective when you talk to Louise without Ruth! Just let Dan and me know what we need to know in time for the Monday meeting.



FROM: Alan, [73321,1220]
TO: Barbara abdPiperno, INTERNET:alanhof@vms.huji.ac.il
CC: Debra abcPerrin, [76322,2406]
DATE: 5/19/96 4:31 AM

Re: Milwaukee Lay Leaders

BARBARA: I NEED THIS FOR SUNDAY'S TELECON

DSP: MILWUAKEEE FILE
COMMUNITY MOBILIZATION FILE (NEW IF THERE ISN'T ALREADY)

A.

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

From: Nessa Rapoport, 74671,3370
TO: Alan, 73321,1220
Danny, INTERNET:PEKARSKY@mail.soemadison.wisc.edu
CC: Barry, 73321,1221
Gail, 73321,1217
Josie, 102467,616
DATE: 5/16/96 9:31 PM
RE: Milwaukee Lay Leaders

5/16/96

I spoke to Ruth Cohen and Louise Stein today for an hour. I can't go into the ins and outs on e-mail, but I stated (or restated) these points:

- Big ideas need to be a component of the program.
- The group needs a guide to their process of arriving at the curriculum, even though the initiative and energy should come from the lay leaders themselves.
- There needs to be a component of integration between lay and professionals. (Louise emphatically agreed; see her comments below.)
- Dan and I would be glad to be involved as resources in the planning stages of the curriculum, if they would want that. They both think extremely highly of Dan.
- Louise should talk to Alan; I've encouraged her to set something up with Debra today, and said that it was your suggestion, Alan.
- The committee meets on Monday night. They need to be consulted about whether Dan can speak with them at that meeting. If the committee says it's all right, I said I would be happy to plan with Dan ahead of time and perhaps to be on the call, if I can.

The main points I came away with on their end were:

Ruth: "We've done very well on the process of what this should be, criteria for admission, skills needed by leaders, etc., but are stuck on content issues. We're at the stage where we need to move into writing an action plan and address the question of how to use the various resources on the landscape that we know about--and discover those we don't."

Louise: "There's a big problem in lay/professional relations, and in the distinctive roles of each. Many of the lay leaders have come up against the barriers of Jewish educational professionals

who don't know how to take the big ideas and move them further. And so they give up. When you don't have the personnel to work with, you as a lay leader cannot make anything important happen. The personnel has not yet been trained to think in this way.

"JESNA has a wealth of experience 'on the ground' and a major network of Jewish professionals and educating institutions and communities. Their track record with lay leaders is 'shvach,' but their background in the former is very important. I think they/Flexner should be involved, and that, if they are, it's critical they're involved from the beginning. All of us should work together on the model from the start, as a pilot, shaping its content and direction. What did you think, Nessa?"

I said that we are constituted to work with JESNA in partnership with them, and in principle I saw NO PROBLEM AT ALL. What I was less sure about was whether we would have philosophically the same approach to the challenge, which I defined (post my talk with Dan) as building a bridge between the largest ideas and the genuine daily problems institutions face. I repeated that Louise may be right that big ideas are too "out there" to start with, but I could guarantee her that beginning with nuts-and-bolts problems will not keep anyone in the room. And I told her what I've begun to feel about this universe in general: That while it's perfectly true that lay leaders need to have a deeper understanding of the pressures under which professionals labor every day, it is also the role of a leader, whether lay or professional, to raise the discourse, set the bar far higher, and give people a very different view of what is possible and what excellence can be.

The next steps seem to be: Louise to contact Alan. Ruth to let Dan/me know about Monday night. Dan and I to speak before about that call. To summarize: At this initial point, we are talking about CIJE's role as a resource to arrive at a plan/curriculum. The issue of how to move the group forward from that point has not yet been addressed.

That's the update. Alan, I have the notes of their meetings, which are not uninteresting in terms of what the struggles are. Let me know if you want a copy; they're not very long.

Nessa

FROM: Alan, [73321,1220]
TO: Debra abcPerrin, [76322,2406]
DATE: 5/23/96 2:13 AM

Re: Milwaukee Lay Leaders

MILWAUKEE FILE

COMM. MOB

KAREN CONFIDENTIAL

[CHECK THAT THIS IS NOT IN THOSE FILES ALREADY]

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

From: Nessa Rapoport, 74671,3370
TO: Alan, 73321,1220
Danny, INTERNET:PEKARSKY@mail.soemadison.wisc.edu
CC: Barry, 73321,1221
Gail, 73321,1217
Josie, 102467,616
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"JESNA has a wealth of experience 'on the ground' and a major network of Jewish professionals and educating institutions and communities. Their track record with lay leaders is 'shvach,' but their background in the former is very important. I think they/Flexner should be involved, and that, if they are, it's critical they're involved from the beginning. All of us should work together on the model from the start, as a pilot, shaping its content and direction. What did you think, Nessa?"

I said that we are constituted to work with JESNA in partnership with them, and in principle I saw NO PROBLEM AT ALL. What I was less sure about was whether we would have philosophically the same approach to the challenge, which I defined (post my talk with Dan) as building a bridge between the largest ideas and the genuine daily problems institutions face. I repeated that Louise may be right that big ideas are too "out there" to start with, but I could guarantee her that beginning with nuts-and-bolts problems will not keep anyone in the room. And I told her what I've begun to feel about this universe in general: That while it's perfectly true that lay leaders need to have a deeper understanding of the pressures under which professionals labor every day, it is also the role of a leader, whether lay or professional, to raise the discourse, set the bar far higher, and give people a very different view of what is possible and what excellence can be.

The next steps seem to be: Louise to contact Alan. Ruth to let Dan/me know about Monday night. Dan and I to speak before about that call. To summarize: At this initial point, we are talking about CIJE's role as a resource to arrive at a plan/curriculum. The issue of how to move the group forward from that point has not yet been addressed.

That's the update. Alan, I have the notes of their meetings, which are not uninteresting in terms of what the struggles are. Let me know if you want a copy; they're not very long.

Nessa

*file
Milwaukee*

TO: ALAN HOFFMAN , C I J E

FROM: LOUISE STEIN

DATE: JULY 29, 1996

Dear Alan:

As I have previously discussed with you, our Task Force is now in the Action Phase of a Plan to merge our Central Agency with the LEAD Community Project.

We are drafting a Job Description for the Executive Director of the merged semi-autonomous entity (Commission or Foundation), under the Federation umbrella, with its own Board. The entity would be responsible for the following functions on a communal level:

**Planning/Innovation
Accountability
Fund development
Services (consultative, professional develop,
services)**

We really need your input, now, for this crucial step, including your thoughts on the characteristics and requirements of the job.

Rick meyer (414-390-5900) and I look forward to hearing from you.

Hope to see you at the Esther Leah Ritz Tribute Dinner!