



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.

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Milwaukee, Wis. Steering Committee for the Commission on
Jewish Education, 1992-1993.

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

Milwaukee's Written Responses to CIJE'S Questions

I. Leadership

What has been the experience to date with Federation-synagogue cooperation in relation to Jewish education?

Synagogue-Federation cooperation with respect to Jewish education has been primarily facilitated through the Milwaukee Association for Jewish Education (MAJE). Joint efforts have taken form through:

- A. An active Principals Council: The Principals Council is constituted from the education directors of synagogue schools and day schools. It meets regularly to discuss and plan inter-school programs and initiatives that will take place during the year.
- B. Teacher Training Institutes and Seminars: These include two annually planned community wide training seminars, course work in conjunction with Spertus College in Chicago, Hebrew Language training, a yearly Early Childhood Institute for preschool educators in all settings and most recently a Teachers Institute focusing on training new teachers in synagogue schools. All seminars are planned and designed with the Principals Council. A number offer credit toward further professional certification and/or cash incentives to teachers for participation and completion.
- C. Joint Curriculum: Examples have included an inter-school curriculum for eighth graders focusing on a community oriented theme (e.g. Sephardic Jewry) and the Milwaukee Curriculum Resource Project (MCR), a joint three year community project, which produced replicable curricula and resource materials to assist educators at various grade levels to present material on Israel, Bible, Hebrew, Siddur and Jewish History.
- D. Consultation to Individual Synagogue Schools: MAJE offers assistance to teachers both on a one-to-one basis with lesson planning and/or selecting/adapting educational materials and to schools on an institutional basis addressing specific issues for improving their overall education program (e.g. staff and curriculum development).

In this past year, the Federation has also initiated a number of direct program and planning efforts with synagogues. One such program is the community's "Passport to Israel" savings incentive program. The program stipulates that the Federation will match annually \$100 for every child, beginning in the third grade, along with an equal contribution from the child's

synagogue and family towards an accredited Israel experience when the child reaches high school. This program is being supported through an initial endowment of \$100,000. In this first year, 95 students have enrolled from five synagogues. The Federation, through its Jewish Education Task Force, has also involved synagogue educators and lay leadership in its reassessment process of services to be provided by MAJE. The Task Force distributed surveys to and conducted a series of group interviews with the school board chairs, a sampling of teachers and rabbis from eight synagogues. Synagogue input was combined with similar material collected from communal agencies and day schools.

What do you envision as the role of an Advisory Group? What is the best way to involve the rabbis in the community?

The Jewish Education Task Force recognizes the importance of synagogues in providing Jewish Education services in the community. However, other than the Principals Council organized through MAJE, it has not yet defined its organizational approach to involving synagogues in education planning. There are eight synagogues in Milwaukee that have religious schools. A true representation of each school should involve the religious school director, the school board chair and/or the rabbi. From a managerial standpoint, adding this number of individuals to the Task Force would be impractical. Furthermore, rabbis and educators are often strained by their existing time commitments making their attendance at regular meetings difficult. It is also felt that if synagogues are going to strengthen Jewish education initiatives, they should include participation from their lay leadership.

Therefore, involvement of synagogue leadership in the educational planning process is being considered at a number of levels.

- A. Increasing the Task Force membership to include designates from the Wisconsin Council of Rabbis and the Principals Council;
- B. Organizing an Advisory Council of synagogue leadership, including rabbis, educators and lay leadership, that will serve as a "think tank" on addressing Jewish education issues and that could promote and strengthen communication. The Council would meet semiannually or as needed depending on special projects that arise.
- C. Continuing individual consultations/interviews between Task Force members and synagogue representatives about selected issues and special projects.

What qualifications will you seek in a project director?

The project director will work closely with Task Force members and all the stakeholders in the Jewish education planning process. Therefore, the director will need to be someone who can relate to all segments of the education community and who has credibility among them as a planner. In addition to administrative and facilitative skills, the director should have a background in Jewish education preferably at the Masters level or higher and have had work experience in a variety of education settings.

List of Task Force Members and Their Affiliation

- Stephen Richman, Chair - A Vice President of the Milwaukee Jewish Federation and Chair of its Agency Relations Committee
- Brad Bernstein - President, B'Nai B'rith Organization
- Joe Bernstein - Current Milwaukee Jewish Federation President
- Maris Bock - President, Milwaukee Jewish Day School
- Claudia Cohen - Immediate Past President, Hillel Academy
- Betsy Green - President Elect, Milwaukee Jewish Federation and current chair of Community Planning
- Judy Guten - President, Jewish Community Center
- Stan Jaspan - Past President, MAJE and Hillel Academy; Has chaired several policy/planning committees related to Jewish Education
- Richard Marcus - President, MAJE
- Rick Meyer - Executive Director, Milwaukee Jewish Federation
- Bonnie Shafrin - Immediate Past President, MAJE
- Jerry Stein - Vice President of Milwaukee Jewish Federation

List of Task Force Members and Their Affiliation (continued)

- Louise Stein - Vice President of Milwaukee Jewish Federation, currently chair of Human Resource Development, Past President of MAJE; Board Member of Hillel Academy; Board Member of JESNA
- Jerry Tepper - President, Hillel Academy
- Eve Joan Zucker - Co-Chair of Allocation Panel overseeing Jewish Education; Family Educator at Congregation Emanu-El B'ne Jeshurun

Other members being considered are designated representatives from the Wisconsin Council of Rabbis and the Principals Council.

II. Financial Resources

In the future, do you envision a major new initiative for education funding (e.g. endowment); a reallocation of existing resources or some combination of efforts?

New funding initiatives for education are more likely to come from the Federation's endowment Campaign and grant seeking efforts than from a reallocation of existing resources. There are currently eighteen funds representing \$1.5 million that have been established to support a variety of Jewish education activities. Over 25 percent of these funds have been generated in the last two years. Some of the projects that are being supported by endowments include:

- A. Teacher Training Institute: A MAJE sponsored program in cooperation with synagogues offering training opportunities to new teachers interested in working in congregation school settings.
- B. Jewish Education Weekend: An annual MAJE program recognizing the accomplishments of Jewish educators and presenting to the community a scholar-in-residence program on selected themes (e.g. Sepharad '92).
- C. Parsha Puppeteers: A BBYO program in which teens use puppets to teach and learn Jewish texts and the parsha of the week.

In addition, a new local private foundation was established last year, one of whose primary objectives is to support Jewish education. The trustees have already committed \$785,000 to the community in scholarship support for Jewish

day schools over the next three years. The foundation has also offered \$250,000 this year to community agencies, schools and synagogues to support new Jewish education initiatives that could begin this Fall.

III. Program

What long term plan has been developed to address the critical need in the area of personnel for Jewish education? To what extent does the MAJE program you outline begin to address the issues? What more is needed?

A primary community goal related to Jewish Education is to increase efforts to recruit, train and retain qualified educators in all settings. Currently, there is no long range plan in place. It is hoped that one can be developed jointly through the Federation, synagogues, and those communal agencies that have Jewish education as a primary focus in their program.

However, there are a number of programs that have been developed to train teachers and enhance their effectiveness in the classroom. MAJE continues to be the community's primary teacher resource. As previously noted, MAJE offers staff development and consultative services to schools and faculty on both an institutional and individual basis to assist teachers with their curriculum and overall school programming. A special focus is being given this year to assisting synagogue schools. MAJE maintains a creativity resource center and a pedagogic library. It also provides grants and incentives to encourage teachers to pursue their own professional development. A new initiative beginning this Fall is a Teachers Institute, which next year will focus on training a group of new Hebrew school teachers to work in synagogue classroom settings. These teachers are being selected by the principals of their respective synagogue schools. The Institute will also include a mentoring program, pairing experienced teachers with newer ones. The mentoring program will be inter-synagogue as well as intra-synagogue. Participating synagogues have already agreed to grant appropriate salary increases to their teachers going through the Institute as well as compensating mentors for their time. While MAJE has always offered training to congregation teachers, the Teachers Institute will focus on a smaller number of teachers in a more in-depth program with the hope of providing each synagogue with a cadre of specially trained educators.

In addition to the MAJE Teachers Institute for synagogue school teachers, the Federation's Jewish Community Foundation has provided a \$25,000 grant to two community day schools to encourage their teachers to advance their own professional certification and to develop training opportunities in specialized areas (e.g. gifted children, Russian newcomers, etc.).

Some of the components that need to be addressed in developing a long range plan are:

- A. Increasing the overall pool of potential educators for both day schools and synagogue schools;
- B. Recruiting and training educators to work with a variety of age groups in various communal settings;
- C. Identifying appropriate teacher benefits, as well as the means to finance them, that allow the community to retain qualified professionals in both day school and congregation settings.

The Jewish Community Center has also proposed engaging a Director of Judaic Education to work with the agency's staff and lay leadership in strengthening the Jewish content of the JCC's programming. This proposal has been stimulated by a national vision framed through the Jewish Community Centers Association and is modeled after examples in other similar sized cities. It also follows through on a staff seminar in Israel that many Milwaukee JCC program staff were able to attend two summers ago.

What means are utilized to evaluate programs?

As a community that has invested heavily in improving Jewish education, Milwaukee has mandated that a number of special evaluations be performed on various program components of those education agencies it funds. These assessments have been in addition to the regular program monitoring that the Federation conducts annually with all of its funded agencies through its planning and allocations process. A number of studies were performed by independent education agencies (e.g. JESNA, University of Wisconsin-Milwaukee). Other assessments were performed locally through broadly constituted committees. The most recent study was one focused on defining which services should be provided through the Milwaukee Association for Jewish Education (MAJE). Members of the Jewish Task Force interviewed representatives from sixteen Jewish institutions on what they felt are the most important services that should be offered through a central agency. Findings and recommendations were developed based on sixteen group interviews and fifty surveys completed by teachers, school and

agency administrators and lay leadership. The resulting report is intended to serve as a working document between the Federation and MAJE to help the agency focus its energies in responding to education agencies serving the Jewish Community (see attached report).

What is your view of the future role of MAJE?

The Federation supports the continuation of MAJE, as an independent agency, but one that is closely linked to the Federation and provides services consistent with community priorities. The agency will give priority to supporting synagogue schools, especially in the areas of teacher recruitment, teacher training and professional growth, Hebrew language training, and as a resource for education materials. MAJE will also make its training opportunities, its Creativity Center and its consultative services available and accessible to day schools and communal agencies on an as needed basis.

IV. Planning

What are the important demographic trends in the community? Is the school age population declining or relatively stable?

The Milwaukee Jewish Population Survey performed in 1983-84 estimated that 25 percent of the Jewish community was under the age of 18. Six percent were between the ages of 1-5 and 19 percent were between ages 6-18. The vast majority of pre-Bar Mitzvah children (ages 6-12) were reported to be receiving some kind of Jewish education. Approximately one third of that age group enrolled in day schools.

- A. Subsequent studies of preschools and annual census data of student enrollment suggest:
1. A slight increase in the overall number of children enrolled in Jewish schools (7 percent over four years).
 2. A slight increase in the number and percentage of preschool aged enrolled in Jewish settings (4 percent over four years).
 3. An increase in the number of children enrolled in day schools (28 percent over four years).
 4. An overall decrease in the number of teens enrolled in Jewish settings (15 percent over three years). It should be noted that with respect to teens, that local high schools report an overall decrease in their student population.

CAJEE MEMBERSHIP LINE LIST

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CAJE / MEMBERSHIP LINE LIST

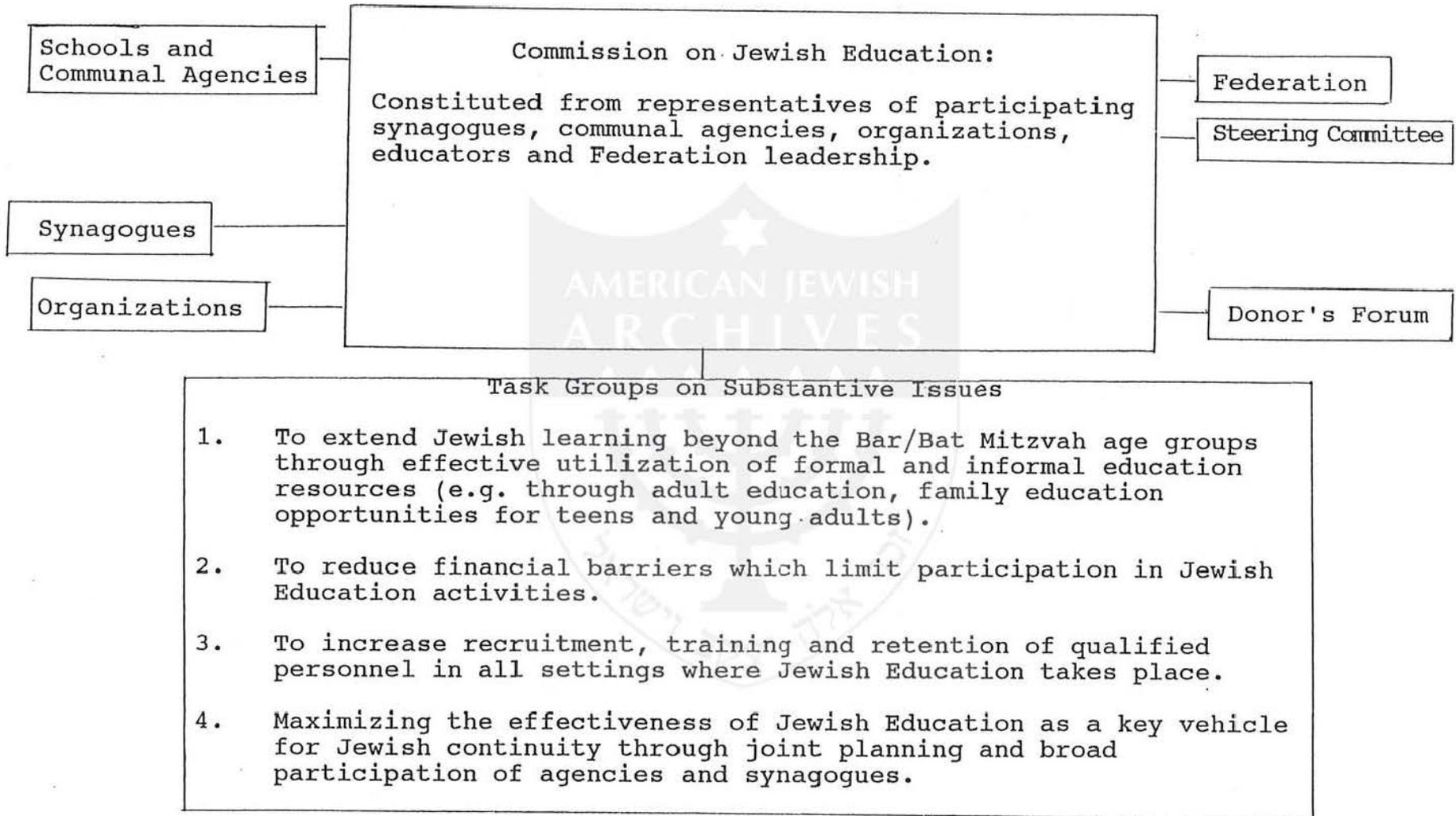
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Milwaukee Task Force
12/92

Betsy Green	President, Milwaukee Jewish Federation (MJF)
Daniel Bader	President, Helen Bader Foundation
Joseph Bernstein	Past President, MJF
Maris Bock	President, Milwaukee Jewish Day School
Rabbi Terry Bookman	Chairman, Wisconsin Council of Rabbis (Reform)
Claudia Cohen	Immediate Past President, Hillel Academy
Jane Gellman	Co-Chair, Jewish Education Task Force
Judy Guten	President, Jewish Community Center
Zachary Harris	Program Director, Helen Bader Foundation
Richard Marcus	President, MAJE
Rich Meyer	Executive Director, MJF
Stephen Richman	Past President, MAJE and MJF
Bonnie Shafrin	Past President, MAJE
Jerry Stein	Vice President, MJF
Louise Stein	Co-Chair, Jewish Education Task Force; Vice President, MJF
Jerry Tepper	President, Hillel Academy
Eve Joan Zucker	Co-Chair, Allocations; Reform Jewish Educator



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 *Jack Ukeles*
Date: 10/6/92
Re: Lead Communities Project: attached notes

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I marked up your draft. It was remarkably on target. I hope you can cope with my handwriting. If not, please call Gail in my office for interpretation. I sent a copy to Shulamith; if she has additional changes to suggest, she will be in touch with you directly.

Shana Tova.



12-18-1992 05:45PM

FROM MIL JEWISH FED

TO

12122134078

Steering Committee for the Commission on Jewish Education
Monday, December 14, 1992
5:30 p.m.

Summary Notes

Attendance: Dan Bader, Brad Bernstein, Maris Bock, Alan Borsuk, Claudia Cohen, Jane Gellman (Co-Chair), Betsy Green, Judy Guten, Zachary Harris, Stan Jaskan, Rick Marcus, Ina Regosin, Steve Richman, Bonnie Shafrin, Louise Stein (Co-Chair), Jerry Stein, Bonnie Sumner, Jerry Tepper, Eve Joan Zucker, and Howard Neistein, Staff.

I. Welcome/Introductions/Opening Remarks

Jane Gellman, Commission Co-Chair, welcomed Committee participants. She explained that in assembling the Steering Committee, an effort was made to include people who have demonstrated a commitment to the community and an appreciation that Jewish Education makes. An attempt was also made to appoint a Steering Committee whose members collectively constitute a balance of perspectives on Jewish Education and have credibility within the Federation and within specific agencies, schools and synagogues. She noted that while each of the members is recognized for having a broad community perspective, that they can enrich the process through their sensitivities toward the institutions and organizations that they are involved in. Mrs. Gellman reviewed the progress to date since the Federation Board had approved Milwaukee's participation in the "Lead Community Project" and thanked the Bader Foundation for its funding support of the Project Coordinator for the first year. She invited all Steering Committee members who were available to participate in the interview process. Committee members requested that there be some standard questions available for Committee members at each interview.

Louise Stein, Commission Co-Chair, presented a Jewish segment piece on the importance of Jewish Education to building community, based upon the writings of Rabbi Irving Greenberg. She noted that a similar segment will be included in each subsequent Committee meetings.

II. Visioning

As a precursor to discussion about organizing the Commission on Jewish Education, Jane Gellman asked Committee members to spend some time talking about what outcomes our community should strive for through the project. She asked Committee members to respond to the following questions:

A. How does someone with a positive Jewish identity behave?

Page 2

- B. What is the role of Jewish Education in contributing to a positive Jewish identity?
- C. What services/programs are necessary to sustain these elements in the community?

Committee members comments included the following:

A. Elements of a Positive Jewish Identity

- A knowledge and a positive feeling towards the State of Israel and a desire to go there.
- Someone who applies Jewish values to daily living.
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- A sense of bonding with others Jews.
- Participation in the Jewish community.
- Taking responsibility for others in the Jewish community - K'lal Yisrael.
- Growth through Mitzvot.
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- Motivates a desire for Jewish identity.
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- Having a basic set of skills to lead a Jewish life.
- Giving one a sense of comfort in different Jewish community settings.

C. Communal Opportunities

- Institutions that compliment one another.
- An organization that manages the overall structure.
- Funding.
- A variety of institutions serving different age groups such as high schools, day schools, preschools, adult education and synagogue schools.
- An opportunity to come together in a Jewish communal setting.

Page 3

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- Opportunities that engage people throughout their lifetime.

III. Mrs. Stein presented a model for organizing the Commission on Jewish Education and outlined roles and responsibilities undertaken by the Commission as a whole, the Steering Committee and various Task Groups that would be created throughout the process. The model envisions a relatively large body of people that who constitute the Commission.

Roles and responsibilities include:

1. Primary issues in improving Jewish Education and setting priorities for addressing them.
2. Defining what Task Groups are to be formed to address specific issues.
3. Adopting an overall 5 year plan and an implementation plan for each year.
4. Monitoring and evaluating progress of the Project as a whole.
5. Identifying sources and approaches for potential funding.
6. Communicating progress and results to the community groups in an effective manner.
7. Marketing involvement for the process.
8. Advocating the importance of Jewish education to the community as a whole.

The Steering Committee would focus its attention on the Commission's process. Specific responsibilities include:

1. Organizing the Commission and framing its work plan.

Page 4

2. Keeping the Commission focused so that results are achieved.
3. Serving as a liaison to the Federation.
4. Problem solving/agency relations.

During the process, different Task Groups would be formed around specific issues. Their responsibilities would include:

1. Defining the problems and opportunities associated with specific issues.
2. Analyzing the issues and the community's ability to address them.
3. Identifying goals and objectives for intervention.
4. Proposing strategies/program initiatives (possibly in conjunction with "Best Practices").
5. Identifying a method of evaluation.

Mrs. Stein emphasized that one of the goals of the Project is to engage as many people within the community as possible both through the formal structure and activities such as focus groups, open meetings, interviews and surveys. It is hoped that the Project will facilitate gaps in service and strengthen what is already in place.

In organizing the Commission, the following questions were addressed to the Steering Committee:

1. What should be the size of the Commission? How is representation on the Commission balanced with its ability to function?
2. How are professionals utilized throughout the process?
3. What is the process for selecting Commission members?
4. What decision making authority is given to the Commission as a whole, to the Steering Committee and to individual Task Groups?

A number of Committee members responded that the Commission should be as inclusive as possible and might even be redefined as a Consortium. Its primary function would be to build consensus and to communicate to the community as a whole. Since there would be no "cap" on the size of the Consortium,

Page 5

it was felt that either the Steering Committee would in effect be the ultimate decision making body. Others felt that while membership on the "Consortium" would involve a larger group of people, that withholding decision making authority to the group would detract from the quality of participation and the ultimate ownership of changes proposed through the Project. Concern was also expressed about perceptions by the stakeholders that actual decisions were being made behind "closed doors". They felt that while the Commission as a whole may be larger than is traditionally thought to be effective in decision making, it still must be empowered to do so.

It was agreed that the Steering Committee's first job would be to form the larger Commission/Consortium and that the actual model be further discussed at its next meeting on Monday, January 18, 5:30 p.m. Committee members were asked to begin compiling names to be involved in the process as a whole and discussion would focus at the next meeting on how people's energies could be best utilized. It was noted that the input of names to the process required consultation with a broader base of people that are currently on the Steering Committee. It was also pointed out that the consultation process to form the Commission could be an opportunity to help build support for the Project. The question of authority for decision making will be discussed further. Further instructions and materials are to be distributed prior to the next meeting.

HN/nm
12/16/92

Steering Committee - Commission on Jewish Education

Jane Gallman *Co-Chair*
3535 N. Summit Ave.
Milwaukee, WI 53211

Betsy Green
Enterprise Magazines
1020 N. Broadway #111
Milwaukee, WI 53202

Bonnie Sumner
3823 N. Lake Dr.
Milwaukee, WI 53211

Louise Stein *Co-Chair*
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Milwaukee, WI 53217

Judy Guten
400 E. Juniper Ct.
Mequon, WI 53092

Mr. Jerry Tepper
Tabak & Tepper, S.C.
8131 W. Capitol Dr.
Milwaukee, WI 53222

Mr. Daniel Bader
Helen Bader Foundation
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Milwaukee, WI 53209

Eve Joan Zucker
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Dr. Brad Bernstein
270 Nob Hill East
Colgate, WI 53017

Mr. Richard Marcus
6538 N. Bethmaur Lane
Milwaukee, WI 53209

Maris Bock
9494 N. Fairway Circle
Milwaukee, WI 53217

Ina Regosin
9580 N. Regent Rd.
Milwaukee, WI 53217

Mr. Alan Borsuk
3378 N. 51st Blvd.
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Quarles & Brady
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Rabbi Lee Buckman
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Bonnie Shafrin
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Milwaukee, WI 53217

Claudia Cohen
6540 N. Atwahl Dr.
Glendale, WI 53209

Mr. Gerald Stein
Towne Realty, Inc.
710 N. Plankinton Ave.
Milwaukee, WI 53217

1992

Steering Committee for the Commission on Jewish Education
Monday, December 14, 1992
5:30 p.m.

Summary Notes

Attendance: Dan Bader, Brad Bernstein, Maris Bock, Alan Borsuk, Claudia Cohen, Jane Gellman (Co-Chair), Betsy Green, Judy Guten, Zachary Harris, Stan Jaspan, Rick Marcus, Ina Regosin, Steve Richman, Bonnie Shafrin, Louise Stein (Co-Chair), Jerry Stein, Bonnie Sumner, Jerry Tepper, Eve Joan Zucker, and Howard Neistein, Staff.

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HN/nm
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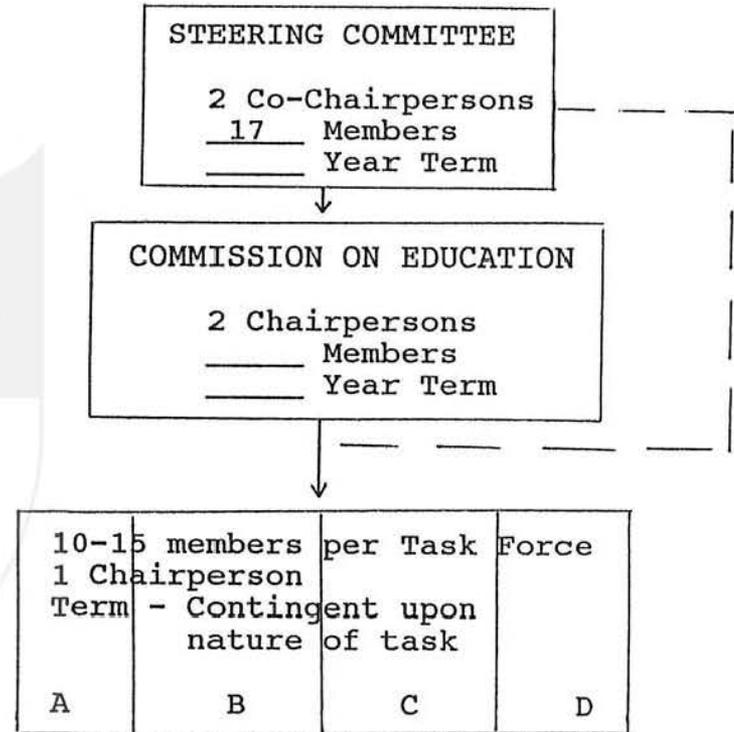
Mr. Gerald Stein
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Milwaukee, WI 53217

LEAD COMMUNITY PROJECT
 ORGANIZATIONAL CHART - DECISION MAKING PROCESS

1/14/93

Decision Making Process

- Managing process of Commission and Task Forces
 - Developing outline for strategic plan
 - Liaison to participating organizations and Federation
-
- Identifying issues
 - Setting priorities
 - Building consensus
 - Approving strategic plan
 - Reviewing recommendations of Task Forces
 - Monitoring progress
 - Liaison to participating organizations
-
- Gathering data
 - Addressing specific issues
 - Developing action plans



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

INITIAL TASK FORCE PARTICIPATION

I wish to participate in the following Task Force (s). Number in order of priority.

Professional development _____

Best Practices/Supplementary schools _____

Strategic planning
(Steering Committee members suggested) _____

Other interests (list) _____



Name _____
Please Print

Examples of pressing issues identified by lay and professional leaders: Family education; teens education; adult education; special education needs.

Milwaukee Book

The Wisconsin Jewish Chronicle

Vol. XVI, No. 3

January 15, 1993 • 22 Tevet 5753

\$30 per year in Continental USA

Bader grants to aid education, refugees

The Helen Bader Foundation of Milwaukee will award more than \$430,000 in new grants to non-profit organizations involved in Jewish education and Jewish philanthropy — including nearly \$300,000 locally — the foundation announced Tuesday.

The philanthropy grants support projects that build and enhance community support systems to aid in the resettlement of Jewish newcomers in Milwaukee, and Israeli organizations dealing with handicapped children, youth at risk and immigrant absorption.

Those grants are:

- \$100,000 over two years to the American Jewish Joint Distribution Committee to assist with improving educational opportunities of disadvantaged youth in Be'er Sheva, Israel.

- \$97,282 over two years to the Medical College of Wisconsin for postdoctoral training to help Soviet Jewish newcomer physicians and scientists qualify for employment in their fields here.

- \$75,000 to the Milwaukee Jewish Federation 1992-93 fundraising campaign.

- \$40,000 to the American Friends of the Israeli Free Loan Association to provide interest-free loans to new immigrants to Israel.

- \$20,000 to the Milwaukee Jewish Home to hire a Russian-Yiddish translator to help newcomer employees adapt to working there.

- \$10,000 to Jewish Family Services' Family to Family program, which assists the adjust-

(See page 11)

Grants are announced

(From page 1)

ment of refugee families to Milwaukee.

The one-year Jewish education grants support projects that expand educators' knowledge, improve instructional practices and develop local schools' curricula. They are:

- \$60,000 to the federation in support of the "lead community" project, implemented by the Council for Initiatives in Jewish Education (CIJE).

- \$15,000 to Beth El Ner Tamid Synagogue to promote a computerized Jewish education program.

- Up to \$8,500 to Yeshiva Elementary School to enhance

its computer lab by providing for updated computer hardware, new software and hiring a part-time computer instructor. YES also will receive \$8,500 for a full-time coordinator to implement a secular curriculum in the elementary school.

The foundation was established in memory of social worker Helen Bader. Its primary focuses are Alzheimer's disease and related dementia, families and children at risk, Jewish education in Milwaukee and Jewish philanthropy.

The foundation's next grant proposal deadline of May 3. For more information, call 224-6464.





Helen Bader Foundation, Inc.
777 East Wisconsin Avenue
Suite 3275
Milwaukee, Wisconsin 53202
Tel 414-224-6464
Fax 414-224-1441

FOR IMMEDIATE RELEASE

January 15, 1993
Contact: Jill Muchin

BADER FOUNDATION RELEASES NEWEST GRANTS

(Milwaukee, WI) In continued support of Jewish Education and Jewish Philanthropy, the Helen Bader Foundation, Inc. has awarded over \$430,000 of new grants to non-profit organizations.

Jewish Education grants support projects that expand educator knowledge, improve instructional practices, and develop curriculum for local schools.

- **Beth El Ner Tamid Synagogue** will receive a \$15,000 grant to promote Jewish Computer Education. Through new and updated computer technology, students will learn about Jewish heritage, customs, holidays, history and language. This new computer system, to be utilized by the entire congregation, will create a more effective and exciting Jewish learning experience.

- The **Milwaukee Jewish Federation, Inc.** will receive a \$60,000 grant in support of the "Lead Community" project, implemented by the Council for Initiatives in Jewish Education (CIJE). By hiring a Project Coordinator, the Federation will be able to recruit the community leaders, personnel and additional resources needed to develop this program.

more...

Having been selected as a model community for Jewish education, Milwaukee will implement unique educational initiatives so that similar programs can be executed throughout North America.

- Up to \$8,500 has been awarded to **Yeshiva Elementary School (YES)** to help fund its Computer Lab Enhancement. This money will provide for updating the current computer hardware, purchasing educational software, as well as for a part-time instructor to assist students and teachers in utilizing the lab.

- A second award went to **YES** for \$8,500 to provide a full-time Secular Coordinator so that a comprehensive, secular curriculum for students of all grade levels can be implemented.

The Jewish Philanthropy grants program supports projects in Milwaukee that build and enhance community support systems to aid in the resettlement of Jewish immigrants. In Israel, the Jewish Philanthropy grants program funds organizations dealing with handicapped children, youth-at-risk and immigrant absorption.

- **American Jewish Joint Distribution Committee, Inc. (JDC)** has been awarded a \$100,000 grant (over two years) to assist with Improving Educational Opportunities of Disadvantaged Youth in Beer Sheva. By providing individual and educational enrichment, the MIFNE program strives to prevent Israeli youths from dropping out of high school. Assisted by highly trained teachers, students will acquire the basic skills and self-esteem needed to secure employment or pursue alternative education.

- **American Friends of the Israeli Free Loan Association, Inc.** will receive a \$40,000 grant to provide interest-free loans for new immigrants (olim) to Israel. The loans offer the immigrants access to health care, education, housing necessities, and small business initiatives. To assure that the loans will be repaid and the default rate is kept minimal, all olim who receive loans must be employed and have two working guarantors.

- A "Family to Family" program has been sponsored in Milwaukee by **Jewish Family Services** to facilitate the adjustment of new refugee families to the community. The \$10,000 grant will help assure the continuation of the program, through which each refugee family is matched with an American family who assists the family in adapting to its new culture.

- **The Medical College of Wisconsin, Inc.** has been awarded a two-year \$97,282 grant towards postdoctoral training for Soviet Jewish emigres who are physicians or scientists. This grant will fund the retraining of Soviet emigres with advanced science backgrounds, so that they can be placed in appropriate academic or industrial positions within the Milwaukee area. By permitting the emigres to work in an American lab, they can enhance their understanding of current scientific research, so that they may better contribute to the field of science.

- **The Milwaukee Jewish Federation, Inc.** will receive a \$75,000 grant to support its annual fund raising campaign. This grant will help increase local allocations, so that the numerous educational and social services the Federation provides can continue.

- With the number of Russian Jews immigrating to Milwaukee, employment is also in demand. Therefore, a \$20,000 grant has been awarded to the **Milwaukee Jewish**

Home to hire a Russian-Yiddish speaking Ombudsman who will serve as a translator so that those immigrants employed by the Milwaukee Jewish Home will be able to adapt to their new working environment.

The Helen Bader Foundation, Inc. was established in memory of Helen Bader, a social worker who devoted her life to helping disadvantaged individuals. The Helen Bader Foundation supports innovative pilot projects and programs that are research based, have strong evaluation components and involve community collaboration. The Foundation's primary focus areas are Alzheimer's Disease and Related Dementia, Families and Children at Risk, with focus on prevention, Jewish Education in Milwaukee and Jewish Philanthropy.

The Foundation's next grant proposal deadline is May 3, 1993. For more information about the Foundation's mission statement, target areas, and grant-making policies, please call (414)224-6464.

#

file - Milw



MILWAUKEE JEWISH FEDERATION

1 9 0 2 - 1 9 9 2

*recognizing 90 years of service to
the Jewish community*

MEMORANDUM

TO: Steering Committee for the Commission on Jewish Education
 FROM: Ruth Cohen *RC*
 DATE: January 21, 1993

Thank you for attending the Steering Committee meeting on January 18 and for your input on putting together a well balanced list of members for the Commission on Jewish Education. Enclosed please find a summary of the meeting.

The next meeting of the Steering Committee will be held on Tuesday, February 16. Dr. Barry Holtz, Director of the Best Practices Project, will be our special guest. Invitations for the meeting will be mailed under separate cover.

On this occasion, I would like to thank all of you for your warm reception. Your commitment, energy and excitement are very invigorating and will undoubtedly provide great momentum to our project.

RC/nm

enclosure

Post-It™ brand fax transmittal memo 7671 # of pages > *5*

To <i>Gruny, Lewi</i>	From <i>S. Eisler</i>
Co.	Co.
Dept.	Phone #
Fax #	Fax #

Steering Committee for the Commission on Jewish Education
Monday, January 18, 1993
5:30 p.m.

SUMMARY NOTES

ATTENDANCE: Daniel Bader, Maris Bock, Alan Borsuk, Claudia Cohen, Shulamith Elster, CIJE, Jane Gellman, Judy Guten, Stan Jaspán, Rick Marcus, Ina Regosin, Steve Richman, Bonnie Shafrin, Louise Stein, Bonnie Sumner, Jerry Tepper, Eve Joan Zucker and Ruth Cohen and Howard Neistein, Staff.

I. Welcome/Introductions

Louise Stein introduced Dr. Ruth Cohen, who assumed the position of Director of the Milwaukee Project on January 4 and thanked the Bader Foundation for funding this position.

Ruth Cohen asked the members of the Steering Committee to help her gain access to the organizations they represent by inviting her to the board meetings, staff meetings or other meetings which may be relevant to the goals of the "Lead Community Project".

Louise also introduced Dr. Shulamith Elster, Chief Education Officer for CIJE and thanked her for her ongoing assistance to the Milwaukee "Lead Community Project".

Shulamith has been in Milwaukee five times since last August. The purpose of this trip was to spend time with Ruth, to reinforce the collaborative relationship with CIJE and to provide Ruth with the support she needs.

II. Jewish Segment

Jane Gellman read a segment written by Amnon Shamosh, an Israeli writer. Jane emphasized that our challenge as a community is to create a community "with roots and wings".

III. Creating the Commission

Louise Stein stated that the agenda had two major pieces:

1. Creating the Commission.
2. Beginning a visioning process with an identification of the Jewish issues that we face as a community and that we can address together as a community.

A. The Role of the Commission

Louise presented an organizational chart that explained the different functions of the Steering Committee, the

Page 2

Commission and the Task Forces. The Steering Committee will manage the Commission and the Task Forces, will develop an outline for the strategic plan and will serve as a liaison to the Federation and participating organizations. The commission will approve the strategic plan, will set priorities, build consensus and will serve as the communication link with participating organizations. The Task Forces will focus on specific issues, gather information and develop action plans.

It was suggested that the chart would show how staff will work with the Steering Committee, Commission and the Task Forces.

B. Duration of Service

Louise suggested that members of the Commission will serve for 1 1/2 years, until June 1994. At this time, the Steering Committee will review the plan and modify it if necessary.

C. Selection of Prospective Members

Jane Gellman distributed a list of names compiled from recommendations made by members of the Steering Committee. The list was reviewed during the meeting and information was provided about each of the names listed. Members were asked to select 20 names from the list. The two co-chairpersons and staff will later review the recommendations and compile a list of up to 60 names. This list will be mailed to members of the Steering Committee for their review.

It was suggested that each organization will nominate its own representatives.

Both Louise and Jane emphasized that we are looking for people with a community perspective, not a narrow organizational view; people who are able to engage in a process that benefits the entire community.

D. Timeline for Development of the Commission

The first meeting of the Commission on Jewish Education is planned for February 25.

Page 3

IV. Future Plans

A. The visit of Barry Holtz

Barry Holtz will visit Milwaukee on Tuesday, February 16.

He will meet with professional educators at noon and with the Steering Committee for the Commission on Jewish Education at 7:30 p.m.

V. Visioning - Initial Identification of Issues

A. Small Group Work

The group split up into two work groups. The following issues were identified by the two groups.

Group 1 (Louise Stein and Howard Neistein)

1. Continuing experiences beyond the eighth grade level: high school/Israel experiences.
2. Family education: targeting special groups such as interfaith couples, newcomers from the former Soviet Union, day school parents who feel unequipped to reinforce the learning their children are getting.
3. Adult education (not necessarily more adult education offerings, but promoting it and coordinating it throughout the community).
4. Enhancing the teaching profession as a whole.
5. Outreach/marketing Jewish Education/promoting it among those who are not currently involved with it.
6. Special education.

Group 2 (Jane Gellman, Ruth Cohen and Shulamith Elster)

1. Professional development: recruitment, training, retention and compensation.
2. Family education: ways to develop programs in formal and informal setting.
3. Life long education: What programs are available? Where are their gaps?

Page 4

4. Examination of community resources: What is available in the community? Shared vs. competitive resources.
5. Curriculum development: Is it a problem? What is available in the community? What is the quality of existing curriculum?
6. Technology in Jewish Education.
7. Creating linkages among settings: linking formal and informal education; involving day school students in their congregational programs.
8. Financial barriers to educational opportunities.
9. Israel experience: Is this an overall community issue? Formal and informal experiences.
10. What are effective classroom techniques to impact Jewish learning?
11. Post Bar Mitzvah education: educational experiences for high school, college, and adult learners.

RC/nm
1/21/93



MILWAUKEE JEWISH FEDERATION

1 9 0 2 - 1 9 9 2

*recognizing 90 years of service to
the Jewish community*

February 2, 1993

Roberta Goodman
Field Researcher
149 Nautilus Dr.
Madison, WI 53705

Dear Roberta:

I enjoyed our meeting on Thursday, January 28 and the subsequent telephone conference call.

The enclosed two documents summarize some of the ideas we have discussed regarding data collection and represent the way in which I would like to work in partnership with the CIJE evaluation team.

Sincerely,

Ruth Cohen

Ruth Cohen, Ph.D.
Director, Milwaukee Lead Community Project

RC/nm

enclosure

cc: Dr. Shulamith Elster ✓
Dr. Ellen Goldring

DRAFT

Milwaukee Lead Community Data Collection Needs - January 1993

Date Needed

Ia. Study of the Status of Teachers/Educators
Salaries/Benefits (comparison with public school
when appropriate)

4/1/93

Training (Jewish and secular)

Hrs. of work/week

Teaching experience

In service/continuing education experiences

Ib. Study of Teachers/Educators Attitudes

Motivation

Career goals

4/1/93

Job satisfaction/work environment

Recognition/rewards

Views on "pressing community educational needs"

Administrative support for teachers

Ic. What Have Other Communities Done to Address

3/1/93

Personnel Issues?

(Information can be obtained through JESNA (?))

(Field researcher may have information on data
gathering strategy/methodology?)

**IIa. What Jewish Education Programs Are Currently In
Place? (formal and informal)**

5/15/93

In areas to be determined by task forces, for
example: family programs, teens programs, special
populations, etc.

IIb. How Many Individuals Participate in These Programs?

Formal settings

Informal settings

(MAJE collected data in 1992)

(Census data will be collected in October 1993)

IIc. Brief Description of Each of These Programs

3/15/93

III. How Can CIJE Help Us?

1. Collect baseline data (Ia.; Ib.)
2. Analyze baseline data and write a report (share report with the Milwaukee Lead Community Project)
3. Assist us in setting up a process of data gathering (IIa.)
4. Assist us in development of instruments (other than those needed for collection of baseline data for Ia.; Ib.)
5. Focus groups documentation (Ib.)
6. Collaborate on data analysis (e.g., focus groups)
7. Collaborate on report writing (e.g., focus groups)
8. Observe a sample of educational programs; share information with Lead Communities (in particular areas which have been targeted for change)

9. Provide consultants for instrument development, data analysis and other data collection needs which can not be adequately met by the Field Researcher

RC/nm

Revised 2/2/93



DRAFT

Partnership in Information Gathering
(CIJE; Milwaukee Lead Community Project; MAJE)

Organization	Role/Responsibilities
Milwaukee Lead Community Project	<ul style="list-style-type: none">o Identify information needso Decide, in consultation with CIJE, what organization should assume which responsibilities for data gathering.o Facilitate focus groups; analyze and report data (in collaboration with CIJE).o Collaborate with CIJE on design of studies, instrument development and report writing as dictated by the project needs.
CIJE	<ul style="list-style-type: none">o Establish baseline conditions (collect, analyze and report data)o Respond to requests of Lead Communities for data; both qualitative and quantitative.o Observe a sample of educational programs that are in place; in particular, programs in areas which have been targeted for change.o Share with the Lead Community data which will assist the project in its planning process.o Collaborate with the Lead Community on design of studies, instruments, report writing - as requested by project.o Observe and document focus group process; assist in analysis and reporting of data.

Partnership in Information Gathering
(CIJE; Milwaukee Lead Community Project; MAJE)

<u>Organization</u>	<u>Role/Responsibilities</u>
MAJE	<ul style="list-style-type: none">o Collect census data such as school enrollment by grade and by institution.o Update program participation data.o Analyze above data and write a report.o Assist project in collection of data in educational institutions/organizations.

RC/nm
Revised 2/2/93



Steering Committee for the Commission on Visions
and Initiatives in Jewish Education
Tuesday, February 16, 1993

SUMMARY NOTES

ATTENDANCE: Daniel Bader, Brad Bernstein, Maris Bock, Claudia Cohen, Jane Gellman, Roberta Goodman, Richard Marcus, Ina Regosin, Esther Leah Ritz, Bonnie Shafrin, Louise Stein, Bonnie Sumner, Jerry Tepper, and Eve Joan Zucker. Staff: Ruth Cohen and Rick Meyer.

I. Welcome/Introductions

Jane Gellman introduced Esther Leah Ritz, CIJE Board member. Louise Stein introduced Dr. Barry Holtz, Director of CIJE Best Practices Project.

II. Jewish Segment

Ina Regosin presented a section from the weekly Parasha.

III. Presentation of Best Practices

Dr. Barry Holtz, Director of CIJE Best Practices Project, presented an overview of the project and its benefit to Milwaukee constituencies.

Dr. Holtz stated that the purpose of the Best Practices Project is to form the core of the content area of the Lead Communities Project.

The Best Practices Project in its conception is an attempt to try to bring to bear the best wisdom currently available in Jewish education; about what works in Jewish education; what is the best practice in a variety of areas of Jewish education that can be implemented when we try to build change and improvement into the three Lead Communities. The primary purpose of this project is to offer guidance to the Lead Communities and the secondary goal is to build the knowledge base in the field of Jewish education. Only a small amount of research currently exists in Jewish education. The Monitoring and Feedback Project and the Best Practices Project were created to increase our knowledge base in Jewish education.

Best Practices is a practical project which attempts to develop models that can be emulated in contemporary Jewish education and that therefore, could be introduced into the Lead Communities.

These successful projects can do a number of things for our deliberations in the Lead Communities:

1. They offer an answer to the question: "Is there anything that succeeds in Jewish education?" These success stories provide an "existence proof" for the success of Jewish education.
2. They provide an opportunity to introduce change into these communities based on success in other places.

In Milwaukee, we have to do a translation job -- to adapt these successful models before we adopt them. They need to be adapted by the professionals working in the Lead Communities along with the lay leaders to support them.

The Best Practices Project focused on the venues in which Jewish education took place. Eight areas were identified:

- o Supplementary schools
- o Early childhood education
- o Camps/youth programs
- o Adult education
- o Jewish Community Center
- o Israel experience

The first area that Best Practices chose to work on was the supplementary school. A group of experts was gathered together to discuss the issue of Best Practices in the supplementary school. These experts developed a guide for writing reports. A team of report writers was assembled and given the assignment to locate good schools and write a report about them. These reports include only a representative sample of successful programs.

These reports are viewed as the first "iteration". Best Practices' research needs to be expanded -- include more sites and more in depth investigations.

In Milwaukee, "Best Practices" could launch a lay leadership training project; educate the members of the Steering Committee about what works best in Jewish education; assist members of the Steering Committee in selecting models to emulate locally. Members could visit Best Practices sites and lay and professional leaders from other communities could visit Milwaukee.

-
3. The synagogue leadership is able to raise the status of teachers and the status of the Education Committee.

The Best Practices Project may develop a consciousness-raising and practical skills development program for rabbis and lay leaders in the Lead Communities.

RC/nm
2/22/93



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02/24/93

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128430 Daniel Bader	ACTIVE	Helen Bader Foundation Inc. 777 E. Wisconsin Ave. #3275 Milwaukee, WI 53202	B:224-6464
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898250 Daniel Weber	ACTIVE	6811 North Glen Shore Drive Milwaukee, WI 53209-2816	H:228-8847
914051 Judith Werlin	ACTIVE	6941 North Beech Tree Milwaukee, WI 53209-2708	H:352-6951
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JEWISH EDUCATION PROGRAMS IN MILWAUKEE - JANUARY 1993

SETTINGS	EARLY CHILDHOOD	SUPPLEMENTAL SCHOOLS	DAY SCHOOLS	COLLEGE CAMPUS	JEWISH CAMPING	YOUTH ORGANIZATIONS	ISRAEL PROGRAMS	TEACHER TRAINING	NEWCOMERS
DEVELOPMENTAL STAGES									
PRE-SCHOOL	JCC JFS Kol Yaakov Lubavitch	Beit Haya'eled (CBI)	Hillel Academy MJDS YES		JCC - Geshet Lubavitch				
CHILDREN 6-12		Anshai Lebowitz Beth El - Sheboygan BENT CBI EBJ Emanu-El of Waukesha Menorah Or Tikvah Shalom Sinai	Hillel Academy MJDS YES		JCC - Fredonia JCC - Interlaken Lubavitch Moshava Olin Sang Ruby Union Institute Young Judea		Passport to Israel		
TEENS		BENT CBI EBJ Shalom Sinai	WITS		JCC - Interlaken Moshava Olin Sang Ruby Union Institute Ramah/Wisconsin Young Judea	BBOY NFTY (Reform Congregations) USY (CBI)	AM/HSI (Shlichah) ISI/BBOY (Israel Summer Institute) JCC/Federation OSRUI (Olin Sang Ruby Union Institute) Otzma (Federation) Ramah Seminar		
COLLEGE				Hillel Foundation Tagar					
ADULTS		EBJ JCC Lake Park Lubavitch Menorah MAJE North Shore Institute	Hillel Academy Milwaukee Kollel WITS				Federation JCC (Staff)		
FAMILY	JCC Parenting Center JFS Child Development Center Lubavitch Nursery	BENT EBJ Menorah Or Tikvah Shalom Sinai	Day Schools (Occasional Events)		JCC - Family Camp				Kesher (JCC/MAJE) REACH (Lubavitch)

THE POWER BROKERS

*Who's got clout in Milwaukee.
Plus our exclusive list of
emerging, perennial and
underrated powers.*

Their phone calls are always returned, their meetings always well-attended. They can send out invitations and command 100 people to show up, and when something important needs to get done, these are the people to call. They are the ones who have access to government officials, whose support and advice is sought, who are part of the decision-making process. They are Milwaukee's power brokers.

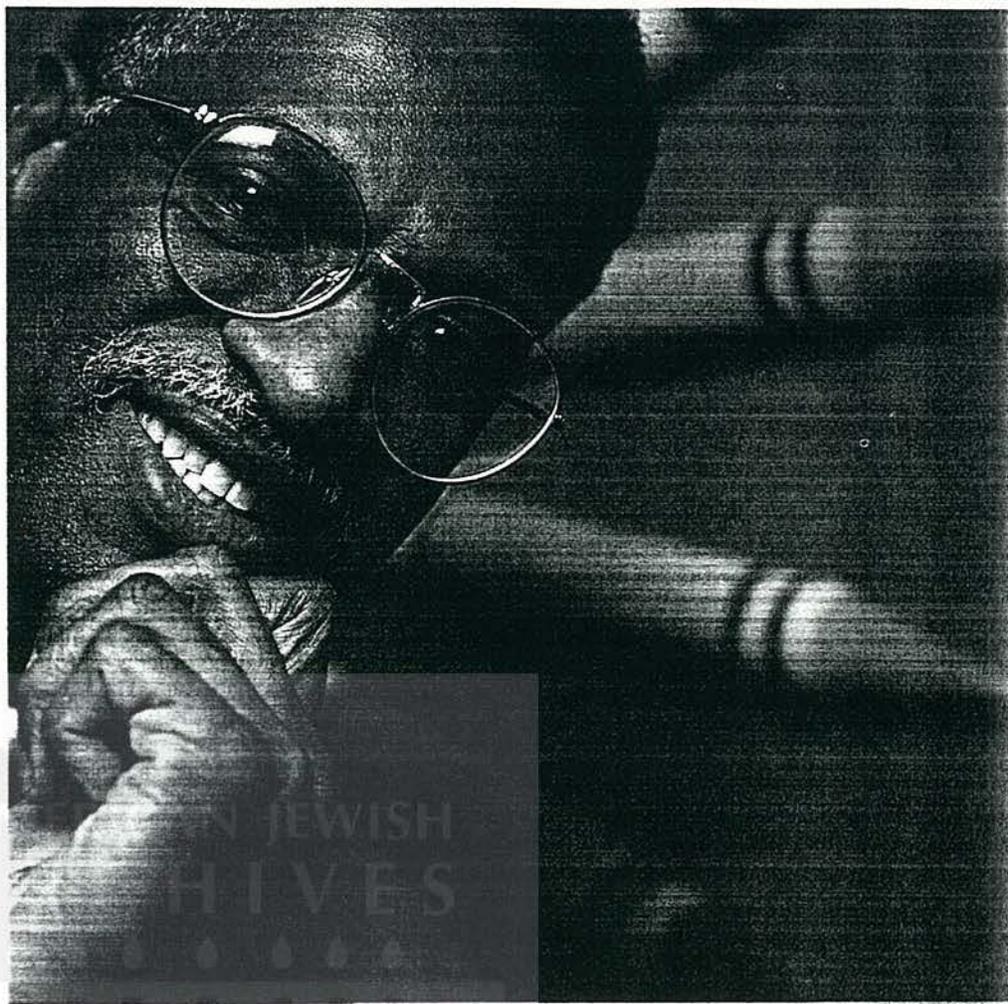
Twenty-five years ago, they were an easily identifiable group of white male CEOs, a handful who could gather in a smoke-filled room, raise the necessary capital and decide the city's destiny. Nowadays, power is more diffuse. Accomplishing the same thing requires more players, more time, more money.

Mary Van de Kamp Nohl
is Milwaukee Magazine's
business editor.

Mary Van de Kamp Nohl

Howard Fuller,
superintendent of
Milwaukee Public
Schools.

Dave Schlabowske



Today, there are fewer corporate headquarters located in Downtown Milwaukee, fewer corporate checkbooks in local business leaders' hands and even fewer local companies that do not rely on city government either for a major part of their business or for favorable tax assessments on large property holdings. Now, too, there are myriad new interest groups to include. All of this makes it inherently more difficult to leverage power.

At the same time, Milwaukee is in the midst of a power shift. Business and political leaders in their mid- to late 60s have been making way for successors in their 40s and early 50s, some even in their 30s. Wisconsin Energy Corporation's former chief executive officer, Charles McNeer, 66, passed his position on to Richard Abdo, 49; Metropolitan Milwaukee Association of Commerce (MMAC) President John Duncan, 65, passed his to Timothy R. Sheehy, 33. It's happening all over the map: The mayor is 43; the newest Milwaukee congressman just 39.

"It is almost as if an entire generation has been skipped," says James Miller, president of the Wisconsin Policy Research Institute. "And given their young ages, these people moving into power could be around for 20 to 25 years. You can build enormous power in that time."

Indeed, power is earned and accumulated as an individual develops a network of contacts and a track record for being smart, honest and capable of delivering. Having been right more often than not, they have earned the patina of credibility that's necessary to be effective. Their tools are ideas, a seemingly endless number of contacts and information and the ability to be discreet.

Milwaukee power brokers realize that power is diffuse and slippery and depends on the goodwill of others. "I do not know a single powerful person who does not worry about going to the well too often," observes John K. MacIver, partner with the law firm of Michael, Best & Friedrich.

Power brokers also have to choose issues and causes carefully. And when they do, they are likely to achieve their purposes by operating

behind the scenes, quietly prodding.

Those with real power can influence the course of events, make something happen or, equally important, keep something from happening. Or they can assemble the right group and persuade the members privately to change policies without public embarrassment.

Our interest is in this class of power broker — men and women, well-known and not — that operates behind the scenes at various levels of influence. Politicians like the county executive and the mayor, after all, are elected to be our power brokers. That's their job; they are carrying out their official duties. And that's the reason we aren't including any elected officials in our list.

In our quest to find out who wields power in the city, we discovered certain characteristics and connections that enhance — though don't always guarantee — an individual's ability to flex community muscle.

• *Money and/or position:* Power builds on the ability to move cash, either your own or someone else's. And position, as head of a giant foundation or a company with great resources, for example, facilitates the process.

• *Knowledge:* Information provides access and maneuverability, which is why serious power players surround themselves with knowledgeable people. For some, the instruments of power are ideas and the ability to win a loud consensus for them. Being a local can be an advantage in this regard because there is inherent knowledge of the system, but being from out of town can help, too, because Milwaukee has a self-deprecating way of thinking that outsiders must be smarter.

• *You have to be someone people want to follow:* It helps to be likable or charismatic. "You have to be able to share power and leadership, to build coalitions," says one of the city's longtime business leaders. And this is where entrepreneurs run into some turbulence. They seize an idea and run off to make it happen without getting a consensus.

• *Integrity:* A reputation for honesty — a virtual guarantee that what you say will come to be — can inspire others



Charles McNeer.



Richard A. Abdo.

to follow your lead.

• *Focus and proper motivation:* You have to decide what's important to you, then put your shoulder to the wheel. But you better be doing it because you want to benefit the community because Milwaukee is very good at "ferreting out the phonies."

• *Demonstrated commitment:* You need to have a record of demonstrated results to have any staying power. Says Geneva Johnson, president and chief executive officer of Family Service America: "Power really is the measure of your commitment to the community."

These factors build the kind of collateral it takes to leverage power in Milwaukee, the kind we were looking for when we sifted through hundreds of names and probed and tested conclusions through in-depth interviews with 79 of the city's most influential individuals and others familiar with the city's power structure. Most spoke on the record about the nature of power in Milwaukee, then nominated individuals without attribution. Discretion, it should be recalled, is one of the traits of the powerful.

No one person could put an individual on our list; no one person could keep him or her off of it. Though we weren't looking for consensus, we were looking for compelling arguments as to why a person belonged on the list. Some individuals with position, money, intelligence and even caring for the community may not appear because they weren't uppermost in the minds of those we interviewed or, as one power broker put it: "They have never stepped up to the plate, and that is an unfortunate waste."

Ultimately, the perception of power is power. Obviously, this story is not the final word on who has influence in Milwaukee. No one person or group can get things done all the time. At best, we have a snapshot of the power structure of a city at one moment in time – because power is a fluid state, slippery to cling to, changing relentlessly.

POWER BROKERS

Jane and Lloyd Pettit, 74 and 66, respectively. Without a doubt, Jane is the most powerful woman in Milwaukee. With no board to answer to and a large purse, she is free to follow her conscience and do what she wants. And more than anything, the Pettits have shown a sincere desire

to help their community. The Bradley Center and Pettit National Ice Center are only the tip of an iceberg of genuine philanthropy motivated not by self-interest but by real caring. No city could ask for more.

Howard Fuller, 52, superintendent of Milwaukee Public Schools. Fuller's is the quintessence of the power that comes from a lifetime of community service, demonstrated in his previous jobs as head of the Milwaukee County Division of Health and Human Services, as a Milwaukee Area Technical College dean and in Marquette University's Educational Opportunity Office. When Fuller accepted his current position heading the state's largest school district, he knew the system was in serious trouble, the forces against him enormous and his own chance of success 50-50 at best. But "he took it anyway because he feels so strongly that moral principles and doing what you believe is right matter more than anything," observes one politician, who calls Fuller "a moral power." Fuller often has had to spend his goodwill confronting his school board bosses, who regularly eat their young. "He tells you what he's doing and precisely why. Most politicians don't do that," says a business leader. Given that, and Fuller's ability to energize an audience, it's no wonder he is seen as "the most important person in Milwaukee in terms of shaping the future of this community," says one CEO and, "in the short or long term, [he's] an alternative to John Norquist."

Richard A. Abdoo, 49, chairman, president and CEO of Wisconsin Energy Corporation. No one likes to follow a leader of remarkable stature because comparisons are both inevitable and inauspicious. Abdoo follows Charles McNeer, who comes as close as you can get to being a legend in your own time in terms of civic power. But Abdoo is measuring up amazingly well already. When a young boy was seriously injured by reaching into an unlocked transformer box, Abdoo never considered playing the attorneys' game. He admitted the company was at fault and said it would do everything it could for the boy. Abdoo's conscientious response was seen as a sign that the company's young CEO would be a moral leader as well as a business leader. Abdoo is "one of the few executives in Milwaukee who has the capability and desire to be what the old Greater Milwaukee

Committee (GMC) was – a risk-taker willing to commit to things and take the consequences," says a peer.

Michael S. Joyce, 50, president and CEO of The Lynde and Harry Bradley Foundation. The head of a foundation that awards \$25-30 million a year



Michael S. Joyce.

– to education, quality-of-life and public affairs concerns – is powerful by definition. But Joyce carries intellectual clout, too, because he is sharp and people know it, and because his ideas don't have to win a popularity poll. He has the backing to make them happen. One example is Parents Advancing Values in Education (PAVE), the private initiative that helps Milwaukee parents pay to send their children to schools outside the Milwaukee Public Schools system. Joyce also flexes his intellectual muscle through his conservative think tank – the Wisconsin Policy Research Institute – though it usually preaches to the choir.

William Ryan Drew, 56, director of the Department of Administration of Milwaukee County. The "essence of community-minded, behind-the-scenes quiet power with a capital P," says one community leader. Drew ran his own kingdom inside the Department of City Development for 14 years under former Mayor Henry W. Maier. From there, the man dubbed the "dean of the Marquette Mafia" oversaw the rebirth of Downtown Milwaukee. Drew was put out to pasture by Mayor John Norquist, but he's back with a county government base and he's already added economic development to his turf. Respected and highly regarded for his integrity, Drew knows how to get a job done.

James D. Ericson, 57, president and CEO of Northwestern Mutual Life Insurance Co. Ericson is heir apparent to CEO Donald J. Schuenke when he retires in two years. From a launch pad the size of the ninth-largest insurance company in the United States, Ericson is likely to



James D. Ericson.



James L. Forbes.

Dave Schlabowski

have more power than anyone in Milwaukee in five years – and use it. A bright (Phi Beta Kappa) lawyer who cut his civic teeth organizing the Milwaukee Redevelopment Corp. in the early 1970s, Ericson further demonstrated his ability to deliver on an immensely successful endowment drive for the Milwaukee Art Museum. He's also a member of the Bradley Foundation board.

John K. MacIver, 61, attorney and partner with Michael, Best & Friedrich. Part of MacIver's power has rested on his political ties to Governor Tommy Thompson and former President George Bush, ties that made him a conduit of community interests to the federal and state levels. With the Clinton administration in the White House, MacIver concedes that his clout will lessen. But his influence locally may actually grow as he spends more energy on Milwaukee. MacIver has long been a respected strategic thinker and contributor to many civic projects, including the Milwaukee Symphony Orchestra, The Greater Milwaukee Education Trust and The New Hope Project,

the Pettit National Ice Center, the Milwaukee Council on Alcoholism and Competitive Wisconsin. But MacIver's real power is in his behind-the-scenes role as a kind of civic Yoda, mentoring countless young and emerging business leaders.

James L. Forbes, 60, president and CEO of Badger Meter Inc. Forbes is more powerful than the size of his company would imply, and he has earned the difference, in respect and admiration, through years of effective community service. "The essence of quiet, nonostentatious talent," says one peer. "A hard worker who doesn't crave publicity. And there's no question he's underrated. Look at his track record... at MMAC, he helped get the Milwaukee Guarantee [a college scholarship fund for public school children established with the proceeds from selling the Chamber's chief asset, the Milwaukee Credit Bureau] up and operating. The GMC would still be talking about it."

James H. Keyes, 52, president and CEO of Johnson Controls Inc. Atop the state's only \$5 billion-a-year corpo-

ration, Keyes is, by position, mainstream power. He also has earned credibility running the successful 1992 United Performing Arts Fund (UPAF) drive and has played lesser roles in community projects led by Abdo and Donald Schuenke, Northwestern Mutual Life Insurance Co's CEO. The three, in fact, are an important triumvirate. Says one observer: "Almost nothing can get done here without Schuenke, Abdo and Keyes if it requires money." That makes Keyes the dollar-and-cents choice to run the GMC next. But Keyes is "an accountant not known for his interest in political and social issues," one CEO says, "and that may shape the GMC's future agenda."

Roger L. Fitzsimonds, 55, chairman and CEO of Firststar Corporation. There's an aura of power and of the old power structure that surrounds Fitzsimonds. But he is "not like Abdo or Schuenke, not someone you go to with a new idea, to get it rolling... but you do want him on the team – not as a coach, but as one of the players," says one power broker. Certainly, Fitzsimonds has been in on a lot of "the plays," often pulling the strings from the side of the field, working behind the scenes, for example, to arrange appointments to key business committees.

Thomas R. Hefty, 45, chairman, president and CEO of Blue Cross & Blue Shield United of Wisconsin. Hefty "carefully picks the issues he'll be involved in, and then he's always on the right side, doing the right thing for the right reason," says Martin Stein, chairman of EyeCare One Corp. Pursuing tough issues, Hefty occasionally has disgruntled a few other business leaders. Says one: "He's a strong-willed guy who decides what needs to be done and goes ahead." Others see that as leadership. Ironically, a similar criticism was leveled against Charles McNeer when he headed the GMC. McNeer, who was dubbed a "steamroller," adopted Hefty as sort of a mentor after Hefty became Blue Cross president. Hefty's ultimate goal may be politics. "Eight to 12 years out, I wouldn't be surprised if he runs for governor," says another power player.



Roger L. Fitzsimonds.



At left: **Martin F. Stein**, chairman of EyeCare One Corp.



Thomas R. Hefty.

Jack Puelicher, 72, retired chairman of Marshall & Ilsley Corp. Puelicher has been an "invisible power" at Wisconsin's second-largest banking corporation. Although he rarely surfaced publicly, when he lent his name to a project, leaders around town considered it done, says one CEO. He turns over the reins to CEO James B. Wigdale, who is expected to be more of a visible player.

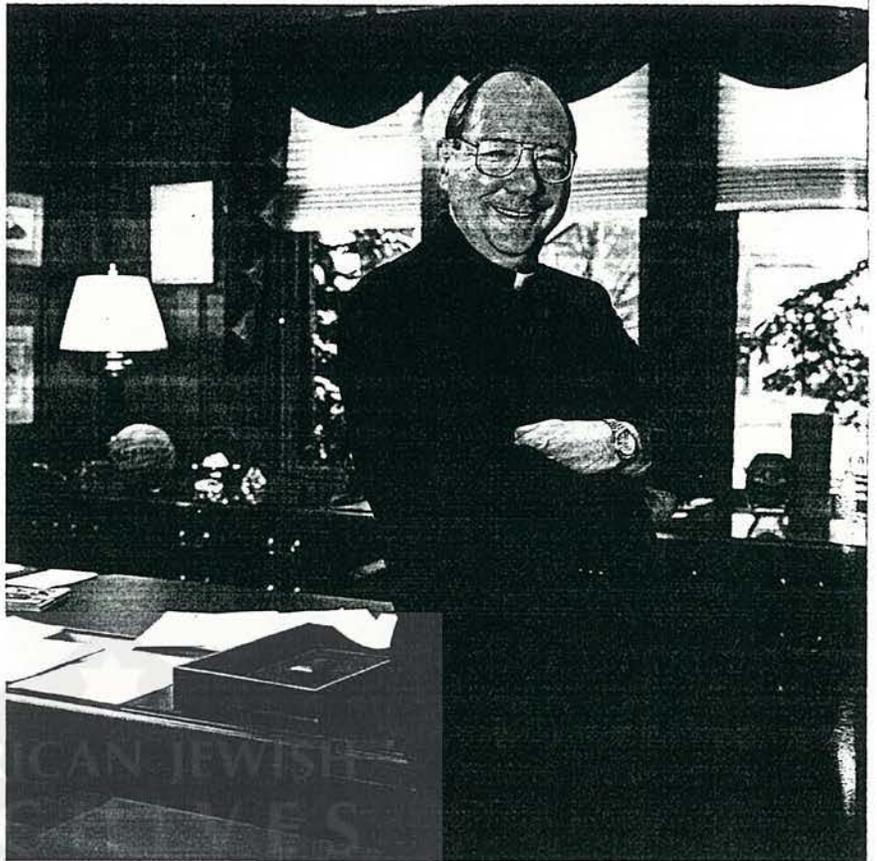
Sheldon B. Lubar, 63, chairman and CEO of The Christiana Companies Inc. Lubar has "a very big power pack, but he doesn't access it a lot," says a colleague of the entrepreneurial venture capitalist who is highly regarded in financial circles. Lubar exudes quiet authority: From the Wisconsin Policy Research Institute to the University of Wisconsin Regents board, he has earned a reputation as a "respected one-man band." Owning his own firm, Lubar also controls the checkbook. That's helped give him clout inside City Hall, where he's seen as "one of a handful of executives who can really deliver."



Michael W. Grebe.

Martin F. Stein, 55, entrepreneur and chairman of EyeCare One Corp., which operates Stein Optical. Stein is one of the rare entrepreneurs in the ranks of the city's power brokers and his energy and unconventional ways still occasionally make some of the city's corporate power brokers uneasy. He was a major player in the GMC's Milwaukee Employer Accords, a program designed to boost minority employment. Stein lobbied to include a goal of at least 10 percent minorities for new hires at companies signing the accord, while many of his peers preferred an accord with no target number. Stein also is the city's premier fundraiser. Beneficiaries of his dogged fundraising have included United Way, Boys & Girls Club of Greater Milwaukee and a host of causes to benefit Israel and Jewish refugees. But Stein's most important contribution is in starting to bring down the high invisible wall that has long separated the Jewish and non-Jewish communities in this city, a wall built on the mistaken notion that Jews were not interested in the larger community and that the larger community was not interested in the Jewish community playing a role. Stein has shown you can serve both.

Albert J. DiUlio, S.J., 49, president of Marquette University. "In business



Albert J. DiUlio, president of Marquette University.

and universities, you earn your power by contributing," says DiUlio. "You gain influence by forwarding the community and by giving of yourself." Like most highly placed newcomers to the city, his position meant DiUlio didn't have to start at the bottom of the civic ladder, and one of his first forays into that arena was as head of the mayor's Commission on Police-Community Relations after the Jeffrey Dahmer crisis. DiUlio quickly earned a reputation as a real contributor who has surrounded himself with a top-flight staff. He also has impressed members of the community by his leadership on Marquette's Campus Circle project.

"Most people don't understand the intensity of drive this guy has," says one City Hall source. "He's absolutely committed to doing the best for the university, and he will let nothing stand in his way."

Sister Joel Read, 67, president of Alverno College. Look up the word "feisty" in the dictionary and you may see Read's picture. Read had the guts to take her little college down an innovative path and make it a national success story. Now she surfaces as a "feisty moral power," "feisty as hell" but with enormous ability to influence the city's other power brokers. "She's

very well-respected, more highly regarded than people know, willing to speak up, and when she does, people listen. And she gets away with saying things others can't," says another civic power. Read made life difficult for some of the city's corporate leaders by insisting that The Greater Milwaukee Education Trust keep its independence after they'd decided it should be sustained by the MMAC. She was relentless. Read got her way, and appears stronger than ever.

Stephen H. Marcus, 57, chairman and CEO of The Marcus Corporation. "Many political people wouldn't even ask a question if they heard Steve Marcus wanted to build something," says one Common Council observer. "It would be okay. He swings a lot of weight Downtown." For most of his professional life, Marcus has worked in his father's shadow, running the family chain of hotels, restaurants and theaters. So long, one CEO says, that he may feel "underutilized... or not respected in the business community. That certainly isn't true."

Stephen Graff, 58, managing partner of Arthur Andersen & Co. Graff was everywhere a few years ago, including MMAC's \$13.5 million Scholarship Trust. But he became stretched so

Dave Schlabowski

thin, some sources say, that he disappeared from the civic scene. Graff actually was on the road attending to company business, but now is back in town and, insiders say, he's poised to re-emerge as a major civic player, most likely as the next chairman of the MMAC.

Geneva B. Johnson, 63, president and CEO of Family Service America. With a company that's stretched across the United States, Johnson often is on the road, leaving local leaders to lament that they can't tap into her talent often enough. But when she's here, the city benefits. "She's bright,



Geneva B. Johnson.

contributes a lot and is very talented," says one power broker. Johnson sits on some of the city's most prestigious boards, including the Medical College of Wisconsin and Wisconsin Energy Corporation.

T. Michael Bolger, 54, president of the Medical College of Wisconsin. Ten years ago, Bolger was a corporate antitrust lawyer, unlikely to emerge as a dynamic community leader. Today, one of the most ambitious developments ever built Downtown, the \$100 million Theater District, is a monument to Bolger's irrepressible optimism as former president of the Milwaukee Repertory Theater. Now, he has helped make the Medical College the hub of bustling activity at the Milwaukee County Medical Complex, and he is still an inspiration in the arts community.

Michael W. Grebe, 52, partner with Foley & Lardner. Grebe's likely future as managing partner of the state's largest law firm and his stature as "Mr. Republican Fundraiser" give him good access to other power brokers. The fact that he also is well-respected adds to that, though some worry that his efforts on the national scene and job as a regent of the University of Wisconsin system are taking him out of the local mix.



Sara O'Connor.

Sara O'Connor, 60, managing director of the Milwaukee Repertory Theater. O'Connor devoted 15 years of her life to building Milwaukee's Theater District and the Rep's home. That fortitude and accomplishment wins respect in every sector, but most of all inside the arts community, where O'Connor is a powerfully

THE PATH TO POWER

In Milwaukee, the path to power is often through volunteer civic, social and arts boards, the ex-officio proving ground where the pure of heart are culled from those seeking instant prestige.

"Over the years I have seen young people get involved and just fade because there isn't instant gratification," says Charles McNeer, former CEO and chairman of Wisconsin Energy Corporation and the man who set the standard for community involvement by business leaders. "You see people start to be very involved in community service, then stop once they find it's low recognition, lots of work and little personal gain. I call them the 'faders.' It takes a lot of hard work but you do it because you see the community better off for it."

Being otherwise motivated can end an aspiring community player's ascent fast, says McNeer. "There is nothing wrong with having your own goals, but when you try to mask them and pretend you're only there for the good of the community, well, that's the worst kind.... In Milwaukee, we really have a great sense of community service. We are very results-oriented. That's why

power is a long-term deal here."

And so volunteers who feel an obligation to make a difference or long for positions of power earn stature in the crucible of volunteer boards by producing results most often as fundraisers. The city's institutional memory is long. Even established powers are still measured by their ability to produce results in this arena. A successful fund drive enhances one's reputation for years. People still point out how Firststar Corp. Chairman and CEO Roger L. Fitzsimonds "got his start" with a successful UWM Foundation Inc. fund drive.

And James Keyes, president and CEO of one of the city's mega-corporations, Johnson Controls Inc., worked around the clock last year when it looked like the United Performing Arts Fund campaign he was heading would fall short of its goal. To meet it, Keyes single-handedly raised almost \$50,000 in just two days.

Fundraising acumen earns credibility, but developing a network of people who know you can deliver is far more important. Still, a reputation as a productive worker doesn't guarantee other spots on these boards. You have to be invited to join and then be prepared to ante up. On some boards, the Milwaukee Symphony Orchestra among them, that'll cost you \$5,000 a year.

How service on volunteer boards is

viewed shifts and changes. Five years ago, arts boards were preeminent. Now neighborhoods, health care and education have been added to the list. Among the boards that sources say are paths to wider recognition are:

- The Boys & Girls Club of Greater Milwaukee
- Greater Milwaukee Committee
- Children's Hospital of Wisconsin
- Medical College of Wisconsin
- The Lynde and Harry Bradley Foundation
- Marquette University
- The Milwaukee Foundation
- The Milwaukee Symphony Orchestra
- United Performing Arts Fund
- United Way of Greater Milwaukee
- Metropolitan Milwaukee Association of Commerce
- Aurora Health Care - St. Luke's and Sinai medical centers
- Columbia Hospital
- The Next Door Foundation Inc.
- Junior Achievement of Wisconsin Inc.
- The UWM Foundation
- Milwaukee School of Engineering
- Metropolitan YMCA
- Alverno College

positive influence as a respected and trusted ex-officio adviser. "If any issue came up in the arts community," says one business leader, "she's the one I would call for advice."

Allen M. Taylor, 69, former partner with Foley & Lardner, recently retired. At the major law firms, partners are encouraged to begin turning clients over to younger colleagues at age

60, then increase their civic involvement. Thus, Taylor was a late bloomer, earning his "credentials" raising \$17 million for the Milwaukee Symphony Orchestra. The symphony is still in financial trouble and Taylor, a behind-the-scenes player, is the clean-up man. He also is second in line on the Bradley Board behind retired Allen-Bradley Co. Inc. Chairman I. Andrew ("Tiny") Rader.

CONVENTIONAL WISDOM AND COLLECTIVE CLOUT

Since 1948, the Greater Milwaukee Committee has been the vehicle through which the city's business, education and social service chief executives have flexed their collective power and influence in shaping the community. The organization's legacy includes Milwaukee's freeway system,

Performing Arts Center, The Grand Avenue and the United Performing Arts Fund (it helped the city develop the second-largest revenue-producing united arts campaign in the country) — impressive accomplishments that still shape the conventional wisdom about the organization's power today.

But reputations often linger long after the reality has changed. Certainly there are individual members of the GMC whose clout is considerable, and there are more than a few of them. But collectively, the GMC of recent years is not the powerhouse it once was.

"From the outside, people sometimes look at GMC as some sort of totally cohesive group of white male fat cats who run the town by plan and design," says one member. "But that's wrong factually, and it's overstating the situation... there are all kinds of different interests. No consensus."

In the eyes of its own members in particular and many others in the community, the GMC's power is now highly overrated. Much of this has to do with the GMC's recent track record, says one member, "on the stadium, on The Education Trust, on a marketing plan for the stadium, the O'Donnell Park fiasco — I mean, raising \$2 million for Discovery World [museum] and then not having a contract with the county before construction began..."

In the last few years, the GMC has

tried to be all things to all people, numerous members complain. Its agendas read like a smorgasbord menu.

It has explained away its lack of results saying it has moved away from simple infrastructure projects to more difficult, non-concrete social issues. But

what members are complaining about is the GMC's inability in recent years to implement infrastructure projects.

"Its only function is to appear to endorse everything so that the business community doesn't get blamed for the social problems we have. Back at its peak... the GMC was not a consensus-building organization, it was leadership," complains a CEO on the GMC's executive board.

Members put some of the blame on recent GMC leadership and many say too much responsibility has fallen to the group's executive director, Robert H. Milbourne, 47. Says another member of the GMC's executive board: "Bob's a bright guy and good policy staffer, but he is not the leader the organization needs."

Still, one GMC executive committee member says Milbourne has done what most members now want the GMC to do: "Make it appear that we are for everything and deflect criticism and blame from the business community."

Ironically, the GMC's real remaining contribution to the civic arena may be an accomplishment it never mentions: the education of a core group of the city's business leaders through The Greater Milwaukee Education Trust and Inner City Task Force to the grim realities of life inside our schools and minority community. And therein may lie the seed from which renewed GMC power could spring again.

Bud Selig, 58, president and CEO of the Milwaukee Brewers. Selig is invested with the power inherent in controlling the fate of an entity that has a major economic impact on the city. In the past, he successfully fought siting of both a prison and arena near the stadium and worried that he "looked self-serving as a result." To prove he wasn't, says one insider, "He bent over backwards to avoid looking that way again," and instead of playing hard ball with the city and demanding a new stadium, he made an impossible offer — that the club would build a new stadium itself. Years of frustration later, there is no stadium. Insiders say Selig is hoping a change on the national baseball scene — to shared TV revenue or a cap on players' salaries — may still make his stadium offer economically feasible.



Bud Selig.

Frank J. ("Jack") Pelisek, 62, attorney and partner with Michael, Best & Friedrich. For three decades, Pelisek has been a civic player with a solid record. But in his role as chairman of the GMC Brewers Marketing Task Force charged with the troubled campaign to sell tickets and the stadium's luxury boxes, he has a tough sell. Pelisek says he never thought the process of building a stadium would drag out so long. "If we're not in the ground within a year," he says, "we'll all be failures."



Frank J. Pelisek.

Fred G. Luber, 67, chairman and CEO of Super Steel Products Corp. When then-state Senator John Norquist wanted to run for mayor, Fred Luber organized a fundraiser and delivered business for Norquist. When the mayor wanted to bring jobs back into neighborhoods, Luber helped organize Steeltech Manufacturing Inc. But when the investigation began into whether Steeltech really was minority owned and thus eligible for special government contracts, he had little support from City Hall. Yet Luber remains one of a select group whose calls Norquist promptly re-

turns. Says one business leader: "Fred has taken great pain from Steeltech and now it will be a long, long time before anyone else has the guts to try something like that."



Fred G. Luber.

John J. Stollenwerk, 53, president and owner of Allen-Edmonds Shoe Corporation. Stollenwerk's company is located out of town (in Port Washington) and is relatively small, two things many CEOs use to excuse themselves from participating in urban affairs. But Stollenwerk plays an active role. He sits on Marquette University's board of trustees and helped obtain funding for PAVE, of which he is co-chairman.

Gary Grunau, 53, chairman of Grunau Company. A master at spotting community opportunities well ahead of the curve, Grunau gets his proposals together fast and has proved he can deliver, most notably in turning an urban wasteland into bustling Schlitz Park. That gives Grunau some influence, but some power brokers complain that he is too self-serving.

Susan Mudd, 36, state director of Citizens for a Better Environment and wife of Mayor John Norquist. Mudd's power reaches beyond the mayor's ear, as the voice of the state's environmental movement. And with environmental concerns getting greater play in Washington, it's hard to ignore what the state's environmental advocates want back home.

Carl Weigell, 61, chairman of Motor Castings Company. "A dedicated visionary," says one power watcher, Weigell has made preparation of non-college-bound students for the work world his cause célèbre. He headed the Governor's Commission for a Quality Workforce.

STAYING POWER

Because of their intellect and integrity, some of the city's true leaders never fade away. Their sage advice gives them perennial power.

Charles McNeer, 66, retired CEO and chairman of Wisconsin Energy Cor-

poration. Back in his role at Wisconsin Energy, McNeer often was "stretched way too thin in community activities," says one business leader. "But somehow, he always delivered." Indeed, McNeer is the man who set the standard for civic involvement by business leaders. As former GMC president, he prodded his peers to take on tough tasks like education and Inner City problems. As past president of the MMAC, he, Graff, Forbes, John Duncan and Mary Ellen Powers, MMAC's executive vice president of administration, forged the plan to sell the group's major asset, its credit bureau, and create the \$13.5 million MMAC Scholarship Trust, which has helped make functional the mayor's Milwaukee Guarantee of college funds for city high-school grads.

And he hasn't faded away: His advice and counsel are still sought. "I always listen to Charlie," says one CEO. "If he says something will be good for all of us, I know he'll be right."

"He is one of those unique people who have incredible power in the community well beyond being head of a big company," says another CEO. "He almost belongs in a class by himself."

Donald J. Schuenke, 64, chairman and CEO of Northwestern Mutual Life Insurance Co. "The most powerful person in the Milwaukee business community, but no arm twister," says one CEO. "His clout comes from his enormous integrity. He's much more a moral suasion kind of elder spokesman for the business community." Another business leader calls Schuenke "not highly effective, but a quiet, highly respected moral leader, especially as chairman of the [GMC's] Inner City task force and on minority hiring." But Schuenke also is an unlikely leader in this arena because he sits atop one of the least integrated companies in Milwaukee. "It takes a long time to change a corporate culture, but recently he has be-



Donald J. Schuenke.



Sister Joel Read, president of Alverno College.

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come more enlightened than anytime in his life," explains a recent convert in support of Schuenke. And indeed, others note that the company has quietly been very involved in putting money into Inner City housing and education.

Rembert Weakland, 65, archbishop of the Roman Catholic Archdiocese of Milwaukee. A behind-the-scenes influence on many of the city's civic leaders, Weakland is respected both inside and outside his congregation. "He has enormous integrity," says one business leader. And he is "not afraid to tick off the boss" when he knows it's the right thing to do. Take just one example: his invitation to women of the diocese to share their views on abortion. On topics ranging from the social obligation of business leaders to married priests and altar girls, Weakland has spoken his mind and taken the heat. And when he has been wrong, he hasn't hesitated to admit it.

John E. McCullough, 59, retired Channel 4 news anchor and part-time commentator on Channel 10. No current TV news anchor in this highly homogenized market has the clout or staying power of McCullough, who has never actively pursued power and influence, one reason he has so much of it. Well-respected for his integrity and common sense, McCullough is a confidant of high-level community political leaders, of the Pettits, Bud Selig and others. And that is one reason he still scoops the full-time competition.



John E. McCullough.

Joseph E. Tierney Jr., 75, attorney and quiet counsel to the Pettits. "Thoughtful, conscientious, a reluctant power" – the Pettits' sage counsel falls into the category of sounding boards and circuit-makers who put people together. These individuals don't seek power, but earn it and are sought after for their wise and patient counsel by the city's most prominent powers. In a similar mode: Fran Croak, 64, attorney and partner with Cook & Franke, and Franklyn Gimbel, 57, attorney and partner with Gimbel, Reilly, Guerin & Brown.

Patrick J. Lucey, 75, and **Warren Knowles**, 85, former Wisconsin governors. Long out of office but never out of the loop, these two former governors always have their phone calls returned. Their opinions are sought often, the result of years of integrity, wisdom and earned respect. This courtesy is not automatically extended to all former governors.

UNDERRATED POWER

The Marquette Mafia: There are no formal meetings. No dues. No official membership roster. To say it is loosely organized would be an understatement. But it is no understatement to say it is one of the most powerful forces in Milwaukee. The Marquette Mafia is the name used – most often by non-members – to refer to the network of alumni and supporters of the city's Jesuit institutions. It begins at Marquette University High School and includes the university and law school. It operates in subtle and informal ways. The people you know, after all, become your power base. High-profile players connected to Marquette in some way include Richard Abdo; Donald Schuenke; T. Michael Bolger; County Executive F. Thomas Ament, 55; William Ryan Drew; Stephen Graff; James Keyes; attorneys John Finerty, Michael Wherry, 54, and Gerald Boyle, 56; District Attorney E. Michael McCann, 56; and U.S. Congressman Tom Barrett. "It is like a clique that men take for granted – the value of the connections," says one woman top executive.

The Milwaukee Jewish Community: With the ability to raise vast amounts of money and reach consensus, this is the fastest emerging power base in the city. Some players are obvious: Martin Stein; Sheldon Lubar; Stephen Marcus; Bud Selig; JH Collectibles' Ken Ross, 64; A.B. Data's Jerry Benjamin, 41; and lobbyist attorney Robert Frieber. But its emerging base includes Bruce Gendelman (Audubon Court Books), 38; Robert W. Baird & Co. broker Larry Gellman, 44; The Polacheck Company Inc.'s Mark Brickman, 58; Lappin Electric's Todd Lappin, 53; Lubar & Co. Inc. President David Lubar, 38; Towne Realty's Gerald Stein, 55; and Value Merchant's Steve Appel, 51.

The Metropolitan Milwaukee Association of Commerce: When the property tax reform referendum was defeated last fall, MMAC played a key role. With a problem-oriented focus and full-time staff of newsletter writers, researchers and a lobbyist, MMAC has muscle behind its goals. "It can win most of the battles it picks," says one politician.

THE POWER OF COUNSEL

Just as Louis XIII had his Cardinal Richelieu, Milwaukee's elected power brokers have their own advisers, people whose power comes from their information, experience, knowledgeable insights and credibility with local politicians. Some carry their influence into the private sector as well.

City Hall Insiders: "The Clique" is what outsiders call the triumvirate of bureaucrats that most influences the mayor. Included are David R. Riemer, director of administration; Kenneth S. Kinney, 45, director of strategic planning and associated with projects important to the mayor (like light rail and the stadium); and Anne Spray Brooker, 41, city budget and management director.

Those who also have the mayor's ear include Barbara Candy, 40, political fundraiser; Chuck Pruitt, 39, A.B. Data partner, also involved with the Kohl Educational Foundation and Candy's husband; Jeannetta Robinson, 53, director of Career Youth Development Inc.; and Peter McAvoy, 46, ex-chief of staff for former County Executive Dave Schulz.

Business Leaders: Those whose calls get the mayor's speedy response, City Hall insiders say, include Thomas F. Schrader, president and CEO of Wisconsin Gas Company and overseer of The New Hope Project; Sheldon Lubar, CEO of The Christiana Companies Inc.; Fred Stratton, chairman and CEO of Briggs & Stratton Corporation and president of the Milwaukee Redevelopment Corp.; and Fred Lubert, CEO of Super Steel Products Corp.



David R. Riemer.

David R. Riemer, 43, director of Milwaukee's Department of Administration. Riemer's claim to power is as a true intellectual: He has conceived some of the most creative ideas for improving society, including The New Hope Project, an experimental jobs program to get people off of welfare. Once called "Riemer the dreamer," he became known as "the soul of John Norquist." Riemer remains a powerful influence on the mayor, but his influence outside Norquist's office is fragile and deteriorating, according to sources inside and outside City Hall.

Susan and George A. Mitchell, 46 and 47, respectively. Partners now in The Mitchell Company and former *Wall Street Journal* reporters, George formerly worked for a developer and was a revenue department employee and Susan is a former state insurance commissioner and life insurance company president. The two now are public policy consultants and coordinate construction projects. "Extremely articulate,

industrious and bright," the pair's power comes from their ability to break apart a complex issue, analyze it and convince policy makers of what needs to be done, notes one politician.

H. Carl Mueller, 48, partner in the public relations and government affairs firm Zeppos-Remsik-Mueller Inc. People expected Norquist's former chief of staff to do a good business representing clients seeking access to City Hall. They did not expect his abilities as chief strategist and a driven pitchman to help make this PR firm "the place" to call when you get in trouble. But Mueller has become increasingly well-connected in a market without a lot of competition. Clients include Miller Brewing Company and Johnson Controls Inc.

Bill and Cindy Broydrick, 44 and 51, respectively. As partners in Broydrick & Associates Inc., both are "good, competent lobbyists" who are able to influence politicians inside city, county and state government.

Robert Friebert, 54, and John Finerty, 53, attorneys and lobbyists. "As influential now in City Hall and the County Board as they were 20 years ago," says one power broker.

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EMERGING POWER

Becoming a local behind-the-scenes influence often is a long process, but there are many in Milwaukee with the desire and drive to make a difference. The sources we consulted identified a group quietly earning their stripes, who may – if all goes well – ultimately have considerable clout.

Barry K. Allen, 44, president and CEO of Wisconsin Bell Inc. Colleagues describe Allen as “very low-profile, but effective and truly interested, especially on education issues.” He is earning his way up on a number of worthwhile civic projects.

Thomas F. Schrader, 42, president and CEO of Wisconsin Gas Company. Schrader was the GMC’s first choice to head the experimental New Hope Project. It’s a risky long shot, but if this welfare alternative is a success, it could catapult Schrader to the top of the city’s power heap.

Timothy R. Sheehy, 33, president of the MMAC. Young and energetic, Sheehy took control of the association’s top staff position just last November. Though he has yet to prove himself, he has a genetic reputation for integrity (both his father and grandfather were respected Wisconsin Gas Company lobbyists), and he will have access to the city’s top movers and shakers.

David V. Uihlein Jr., 43, architect at Uihlein Architects Inc. and Jane Pettit’s son. “A very likable, level-headed guy” and the only heir to old-money Milwaukee who has demonstrated a genuine interest in civic affairs. Uihlein chooses his causes carefully, but works hard and with real caring, say observers.

Robert A. Kahlor, 59, chairman and CEO of Journal Communications Inc. Power watchers expect Kahlor, head of the city’s near media monopoly, to be a civic power “once he gets his house in order.” Insiders say he is making positive changes: The doors to the executive suite are open and there are overtures toward better employee relations.

Ned Bechthold, 56, president of Waukesha’s Payne & Dolan Inc. Says one retired CEO: “We would not have the number of social problems we face today if more companies followed his example in both hiring and being a supportive manager of minorities.”

Essie Whitelaw, 44. When Whitelaw was named president of one of Blue Cross & Blue Shield United of Wisconsin’s five divisions in 1992, she became hot property for boards eager to satisfy quotas for minority and female members. Whitelaw has since earned her place because she’s smart, hardworking and productive.

Jeffery T. Grade, 49, president and CEO of Harnischfeger Industries Inc. Grade oper-

ates from atop the \$1.4 billion-a-year Harnischfeger Industries and is described as “very bright and hard-driven.” But Harnischfeger has not had a history of active civic involvement in part because of internal problems. But Grade inherits a company that is in much better shape and could emerge as a player.



Jeffery T. Grade.

Daniel Bader, 32, president of Helen Bader Foundation Inc. Heading the foundation created in his mother’s memory, young Bader “cares enormously about the city,” one student of power observes. With \$6 million in 1992 grants, he has the ability to do something about it.

Ronald C. Baldwin, 46, chairman of Banc One Wisconsin Corp. Baldwin shows interest in civic affairs, most recently as chairman of United Way’s 1992 campaign, a position that only goes to leaders who are recognized as emerging powers.

Timothy E. Hoeksema, 45, president of Midwest Express Airlines Inc. The growing size and success of Midwest Express and the company’s role in keeping Milwaukee’s General Mitchell International Airport vibrant makes Hoeksema a likely candidate to emerge as a power player in the future.



Kirsten Nyrop.

Kirsten Nyrop, 39, commissioner of Milwaukee’s Department of City Development. Bright, extremely capable, “the single shining light in the administration,” says one City Hall insider. She has impressed even those who originally opposed her appointment.

P. Michael Mahoney, 48, chairman and president of Park Bank. Mahoney was recognized by his small- and medium-business peers, who chose him to head the MMAC’s Council of Small Business Executives group, an indication that he’s seen as an emerging leader.

John W. Daniels Jr., 44, real estate attorney and partner with Quarles & Brady. As a young black attorney, Daniels became a member of the GMC and was appointed to the board of the Medical College of Wisconsin at an early age, helping to put him ahead of the game.



John W. Daniels Jr.

THE POWER BROKERS

David M. Lucey, 36, attorney with Foley & Lardner and Milwaukee Public School Board member. Son of the former state governor, the younger Lucey is bright, hardworking and a force on a board with a lot of dim bulbs.

Wendy Selig-Prieb, 32, general counsel for the Milwaukee Brewers baseball club. Bright, energetic and someone who sees the big picture, the heir apparent to the position of first woman team owner in the American League is already sought after by various boards who recognize her growing influence.

Daniel J. Steininger, 47, president and CEO of Catholic Knights Insurance Society and chairman of the Port of Milwaukee. Steininger "has a fire in his belly for quality both inside and outside his company," says a peer. He gets credit for hiring Kenneth J. Szallai, 44, as municipal port director and making Milwaukee's one of the few Great Lakes ports that makes money and keeps customers happy.

Linda Stephenson, 52, president and CEO of Zigman Joseph Stephenson. Public relations consultant Stephenson is a proven contributor - as a former UPAF chairman and national Goodwill chairman. Likable and competent, Stephenson has the connections to get clients into places like the University Club, as well as open other doors.

Ted Kellner, 46, chairman and CEO of Fiduciary Management Co. Inc. Mutual fund manager Kellner is "managing" his way up the power scale with a series of well-executed assignments, including one on the University of Wisconsin Foundation's board of directors. He also is president of the Milwaukee World Festivals Inc. board.

Christopher Goldsmith, 45, executive director of the Milwaukee Art Museum. One of the most respected people in Milwaukee's arts community, Goldsmith has brought divergent arts groups together in ways that benefit all.

James H. Hall Jr., 39, a general practice and civil rights attorney and partner with Hall, First & Patterson S.C. Hall has the ability to bring together divergent interests to discuss matters in hopes of forging solutions and is constantly involved in matters touching the larger community. He helped found 100 Black Men of Milwaukee Inc. (though there were only 88 at press time), a youth mentoring group.

Maureen Busby Oster, 45, president of Johnson Asset Management. A vice chairman of the State of Wisconsin Investment Board, Oster's judgment on financial matters is well-respected. "The power is Oster's if she wants it," says one observer. ■

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Commission on Visions and Initiatives in Jewish Education
Thursday, February 25, 1993
7:30 p.m.

ANNOTATED AGENDA

- 7:40 I. Welcome Jane/Louise
- A. Welcome new members - Why we are committed to the project
 - B. Introduce Jane, Louise, Ruth, Howard and Roberta
 - C. The purpose of the meeting - Initiation of the Commission, information sharing and issue identification
- II. Table Introductions - Share with each other why it is an important activity to be involved in.
- 8:00 III. Jewish Segment Eve Joan Zucker
- 8:10 IV. Guest Presentations
- A. Introduce Dr. Shulamith Elster Ruth Cohen
(See attached bio sketch)
 - B. Crisis and Intervention - The National Picture - Dr. Shulamith Elster

An overview of the national agenda in Jewish education; information from the population study; the Mandel Commission; CIJE and its recommendations.
- 8:25 V. The Milwaukee Picture Louise Stein
- A. Education has always received high consideration in funding allocation. We have a large variety of programs in town -- explain the program chart.
 - B. Why should Milwaukee put its resources into such an endeavor? What is missing? Why would the Federation want to get involved in this project?
 - C. Summarize Jonathan Woocher's message - "We need to suspend disbelief" and move forward; thrive towards a high goal for our community -- attempt to reach a systematic change.

8:30 VI. Role of the Commission

Jane Gellman

- A. The Commission will guide Milwaukee's participation as a "Lead Community" with the Council on Initiatives in Jewish Education. The Commission will be responsible for creating a communal strategic plan, introducing new initiatives and working with institutions/constituencies to improve effectiveness.
- B. Explain organizational chart/decision making process.

8:35 VII. CIJE's Link to Milwaukee

Dr. Shulamith Elster

- A. Why was Milwaukee selected as a "Lead Community"?
- B. What does it mean to be a "Lead Community"?
- C. How will CIJE work with Milwaukee?
 - o Best Practices
 - o Evaluation and monitoring

8:45 VIII. Visioning - Issues Identification and Consensus Building
Jane Gellman

- A. Purpose of the activities:
 - o Better understanding of what goes on in the community in regard to Jewish education.
 - o Understand the barriers which we face right now.
 - o Reach an agreement about the most critical issues in Jewish education in Milwaukee, which could be addressed effectively through a community effort.
- B. Activity I - Fill out response sheet - "Pressing Issues in Your Program/Organization"

Ask members to sign their name; collect worksheet.

C. Activity II - Table discussions

- o Sharing information about the most pressing concerns in the organization/programs represented by each individual.
- o Ask the group to identify 1-2 issues which are common to several organizations (common themes). Reach group consensus on 1-2 issues which could be addressed effectively by a community plan. Record responses.

9:20 IX. Next Steps - Forming Task Forces - Jane Gellman

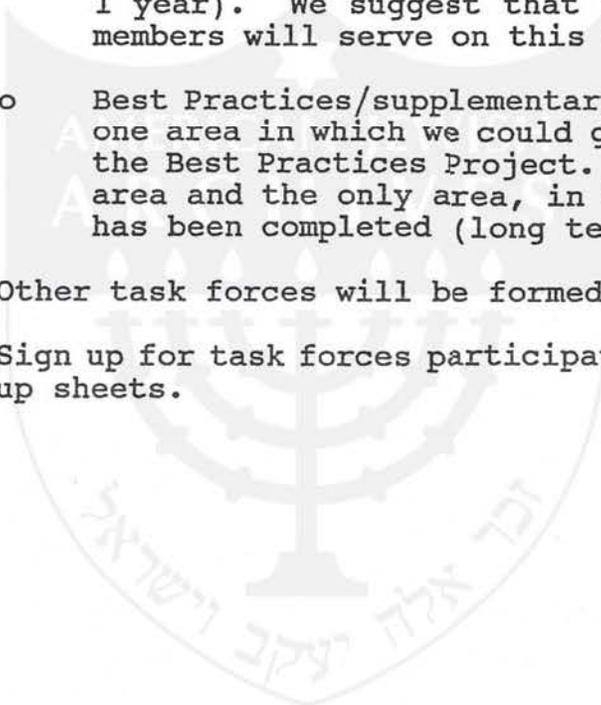
- A. In developing our plan, we have to respond to two kinds of priorities:
1. Local priorities
 2. National/CIJE priorities

In the process of identifying local priorities, we interviewed a large number of lay and professional leaders, including members of the Steering Committee. The previous two activities would provide us with input from the members of the Commission. The aggregate information would be incorporated in our strategic plan.

- B. Thus far we have examined the current picture of Jewish education in Milwaukee. In the near future, we have to move to the next level -- identifying Milwaukee's vision for the future and compare "what exists" with what we would "like it to be".
- C. The formation of task forces would respond to local needs as identified by the representatives of the community, to national priorities as identified by CIJE, opportunities for support from CIJE and other national organizations, and emerging local needs requiring immediate intervention (e.g., college campus education).

- D. Explain that we have already identified three Task Forces that will focus on high priority issues.
- o Personnel development - Recruitment, training, retention of educators. This focus was mandated by CIJE and was identified as a top priority item by local lay and professional leaders (long term - 2-3 years).
 - o Strategic Planning - The management team has to proceed with the planning for the project -- needs community input (short term - up to 1 year). We suggest that Steering Committee members will serve on this task force.
 - o Best Practices/supplementary schools - This is one area in which we could get assistance from the Best Practices Project. This is the first area and the only area, in CIJE's report that has been completed (long term - 2-3 years).
- E. Other task forces will be formed in the future.
- F. Sign up for task forces participation. Collect sign up sheets.

RC/nm





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J. G. S.

MEMORANDUM

TO: Steering Committee for the Commission on Jewish Education
FROM: Jane Gellman and Louise Stein, Co-Chairs
DATE: February 26, 1993

Thank you for attending the Steering Committee meeting on February 16. We hope that you found Dr. Holtz's presentation both interesting and informative. We are planning to provide opportunities for members of the Steering Committee to continue their dialogue with Barry in the near future.

In the forthcoming weeks, we will focus our efforts on two activities:

1. Organizing the task forces and getting them up and running.
2. Laying the groundwork for the development of the strategic plan utilizing information from CIJE on concurrent national projects that could assist us in the planning process.

Because of this effort and due to our prior travel commitments, the next Steering Committee will be held after Passover. An announcement of this meeting will be mailed well in advance.

Along with this memorandum we are enclosing minutes of the February 16 Steering Committee meeting for your review.

RC/nm

enclosure

Commission on Visions and Initiatives in Jewish Education
Thursday, February 25, 1993
7:30 p.m.

SUMMARY NOTES

ATTENDANCE: Daniel Bader, Steven Baruch, Jay Beder, Eliot Bernstein, Kathie Bernstein, Maris Bock, Alan Borauk, David Brusin, Rabbi Lee Buckman, Dr. Joshua Chorowsky, Claudia Cohen, Rabbi Stanley Cohen, Jeffrey Conn, Marilyn Eisenberg, Dr. Shulamith Elster, Annette Evans, Jane Gellman, Norman Gill, Roberta Goodman, Betsy Green, Judy Guten, Susan Jona, Nili Landan, Richard Marcus, Jeffrey Metz, Amy Neistein, Ina Regosin, James Ross, Marilyn Ruby, Gerald Schwartz, Bonnie Shafrin, Devorah Shmotkin, Karen Sobel, Gerald Stein, Louise Stein, Bonnie Sumner, Jerry Tepper, Karen Torem, Rabbi Yigal Tsaidi, Daniel Weber, Judith Werlin, Rabbi Shabse Werther, and Eve Joan Zucker. Staff: Dr. Ruth Cohen, Rick Meyer and Howard Neistein.

Louise Stein and Jane Gellman welcomed Commission members and introduced Dr. Ruth Cohen, Milwaukee's Lead Project Director, Howard Neistein, the Federation's Community Planning Director, Dr. Shulamith Elster, CIJE's Chief Education Officer and Roberta Goodman, member of the Field Research Team assigned to Milwaukee. Mrs. Stein explained that the primary goals of the meeting were to describe the Lead Community Project, CIJE's role and to discuss what assistance can be given through the Best Practices Project.

Eve Joan Zucker presented a Jewish segment component of the meeting which discussed the Jewish perspective on "dreams" (see attached).

Dr. Elster gave an overview of the genesis of the CIJE explaining that it was a product of a two year study performed by the Commission on Jewish Education of North America. The Commission viewed Jewish Education as a lifelong process essential to helping Jews develop a positive self-image and ensuring Jewish continuity. The Commission asked what kind of Jewish knowledge will children develop and how can communities facilitate Jewish Education being desirable and accessible to all of its members. The creation of the Council for Initiatives in Jewish Education (CIJE) was one of five recommendations that included the following:

1. Recruiting, training, maintaining qualified personnel who not only have the appropriate education credentials, but also demonstrate a personal commitment to Jewish Education and Jewish continuity.
2. Developing a body of research that documents what has been learned about Jewish Education.

3. Developing the means to fund what is currently working.
4. Attracting additional Jewish family foundations to funding new initiatives.
5. Creating three "living learning community laboratories" demonstrating what can happen when people are serious about improving Jewish Education.

Mrs. Stein presented an overview of changes that have taken place in Milwaukee in Jewish Education over the last ten years. Since 1981, the number of local day schools has increased from one to three. A myriad of professional growth opportunities have been developed. Jewish Education has been adopted with greater intensity by a number of Jewish communal agencies and synagogues, in both formal and informal settings. Collaborative efforts have begun to take shape. Several new resource opportunities have emerged. Mrs. Stein explained that while Milwaukee can be proud of its achievements, there is a long way to go, particularly as financial resources have become strained in recent years and the competition for community dollars has intensified. Through the Lead Community Project, Milwaukee hopes to frame a vision for Jewish Education and a series of communal goals that can help Milwaukee address the challenges that have been presented on both a local and national level. The Project hopes to develop a systemic culture for Jewish Education that provides an environment that is receptive to improvement and views Jewish Education as a lifelong process. While there will be many barriers to overcome, there are many hopeful indicators. There are signs that historical barriers between agencies and organizations are coming down and that the environment is more receptive to collaboration, both nationally and locally. National lay leadership have recognized the contribution to Jewish continuity that can be made by Jewish Education in both formal and informal settings. A number of national foundations have indicated a willingness to invest in new projects if they are done planfully. National organizations have communicated that they are willing and eager to work with Lead Communities. What is needed now is "an act of faith and to move forward, striving towards a higher goal for our community -- attempting to reach systemic change".

Mrs. Gellman reviewed the organizational structure of the Commission on Visions and Initiatives in Jewish Education. The Project will work through three organizational levels: a Steering Committee, the Commission and a series of task forces. The role of the Steering Committee is to manage the process of the Project and its task forces and to develop an outline for a strategic plan for Jewish Education. The Commission at large will identify and set priorities for those critical issues that will be addressed. The Commission will also play a key role in interpreting

information to others in the community and being supportive of efforts that are undertaken. Task forces will be formed around specific issues, and be responsible for gathering necessary data and developing specific programmatic action plans. Mrs. Gellman asked that each member of the Commission participate in at least one task force during the three year project. Dr. Elster explained that the CIJE will help by Milwaukee to:

1. Review and adapt the results of the Best Practices Project as well as to gain access to key resource people in Jewish Education.
2. Connect with appropriate personnel and programmatic resources from national organizations and training institutions.
3. Provide access and support to national foundations for new projects and initiatives.
4. Provide a documentation and evaluation process that can feed back to the community its progress.

Commission members met in small groups to discuss the most pressing concern in their particular organization. The following is a summary list of the most common concerns raised by members of the Commission:

Concern	Number of Individual Responses
o Family education	18
o Professional development	18
o Teens education	13
o Financial barriers	12
o Commitment (community, family, individuals)	7
o Community wide plan	6

Mrs. Stein explained that the Commission would begin with three task forces, one looking at personnel related issues, one working on the Project's design and strategic plan, and one exploring the Best Practice write-ups on supplementary schools. She encouraged Commission members to sign up for the task force of their choice.

The meeting was adjourned at 9:30 p.m.

HN/nm

attachment

WE HAVE A DREAM.....to paraphrase a famous civil rights leader.

We have a dream for Jewish education : to be the best, to train the brightest, and to educate the most.

Dreams have played an important role in many societies for millennia.

The ancients believed that dreams were visions of the future. They were regarded as omens and signs. According to the Bible, the final interpretation of dreams rested with God. Dreams that occur in sacred places are considered to be revelations.

The Talmud records 24 professional interpreters of dreams in Jerusalem. According to some Talmudic scholars, " a dream is a variety of prophecy." An opposing view states that " a man is shown what is suggested by his own thoughts."

The rabbis say, " on the one hand there is no dream that does not include a good deal of nonsense; on the other hand...every dream contains a sixtieth part prophecy."

They also suggest that there is a definite connection between one's physical state, the food one eats, the workings of the digestive system and the kind of dreams that result.

Dreams play a particularly dominant role in the Book of Genesis. Abimelech has a dream that warns him to keep his hands off of Sarah because she is really a married woman.

Jacob dreams twice: the first, a dream of angels going up and down. The dream of a youthful idealist in which he connects with God--a heavenly dream.....And then a dream of streaked, speckled and mottled goats; more earthly, but with a heavenly message to return to his native land to get on with his life and that of his people.

It would seem that there are dreamers in every generation. Was that a trait that Joseph inherited from his father? Were Joseph's dreams to guide the people as well? His dreams reflected his future-- a future in which he would stand above his father and brothers.

Joseph was also an interpreter of dreams who could turn a simple story into a prediction of things to come. i.e. the dreams of the cupbearer and the baker. And of course the dreams of Pharaoh which changed an entire kingdom.

There is a midrash that tells of Bar Hadya, the interpreter of dreams. If he was paid for telling about a dream, he gave a good explanation. If he only did it as a favor, he gave a bad explanation.

One time, Rabbi Abaya and Rabbi Rava both had the same dream and came to him. Rabbi Abaya paid, but Rabbi Rava did not. They said, "We both dreamed about having many children, but our children left us." Bar Hadya told Rabbi Abaya that his dream meant that he would have many children grow up and leave his house to get married and have their own children. He told Rabbi Rava that his children would run away from home and not love him anymore. The words came true and that is what happened to the rabbis' children.

No matter what the rabbis would bring to Bar Hadya, the interpretations always turned out the way he said they would; bad for Rabbi Rava who never paid, and good for Rabbi Abaya because he did.

One day when the rabbis were at Bar Hadya's house, his book of secrets fell off the shelf and Rabbi Rava started reading it. He came to a page that said, "All dreams come out the way they were interpreted." Rabbi Rava shouted, "You wicked man, you made all these bad things happen to me!"

Bar Hadya answered, "That is not true. I do not make things happen, people do. If you believe something bad will happen, it probably will. And if you believe that something good will happen, it probably will. "

We have good things happening here.

Our task is clear. We are about to shape our dream for Jewish education in Milwaukee. We will have the opportunity to be the best that we can be.

In the immortal words of Theodore Herzl:

Im tirtzu, eyn zo agada

It you will it, it is no dream.

PRESSING ISSUES IN YOUR PROGRAM/ORGANIZATION

Please list the 2-3 most pressing issues in Jewish education in which your organization/program faces.

1. _____
2. _____
3. _____

Which of these issues could be effectively addressed by a community plan?

1. _____
2. _____

Name _____
Please Print

Examples of pressing issues identified by lay and professional leaders: Family education; teens education; adult education; special needs.

Pressing Issues - Summary List

(Interviews with program administrator, principals and discussions with members of the Steering Committee)

- * Professional development - recruitment, training, and retention of Jewish educators
- * Family education~
- * Teens education/Post Bar/Bat Mitzvah programs (both formal and informal)

Adult education

Financial barriers to educational opportunities

Special educational needs

Curriculum development

Outreach/Marketing Jewish education

Technology in Jewish education

College campus programs

Programs for newcomers

Israel Experience

- * Was mentioned by at least 7 individuals

synagogue and family towards an accredited Israel experience when the child reaches high school. This program is being supported through an initial endowment of \$100,000. In this first year, 95 students have enrolled from five synagogues. The Federation, through its Jewish Education Task Force, has also involved synagogue educators and lay leadership in its reassessment process of services to be provided by MAJE. The Task Force distributed surveys to and conducted a series of group interviews with the school board chairs, a sampling of teachers and rabbis from eight synagogues. Synagogue input was combined with similar material collected from communal agencies and day schools.

What do you envision as the role of an Advisory Group? What is the best way to involve the rabbis in the community?

The Jewish Education Task Force recognizes the importance of synagogues in providing Jewish Education services in the community. However, other than the Principals Council organized through MAJE, it has not yet defined its organizational approach to involving synagogues in education planning. There are eight synagogues in Milwaukee that have religious schools. A true representation of each school should involve the religious school director, the school board chair and/or the rabbi. From a managerial standpoint, adding this number of individuals to the Task Force would be impractical. Furthermore, rabbis and educators are often strained by their existing time commitments making their attendance at regular meetings difficult. It is also felt that if synagogues are going to strengthen Jewish education initiatives, they should include participation from their lay leadership.

Therefore, involvement of synagogue leadership in the educational planning process is being considered at a number of levels.

- A. Increasing the Task Force membership to include designates from the Wisconsin Council of Rabbis and the Principals Council;
- B. Organizing an Advisory Council of synagogue leadership, including rabbis, educators and lay leadership, that will serve as a "think tank" on addressing Jewish education issues and that could promote and strengthen communication. The Council would meet semiannually or as needed depending on special projects that arise.
- C. Continuing individual consultations/interviews between Task Force members and synagogue representatives about selected issues and special projects.

What qualifications will you seek in a project director?

The project director will work closely with Task Force members and all the stakeholders in the Jewish education planning process. Therefore, the director will need to be someone who can relate to all segments of the education community and who has credibility among them as a planner. In addition to administrative and facilitative skills, the director should have a background in Jewish education preferably at the Masters level or higher and have had work experience in a variety of education settings.

List of Task Force Members and Their Affiliation

- Stephen Richman, Chair - A Vice President of the Milwaukee Jewish Federation and Chair of its Agency Relations Committee
- Brad Bernstein - President, B'Nai B'rith Organization
- Joe Bernstein - Current Milwaukee Jewish Federation President
- Maris Bock - President, Milwaukee Jewish Day School
- Claudia Cohen - Immediate Past President, Hillel Academy
- Betsy Green - President Elect, Milwaukee Jewish Federation and current chair of Community Planning
- Judy Guten - President, Jewish Community Center
- Stan Jaspan - Past President, MAJE and Hillel Academy; Has chaired several policy/planning committees related to Jewish Education
- Richard Marcus - President, MAJE
- Rick Meyer - Executive Director, Milwaukee Jewish Federation
- Bonnie Shafrin - Immediate Past President, MAJE
- Jerry Stein - Vice President of Milwaukee Jewish Federation