



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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Box  
36

Folder  
2

Presentation to Board of Directors. Selection process of Lead  
Communities, August 1992.

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

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## LEAD COMMUNITIES SELECTION PROCESS

Council for Initiatives in Jewish Education

ARCHIVES

Presentation to the Board of Directors

August 25, 1992

## THE STEPS IN THE SELECTION PROCESS:

- 57 communities received program guidelines January 31
- 34 communities in national satellite teleconference February 24
- 23 preliminary proposals submitted March 31
- 9 finalists selected June 7
- Lead Communities to be invited August 25
- Project to be launched September

PRELIMINARY PROPOSALS CAME FROM COMMUNITIES -- LARGE AND SMALL --  
FROM EVERY PART OF NORTH AMERICA

	Northeast/ Mid-Atlantic	Southeast	West/ Southwest	Midwest	Canada
Largest Communities [90,000 to 200,000]	Boston Washington MetroWest Suffolk (NY) Baltimore	S. Palm Beach			Toronto Montreal
Large Communities [60,000 to 76,000]		Palm Beach Atlanta	San Diego East Bay		
Medium-size Communities [26,000 to 45,000]	Hartford		Denver Dallas	Milwaukee	
Small Communities [15,000 to 24,000]	Rochester Rhode Island			Kansas City Columbus	Vancouver Winnipeg Ottawa



## THE PRELIMINARY REVIEW PROCESS RELIED ON:

- A structured rating process
- Multiple reviews
- Explicit criteria
- Expert judgment



## THE STRUCTURED RATING PROCESS INVOLVED A:

- Review of each proposal by two 4-person review panels
- Rating score assigned by each individual panelist
- Composite score produced by each panel
- Selection of finalists by the Lead Communities Selection Committee

## THE TWO OVERALL CRITERIA USED IN THE REVIEW PROCESS WERE:

- Preparedness to become a lead community
- Commitment to Jewish education

## REVIEW PANELS INCLUDED EXPERTS IN FORMAL AND INFORMAL JEWISH EDUCATION; NATIONAL AS WELL AS LOCAL COMMUNAL PERSPECTIVES:

Dr. Robert Abramson,	Director, Education Department,	<i>United Synagogue of America</i>
Mark Berger,	West Coast Regional Director,	<i>Council of Jewish Federations</i>
David Dubin,	Executive Director,	<i>JCC of Palisades</i>
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Dr. Elliot Spack,	Executive Director,	<i>CAJE</i>
Dr. Jonathan Woocher,	Executive Vice President,	<i>JESNA</i>



## THE LEAD COMMUNITIES SELECTION COMMITTEE CONSISTS OF:

Mr. Charles Ratner, *Chairman*

Mr. Charles Bronfman

Mr. Thomas Hausdorff

Mr. David Hirschhorn

Mr. Mark Lainer

Mr. Melvin Merians

Mr. Lester Pollack

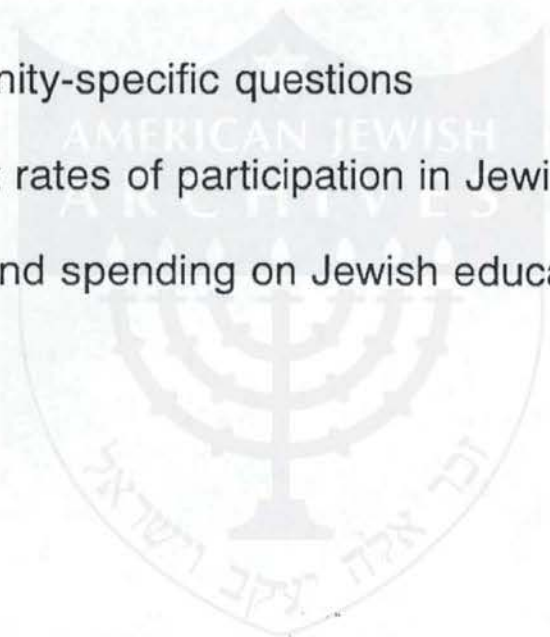


## FINALIST COMMUNITIES ARE:

	<b>COMMUNITY</b>	<b>REGION</b>	<b>JEWISH POPULATION</b>
1	Atlanta	Southeast	70,000
2	Baltimore	Northeast	92,000
3	Boston	Northeast	200,000
4	Columbus	Midwest	15,000
5	East Bay	West	60,000
6	MetroWest	Northeast	120,000
7	Milwaukee	Midwest	28,000
8	Ottawa	Canada	15,000
9	Palm Beach County	Southeast	65,000

## THE FINAL SELECTION OF LEAD COMMUNITIES RELIED ON:

- Site visits
- Answers to community-specific questions
- Detailed data about rates of participation in Jewish education
- Campaign results and spending on Jewish education



THE KEY CRITERION FOR SELECTING LEAD COMMUNITIES IS THE PROBABLE CAPACITY OF THE COMMUNITY IN THE AREAS OF:

- Leadership
- Financial resources
- Institutional and human resources
- Program
- Planning



THE SELECTION PROCESS ITSELF HAS HELPED TO:

- INCREASE UNDERSTANDING AND ENTHUSIASM  
FOR THE LEAD COMMUNITIES PROJECT
- ADVANCE LOCAL INITIATIVES FOR EXCELLENCE  
IN JEWISH EDUCATION





ILLUSTRATIVE

**PER CAPITA FEDERATION ALLOCATIONS FOR JEWISH EDUCATION  
BASED ON TOTAL JEWISH POPULATION<sup>1</sup>**

AMERICAN JEWISH  
ARCHIVES

	HIGH	LOW	AVERAGE
15 Large Cities <sup>2</sup>	\$58	\$6	<b>\$19</b>
32 Large/Intermediate/Small Cities	\$57	\$1	<b>\$13</b>

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<sup>1</sup>Based on Federations reporting to CJF.

<sup>2</sup>Excluding N.Y.C. and L.A.

X

+

## **LEAD COMMUNITIES PROJECT NOT READY FOR SMALLEST AND LARGEST COMMUNITIES IN FIRST ROUND**

- Under 15,000: too small to illustrate complexity
  - Lack depth of resources and supports
  - Lack breadth and variety of programs
  - Coordination of programs and resources is comparatively straight forward
- Over 300,000: too large and complex
  - Contain many Jewish communities
  - Single, unified community focus is unrealistic
  - Communities are unique: hard to derive lessons

x

## **LEAD COMMUNITIES PROJECT NOT READY FOR COMPLEX DEFINITIONS OF COMMUNITY IN FIRST ROUND**

- Examples of other definitions of "community"
  - Affiliated groups or movements;
  - University campuses;
  - Regional clusters of small cities; or
  - Clusters of like institutions (e.g. day high schools).
- Hard to interpret and replicate successes



Draft

*connect to force*

**LEAD COMMUNITIES SELECTION PROCESS**

AMERICAN JEWISH  
ARCHIVES

Council for Initiatives in Jewish Education

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2 columns name title affiliation

## Review Panels Included Experts in Formal and Informal Jewish Education and National as well as Local Communal Perspectives:

Dr. Robert Abramson, Director,  
*Department of Education, United Synagogue of America*  
 Mark Berger, West Coast Regional Director,  
*Council of Jewish Federations*  
 David Dubin, Executive Director,  
*JCC of Palisades*  
 Sylvia Ettenberg, Dean Emeritus,  
*Jewish Theological Seminary*  
 Dr. Peter Geffen, Consultant,  
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*Bureau of Jewish Education, NY;*  
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 Dr. Elliot Spack, Executive Director,  
*Coalition for Advancement of Jewish Education*  
 Dr. Jonathan Woocher, Executive Vice President,  
*JESNA*

I would just  
 have names  
 Too busy, can't read  
 or else  
 have 2 columns  
 Name Aff.  
 Probably just  
 names

## THE SELECTION PROCESS ITSELF

- HAS HELPED INCREASE UNDERSTANDING AND ENTHUSIASM  
FOR THE LEAD COMMUNITIES PROJECT  
~~AS A JOINT CONTINENTAL-LOCAL COLLABORATION FOR~~  
~~EXCELLENCE IN JEWISH EDUCATION~~

Alternative:

- Selection process itself has helped  
~~initiate~~ to advance local ~~collaboration efforts~~ initiatives  
for excellence in Jewish education



# PRELIMINARY PROPOSALS CAME FROM COMMUNITIES -- LARGE AND SMALL -- FROM EVERY PART OF NORTH AMERICA

	Northeast	Southeast	West/Southwest	Midwest	Canada
Largest Communities [90,000 to 200,000]	Boston Washington Metrowest Suffolk (NY) Baltimore	S. Palm Beach			Toronto Montreal
Large Communities [60,000 to 75,000]		Atlanta Palm Beach	San Diego EAST BAY		
Medium-size Communities [25,000 to 45,000]	Hartford <del>Rochester</del>		Denver Dallas <del>East Bay</del>	Milwaukee	
Small Communities [15,000 to 20,000]	<del>More ISL</del> Rochester More ISL			Kansas City Columbus	Vancouver Winnipeg Ottawa

26,000  
~~32,000~~

24,000

Rhode Island (23,000)  
missing



- The two overall criteria used in the review process were:
  - Preparedness to become a lead community
  - Commitment to Jewish education



## The Lead Communities Selection Committee Consists of:

Mr. Charles Ratner, *Chairman*

Mr. Charles Bronfman

Mr. Thomas Hausdorff

Mr. David Hirschhorn

Mr. Mark Lainer

Mr. Melvin Merians

Mr. Lester Pollack

Remember to mention  
role of Coleman in  
final.

The preliminary review process relied on:

- A structured rating process
- Multiple reviews
- Explicit criteria
- Expert judgment



The structured rating process involved a:

- Review of each proposal by two 4-person review panels
- Rating score assigned by each individual panelist
- Composite score produced by each panel
- Selection of finalists by the Lead Communities Selection Committee



### Finalist Communities Are:

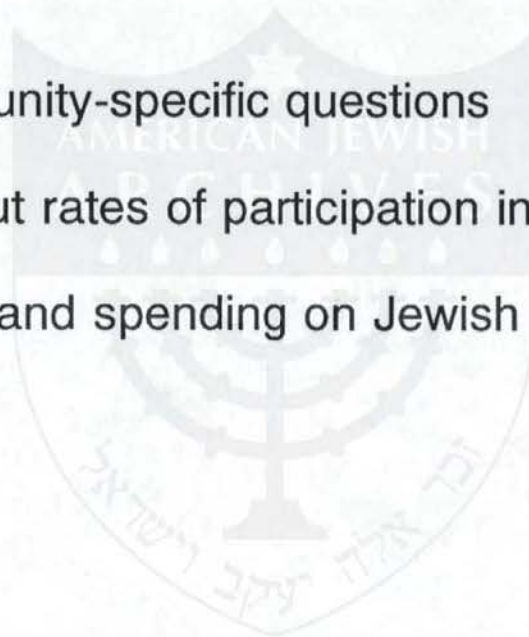
	COMMUNITY	REGION	JEWISH POPULATION
1	Atlanta	Southeast	67,000
2	Baltimore	Northeast	94,500
3	Boston	Northeast	200,000
4	Columbus	Midwest	15,000
5	East Bay	West	35,000
6	Metro West	Northeast	121,000
7	Milwaukee	Midwest	28,000
8	Ottawa	Canada	15,000 <del>13,500</del>
9	Palm Beach County	Southeast	65,000

~~15,100?~~  
~~14,800?~~

Bold

## The Selection of Lead Communities Relied on:

- Site visits
- Answers to community-specific questions
- Detailed data about rates of participation in Jewish education
- Campaign results and spending on Jewish education



**The Key Criterion for Selecting Lead Communities Is the Probable Capacity of the Community in the Areas of:**

- Leadership
- Financial resources
- Institutional and human resources
- Program
- Planning





JBU notes: DON't INCLUDE

9. **Site Visits** (July 7 - August 6)

■ Team

- CIJE Board Member
- Professional participant
- Shulamith Elster, *Chief Education Officer*


■ Format

- Pre-meeting with key lay and professional leadership
- Large meeting with lay leadership
- Meeting with educators

- Tour of Jewish education program



## 11. Summary of Finalist Selection

- 
- Finalists notified, with guidelines June 6
  - Site visits July 7 - August 6
  - Materials submitted July 23
  - Debriefing
  - CIJE lay leader
  - Professional visitor
  - Lead Communities Committee recommendations August 24
  - CIJE Board selections August 25

*Indent*



12 The Preliminary Review Process

### 3. Preliminary Review Process

Each proposal was reviewed by two panels of

- three panels of 4 reviewers each

- 12 review panelists [evaluated proposals]

- [Each panelist] assigned numerical ratings [to each proposal]

- Panelists discussed proposals, revised scores

- Lead Communities Committee selected finalists

Subject of the Panels

Subject  
on EXPAT  
cross-checking  
validation  
Standardized  
Rating Process  
Common  
Criteria

using the  
best  
Score was  
produced

PRELIMINARY 8/20/15 same form

COMMUNITIES -- LARGE AND SMALL -- FROM EVERY REGION OF NORTH AMERICA SUBMITTED PROPOSALS

2. Applicant Communities by population size and region

	STATE	COMMUNITY	REGION	JEWISH POPULATION
1	GA	Atlanta	Southeast	67,000
2	MD	Baltimore	Northeast	94,500
3	MA	Boston	Northeast	200,000
4	CO	Colorado	Southwest	46,000
5	OH	Columbus	Midwest	15,000
6	TX	Dallas	Southwest	36,900
7	CA	East Bay	West	35,000
8	CT	Hartford	Northeast	26,000
9	MO	Kansas City	Midwest	19,100
10	NJ	Metro West	Northeast	121,000



11	WI	Milwaukee	Midwest	28,000
12	PQ	Montreal	Canada	95,000
13	NY	New York/Suffolk	Northeast	98,000
14	ONT	Ottawa	Canada	13,500
15	FL	Palm Beach County	Southeast	65,000
16	RI	Rhode Island	Northeast	17,500
17	NY	Rochester	Northeast	25,000
18	CA	San Diego	West	42,000
19	FL	South Palm Beach	Southeast	52,000
20	ONT	Toronto	Canada	135,000
21	BC	Vancouver	Canada	20,000
22	DC	Washington	Northeast	165,000
23	MAN	Winnipeg	Canada	14,800



DRAFT [may 18]

SUMMARY OF PANELIST RATINGS OF LEAD COMMUNITY APPLICANTS

Region/size	East	South EAST	Midwest	West / SOUTH	Canada
Small (15,000-24,000)	<p>-----</p> <p>Rhode I. (11.5/5)</p> <p>22,000</p>		<p>Columbus (5/2)</p> <p>Kansas City (8/8)</p> <p>19,000</p>		<p>Ottawa (8.5/1)</p> <p>-----</p> <p>Vancouver (11.5/1)</p> <p>Winnipeg (14/2)</p>
Medium (25,000-80,000)	<p>Rochester (4/-)</p> <p>-----</p> <p>Hartford (10/2)</p> <p>26,000</p>	<p>Atlanta (3.5/1)</p> <p><b>Palm Beach (2.5/1)</b></p> <p>-----</p> <p>S. Palm (8.5/9)</p> <p>95,000</p>	<p>Milwaukee (6.5/6)</p>	<p>-----</p> <p>Dallas (11/8)</p> <p>Oakland (11.5/5)</p> <p>San Diego (11.5/7)</p> <p>Denver (13.5/1)</p> <p>75,000</p>	
Large (91,000 or more)	<p>Boston (1/-)</p> <p>Baltimore (1.5/1)</p> <p>-----</p> <p>Washington (3/4)</p> <p>Metrowest (3.5/1)</p> <p>-----</p> <p>NY/Suffolk (13.5/3)</p> <p>90,000</p> <p>200,000</p>	<p>-----</p> <p>125,000</p> <p>95,000</p>			<p>Toronto (8/2)</p> <p>Montreal (8.5/3)</p> <p>140,000</p> <p>90,000</p>
Sub-totals	8	3	3	4	5
Growth/Emerging	<p>NY/Suffolk (13.5/3)</p>	<p>Atlanta (3.5/1)</p> <p><b>Palm Beach (2.5/1)</b></p> <p>-----</p> <p>S. Palm (8.5/9)</p>		<p>San Diego (11.5/7)</p>	<p>Ottawa (8.5/1)</p> <p>Vancouver (11.5/1)</p>

Notes:

- First number in parenthesis represents average rank assigned by the two reviewing panels; second number represents variance between the two panel ratings.
- Cities above the line (in any cell) emerged as strongest. Blank space between clusters of cities represent clear break points. Cities below the line were consistently rated as weaker. Bold represents initial recommendations of JM only. Cities not in bold above broken line represent the major focus of discussion (maybes).

Region

Size

Use

Fed?

## LIST OF LEAD COMMUNITY APPLICANTS

	City	RC	Jewish Pop
1	East Bay	4	35,000
2	San Diego	4	75,000
3	Denver	4	45,000
4	Hartford	1	26,000
5	Washington	1	175,000
6	Palm Beach County	2	76,125
7	South Palm Beach County	2	98,000
8	Atlanta	2	67,500
9	Boston	1	200,000
10	Baltimore	1	94,500
11	Kansas City	3	19,100
12	Metro West	1	121,000
13	New York/Suffolk	1	98,000
14	Rochester	1	23,000
15	Columbus	3	17,000
16	Rhode Island	1	22,000
17	Dallas	4	38,000
18	Milwaukee	3	28,000
19	Vancouver	5	20,000
20	Winnipeg	5	15,350
21	Ottawa*	5	15,000
22	Toronto	5	140,000
23	Montreal	5	90,000

Regional Code:

1 = Northeast

2 = Southeast

3 = Midwest

4 = West/Southwest

5 = Canada



## LEAD COMMUNITIES FINALISTS

	City	Region	Jewish Pop	Site Visit Team
1	<b>Atlanta</b>	Southeast	67,500	C. Ratner S. Elster J. Meier
2	<b>Baltimore</b>	Northeast	94,500	C. Bronfman A. Rotman S. Elster
3	<b>Boston</b>	Northeast	200,000	M. Mandel A. Rotman S. Elster J. Ukeles
4	<b>Columbus</b>	Midwest	17,000	C. Ratner S. Elster J. Woocher
5	<b>East Bay</b>	West	35,000	M. Lainer S. Elster S. Lee
6	<b>Metro West</b>	Northeast	121,000	D. Hirschhorn S. Elster S. Ettenberg
7	<b>Milwaukee</b>	Midwest	28,000	J. Colman A. Rotman S. Elster S. Ettenberg S. Greenfield
8	<b>Ottawa</b>	Canada	14,000	T. Hausdorff S. Elster L. Rubin
9	<b>Palm Beach County</b>	Southeast	65,000	L. Pollack S. Elster R. Abramson



## 9. **Site Visits** (July 7 - August 6)

### ■ Team

- CIJE Board Member
- Professional participant
- Shulamith Elster, *Chief Education Officer*

### ■ Format

- Pre-meeting with key lay and professional leadership
- Large meeting with lay leadership
- Meeting with educators
- Tour of Jewish education program

## 10. Criteria for Finalist Review

Evidence of CAPACITY in:

- Leadership
- Financial resources
- Institutional and human resources
- Program
- Planning



Gail, please comment & print slides + 5 copies

Draft  
8/24

## LEAD COMMUNITIES SELECTION PROCESS

Council for Initiatives in Jewish Education

Presentation to the Board of Directors

25  
August 24, 1992

Doyle  
check  
Doyle  
# in  
the community  
participation  
ITSELF

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