



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 5: Communication, Publications, and Research Papers, 1991–2003.

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Box  
40

Folder  
5

Annual Report brochure (1998). Planning notes and  
correspondence, 1996-2001.

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

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CC: Josie Mowlem, 102467,616  
DATE: 2/13/96 5:09 PM

RE: CIJE annual report

Alan,

We ask our major grantees to submit reports at least once each year, for purposes of monitoring. It seems to me that the other foundations that fund CIJE probably also should receive some sort of annual report. Any chance of your preparing a narrative report of what's occurred during the past year and what you foresee as the highlights of 1996? I'm asking both as the current fund raising administrator and as a staff member of the MAF. From our perspective, we would appreciate having something before we meet in early March, if possible. I realize this is short notice, so will understand if you can't do it by then. We should have on the calendar of events to do such a report by mid-February of each year. Is this a Nessa assignment or yours? Josie should probably keep track of the calendar and alert the director by early Dec. of each year. What do you think? Ginny

FROM: Alan, 73321,1220  
TO: Ginny Levi, 73321,1223  
CC: Debra abcPerrin, 76322,2406  
Josie abMowlem, 102467,616  
Alan, 73321,1220  
Gail Dorph, 73321,1217  
Barry Holtz, 73321,1221  
Nessa Rapoport, 74671,3370  
DATE: 2/18/96 7:34 AM

Re: CIJE annual report

GINNY, NESSA AND JOSIE,

I ABSOLUTELY AGREE THAT IF WE ARE GOING TO DEVELOP A FORMAL RELATIONSHIP WITH MAF, AND IT IS CRITICAL THAT WE DO SO, WE NEED TO SUBMIT AN ANNUAL REPORT.

THIS MARCH IS CLEARLY TOO SOON, BUT NESSA CAN YOU THINK OF A SMALL PACKAGE WHICH WOULD DO THE TRICK. CONSULT WITH GINNY ABOUT WHICH DOCUMENTS ARE RIGHT.

JOSIE, YES THIS SHOULD BE ON THE MASTER CALENDAR WITH NESSA THE POINT PERSON.

NESSA, WHAT ABOUT THE FIRST COMPREHENSIVE REPORT FOR THE NOV. BOARD MEETING THIS YEAR.  
TO BE FINISHED OVER THE SUMMER AND GO TO PRESS EARLY SEPTEMBER.

A/

DSP: ANNUAL REPORT FILE.  
----- Forwarded Message -----

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FROM: Alan, 73321,1220  
TO: Nessa Rapoport, 74671,3370  
DATE: 2/28/96 9:50 AM

Re: Catching up

HI NESSA,

SEE MY COMMENTS

A

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

From: Nessa Rapoport, 74671,3370  
TO: Alan, 73321,1220  
DATE: 2/26/96 7:06 PM

RE: Catching up

Hi, Alan. I'm just back to my 45 e-mail messages, one of which is yours about the annual report. Meanwhile, today is such a dreadful day for am/eretz yisrael that it's a bit hard to focus.

I did call Ginny, who says that the March MAF meeting will consist of Mort, Richard, Steve, and Ginny. We agreed that all are very inside the CIJE picture and do not require written documents. What Ginny has in mind as an "annual report" is your own narrative giving the executive director's overview of CIJE for the individual funders of 1995. She thinks they should get it by June 1996. She doesn't think it needs to be published, particularly if that would affect our ability to get it done expeditiously. I suggested that perhaps the notes she takes of your oral report to them next week could form the basis of such a document.

NESSA, I DISAGREE. I THINK THAT WE NEED A FORMAL ANNUAL REPORT BOTH FOR FUNDERS AND BOARD MEMBERS AND THE WORLD. I THINK IT SHOULD ALWAYS BE PRESENTED AT THE NOVEMBER BOARD MEETING. I WOULD LIKE TO HOPE THAT THE FIRST ONE COULD BE IN 1996.

SHE AND RICHARD HAVE TWISTED WIRES ABOUT NEXT FRIDAY. RICHARD HAS ASKED ME TO PRESENT TO THE MPP AN OVERVIEW ON JEWISH EDUCATION IN N.AMERICA AND THE MANDEL CUT INTO THIS CANVAS. CIJE IS ONLY ONE IMPROTANT PART OF THIS BROADER STORY.

A.

If you do a first draft of this document, I'll be glad to doctor it. Not that I think your writing needs it. But I can plump it up, if you give me the basics. (It would probably be good for such funders to get it before the May board meeting, no?)

I'll report in person on the CJF meeting last week.

Nessa

FROM: Alan, 73321,1220  
TO: Josie abMowlem, 102467,616  
Nessa Rapoport, 74671,3370  
DATE: 2/28/96 9:49 AM

Re: CIJE annual report

JOSIE AND NESSA

I STILL FEEL THE SAME WAY.

A

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

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FROM: Alan, 73321,1220  
TO: Nessa Rapoport, 74671,3370  
CC: Debra abcPerrin, 76322,2406  
DATE: 3/11/96 6:56 AM

Re: Ongoing

PLEASE SET UP A LONG TELECON IN ISRAEL - WK OF MARCH 25TH WITH  
DEBORAH AND BARBARA TO DISCUSS THE REPORT.

DSP: COPIED.

.  
FROM: Alan, 73321,1220  
TO: Nessa Rapoport, 74671,3370  
CC: Debra abcPerrin, 76322,2406  
DATE: 3/14/96 4:33 PM

Re: Ongoing

NESSA: LET'S MAKE A TIME  
LOOK AT MY COMMENTS

DSP: COMM. MOB

A.

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

From: Nessa Rapoport, 74671,3370  
TO: Alan, 73321,1220  
DATE: 3/1/96 1:17 AM

RE: Ongoing

Re: Your presentation to MAF. I wish I could hear it. It would be a very good written document for them to have--and for CIJE to have, re our piece of the big picture. I don't suppose you'll be writing it down, by any remote chance?! Perhaps I could come to that part of the meeting and discussion--and then write it up? The Mandel cut into N. American Jewish education is a very important subject to be able to articulate for all parties.

Re: Lee Hendler. It went very well, and I'll report in greater detail in our meeting on com. mob. next week, as her meeting with me is a microcosm for looking at what is needed on the lay leadership landscape.

IS THERE GOING TO BE SOME SUMMARY OF WHERE WE ENDED UP  
AT THE END OF THURSDY MORNING. I CERTAINLY THOUGHT WE MOVED  
AHEAD CONSIDERABLY. I WOULD LIKE A SUMMARY.

Re: Annual Report. The issues are:  
I AGREE WITH THE ISSUES AND HAVE SOME THOUGHTS. CAN WE SET  
UP A TIME OF 1 1/2 HOURS TO DISCUSS THIS BY PHONE IN THE WEEK  
OF THE 25TH MARCH

1) Content: Summarizing what we think we are and have done always turns out to be a big deal--especially since, in this instance, it will be a very public face. There are a tremendous number of judgment calls, far more than in the brochure or Current Activities--and that took time. Do we list the current board? Etc. We would also have to report numbers. What kind of numbers do we include? Do we list our budget? Do we list the foundation and individual contributions?

2) Technical: Annual reports are expensive, and we'd need to draw up a budget. They're four-color; they require photographs of ongoing activities, and we have--to the best of my knowledge--almost no photographs by a professional of our activities. So the design side will

be a challenge of its own. (i.e.: Do we want to hire a photographer to come to Harvard and TEI? Do we want to hire a photographer to get pictures of Mort, Hartman, etc., and the board seminar and meeting? All these need to be decided now.)

If this is a priority for me to both do and oversee what I can "outsource," then you and I need to hold, with Josie, a two-hour meeting to conceptualize the entire document, based on a couple of prototypes I'll provide (Cummings; AJC; Weizmann). But I'm alerting you to the fact that it is a very big job—and no, I can't simply delegate the entire thing to someone else! We're at the beginning of March; half of April is a write-off; and I'll be away for half the summer. So we'll have to sit down and bump several things off my plate.

I, too, still feel the same way. (Unfortunately, it's the opposite of the way you feel!) That is, I continue to think that, for 1996, creating a polished package like our maroon folders, adding Hartman, and perhaps Green; a fuller Current Activities; Dan's redrafted vision piece; Amy's report on TEI; Kathy's report on Harvard; whatever numbers you want; and a long, personalized cover letter from you will be very effective and far more appropriate, given our capacity. (Josie thinks so too, by the way.) But it's your call.

I REALLY WANT IT AND I THINK IT WILL HELP US WITH MLM WHO IS A LITTLE IMPATIENT ABOUT THE PUBLIC FACE NOT BEING PUBLIC ENOUGH.

Hartman: I am currently inclined to send out the invitation to this event before we are ready to send out the board letter, because I think attendance is an issue. I'd invite the board seminar people, luncheon seminar additions, and simply append a note to the board members' letter reminding them of the time frame of the next day. Otherwise, by the time we draft all those individualized letters for executive meeting, etc., we're close to April, and that's not cool. OK with you?

OK AND SO WE DECIDED

Aryeh Rubin: He has remained in constant communication with me. Do you want to invite him again to the board meeting or not?  
ABSOLUTELY YES.

I pitched and placed a story in the Forward about community high schools that quotes Barry, mentions his CIJE affiliation, and much on Paley. I'll fax you a copy. Alas, Josie's cousin, the reporter, who was truly interested in our subject, is leaving the Forward, Josie tells me. All my sources! But we'll keep cultivating...

TO: Alan, 73321,1220

Re: Ongoing

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**Mike Richman Photography**

P.O. Box 18034  
Cleveland Heights OH 44118  
216.321.1240

May 17, 1996

To: Robin Menscher & Nessa Rappaport, CIJE

Enclosed you'll find the contact sheets for the annual report from the CIJE session at Glidden House from May 6. I'm quite pleased with them, and I am sure you will be as well.

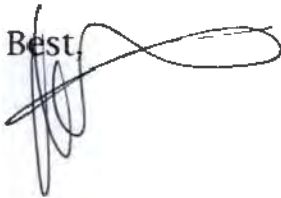
I should add, by the way, that I am having some sort of technical problem which leaves the contact sheets looking a bit like the work is out of focus. Rest assured that they're fine, and that final prints will be tack-sharp. I'm working on correcting that problem for the future, but wanted to get these out to you.

The sheets are numbered on the back, so ordering prints is quite simple. For instance:

Sheet 1/6	#2, #15
Sheet 3a/6	#12, #28
Sheet 5/6	#4a, #25a, #31a

You can either fax me a list at the above number, or mark up the contact sheets and ship them back to me. Of course you should feel free to call with any questions.

Best,





15 East 85th Street, New York, NY 10010-1579

PHONE 212-532-2560 • FAX 212-532-2646

6/24/96

Mike Richmond:

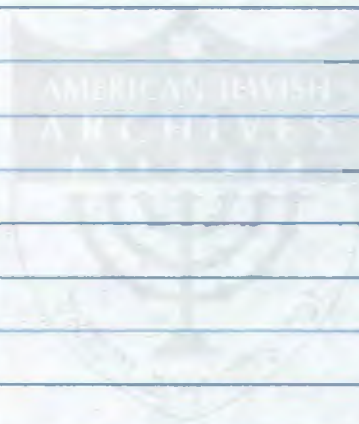
Rights & usage:

Nessa Rapoport

3/19/96

annual report

- how will it accomplish the goal of better knowledge (religion)?
- not reversible
- capacity / 6: I can't do this and oversee the rest I plan seriously  
re by worship



3/22/96 Annual Report - w/ Reynold

- Writers - in-house

800 pr (air marketing)

(hr - employee comm.)

'publics'  
(testimony bet. Congress)

now the better writers are gone; can't see clearly; asked outsiders

- Support writers:

Liz Sheehan

36 pp

~~5-7500~~ copies

8 1/2 x 11

color

b2 w in the text

Scott Stern

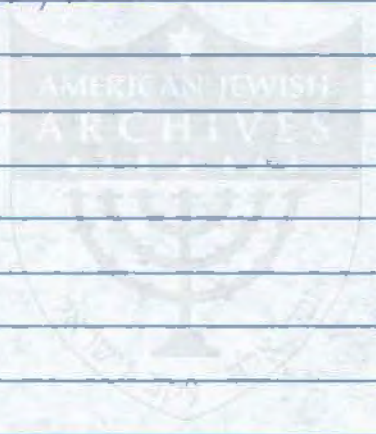
2-col

5000 copies

photo \$1500

= \$25 - \$30,000

3/25/96 fr. Reynold  
design & copy - on go both ways  
 AD Hoc  
 Nancy Hankinson  
 phone: 908-369-7588  
 recm. Patty Mullone



Abr. Annual Report 10/1/96 Schedule =

9/28/96 1 hr.  
Coll: 10/1/96 1 hr.

Print in begin of Jan

2 wks' pty.

final rev. & app. by Dec. 1

Models: Melton

Lessons Learned

Org = No perfect scheme

Style:

4-col. cover

2-col. cover

Inside

Editorial:

Scheme of org. = hard work

+ Design scheme

8.

Questions:

- What is this about? What's the nd, purpose, problem?

- What are its activities? Programs? Services?

- Who's doing the work? Lay & prof.

- What are the effects? Outcomes?

(Museum) What is this place? Primitive inst. of assuming stuff that is very messy: Implicit inst. of explicit. Long is opaque.

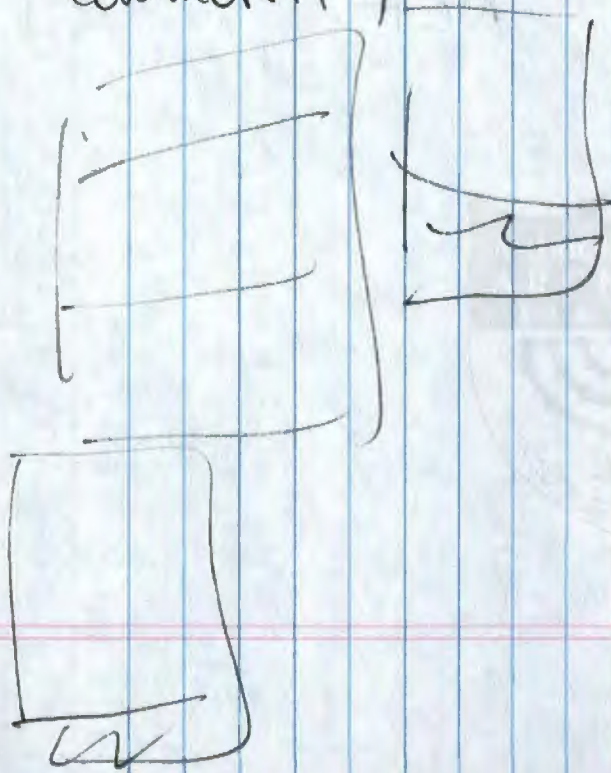
What happens here? Institutions don't need to know! Not it for to bring for the outsiders! That's a hard task.

Why is it imp?

Assumes everything is more

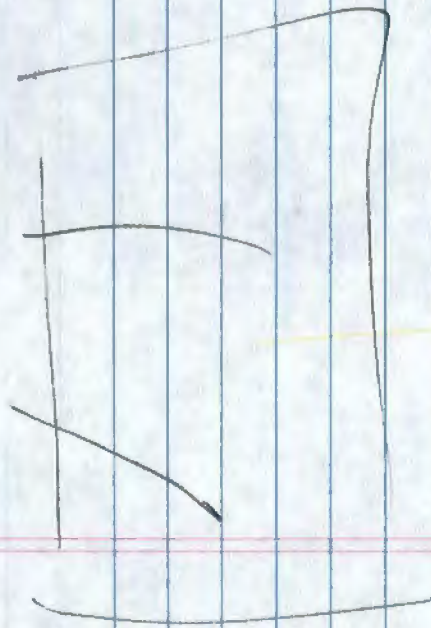
COMMUNITY

GOALS PROJECT



BEST PRACTICE

MEF



October 4, 1996

Avi Decter  
306 Washington Ave.  
Haddonfield, NJ 08033

Dear Avi:

I am a woman of my word. Here are:

A xerox of the Melton Center pamphlet, hand-taped to give you a sense of the piece;

A copy of "Lessons Learned," as discussed;

My own attempt to draft a couple of paragraphs about us that are more passionate and illuminating;

And the proposal.

Talk to you very soon.

Nessa

October 7, 1996

Ms. Nessa Rapoport  
CIJE  
15 East 26th Street - 10th Floor  
New York, NY 10010

Dear Nessa:

It was a pleasure to meet with you and Karen at CIJE: many thanks for recommending me to her for what promises to be a most interesting and informative project. Thanks also for thinking of me in connection with the CIJE brochure. I think that this, too, will be a most interesting assignment, and I welcome the chance to work with you on it.

As we discussed in our call last week, there are a couple of basic criteria which we might want to keep in mind as we think about the brochure. First, of course, the piece has to be clear, concise, and cogent. Second, we will want to answer the fundamental questions people have about CIJE: What is it? What is your purpose? What do you do? And why is this important (to me, the reader)? Third, we will want to make CIJE's work very concrete and immediate, using first person texts (quotes), photos, and specific examples of particular achievements (benefits).

I think that between us we should be able to move through this quickly and well. The internal review process may be another matter entirely, but moving things through thickets is frequently part of the job. In any event, I will look for your stuff in the mail and call you later this week to discuss how we might proceed. In the meanwhile, many thanks and all good wishes.



Avi Y. Decter

**GrantWorks**

306 Washington Avenue, Haddonfield NJ 08033  
Tel 609/429-1903 Fax 609/429-8732

**FAX TRANSMISSION FORM**DATE: 10/10/96TO: Nessa ReportFAX #: 212/532-2646FROM: Avi Y. DecterFAX #: 609/429-8732This transmission comprises 2 pages including the cover sheet.**MESSAGE:**

NESSA -

THANKS FOR YOUR CALL YESTERDAY. I'LL  
CHECK IN AS REQUESTED AND AS PROMISED.  
AS I WAS FOLDERING THE MATERIAL YOU  
SENT ME, I STARTED PLAYING WITH YOUR  
DRAFT TEXT - SEE THE ATTACHED. THIS  
DRAFTING ISN'T THERE YET, BUT IT WILL  
GIVE YOU AN IDEA OF <sup>SOME</sup> ~~THE~~ DIRECTIONS I  
THINK WE MIGHT EXPLORE. BEST.  
Please phone 609/429-1903 if there are problems with reception.

AS.

From generation to generation Jews have studied and challenged the ideals and values of Jewish tradition. In the process they have created a great culture, an enduring civilization.

Today that creation continues. Across the North American continent Jews of all ages are wrestling with their traditions and with themselves in synagogues and study groups, summer camps and social clubs, community centers and museums, alone, in groups, as a community.

The Council for Initiatives in Jewish Education, an independent, non-profit organization is dedicated to the enrichment of Jewish learning and life. CIE promotes a range of powerful ideas that illuminate Jewish learning and community; it encourages informed, inspired champions of Jewish education; and it plans systemic educational reforms for North American Jewry.

CIE works in partnership with Jewish communities, educational organizations, and denominations to strengthen Jewish learning. CIE conducts research in formal and informal education, identifies models of excellence, develops ways of training educators, and pilots new forms of teaching and learning.

The Council's efforts engage thousands of people--communal leaders and kindergartners, senior citizens and summer campers, secular and religious Jews, students, scholars and teachers--in towns and cities across the continent. It is CIE's goal to strengthen the structures that support North American Jews in their searches for meaningful Jewish lives.

AYD - 10/10/96



**212-627-4490**

Elizabeth Sheehan

Graphic Design

27 West 24th Street

New York, NY 10010

Fax: 212-255-3699

~~RECEIVED BY THE COMPANY~~

To NESSA RAPOPORT

From LIZ SHEEHAN

Pages 3

Comments Hi. NESSA - I

HOPE THE MEETINGS HAVE  
BEEN GOING WELL.

HERE ARE MY DESIGN

AND PRINTING ESTIMATES

FOR THE NAMM BOOKLET

PLEASE LOOK THEM  
OVER AND CALL IF YOU  
HAVE ANY QUESTIONS

I'VE GIVEN MARK DESIGN  
SPECS FOR THE CORPORATE  
BROCHURE AND I'M BUXTING  
THOSE "BALL PARK" FIGURES

Take Care,

Liz



## Fax Cover Sheet

Date sent: 10/24/96

Time sent:

No. of Pages (incl. cover): 22

To: Ari Decter

From: Nessa Ropopart

Organization:

Phone Number:

Phone Number: 212-532-2360 X 408

Fax Number: 609-429-8732

Fax Number: 212-532-2646

---

### COMMENTS:

Ari, here is the "Expanded Current Activities" I have just completed.  
Thanks for the update by phone - and talk to you Monday.

Nessa

## **CURRENT ISSUES IN JEWISH EDUCATION**

Dr. Barry Holtz

### **THEME ONE: WHAT IS EDUCATION**

#### **1. "The Purposes of Education":**

John Dewey, from Experience and Education

Philip Jackson, "The Mimetic & the Transformative

#### **2. "Education is more than Schooling:"**

Lawrence Cremin, from Public Education

### **THEME TWO: WHAT IS JEWISH EDUCATION**

#### **3. "The Goals of Jewish Education 1:"**

Seymour Fox, "General Theory of Jewish education"

#### **4. "The Goals of Jewish Education 2:"**

Yehuda Wurtzel, "Towards an Anthropology of Jewish education. ."

Barry Holtz, "Why Be Jewish"

#### **5. "The Subject Matter of Jewish Education":**

Michael Rosenak, from Teaching Jewish Values

### **THEME THREE: JEWISH EDUCATION AND THE SITUATION OF THE JEWS TODAY**

#### **6. "The Contemporary Crisis of the Jews 1":**

Barry Kosmin, *Highlights of the NJPS*

Sidney Goldstein, on the NJPS, 1990

#### **7. The Contemporary Crisis of the Jews 2":**

Arthur Green, "Restoring the Aleph"

Arnold Eisen, "Reimagining Jewish Community in America"

Gary Tobin, title?-- on restructuring contemporary J. Institutions

**8. "The State of Jewish Education":**

Walter Ackerman, "Jewish education--for what"

Samuel Heilman, "Inside Jewish Schools"

**9. "The Potential Impact of Jewish Education"**

Steven M. Cohen, "Impact of Varieties...."

**10. "Is Success Possible"**

Sylvia Ettenberg, from The Ramah Experience

Joseph Reimer, "When School and Synagogue are Joined"

**11. What Works in Jewish Education**

*CIJE Best Practices Project: Supplementary Schools*

*CIJE Best Practices Project: Early Childhood Jewish Education*

*CIJE Best Practices Project: Jewish Education in JCCs*

Steven M. Cohen and Susan Wall, *Youth Trips to Israel*

**12. "Towards a Solution"**

Commission on Jewish Education in North America, A Time to Act

Jonathan Woocher, "Towards a Unified Field Theory"

**13. "The Case of Teachers:"**

Isa Aron, "Toward the Professionalization"

CIJE, Policy Brief on the Background and Training of Jewish Educators

Barry Holtz and Eduardo Rauch, "Education for Change"

**14. "The Problem of Change"**

David Cohen, "Teaching Practice...."

Barry Holtz "Prospects for Innovation in Jewish Education"

An 11/11/96 2pm Abr Ann Report

What is CUE? A leave-behind. A snapshot, A philosophy.

Audience: Smart bxp/pt.

Same format: brochure; ann. report?

Lessons Learned: Planning an Anti-Racism Initiative

Good headings

Highlight; summary

Quote

Questions

List of All Foundations <sup>2 Donors</sup> that Support CUE's Wk/People  
Profile of Marc Mandel - photo & quote or one-page bio

Emphasis # on Community?

Budget - 5 days @ \$800.

Jasie

Sheila

Structure:

Begin. Choice - grab you; lead-in

Middle. Any format - project, activity, phil.

End. If I begin - engage you

Simplify: No one can remember it all (initiatives, projects)

Wkplan: Purpose document

ID 2 broad rubrics and what we can achieve all we do

Ideology:

J ed is a great workload. We're in deep and de-realizing this desert. If CUE were a KEDC: Anti-cult is in ferment.

Creative activity, class, process, interior, whether we're beginning. Unprecedented opportunity for what, intervention.

And we opportunity.

Ambiguous answer: Space; perspective; Ideology. At a global level, how do we read?

The American / culture / education

A vision: What do we? What is? Can't explain ourselves without these. But our stance is complex as is the reality.

2/

What's our ideology?

A top-down model but the popular appeal is local, at level of teaching <sup>individual</sup> ~~method~~.

Strategically: Are we gobbling it up piece of it animal?

Vision

Mission (Changes)

Strategy

Programs

The big of currency is of a conversation among Jay, Al, Barry, Ad, ... "We know what's cooking..."

Transformation, not enhancement, refinement.

Cut + jargon. Eloquent + long. No poetry, Jura, resonance, big. Instead of detached & therefore no people doing it. "Systems," mechanical.

First-person voices. Be concrete. People doing things.

Still inclusive.

Verbs Action-oriented.

Assign: Are to give me models of alternative structures.

w/Avi Dector

How to present this effectively to present & future stakeholders?

Old categories, new, own



11/5/96

Dear Avi:

2 other paradigms. (I'll need them  
back eventually).

nessa

**With Compliments**

that meeting was fun!

Phone 212-532-2360

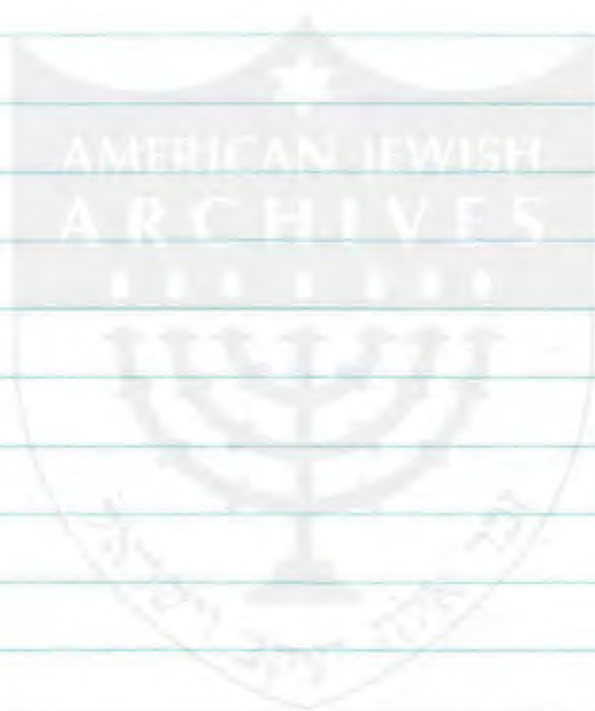
Fax 212-532-2646

11/6/96

sent Hebrew University brochure  
Cleveland Strategic Picture for the 90's  
+ Ramah essay

Am 1/9/17

- Address the big questions of J life for J educ
- Key locus of change: institutional level



TO: Adam, internet:gamoran@ssc.wisc.edu  
Alan, 73321,1220  
Barry, 73321,1221  
Danny, INTERNET:PEKARSKY@mail.soemadison.wisc.edu  
Ellen, INTERNET:GOLDRIEB@ctrvax.Vanderbilt.Edu  
Gail, 73321,1217  
Karen J., INTERNET:kjcije@aol.com  
Karen, 104440,2474

Re: CIJE Annual Report

A reminder that I need to hear from you in a week from today about the text of the brochure.  
Your comments are appreciated in advance!

Nessa

Many thanks to those who have already given feedback.

3/5/97

3/5/97

RAB: brochure

- Sexy, hyped-up stoner ab some of our best progr: pictures, quotes, testimonials
- don't tell our story well; don't get what we are
- picture of Marion: learning process I went thr in TEI totally changed my mind then 2 para on TEI
- professors: Deb Ball - Most exciting thing that's ever happ'd to me. Finding <sup>a way to</sup> ~~me~~ contributing to Jewish life.

Story-based not: text shd go round the pictures.

more like advertising

dry, nice gel eds but doesn't jumping off the page

CUE doing something very different.

If you had shared it to me then, not at all what I had in mind

programs make it come alive for people

we have trying to develop leadership. what's so special?

Museum Statement

TEI; Howard

Professors

Goals / Canon High School

Best Practices

{ Lead Communities  
Research / Study of Educators

Publications

Planning & Consultations

Lunch Seminar

St / Consultants

3/6/97

KAB

Ramah

✓  
✓  
MLM letter + cover; mailing; street-stationery; cost to Shelly; corp brochure; Funders Ntwk mtg.

MI

Wk plan time: 20 days vs 30 days

Corp. brochure

1. Look for prototypes.
2. Sit with Avi & Karen.
3. Show to:  
Alan, Gail, Barry, Don
4. Sit. mtg: 4-5 key ideas.

Use a program to highlight an idea.

Can he think graphically?

FROM: Adam Gamoran, INTERNET:gamoran@ssc.wisc.edu  
TO: Nessa Rapoport, 74671,3370  
CC: Bill Robinson, 74104,3335  
Ellen, INTERNET:GOLDRIEB@CTRVAX.VANDERBILT.EDU  
DATE: 3/10/97 6:56 PM

Re: Re: CIJE Annual Report

Sender: gamoran@ssc.wisc.edu  
Received: from duncan.ssc.wisc.edu (duncan.ssc.wisc.edu [144.92.190.57]) by  
arl-img-3.compuserve.com (8.6.10/5.950515)  
id SAA13460; Mon, 10 Mar 1997 18:39:24 -0500  
Received: from [144.92.174.173] by duncan.ssc.wisc.edu;  
(5.65v3.2/1.1.8.2/10May96-0433PM)  
id AA02974; Mon, 10 Mar 1997 17:39:10 -0600  
Message-Id: <2.2.16.19970310233843.18dfbf2a@ssc.wisc.edu>  
X-Sender: gamoran@ssc.wisc.edu  
X-Mailer: Windows Eudora Pro Version 2.2 (16)  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"  
Date: Mon, 10 Mar 1997 17:38:43 -0600  
To: Nessa Rapoport <74671.3370@CompuServe.COM>  
From: Adam Gamoran <gamoran@ssc.wisc.edu>  
Subject: Re: CIJE Annual Report  
Cc: GOLDRIEB@ctrvax.Vanderbilt.Edu, Bill Robinson <74104.3335@CompuServe.COM>

The CIJE brochure looks terrific to me. I have one change to request on p.4-5:

Instead of the following sentence

"CIJE's findings are being confirmed in additional studies conducted in  
Chicago, Cleveland, Kansas City, Columbus, and Seattle, using the Manual..."

please say instead

"CIJE's findings are being confirmed in additional studies conducted in  
Chicago, Cleveland, and elsewhere, using the Manual...."

The reason for this change is that studies have not actually been conducted  
yet in Kansas City or Columbus, and in Seattle they didn't exactly use our  
Manual (it wasn't written yet), although the study there was largely based  
on the original CIJE study of educators.

Adam

At 03:46 PM 3/5/97 EST, you wrote:

>A reminder that I need to hear from you in a week from today about the text of  
>the brochure. Your comments are appreciated in advance!

>

>Nessa

>

>Many thanks to those who have already given feedback.

>  
>  
>



## **THE NEED**

Three principles are basic to our change philosophy:

1. Whole institutions need to change and such change takes major effort;
2. We need to focus on multiple institutions and age groups;
3. Concentration of resources in one place has a much greater effect than the same resources scattered around.

The first two principles when taken together suggest the need for high intensity effort to transform institutions in many places at once. but, the resource requirements of this would be simply unavailable and unaffordable on a national basis. A small scale experiment would allow a high level of intensity with much less resource investment. Principle number three suggests that such an experiment should be focused in one geographic area for maximum effect and to reach the "tipping point."

There are two other advantages to such an approach. The first is that it provides a laboratory for change that would allow an iterative process of developing ideas, testing those ideas, learning from the test and revising the ideas. Mistakes would be made on a small scale and we would not be rolling out a defective product.

The second advantage is that it would demonstrate the potential for transformational change, making it much easier to mobilize leadership around the country to implement such changes in their own communities.

## **THE CONCEPT**

We would select one community to be a laboratory for change. The criteria for selection would be:

- 1) Change readiness
- 2) Proximity to human resources

We would develop programs in the community to transform a critical mass of Direct Service Institutions in the community. Examples of such programs might be:

- 1) A supplementary school transformation program
- 2) Early childhood transformation program
- 3) Development of innovative youth programs - using the resources of Brandeis

- 4) An Israel Experience Program with excellent paperwork and follow-up
- 5) Transformation of camps that serve the area
- 6) Transformation program for the JCCs

In support of all these programs we might provide:

- 1) Establishment of professional development programs for Teachers and educators
- 2) Leadership training for lay leaders, Principals, Directors and Rabbis
- 3) Help with fund-raising
- 4) Network of like institutions undergoing the process of change
- 5) Big Ideas
- 6) Consulting to institutions on goals and change process
- 7) Intensive evaluation by 1-2 full-time experienced evaluators using Leading Indicators methodology

Because of the large resources needed by this project, it should be undertaken by a coalition of funders and service providers.

#### **DEVELOPMENT STEPS**

- Hire/Appoint Director (1998)
- Hire an evaluator (1998)
- Build the coalition/obtain funding (1997-98)
- Select the location (1998)
- Work with community to lay out detailed plans for the first round of interventions (1998-99)

FROM: INTERNET:GOLDRIEB@ctrvax.Vanderbilt.Edu,  
INTERNET:GOLDRIEB@ctrvax.Vanderbilt.Edu  
TO: Nessa Rapoport, 74671,3370  
DATE: 3/11/97 12:06 PM

Re: Re: CIJE Annual Report

Sender: GOLDRIEB@ctrvax.Vanderbilt.Edu  
Received: from ctrvx1.Vanderbilt.Edu (ctrvx1.Vanderbilt.Edu [129.59.1.21]) by  
dub-img-4.compuserve.com (8.6.10/5.950515)  
id LAA03332; Tue, 11 Mar 1997 11:26:58 -0500  
From: <GOLDRIEB@ctrvax.Vanderbilt.Edu>  
Received: from PATHWORKS-MAIL by ctrvax.Vanderbilt.Edu (PMDf V5.0-8 #11488)  
id <01IGDFNVAU1S8X7FS0@ctrvax.Vanderbilt.Edu> for 74671.3370@CompuServe.COM;  
Tue, 11 Mar 1997 10:23:36 -0600 (CST)  
Date: Tue, 11 Mar 1997 10:23:36 -0600 (CST)  
Subject: Re: CIJE Annual Report  
To: 74671.3370@CompuServe.COM  
Message-id: <01IGDFNVAU1U8X7FS0@ctrvax.Vanderbilt.Edu>  
X-VMS-To: IN%"74671.3370@CompuServe.COM"  
MIME-version: 1.0  
Content-transfer-encoding: 7BIT

Nessa,

I think the annual report is great. My only comment is that it is very  
"text heavy" and intense. I'm sure it won't seem that way when it is  
formatted and designed, but sometimes less words is more reading!

Have you thought about using profiles or quotes in the margins as a way to  
bring some of these projects and programs alive? We used this a lot in our  
VIEWBOOK that I shared with you.

Good luck, Ellen

3/12 M/Avi

- Mini-phen essays around 2 handful of programs
- 1st person quote as headline
- little body copy; description of program
- do they have anything like this?

\* - people-oriented; concrete enough; immediacy

Col 21.3

- give CUE 2 diff voice: want 1 put sig on sig

"Classic mid-course correction"

KAG Relat. of text to quadrants

W/leslie st drush

3/11/97 she's rim

152 Weinberger in philly (215) 627-7649

(hvc collect)

8- close & expensive

\$75/hr.

estimate to design

she arr. the printer

purchased

1st time printing - not happy

didn't pay

3/12/97 non-profit: budget driven

- under \$1000 for design

first-time: 15% discount for non-profit

basic design: \$400

comp. \$140

pre admin

layout/type \$100

total \$740 - \$900

(illustrations)



**MASTERS  
GROUP  
DESIGN**

314 BROWN  
STREET  
PHILA. PA  
19123

PHONE  
(215)  
627-7649

FAX  
(215)  
629-4108

E-MAIL  
MASTERSGD  
@AOL.COM

FROM  
LISA M.  
WEINBERGER

3.12.97

Nessa:

Thank you for your  
interest in Masters  
Group Design. Enclosed  
are the samples  
you requested.

I look forward to  
speaking with you  
soon!

Sincerely -

Lisa

5/6/97 Htg. W / Karen & Avi: Annual Report NR  
Audience: Lay to lay Art director

This is special; different

Henry Rusovsky: What do we need CUE for?

This shd answer that question.

KAB: - Bldg + prof & bldg leadership in a comprehensive, swt. way - no one is doing it.

- Transforming institutions

- Testimonials

Cast: MY Cares: 3000 (one color) Layout in-house, scanned pix; volunteer designer (photos + pty.)  
 Genesis:

Time frame: Fall 97. November.

Avi: Say what we want to say: What's different? Rubric or simple declarative sentence.

First-class design

Prof - end of June

Photography

TEI - July in Israel

Printing - Cost/quality

KAB: Design, management

Lks like this; this content; '90, our design/pts.

## Timeline

Designers:

Short list of designers

Kren: Who is the key contact?

Persons

Best, reliable, cheap (gd, clean, elegance at modest costs)

3 names

Decision by begin of June

Language:

Before:

Highlight; honorable mention = 8 pp. - 6 highlights

ELIZABETH FINGER DESIGN

1250 Chula Vista Drive  
Belmont, California 94002  
tel 415.637.0349  
fax 415.637.9444

May 27, 1997  
Nessa Rapoport  
C.I.J.E.  
15 East 26th Street  
New York, New York, 10010-1579



Dear Nessa,

Enclosed are a few examples of my work as well as my resume. Please call if you have questions. I have also enclosed an envelope for TOBI which needs to be looked at ASAP. Thank you for your consideration of my work. I look forward to the possibility of working with you again. I would greatly appreciate it if you could return the work to me when you are finished reviewing it. Unfortunately, I have limited samples. (Take your time, if you would like to show it to Tobi).

Best regards,

  
Elizabeth Finger

## ELIZABETH FINGER DESIGN

Specializing in publications for museums, galleries, cultural foundations, and artists.  
Responsible for designing, supervising and managing all phases of the design process  
from initial design through production.

### CLIENTS *(Partial List)*

AFA American Federation of Arts  
American Craft Museum  
Andre Emmerich Gallery  
The Brooklyn Museum  
Carnegie Hall  
Charles Cowles Gallery  
CPR Center for Public Resources  
David A. Hanks & Associates  
The Drawing Society  
The Ford Foundation  
Frost & Sullivan  
Hirschl & Adler Galleries  
Hirschl & Adler Folk  
Hirschl & Adler Modern  
Indianapolis Museum of Art  
IREX International Research & Exchanges Board  
The Jewish Museum  
The Josiah Macy Jr. Foundation  
Magnum Photos, Inc.  
Musée des Arts Decoratifs de Montreal  
Museum of Modern Art  
The National Center for the Study of Frank Lloyd Wright  
Norman Foundation, Inc.  
Norton Gallery of Art  
Prospect Hill Foundation  
Publishing Center for Cultural Resources  
Robert Miller Gallery  
Stanford University, Graduate School of Business  
Tibor de Nagy Gallery  
Tyler Museum of Art  
Whitney Museum of American Art  
Whitney Museum of American Art at Champion  
Whitney Museum of American Art at Equitable Center  
Whitney Museum of American Art at Philip Morris

### EDUCATION

Rhode Island School of Design  
Bachelor of Fine Arts, Graphic Design  
September 1973 to May 1978

## A W A R D S

### British Book Design and Production Award

*Robert Rauschenberg: The Silkscreen Paintings, 1962-64*  
Whitney Museum of American Art, 1991

### American Federation of Arts Award of Excellence

#### Poster

Musée des Arts Décoratifs de Montréal, 1990

#### *Le Chateau Dufresne: The First Ten Years*

David A. Hanks & Associates for Le Chateau Dufresne, Musée des Arts Décoratifs de Montréal, 1990

#### *Sculpture Since the Sixties*

Whitney Museum of American Art, 1988

#### *Maurice Prendergast* (invitation and catalogue)

Whitney Museum of American Art, 1988

#### *Contemporary Cutouts* (invitation and catalogue)

Whitney Museum of American Art, 1987

### American Association of Museums Award of Distinction

#### *The Arts & Crafts Metalwork of Janet Payne Bowles*

Indianapolis Museum of Art, 1993

#### *20th Century Drawings*

Whitney Museum of American Art, 1989

#### *The Figure in 20th Century Art: Selections from The Metropolitan Museum of Art*

The American Federation of Arts, 1985

#### *The Box Transformed*

Whitney Museum of American Art, 1985

#### *Flowers in Folk Art*

Whitney Museum of American Art, 1984

#### *Karl Umlauf: The First Twenty Years*

Tyler Museum of Art, Texas 1984

#### *Frank Stella: Polish Wooden Synagogues*

The Jewish Museum, New York 1983

#### *Indians of the Lower Hudson Region: The Munsee*

Rockland County Historical Society, 1983

#### *Ann Weaver Norton: Sculptor*

Norton Gallery of Art, Florida 1983

#### *Tissot: Biblical Paintings*

The Jewish Museum, New York 1982

**The Association of American University Presses  
Recognition of Excellence**

*American Rococo, 1750-1775: Elegance in Ornament*  
The Metropolitan Museum of Art, 1992

*The Metropolitan Museum of Art Bulletin: Recent Acquisitions*  
The Metropolitan Museum of Art, 1990

**Super Show 1990**

**The Womens Advertising Club of Rhode Island  
First Prize**

*Poster*

Musée des Arts Décoratifs de Montréal

**Printings Industries of America  
Graphic Arts Awards Competition  
Certificate of Merit**

*Eyedazzlers: Navajo Weavings and Contemporary Counterparts*  
Hirschl & Adler Folk, New York 1989

*Source & Inspiration*

Hirschl & Adler Folk, New York 1988

*The Windsor Style*

Hirschl & Adler Folk, New York 1988

*Recent Paintings by Richard Merkin*

Terry Dintenfass Gallery, New York 1986

*Eva Zeisel: Designer for Industry*

Le Chateau Dufresne, Musée des Arts Décoratifs de Montréal 1985

*James Weeks*

Hirschl & Adler Modern, New York 1985

**The Art Museum Association of America  
Award of Excellence**

*Eva Zeisel: Designer for Industry*

Le Chateau Dufresne, Musée des Arts Décoratifs de Montréal 1985

**Texas Association of Museums  
Silver Citation**

*Karl Umlauf: The First Twenty Years*

Tyler Museum of Art, Texas 1984

**Rhode Island School of Design  
Royal Composing Room Award**

Award for excellence in Graphic Design 1978

**The Metropolitan Museum of Art**

*Art of Island Southeast Asia*, 1994  
*A Decade of Collecting, 1984-1993: Friends of Asian Art Gifts*, 1993  
*American Rococo, 1750-1775: Elegance in Ornament*, 1992  
*Recent Acquisitions: 1990-91*  
*Recent Acquisitions: 1989-90*  
*Recent Acquisitions: 1988-89*  
*Recent Acquisitions: 1987-88*  
*Recent Acquisitions: 1986-87*  
*Recent Acquisitions: 1985-86*

**Whitney Museum of American Art**

*Robert Rauschenberg: The Silkscreen Paintings 1962-64, 1990*  
*George Ault*, 1988  
*20th Century Drawings from the Whitney Museum of American Art*, 1987  
*Five Painters in New York*, 1984

**Hirschl & Adler Galleries**

*200 Years of Printmaking in America*, 1996  
*Picturing Gotham: New York City through the Eyes of its Artists*, 1996  
*Streamlined: The Precisionist Impulse in American Art*, 1996  
*The View Inside: Interiors in American and European Art*, 1995  
*An Itinerant Spirit: The Early Works of Jane Peterson*, 1995  
*Our Own Bright Land: American Topographical Pictures, 1770-1930*, 1995  
*George L. K. Morris: 1905-1975*, 1994  
*Theodore Roszak: Sculpture and Drawings, 1942-1963*, 1994  
*Ralston Crawford: Images of War*, 1993  
*Sylvia Wald: Abstract Expressionist Works on Paper*, 1993  
*John Storrs: Rhythm of Line*, 1993  
*Charles Howard, 1899-1978: Drama of the Mind*, 1993  
*Crosscurrents: Americans in Paris, 1900-1940*, 1992  
*Theodore Roszak: Constructivist Works, 1931-1947*, 1992  
*The British Imagination: Twentieth Century Paintings, Sculpture and Drawings*, 1991  
*Six American Modernists*, 1991  
*Benton's America: Works on Paper and Selected Paintings*, 1991  
*Ralston Crawford and the Sea*, 1991  
*Counterpoint: Two Centuries of American Masters*, 1990  
*Creation & Craft: Three Centuries of American Prints*, 1990  
*A Sense of Line: American Modernist Works on Paper*, 1990  
*From Architecture to Object: Masterworks of the American Arts & Crafts Movement*, 1989  
*Theodore Roszak: Paintings and Drawings from the Thirties*, 1989  
*American Art Posters of the 1890s*, 1989  
*Forrest Bess*, 1988  
*Source & Inspiration: A Continuing Tradition*, 1988  
*Lead*, 1987  
*Chris Wilmarth: Delancey Backs (and Other Moments)*, 1986  
*Frank Lloyd Wright: Art in Design*, 1983

**American Craft Museum**

*Breaking Barriers: Recent American Craft*, 1995  
*Diane Iffer: A Retrospective*, 1995

## A DECADE OF MUSEUM EXHIBITIONS

### Whitney Museum of American Art Branch Museums

Graphic design for exhibition collateral including catalogues, brochures, invitations, banners and exhibition signage for the following exhibitions:

#### Whitney Museum of American Art at Champion

1996

*Modernists in (New) Mexico*

1995

*Archaeological Urban Dada*

*The Ideal Home, 1900-1920, The History of Twentieth-Century American Craft*

*Double Take: Views of Modern Life by Stuart Davis and Reginald Marsh*

*Fact & Fiction: Photographs from the Permanent Collection of the Whitney Museum of American Art*

1994

*Receiving the Faith: The Shakers of Canterbury*

*Of, for, and By Georgia O'Keeffe*

*Evolutions in Expression: Minimalism and Post-Minimalism*

*Multiple / Dialogue: Nam June Paik & Ik-Joong Kang*

*Children's Books by Artists*

1993

*The Elusive Object: Recent Sculpture from the Whitney Museum of American Art*

*Spheres of Influence: Artists and Their Students*

*Nature's Bounty: American Floral Painting, 1835-1935*

*Edward Hopper and the Figure*

1992

*Six Takes on Photo-Realism*

*Edward Mitchell Bannister, 1828-1901*

*The Stieglitz Circle*

*Immaterial Objects*

1991

*Steppin' Out: New York Nightlife, 1900-1945*

*Early/Later: Selected Works from the Whitney Museum of American Art*

*George Segal: Still Lives and Related Works*

1990

*The Eighties in Review*

*With the Grain: Contemporary Panel Painting*

*American Photography: 1839-1900*

*Real Allusions*

1989

*Japanese Photography in America: 1920-1940*

*Realism and Romanticism in 19th Century Seascapes*

*The Junk Aesthetic: Assemblage of the 1950s and Early 1960s*

1988

*20th Century Drawings from the Whitney Museum of American Art*

**Whitney Museum of American Art at Equitable Center**

1989

*Nocturnal Visions in Contemporary Painting*

*Enclosing the Void: Eight Contemporary Sculptors*

1988

*Video Art: Expanded Forms*

*Joshua Johnson: Freeman and Early American Portrait Painter*

*George Ault*

*Japanese Photography in America: 1920-1940*

*Sculpture Since the Sixties*

**Whitney Museum of American Art at Philip Morris**

1990

*With the Grain: Contemporary Panel Painting*

1988

*Precisionist Perspectives: Prints & Drawings*

1987

*Monotypes by Maurice Prendergast*

*Contemporary Cutouts*

*Stuart Davis: An American in Paris*

*The Social Graces: 1905-1944*

1986

*Urban Pleasures: New York 1900-1940*

*The Photography of Imogen Cunningham: A Centennial Selection*

*Yasuo Kuniyoshi*

*Walter Murch*

*The Changing Likeness: Twentieth-Century Portrait Drawings*

1985

*Modern Machines: Recent Kinetic Sculpture*

*Modern Masks*

*The Box Transformed*

*Art for the Masses: A Radical Magazine and Its Graphics*

*The Surreal City, 1930s-1950s*

1984

*Flowers in Folk Art*

*The Art of Music: American Paintings & Musical Instruments*

*On 42nd Street: Artists' Visions*

*Raymond Hood: City of Towers*

1983

*Still Life: Hollywood Photographs*

*Three American Families: A Tradition of Artistic Pursuit*

## **CIJE Brochure**

5/13/97

12 pages; 4 2-page spreads.

1. Leadership
2. Consulting
3. Research/Ideas
4. Models of Excellence

### **1. Leadership**

TEI

Harvard

Goals (JEWEL curriculum: debatable)

### **2. Consulting**

Professors (highlight)

Planning Initiatives by type (prof. development; strategic planning; range of institutions represented by pictures and quotes--with permission)

### **3. Research/Ideas**

The manual

Our internal evaluation as a model

Box of CIJE publications

CIJE in gen. ed. publications

### **4. Models of Excellence**

?

### **5. Looking to the Future** (in development stage)

Evaluation Institute (Blaustein)

### **6. Mentions**

Study of Educators

Lead Communities

Luncheon Seminar

Notes on NR's conversation with KAB:

"This is a marketing document. For example: TEI. [Not these words, but something like:] Bringing the latest, best, state-of-the-art thinking about teaching and learning and professional development from the world of general education; and adapting it in a way that's uniquely Jewish to solve the problems of Jewish education. The world of general education has woken up to the reality that school is only as good as the people who teach. It's the knowledge and passion of

teachers that create great educational experiences for children. TEI is about transforming schools by helping people--the people who are out there, who are already good, but this can make them better. It's about collegueship, a colloquium, not a training program. [I don't want to use the word 'training.'] Bringing people together from all over the country who are working in the field to share resources and ideas with each other, to network."

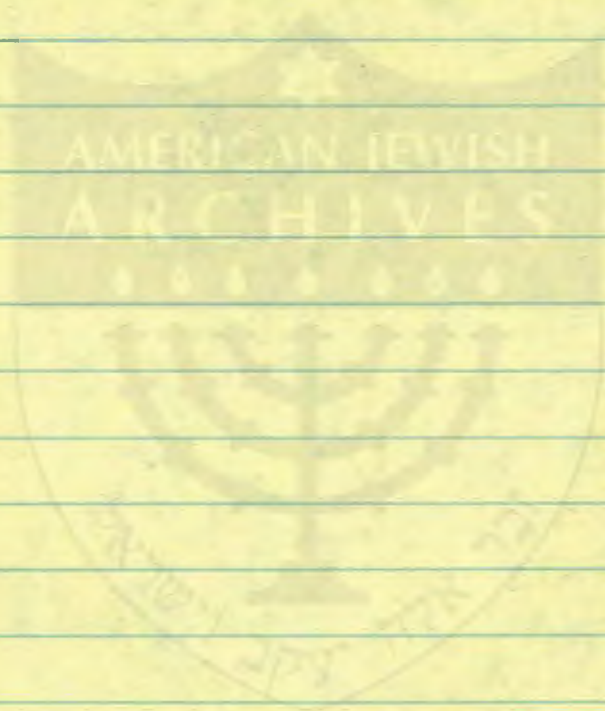
"We don't want to say: 'There are problems out there and we know the answers.' It's accepted that there are problems, and those kinds of statements make us sound like critics. Rather, we want to say: 'Here's what we're doing about it.'"

An example of an ideal TEI quote: "I used to think teaching was X. Now I see that the teacher is Y." Or: "Now I think differently about teachers' learning." One quote from a student; one from a faculty member.

The Jewish Museum      Liz Fingen      415-637-0349

Away: End of June:

June 20 - 4<sup>th</sup> of July



M/K 5/14/97

A graphic designer that develops a vocabulary.

Peter

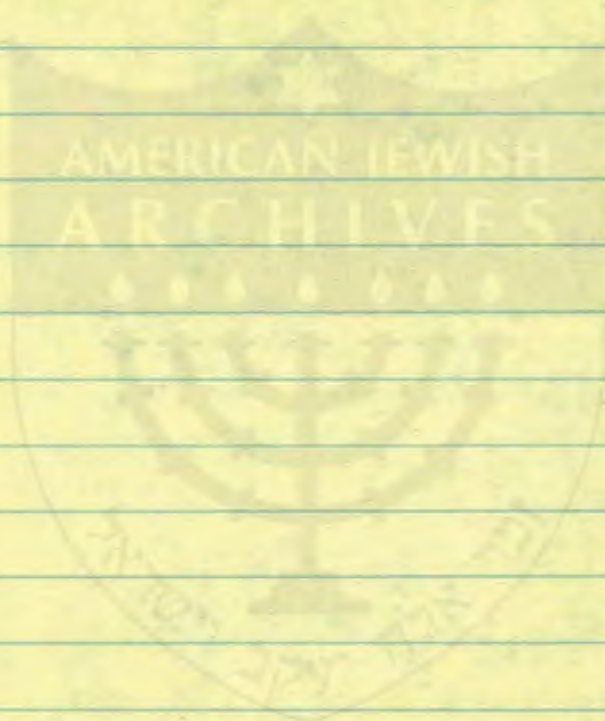
Memorial Sloan Kettering

Call in 3 designers

Write up a proposal

Bids; quote

Thumb print - one \$100.



W/Am 5/14/17

Competent & cheap

People orientation

<sup>8</sup>4m: design (ed include comm. photography)

<sup>9</sup>6m: printing

Access to all latest equipment

1 Liz

2 ~~Liz~~ 2 Amy

3 Liz

4 Karen's designs

12 pages

heavily photographic; first-person quote & graphic elements

2-color

limited text; clear heads; bullets; call-outs

not lots of narrative; short & punchy

typography vx strong

people-oriented; but talking Thinking; talking mix of ind. + price + trans; heads

assistance in art-direction; art-dir. photographer for 2 couple of images; spacing out the art direction

head/hands

2 people in discussion

bid w/for<sup>6</sup>w/air printer

5000

LU 5/14/17

Center

Principal person

Assistant person

Commissioner/editors

Art dir.

Ask for bids

design asst.; art dir.; pto

Hourly rate call it out

Photos: 6-8 shots

Commission 6-8 shots

KAE sign-off

5 double-page spreads

4 rubrics + 1 king sheet

Who are we on inside & cover

Header: stuff.

Show her Army designs: columns; spread

cleanliness; large / sm images

text v b of Army mock-up

Get reading from her.

Call all 3 designers: Quick bid. Ballpt, rules + refinement



May 19, 1997

Council for Initiatives  
in Jewish Education  
15 East 26th Street  
New York, New York 10010

**Att:** Nessa Rapoport

Nessa,

Enclosed you will find the revised TEACHERS REPORT comp. I found out from Mark Dexter, that the 2nd color is indeed PMS 208. The color of this comp will not be exactly that, it is the closest I can get with this proofing system. I hope everything else looks good to you.

The second thing I want to tell you is that after speaking to Mark, he did say that we could print about four thousand Corporate Brochures for the budget we gave him. I still feel we should have him confirm this when we chose exact paper stocks and an exact size. My cost would remain the same.

Also enclosed you will find more samples of many pieces I have designed. Please feel free to keep those that I have marked. The others I can retrieve in a few weeks.

On thursday I can show you a revision of the study guide.

Thanks, Liz

**d e s i g n s**

27 W 24th Street NY, NY 10010  
212/627-4490 • Fax: 255-3699

## Annual Report

6/9/97 Simon Klarfeld 617-736-8418 Dir. of the program

Univ. has public dept.

Well utilized by the Univ.

They spend a lot of time w/ Publications. He wrote the text.

He spoke w/ the dir. of publications. Do they bring in clients from outside?

He loved the idea, but they're overwhelmed. It takes so much time to do such a brochure.

Desire w/ designer; photos; proof-text person on narrative.

A 2-month process to get it camera-ready.

Cost reasonable but no system to pay overtime, etc.

Overall cost for us "ridiculously cheap". (Phot. not charged per hr; just supplies. \$200.)

May be forced to outsource for next year.

12,000 copies (as they did this year) = \$1.45/copy. Design & printing. Doing it thru. the dept.

Outsourcing everything: \$2-70 per copy

Good student to oversee for 3 months: 70 hours 2x/wk, i.e. not for pay; paying more.

Univ. \$14,000 ÷ 4000 = \$3.50 per copy (without photos)

6/16/97

Dear Ari: More tools for you. Here's my first overture to a designer.

Alissa

June 16, 1997

Liz Finger  
Elizabeth Finger Design  
1250 Chula Vista Drive  
Belmont, CA 94002

Dear Liz:

Thanks for your patience.

About the project: We are creating a 12-page, 2-color (used creatively) pamphlet about CIJE. The opening page will say who we are and what we do; 4 two-page spreads will focus on our four main areas of work, with programs listed beneath each; a page on "looking ahead" will project into the future; and the inside back cover will list our board and staff.

The four main areas will be called something like: **Developing Leaders; Consulting on Educational Change; Advancing Ideas and Research for Policy; and Creating Models of Excellence.**

Here is an assembled xerox of another project's brochure with which Karen Barth, CIJE's executive director, felt comfortable. The elements to which she responded were:

Photographs that are informal, warm, and show the human dimension of education (heads, hands, thinking, talking--perhaps two people).

Strong typography.

First-person "pull-out" quotes from participants as graphic elements.

Clear heads. Sub-titles.

Limited text (ours would be more limited than this brochure's).

I've enclosed a one-page description that describes more fully "who we are and what we do."

In addition to design, we would need assistance on art direction to commission the photography (probably 6-8 shots).

Can you give us an estimate for your own design fee; and for the cost of printing and your supervision of 4,000 copies? Also, if, as sometimes happens, additional work is required, whether because of AAs or because of unforeseen editorial changes, how do you handle that? Do you charge by the hour, or does your initial fee include everything?

I will be in the office through Thursday early afternoon New York time. I'd love to talk to you before you go to get an initial reaction from you. (If you get my voicemail, tell me where you'll be when, and I'll call you back.)

Warmly,

Nessa Rapoport

6/18/97

"In my sleep and drunk I could do better than this."

I told her: "let it incl. design; pty; Zion."

June 16, 1997

Liz Finger  
Elizabeth Finger Design  
1250 Chula Vista Drive  
Belmont, CA 94002

Dear Liz:

Thanks for your patience.

About the project: We are creating a 12-page, 2-color (used creatively) pamphlet about CIJE. The opening page will say who we are and what we do; 4 two-page spreads will focus on our four main areas of work, with programs listed beneath each; a page on "looking ahead" will project into the future; and the inside back cover will list our board and staff.

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Clear heads. Sub-titles.

Limited text (ours would be more limited than this brochure's).

I've enclosed a one-page description that describes more fully "who we are and what we do."

June 16, 1997

Dear Zion:

I wanted to give you a feel for where we are and get your response before you leave, especially if we proceed with your shoot in Israel.

About the project: We are creating a 12-page, 2-color (used creatively) pamphlet about CIJE. The opening page will say who we are and what we do; 4 two-page spreads will focus on our four main areas of work, with programs listed beneath each; a page on "looking ahead" will project into the future; and the inside back cover will list our board and staff.

The four main areas will be called something like: **Developing Leaders; Consulting on Educational Change; Advancing Ideas and Research for Policy; and Creating Models of Excellence.**

Here is an assembled xerox of another project's brochure with which Karen Barth, CIJE's executive director, felt comfortable. The elements to which she responded were:

Photographs that are informal, warm, and show the human dimension of education (heads, hands, thinking, talking--perhaps two people).

Strong typography.

First-person "pull-out" quotes from participants as graphic elements.

Clear heads. Sub-titles.

Limited text (ours would be more limited than this brochure's).

I've enclosed a one-page description that describes more fully "who we are and what we do."

I imagine there will be 6-8 photographs in total, perhaps with elements pulled

out on the facing page.

I will be in the office through Thursday early afternoon New York time. I'd love to talk to you before you go to get an initial reaction from you--and an estimate as well. (If you get my voicemail, tell me where you'll be when, and I'll call you back.)

Warmly,

Nessa Rapoport

In addition to design, we would need assistance on art direction to commission the photography (probably 6-8 shots).

Can you give us an estimate for your own design fee; and for the cost of printing and your supervision of 4,000 copies? Also, if, as sometimes happens, additional work is required, whether because of AAs or because of unforeseen editorial changes, how do you handle that? Do you charge by the hour, or does your initial fee include everything?

I will be in the office through Thursday early afternoon New York time. I'd love to talk to you before you go to get an initial reaction from you. (If you get my voicemail, tell me where you'll be when, and I'll call you back.)

Warmly,

Nessa Rapoport

6/18/97

Zion 517-4303

Lighting; feel; casual; strong portraits; focus; bodies

Direction

Design; layout



## Photography: CIJE Expanded Brochure

7/9/97

**Cover:** Abstract photograph

*Liz Finger?*

*Zion*

**Developing Leaders:** Sharon Feinman-Nemser (Professor); Bob Sherman (TEI Participant; Bureau Director in San Francisco) [**Quote:** "Based on TEI, we've put together a management team focused on learning from our own practice..."]

*NY*

**Consulting on Change:** Devora Steinmetz

*NY?*

**Advancing Ideas:** Chuck Ratner (in an office)

**Field Sites:** Fran Jacobs in the Tufts lab school with kids [**Quote:** "Ideas we've developed at the Elliot Pearson Lab School at Tufts into Jewish education..."]

*Zion*

**Looking Ahead:** Adult classroom scene of TEI

**All photos to be accompanied by prominent quotes.**

*8/97:*

*Chairman's Council: Currently, those on the bd.*

TO: Gail Dorph, 73321,1217

Re: re: study guide

Gail: I can't tell you how much I appreciate your taking time to even read, let alone comment. Far beyond any expectations. It's not a case of "too little, too late." It's a case of "too little clarity from the beginning."

It did not occur to me to elicit comments from you at a point where I could have used them, because the whole point of Barry's being the "yoetz" is that he is a curriculum expert who has also thought a lot about prayer. He stands behind this guide in its limited ambition—and I stand behind him! I have already learned from your e-mail what questions I might have asked, but the issues you raise would not occur to an editor. They are indeed "inside" education.

As for the larger context of the discussion, I will talk to you when I see you.

To the business at hand:

I am trying to set up the photograph of Sharon and of the group. (I'm assuming Bob Sherman is not attending.) I'm sorry to say that it does take time to set up these shoots properly. On the one hand, I know how tight your schedule is; on the other, I have a deadline and I simply have to get these photos taken. I believe that Zion (the photographer) will be in Jerusalem on July 16 and 17. And I think the 16th might be a tiyyul. He's shooting photos for Wexner but thinks he may have time to slip away. All of this has been complicated by his leaving before the designer and I could speak.

SO: Now I need to call him in Israel and try to set this up.

He may be in Jerusalem on the 14th and 15th, but I'm not sure. In any case, I want to give you time for the group to jell before I intrude with my photos! Perhaps we could get the group outside at lunch time, for example. And Sharon at the same time.

THEREFORE: Could you look at your schedule on, let's say, the 15, 16 and 17 and give me time slots when it is most realistic for him to come? The designer would like the people against an interesting background, so Zion may need to take them just outside the building, although I recall a car lot and other not-very-interesting backdrops. He's a pro and I'm sure he'll do it as quickly as he can. Give me your top choices on those days (lunch hours?) and some alternates, and I'll do my best.

Nessa

TO: Gail Dorph, 73321,1217

Re: photos

i just wrote you a message, which seems to have gotten lost. so i'll try again:

zion ozeri should be calling you about setting up july 17. we'll take a picture of sharon and a picture of the group. the most important thing to the designer is that zion take the shots against an interesting background, which i think may not be that easy, if i remember the architecture of the CAPE building.

i'm assuming that bob sherman is not there and therefore we'll have no problem of preferences. if, however, there IS a male TEI attendee whose job and quote would be appropriate, i have to ask you to find a way to take that shot, for the sake of the budget. (it happens that the designer lives in san francisco, which will make setting up the bob sherman shot easier, if we go that route.)

i hope your launch was a big success--annette wrote to me with enthusiasm about day one--and that the photography is minimally disruptive.

at the risk of saying this twice, i'll repeat: we miss you!

TO: Gail, 73321,1217

Re: Hello

Hi, Gail. Hope week 2 has settled into place. Did everything go all right with the photography shoot? Let me know when you have an extra second. I would have asked you today, but the meeting was cancelled, which probably did not break your heart.

Nessa

FROM: Barry, baholtz  
TO: Nessa Rapoport, 74671,3370  
DATE: 9/23/97 12:14 PM

Re: Quick cash

Hi

I don't think I'm really the right guy for the quotes. How about Ruth Zielenziger--  
516-487-2584--she's retired now-- or Alvin Schiff right in the USA.

Please fax it to me at Mandel Inst. : 2-566-2837

Bethamie's email is: [internet:bethamie@sel.org.il](mailto:internet:bethamie@sel.org.il)

As to "Are you saving your outgoing e-mails? Do you want me to save the most representative ones for you?" I THINK THEY AUTOMATICALLY SAVE IN COMPUSERVE.

B.

# FAX TRANSMISSION

**CIFE**

15 E. 26 ST.  
NEW YORK, NY 10010-1579  
(212) 532-2360, EXT. 17  
FAX: (212) 532-2646

**To:** Liz Finger  
**Date:** September 30, 1997  
**Fax #:** 650.637.9444  
**Pages:** 9, including this cover sheet.  
**From:** Nessa Rapoport  
**Subject:** The brochure

## COMMENTS:

Here, believe it or not, is the nearly final text for our brochure.

The one remaining step is for our few but very smart board members to give me their input by Thursday October 9. I'm therefore sending you this copy not in order to begin the formal design process but simply for you to look at it and get your creative juices astir.

Both chairmen of the board have approved the text and format idea. My prediction is that we may get word changes but not essential alterations. Still, I'm not willing to set the clock ticking until I'm sure!

My second reason for sending this now is to wish you a wonderful--and healthy--New Year.

I'll call you after the 9th to make a formal phone date so that we can begin at last.

Thanks for your patience.

Nessa

ELIZABETH FINGER

DESIGN

Dear Russa,

Enclosed are the 2 paper dummies,  
the changes and 2 pieces the printer  
out here (Shoreline) did for me, recently.

He raised his prices but the funny  
thing is his price for uncoated (starwhite  
vicksburg) is less than the coated. He  
said he would do it for \$6,000. I then  
can check it on press. Please call to  
discuss - I hope all is well with you.

Best -  
E



2 Dummies

12PP + Cover  
Finished: 6 X 9  
Saddlestitched

Txt: Starwhite Vicksburg  
80# Text  
Smooth  
Natural

Cover: Starwhite Vicksburg  
80# Cover  
Smooth  
Natural

n/a in 100# Text.  
Sorry.

Paper used for  
Brochure (1997-8)

FROM: Barry, baholtz  
TO: Nessa Rapoport, 74671,3370  
DATE: 9/9/97 7:09 AM

Re: annual report

Hi

I read the report and here are a few minor reactions:

PAGE ONE: I don't really love "models of successful J. teaching and learning . . ." I'm not sure an "outsider" would have any idea what that really means.

Last para: "best of general ed to the field." Maybe "the field" needs "of Jewish education". In the sentence that has "working with a range of organizations," do we need the word "institutions" rather than or along with organizations.

PAGE TWO: First line. I like "great leaders make great learning possible," rather than where "possible" sits now. Second para: "to them" feels weak to me. Maybe just drop "to".

I Didn't like the para on TEI, esp the last sentence. So WHAT IS THIS PROGRAM an outsider might ask. "Mentors" won't mean anything (or it will mean the wrong thing) to people outside our ken. How about something along the lines of: "Participants develop the ways of thinking and skills that will help them to design and implement innovative programs for transforming (improving?) the quality of teaching in supplementary schools, day schools and early childhood Jewish education."

PAGE THREE: In the box of consultations, I think you need to add Machon L'Morim of Baltimore or whatever it's called (Lee Hendler!). How about the Devorah Steinmetz program? PEJE or is that too hot politically?

PAGE FOUR: In the box, add "s": i.e. "best practices"

That's it. Looks good.

b

FROM: Sarah Feinberg, SFeinberg  
TO: Nessa Rapoport, 74671,3370  
DATE: 10/7/97 9:22 AM

Re: annual report

Nessa-

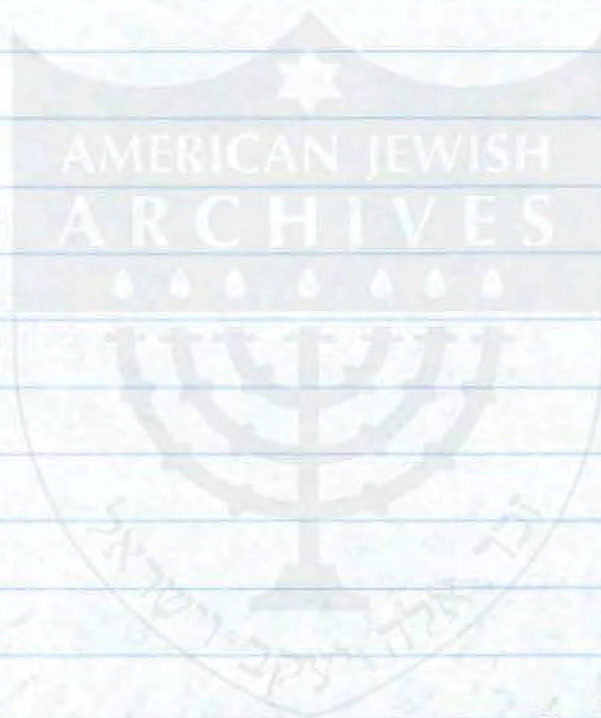
I spoke with Ilene Vogelstein at Machon L'Morim and she said it is fine to use their name in the annual report.

sarah

## Annual Report

Stanley 10/6 Very good; info. is impressive. But is it too long? In light of NE comment.

We speak of Cummings; Blaustein; but not Mendel Edus - major supporter of entire enterprise.



20  
**Annual Report: 10/14/97**  
**Quotes + Photos**

**Each quote:** Title; CIJE affiliation.

**Developing Leaders**

- || **Sharon:** Working on leadership education with CIJE. Personally fulfilling; CIJE made it happen. So rewarding to see how my work in mentoring can be applied to the professional development of Jewish educational leaders. "As a faculty member of TEI, it's exciting to see how my work in teacher education can be applied to the professional development of Jewish educational leaders."  
[Photo: Done.] Title: Hers + professors.

\*

*Chance for her to learn*

*Professor of Education, Michigan State University*

*I have learned  
as much as I've  
given.*

**Strategies for Change**

- pending  
photographer* || **Devora:** Goals Seminar + ongoing help. Role of vision in creating change for both Beit Rabban and She'arim. Ask her re title.  
[Photo: At Beit Rabban with kids.]

\*

**Advancing Ideas**

- || **Chuck:** How CIJE's research and ideas influenced our work in Cleveland. Title: Board member + ask him.  
[Photo: At desk, looking at our materials.]

\*

**Models of Success**

- || **Fran:** Opportunity in Jewish early childhood education. "There's an extraordinary opportunity to consider some of the newest approaches to early childhood and their implications for the Jewish community." Title: Hers + professors.  
[Photo: Outdoors.]

\*

**Inside Back Cover**

- pending  
photographer* || **Mort, Lester, Karen:** Names + titles.  
[Photo: To be taken by Zion? December 3 at lunch board meeting.]

\*

FROM: Elizabeth Finger, INTERNET:efinger@wenet.net  
TO: Nessa Rapoport, 74671,3370  
DATE: 10/20/97 5:44 PM

Re: Re: Testing....

Sender: efinger@wenet.net

Received: from mom.hooked.net (mom.hooked.net [206.80.6.10])  
by dub-img-1.compuserve.com (8.8.6/8.8.6/2.7) with ESMTP id RAA04646  
for <74671.3370@compuserve.com>; Mon, 20 Oct 1997 17:44:49 -0400 (EDT)

Received: from [206.169.228.33] (spain-33.ppp.hooked.net [206.169.228.33])  
by mom.hooked.net (8.8.5/8.8.5) with SMTP id OAA12252  
for <74671.3370@compuserve.com>; Mon, 20 Oct 1997 14:41:26 -0700 (PDT)

X-Sender: efinger@mail.wenet.net

Message-Id: <v01540b00b0718eb7832e@[206.169.228.158]>

Mime-Version: 1.0

Content-Type: text/plain; charset="us-ascii"

Date: Mon, 20 Oct 1997 14:53:59 -0800

To: Nessa Rapoport <74671.3370@compuserve.com>

From: efinger@wenet.net (Elizabeth Finger)

Subject: Re: Testing....

Nessa,

Got this e-mail. Did you send an attachment? Because I did not receive anything if you did send it. Let me know. Thanks. I hope all is well with you.

Best, Liz

>Here's looking at you, kid! Again. (My last try came back. Let me know  
>about this one.)

>

>Nessa

>

>I'm still pulling together pieces and don't want to send you the text until

>I'm as close to final as possible. Any day now....

TO: Elizabeth Finger, INTERNET:efinger@wenet.net

Re: Re: Testing....

Didn't send an attachment. Not ready! I'm still collecting quotes, arranging photo shoots, and getting a sufficiently final text so that you can at least create a template for one double-page spread without my having to make changes. What I'll probably do is fedex you the contact sheets for us to discuss, the text in hard copy and a disc AND send you the text by e-mail, just to be safe. Don't know how well the attachment feature works; I have an old version of Compuserve that needs to be upgraded.

Nessa

I'm in the office Wed. am and then out until Monday, just so you know.

Dear Nessa,

I'm sorry for the delay but these last 12 days were not regular days...

Here are the quotations that I suggest. Please, feel free to change, to reject etc.

Facing (first) page	התבליח בעולמו זה וכל אשר בו היא איש מלומד בעל מדות טובות (רמב"ם, הקדמה לפירוש המשנה)
First double-page spread	תלמידי חכמים מרבים שלום בעולם, שנאמר: יוכל בניך למד ה' דב שלום בניך (ישעיהו נד), אל תקרי בניך אלא בתיך (ברכות סד)
Second double-page spread	סוף מעשה במחשבה תחילה
Third double-page spread	איזהו חכם? הלומד מכל אדם, שנאמר: ימכל מלמדי השכלתי, (תהילים קיט), אבות ד',
Fourth double-page spread	מפי עתלים יתקים יסדת עז, תהילים ח
Fifth double-page spread	היום קצר המלאכה מרובה, (אבות, ב, יט)

עליתך  
מסדך למעלה

Elie Holzer

[CLICK HERE AND TYPE COMPANY NAME]

## FACSIMILE TRANSMITTAL SHEET

TO:	Nessa Rapaport	FROM:	Elie Holzer
COMPANY:	Cije	DATE:	14/10/97
FAX NUMBER:	12125322646	TOTAL NO. OF PAGES INCLUDING COVER:	2



TO: shwy, INTERNET:shwy@mofet.macam98.ac.il

Re: Tora Umesora

Thanks for being both prompt and attentive. I'm checking formally with Karen, but Rabbi Fishman's request is reasonable and I'm assuming that the answer will be yes. (Certainly I would not proceed without his being entirely comfortable.) As soon as Karen confirms, I'll let you know.

When precisely are you coming? I look forward to seeing you.

Nessa

FROM: Francine Jacobs, INTERNET:fjacobs@emerald.tufts.edu  
TO: Nessa Rapoport, 74671,3370  
DATE: 10/21/97 7:05 AM

Re: Re: Shanah Tovah

Sender: fjacobs@emerald.tufts.edu  
Received: from emerald.tufts.edu (emerald.tufts.edu [130.64.1.16])  
by hil-img-1.compuserve.com (8.8.6/8.8.6/2.7) with ESMTP id HAA24397  
for <74671.3370@compuserve.com>; Tue, 21 Oct 1997 07:04:56 -0400 (EDT)  
Received: from localhost by emerald.tufts.edu (PMDF V5.1-8 #23568)  
with SMTP id <0EIE00H01ES7HW@emerald.tufts.edu> for 74671.3370@compuserve.com;  
Tue, 21 Oct 1997 07:04:55 -0400 (EDT)  
Date: Tue, 21 Oct 1997 07:04:55 -0400 (EDT)  
From: Francine Jacobs <fjacobs@emerald.tufts.edu>  
Subject: Re: Shanah Tovah  
In-reply-to: <199710201313\_MC2-248B-36B@compuserve.com>  
To: Nessa Rapoport <74671.3370@compuserve.com>  
Message-id: <Pine.OSF.3.96.971021070125.19628P-100000@emerald.tufts.edu>  
MIME-version: 1.0  
Content-type: TEXT/PLAIN; charset=US-ASCII

Hi Nessa,

Shana Tova to you, too. Oh brother. Even though my mother was a fashion model, and photographs fabulously, I don't. Hate to have my picture taken — reproduced for general consumption is almost too much to bear. But I am honored to be considered, especially given how little I have produced for CIJE, and if you think it help the cause, sure, that's fine with me. The quote is fine, too.

My very closest friend is a professional photographer, so I'll have her take the photo.

Hope all is well with you.

Yours,  
Fran

TO: Francine Jacobs, INTERNET:fjacobs@emerald.tufts.edu

Re: Shanah Tovah

Hi, Fran. Hope this note finds you well.

I'm writing because CIJE is in the (arduous) process of creating a new brochure. We now have a text for a 12-page publication, with 4 thematic double-spreads.

Why am I telling you this? you may wonder. Because the fourth double-spread, titled "Models of Success," mentions the Early Childhood initiative. On each facing page of these spreads will be a photo, and we would be very grateful if you'd agree to be the image for this particular spread.

We would also need a quote from you, saying something like: "There's an extraordinary opportunity to consider some of the newest approaches to early childhood and their implications for the Jewish community." (The kind of sentence you did indeed say at our board meeting. Gail has OK'd this version.)

I hope you'll agree, especially since everyone from the Chairman of the Board on has signed off on our proposed list! If you do, please accept or "doctor" the quote; send me the formal academic title by which you are known (and loved); and let me know if there is a photographer in Boston with whom you've worked and feel comfortable—or if you have plans to be in New York within the next six weeks.

Think of it this way: It's a no-lose situation: This brochure is either your immortality or your 15 minutes of fame!

Nessa

TO: Sharon Nemser, INTERNET:snemser@msu.edu

Re: Re: Shanah Tovah

Thanks, Sharon. Feel free to play with the quote when you're a little less tired! I don't know if "a little less tired" is in my future for quite a while. (Thanks, too, for your good wishes.) I'll look at it as well, because I like your suggestion very much.

At this point, re the photos, we have only contact sheets. But of course you can order whatever you wish. I always dislike my pictures even when everyone else likes them, so maybe when you see them you'll say: "I can't believe she thinks these are good." I need to send the sheets to the designer, but when I get them back, they're all yours for the picking.

When do you plan to be in NY next?

Nessa

FROM: Sharon Nemser, INTERNET:snemser@msu.edu  
TO: Nessa Rapoport, 74671,3370  
DATE: 10/24/97 4:45 PM

Re: Re: Shanah Tovah

Sender: snemser@msu.edu  
Received: from msu.edu (ibm.cl.msu.edu [35.8.2.2])  
by hil-img-8.compuserve.com (8.8.6/8.8.6/2.7) with SMTP id RAA27892  
for <74671.3370@compuserve.com>; Fri, 24 Oct 1997 17:45:05 -0400 (EDT)  
Received: from NemserS.msu.edu (35.8.170.48) by msu.edu (IBM VM SMTP V2R3)  
with TCP; Fri, 24 Oct 97 17:46:30 EDT  
Message-Id: <3.0.32.19971024174326.00a42528@msu.edu>  
X-Sender: snemser@msu.edu  
X-Mailer: Windows Eudora Pro Version 3.0 (32)  
Date: Fri, 24 Oct 1997 17:43:29 -0400  
To: Nessa Rapoport <74671.3370@compuserve.com>  
From: Sharon Nemser <snemser@msu.edu>  
Subject: Re: Shanah Tovah  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"

Hi Nessa, Good to hear from you. I hope the new year is off to a good start for you and that it will be peacefulness and personal satisfaction and a sense of accomplishment and good health and lots more to you and your family. I was wondering about those pictures. I am curious to see how they turned out. Could I see the proofs and maybe purchase one for Louie (assuming I like one?) I never had a serious photographer take my picture before -- or maybe I did when I was 3 years old.

I'll think about the quote -- basically it sounds fine. I wonder if there's a way to work in the idea that this is a chance for me to learn not just to apply what I know in a new context. Can you think of an elegant way to convey that? If not, we can go with what you have. I'm too tired right now to string words together.

My title is Professor of Education at Michigan State University.

Hope to see you, too. Sharon

At 01:11 PM 10/20/97 -0400, you wrote:

>Hi, Sharon. Hope the new year is being as good to you as you deserve!

>

>I'm writing because we now have the (very fine) contact sheets of the  
>pictures you were kind enough to submit to in Jerusalem. My final request  
>is for a quote. It needs to be short--ideally, one sentence. You are  
>appearing on the first double spread of the brochure, the page titled  
>"Developing Leaders."

>

>The quote should say something like: "As a faculty member of TEI, it's

-

- >exciting to see how my work in teacher education can be applied to the
- >professional development of Jewish educational leaders." Also, please
- >verify your precise academic title.
- >
- >If you want to say precisely this, that's fine. If you want to doctor it,
- >that's fine too. (Gail has signed off on the sentiment.)
- >
- >Many thanks—and hope to see you soon.
- >
- >Nessa
- >

TO: Sharon Feiman-Nemser, INTERNET:snemser@ibm.cl.msu.edu

Re: Shanah Tovah

Hi, Sharon. Hope the new year is being as good to you as you deserve!

I'm writing because we now have the (very fine) contact sheets of the pictures you were kind enough to submit to in Jerusalem. My final request is for a quote. It needs to be short--ideally, one sentence. You are appearing on the first double spread of the brochure, the page titled "Developing Leaders."

The quote should say something like: "As a faculty member of TEI, it's exciting to see how my work in teacher education can be applied to the professional development of Jewish educational leaders." Also, please verify your precise academic title.

If you want to say precisely this, that's fine. If you want to doctor it, that's fine too. (Gail has signed off on the sentiment.)

Many thanks--and hope to see you soon.

Nessa

FROM: shwy, INTERNET:shwy@mofet.macam98.ac.il  
TO: Nessa Rapoport, 74671,3370  
DATE: 10/26/97 1:55 PM

Re: Tora Umesora

Sender: shwy@hertzog.macam98.ac.il  
Received: from mofetsrv.mofet.macam98.ac.il (mofetsrv.mofet.macam98.ac.il [192.114.206.1])  
by arl-img-8.compuserve.com (8.8.6/8.8.6/2.7) with ESMTP id NAA29488  
for <74671.3370@compuserve.com>; Sun, 26 Oct 1997 13:54:52 -0500 (EST)  
Received: from [192.114.207.133] ([192.114.207.133]) by mofetsrv.mofet.macam98.ac.il  
(8.7.6/8.7.3) with SMTP id UAA24992 for <74671.3370@compuserve.com>; Sun, 26 Oct 1997  
20:56:02 +0200 (IST)  
X-Authentication-Warning: mofetsrv.mofet.macam98.ac.il: Host [192.114.207.133] didn't use  
HELO protocol  
Message-ID: <34541F1D.7BF1@hertzog.macam98.ac.il>  
Date: Sun, 26 Oct 1997 20:57:01 -0800  
From: shwy <shwy@mofet.macam98.ac.il>  
X-Mailer: Mozilla 3.0 (Win95; I; 16bit)  
MIME-Version: 1.0  
To: Nessa Rapoport <74671.3370@compuserve.com>  
Subject: Tora Umesora  
Content-Type: text/plain; charset=us-ascii  
Content-Transfer-Encoding: 7bit

Dear Nessa,

I hope you and yours are OK. The loss of Rabbi Pr.Twersky has indeed been an very painful event. Personnaly I felt very close to him, and was still privileged to speak with him three weeks before his passing. A man of this spiritual and intellectual stature is rare nowadays. There is so much to learn from him even now!!

With regards to Tora Umesora I spoke with Rabbi Fishman who does not have a problem of principle with being mentionned in the CIJE report. However, he asked to please see the wording before it is published as sometimes a word or a sentence is used who could be subject to problematic interpretations while the very same idea could be used by changing just a word or two. I hope CIJE will accomodate TU for the best interest of both organizations.

If I could be of further help don't hesitate to let me know.

I look forward to meet you when I come to the US (probably towards the end of November).

All the best,

Shmuel

TO: Shmuel Wygoda, INTERNET:SHWY@HERTZOG.MACAM98.AC.IL

Re: Reminder

I know it's been a sorrowful week. All of us feel the impact of Professor Twersky's loss, an impact that will only be magnified over time.

This note is to follow up on Karen's request that you ask Torah U'Mesorah for permission for us to list them in our brochure in a box of those organizations to whom we consult.

Thanks, and chag sameach.

Nessa

# FAX TRANSMISSION

CIJE

15 E. 26 ST.  
NEW YORK, NY 10010-1579  
(212) 532-2360, EXT. 17  
FAX: (212) 532-2646

faxed 10/28  
3:30 pm

**To:** Elie Holzer  
**Fax #:** (617) 566-2661  
**From:** Nessa Rapoport  
**Subject:** Gratitude

**Date:** October 28, 1997  
**Pages:** 1, including this cover sheet.

## COMMENTS:

Elie: Thank you so much for your prompt work on the quotes. I don't know what the final text will be, but you gave us a wonderful base for us to think about what we need.

Hope that *Marchesvan* will not be *matok* and that we see you soon.

Nessa

FROM: Sharon Nemser, INTERNET:snemser@msu.edu  
TO: Nessa Rapoport, 74671,3370  
DATE: 10/31/97 3:33 PM

Re: Re: Thanks

Sender: snemser@msu.edu  
Received: from msu.edu (ibm.cl.msu.edu [35.8.2.2])  
by hil-img-10.compuserve.com (8.8.6/8.8.6/2.7) with SMTP id PAA18726  
for <74671.3370@compuserve.com>; Fri, 31 Oct 1997 15:33:44 -0500 (EST)  
Received: from NemserS.msu.edu (35.8.170.48) by msu.edu (IBM VM SMTP V2R3)  
with TCP; Fri, 31 Oct 97 15:32:47 EST  
Message-Id: <3.0.32.19971031153203.00a45994@msu.edu>  
X-Sender: snemser@msu.edu (Unverified)  
X-Mailer: Windows Eudora Pro Version 3.0 (32)  
Date: Fri, 31 Oct 1997 15:32:07 -0500  
To: Nessa Rapoport <74671.3370@compuserve.com>  
From: Sharon Nemser <snemser@msu.edu>  
Subject: Re: Thanks  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"

Now that you got me thinking, here's another version:

...As a faculty member of TEI, I've had the opportunity to learn as well as to teach.

Choose the one YOU like best.

At 04:58 PM 10/29/97 -0500, you wrote:

>How about: "It's exciting to see how my work in teacher education can be  
>applied to the professional development of Jewish educational leaders. As a  
>faculty member of TEI, I have learned as much as I've given."  
>  
>Let me know.  
>  
>Nessa  
>

FROM: Sharon Nemser, INTERNET:snemser@msu.edu  
TO: Nessa Rapoport, 74671,3370  
DATE: 10/31/97 3:31 PM

Re: Re: Thanks

Sender: snemser@msu.edu  
Received: from msu.edu (ibm.cl.msu.edu [35.8.2.2])  
by dub-img-2.compuserve.com (8.8.6/8.8.6/2.7) with SMTP id PAA01289  
for <74671.3370@compuserve.com>; Fri, 31 Oct 1997 15:31:37 -0500 (EST)  
Received: from NemserS.msu.edu (35.8.170.48) by msu.edu (IBM VM SMTP V2R3)  
with TCP; Fri, 31 Oct 97 15:30:39 EST  
Message-Id: <3.0.32.19971031152952.00a48c5c@msu.edu>  
X-Sender: snemser@msu.edu (Unverified)  
X-Mailer: Windows Eudora Pro Version 3.0 (32)  
Date: Fri, 31 Oct 1997 15:30:00 -0500  
To: Nessa Rapoport <74671.3370@compuserve.com>  
From: Sharon Nemser <snemser@msu.edu>  
Subject: Re: Thanks  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"

Perfect. Thanks for pushing this forward. I put it out of my mind and didn't follow through as promised. I like presenting a more balanced (and accurate) picture. Hope to see you in the near future -- maybe not until the professors seminar? Will you come?

S

At 04:58 PM 10/29/97 -0500, you wrote:

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>applied to the professional development of Jewish educational leaders. As a  
>faculty member of TEI, I have learned as much as I've given."

>

>Let me know.

>

>Nessa

>

TO: Noam Zion, INTERNET:zionsacs@netvision.net.il

Re: Greetings

Hi, Noam. Barry gave me your e-mail address. Hope all of you are flourishing.

The reason I'm writing is that we at CIJE are in the long and arduous process of creating a new brochure for our organization. We are trying to find the right Jewish quotes to complement the five sections of the brochure, as well as one lead quote. We have some suggestions, but they are not entirely the right "fit."

Who has the kind of mind who both carried a million quotes in his/her head AND understands Jewish education? Thus, we arrived at you. The brochure is very short, and the quotes should be much shorter, so it should not take long. And we will happily pay an honorarium b'dollarim, if you think you can do it. It's about 6 quotes altogether.

I do hope you'll give it a try. Let me know.

Nessa

TO: Sharon Feiman-Nemser, INTERNET:snemser@ibm.cl.msu.edu

Re: Thanks

How about: "It's exciting to see how my work in teacher education can be applied to the professional development of Jewish educational leaders. As a faculty member of TEI, I have learned as much as I've given."

Let me know.

Nessa

FROM: Francine Jacobs, INTERNET:fjacobs@emerald.tufts.edu  
TO: Nessa Rapoport, 74671,3370  
DATE: 10/31/97 9:11 AM

Re: Re: Thrilled

Sender: fjacobs@emerald.tufts.edu  
Received: from emerald.tufts.edu (emerald.tufts.edu [130.64.1.16])  
by dub-img-7.compuserve.com (8.8.6/8.8.6/2.7) with ESMTP id JAA28765  
for <74671.3370@compuserve.com>; Fri, 31 Oct 1997 09:10:56 -0500 (EST)  
Received: from localhost by emerald.tufts.edu (PMDF V5.1-8 #23568)  
with SMTP id <0EIX00401627YU@emerald.tufts.edu> for 74671.3370@compuserve.com;  
Fri, 31 Oct 1997 09:10:55 -0500 (EST)  
Date: Fri, 31 Oct 1997 09:10:55 -0500 (EST)  
From: Francine Jacobs <fjacobs@emerald.tufts.edu>  
Subject: Re: Thrilled  
In-reply-to: <199710211806\_MC2-24AD-5F67@compuserve.com>  
To: Nessa Rapoport <74671.3370@compuserve.com>  
Message-id: <Pine.OSF.3.96.971031090744.16963A-100000@emerald.tufts.edu>  
MIME-version: 1.0  
Content-type: TEXT/PLAIN; charset=US-ASCII

Hi Nessa,

Sorry it has taken a while to get back to you. My photographer friend's name is Priscilla Harmel, and her number is 617-244-2499. She is expecting your call. Meanwhile, she said she doesn't know how to charge for this -- not her normal rate, but then what? Do you have a ballpark figure for her?

Are you planning to be at the meeting in January? I hope to see you then.

Yours,  
Fran

TO: Francine Jacobs, INTERNET:fjacobs@emerald.tufts.edu

Re: Thrilled

I can relate to the picture-phobia, as I take one every ten years and then use it until it's ridiculous.

Are you actually telling me that the same mother who taught you Hebrew was a fashion model? That's some legacy!

Great news about the best-friend-photographer. The only thing I'd like to arrange is that she talk to the designer before she takes the picture, so that she understands the "look" of the brochure. (Could you speak to her and then send me her phone number so that I can put them in touch?)

Don't worry: I won't let you look bad!

Thanks for being so gracious about it. It's a sacrifice that will go down in history.

Nessa

FROM: Francine Jacobs, INTERNET:fjacobs@emerald.tufts.edu  
TO: Nessa Rapoport, 74671,3370  
DATE: 11/3/97 5:02 PM

Re: Re: Thrilled

Sender: fjacobs@emerald.tufts.edu  
Received: from emerald.tufts.edu (emerald.tufts.edu [130.64.1.16])  
by dub-img-4.compuserve.com (8.8.6/8.8.6/2.8) with ESMTP id RAA21385  
for <74671.3370@compuserve.com>; Mon, 3 Nov 1997 17:02:09 -0500 (EST)  
Received: from localhost by emerald.tufts.edu (PMDF V5.1-8 #23568)  
with SMTP id <0EJ300K01BMXD0@emerald.tufts.edu> for 74671.3370@compuserve.com;  
Mon, 3 Nov 1997 16:56:57 -0500 (EST)  
Date: Mon, 03 Nov 1997 16:56:57 -0500 (EST)  
From: Francine Jacobs <fjacobs@emerald.tufts.edu>  
Subject: Re: Thrilled  
In-reply-to: <199711031630\_MC2-2695-17D7@compuserve.com>  
To: Nessa Rapoport <74671.3370@compuserve.com>  
Message-id: <Pine.OSF.3.96.971103165154.16740B-100000@emerald.tufts.edu>  
MIME-version: 1.0  
Content-type: TEXT/PLAIN; charset=US-ASCII

Hi Nessa,

What wonderful news!!! I didn't hear from you about the baby, and am thrilled for you (and wicked jealous, too). What a lucky child she or he will be...

I understand your desire to stay put over the January weekend. Please keep me updated. I'll wait to deliver the full court mazel tov until after the birth -- this being a kinahura situation if I've ever seen one.

I'm sure whatever rate for the photo you think appropriate for CIJE will be fine with Priscilla.

Yours,  
Fran

FROM: Zion, INTERNET:zionsacs@netvision.net.il  
TO: Nessa Rapoport, 74671,3370  
DATE: 11/3/97 10:27 AM

Re: Re: Greetings

Sender: zionsacs@netvision.net.il  
Received: from mail.netvision.net.il (mail.NetVision.net.il [194.90.1.6])  
by dub-img-9.compuserve.com (8.8.6/8.8.6/2.8) with ESMTP id KAA07601  
for <74671.3370@compuserve.com>; Mon, 3 Nov 1997 10:27:04 -0500 (EST)  
Received: from ts006p13.pop2a.netvision.net.il (ts006p13.pop2a.netvision.net.il  
[194.90.120.123])  
by mail.netvision.net.il (8.8.6/8.8.6) with SMTP id RAA08654  
for <74671.3370@compuserve.com>; Mon, 3 Nov 1997 17:26:59 +0200 (IST)  
Message-Id: <3.0.32.19971103172007.006bd970@netvision.net.il>  
X-Sender: zionsacs@netvision.net.il  
X-Mailer: Windows Eudora Pro Version 3.0 (32)  
Date: Mon, 03 Nov 1997 17:26:59 +0200  
To: Nessa Rapoport <74671.3370@compuserve.com>  
From: Zion <zionsacs@netvision.net.il>  
Subject: Re: Greetings  
Mime-Version: 1.0  
Content-Type: text/plain; charset="us-ascii"

dear nessa,

nice to hear from you. i am no great shakes on quotes. three of my favorites are on the first page of the haggadah - a different night-- the kook quote on making the new holy and the ood new and the maimonides on evoking questions and judah hanasi on ein adam lomed eleh bmakom shelibo chafetz which is badly TRANSLATED IN THE HAGGADAH and should read : no one learns except in a topic to which his heart is drawn.

see also ib singer on page 45 of the haggadah on storytelling.

my all time favorite is from judah goldin in his intro to the jewish expression where he says text and experience are mutually enlightening in talmud torah in a midrashic key(david roskies quotes it in the first page of his nightwords. heschel also has a great line that i have heard but never seen in print. he is quoted as saying that judaism is a set of jewish answers to uni versal human questions but people have often forgotten the questions or even forgotten that the tradition is an attempt to answer universal questions. i am sure he said it better. generally look for heschel's piece on wonder as the beginning of worship which is probably quoted in burt jacobson's book on prayer published by melton nyc. there is of course the old pirkei avot the ein habaishan lamed and ein hakapdan milamed. there is also the piece in avot derabbi natan on knei lcha chaver - to find a chevruta to study withn , eat with etc and to share secrets with.

you can see that i don't have exact references for you. i hope it is helpful. no gelt is deserved for such help but i would love for you to make available to some of your courses for principals, teachers and upcoming jewish educators a brochure about the haggadah and leaders guide so they

can purchase it at a discount. would you be willing to distribute the brochure at your seminars if i mailed you some copies? let me know and give me an address and time to send them as well as the number of copies.

nessa, i took liberty of translating your beautiful and insightful poem/prose on becoming about chavah. it is now in hebrew in a teachers resource book on midrash and the garden of eden which we use for our teacher in service trainng. it is not a commercial publication but an inhouse booklet for teacher training. i hope you are honored to be in lashon hakodesh. would you like a copy? it is part of a unit on art and bible on zugiyut in gen 2-3.

looking forward to hearing from you, noam

At 04:58 PM 10/29/97 -0500, you wrote:

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>

>The reason I'm writing is that we at CIJE are in the long and arduous  
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>can do it. It's about 6 quotes altogether.

>

>I do hope you'll give it a try. Let me know.

>

>Nessa

>

>

November 4, 1997

Dear Liz:

Enclosed please find, at last:

1. Hard copy of the brochure's text.
2. Disc of the brochure's text. E-mail is already on its way to you.
3. Contact sheets from which to select photographs for pp. 2 and 10.

Next steps:

1. Phone call for you and me to discuss set-up of photo shoots for pp. 4, 6, 8 and inside back cover. Then you will be able to speak directly with the two photographers I've hired.
2. I need to supply you with:
  - a. What is listed here as "Hebrew quotes," along with their English translations, for each of the double-spreads. I'm not convinced, given my search, that we'll have Hebrew quotes for every page. We may end up with only one on the first page. But I'll need to find someone to typeset them/it and talk to you about the format for your use.
  - b. Quotes by those represented in the photos (I have only the one for pp. 2-3 at this point).
  - c. A final list of the Chairman's Council (I may have 2-5 additional names by the time we're ready to go).
  - d. An abstract photo for the cover. I'm meeting with a photographer and her portfolio tomorrow, but I'm open to suggestion.
  - e. I am also still negotiating formal permission to list three of the entries in the box on pp. 4-5. (The others have been OK'd.)

3. Except for the possibility of a Hebrew quote and its translation, I think you have what you need to do sample pages of pp. 2-3. That's the next step on your end, and will help move us forward while I complete the photo shoots, work on the various quotes, and finalize this document!

When you receive this, can we set up a call for Thursday? I know I'm doing a bit of traveling in November and want to be sure I can advance on all fronts. I want this born before the baby!

Talk to you soon.

Nessa Rapoport

# FAX TRANSMISSION

## CIJE

15 E 26 St  
NEW YORK, NY 10010-1579  
(212) 532-2360, EXT 17  
FAX: (212) 532-2646

**To:** Morton Mandel  
**Date:** November 25, 1997  
**Fax #:** 216-361-9962  
**Pages:** 1, including this cover sheet.  
**From:** Nessa Rapoport  
**Subject:** Photo for CIJE brochure

### COMMENTS:

Dear Mort:

In order to take the back-page picture of you, Lester and Karen--together--for the CIJE brochure, Karen has suggested that we convene at 8:30 before the Board Meeting on Wed. Dec. 3. Lester and Karen can make it to our offices at that time--and I hope you can, too! (It is otherwise daunting to consider what it will take to calendar this picture in 1997.)

Would you let me know if this is feasible for you? I, in turn, will meet with the photographer to set up ahead of time and expedite this photo shoot as quickly and painlessly as possible. We could also take some head shots of each of you; Lester's standard photo is apparently about ten years old, and Karen does not have one. (And I wonder if you have one in those new glasses?) The photographer is quick and professional.

Have a wonderful holiday. I look forward to our meeting next week.

Best,

*Nessa*

Nessa

## Photo Shoot at Harvard

**Time:** Tuesday, from 11:00 break.

**Photographer:** Martha Stewart. 617-643-3464

**The shot:** Black & white, vertical shot of people studying/speaking. This will be a 6 X 9 photograph, full bleed, on the final page of the brochure. The title on the facing page is "Looking Ahead," a brief outline of our future activities.

**The question:** During Elie's session, she will discreetly take some candid shots. But we also have the opportunity to set up a shot from 11:00 to 11:15. Could you and Gail please choose a mix of male/female people of the appropriate age/setting/willingness to represent our work in the brochure? The photographer will know how many people she'll need.

12/4/97

\$100 + \$20 per roll + \$15 for 8x11 print

35 mm.

ELIZABETH FINGER

DESIGN

December 15, 1997

Nessa Rapoport

C.I.J.E.

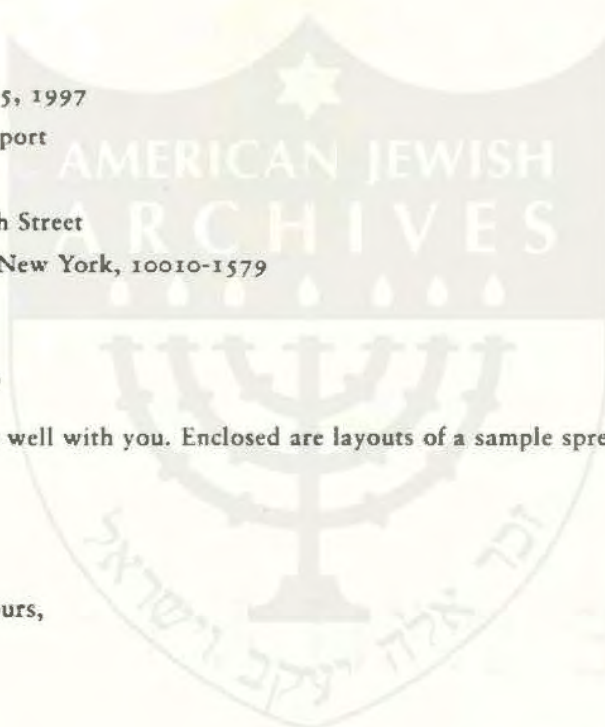
15 East 26th Street

New York, New York, 10010-1579

Dear Nessa,

I hope all is well with you. Enclosed are layouts of a sample spread. Please call to discuss.

Sincerely yours,





*"It's exciting to see how my work in teacher education can be applied to the professional development of Jewish educational leaders. As a faculty member of TEI, I've had the opportunity to learn as well as to teach."*

SHARON FEIMAN-NEMSER (Professor, TEI Faculty)

## DEVELOPING LEADERS

Great leaders make great learning possible. Their knowledge and passion transform business-as-usual education into the source of a richer, more vibrant Jewish future.

CIJE is working to strengthen communal and professional leaders by creating opportunities to draw on state-of-the-art thinking about learning, teaching, and professional development from general education, illuminated by Jewish thought and interpretation.

### THE CIJE TEACHER EDUCATOR INSTITUTE (TEI)

The CIJE Teacher Educator Institute (TEI) immerses outstanding educators in cutting-edge educational thinking and practice. Participants use their TEI experience to design and implement innovative programs for transforming the quality of teaching and learning in Jewish schools.

### THE CIJE INSTITUTE FOR LEADERS IN JEWISH EDUCATION

The CIJE Institute for Leaders in Jewish Education provides principals of Jewish schools with visionary approaches and new strategies for leadership through a dynamic colloquium with eminent Jewish thinkers and national leaders in general education.

### THE CIJE SEMINAR FOR PROFESSORS OF EDUCATION

The CIJE Seminar for Professors of Education brings together outstanding professors of general education to study Jewish sources, share information and ideas, and explore applications of their expertise to Jewish education.

### THE EVALUATION INSTITUTE

The Evaluation Institute, in partnership with the Jewish Education Service of North America (JESNA), is a center designed to model cost-effective evaluation and reflective practice.



*"It's exciting to see how my work in teacher education can be applied to the professional development of Jewish educational leaders. As a faculty member of TEI, I've had the opportunity to learn as well as to teach."*

SHARON FEIMAN-NEMSER (Professor, TEI Faculty)

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Annual Report: Quotes  
12/30/97

Developing Leaders

"It's exciting to see how my work in teacher education can be applied to the professional development of Jewish educational leaders. As a faculty member of TEI, I've had the opportunity to learn as well as to teach."

Sharon Feiman-Nemser, Professor of Teacher Education, Michigan State University; CIJE consultant.

Strategies for Change

Old: "A great Jewish education offers the learner the exhilarating responsibility of engaging with our sources directly, generating an always expanding vision of Jewish life."

New: "At the Goals Seminar I could step back from daily life and reaffirm the centrality of vision in outstanding Jewish education. The ongoing help of CIJE is crucial in shaping the new approach to day school teacher training being developed for She'arim." *we are developing.*

Devora Steinmetz, Founder of Beit Rabban School and Co-director of She'arim Teacher Education Program.

Advancing Ideas

Old: "CIJE's thinking and research has had a direct impact on our community's decisions for Jewish education in the future." OR: "has had a direct impact on how our community formulates strategy for Jewish education in the future."

New: "For those of us who are struggling in communities around the country to find answers to complex Jewish educational issues, CIJE's thinking and research for policy is invaluable." *Our key and professional leaders have benefitted enormously from these "out-of-the-box" ideas.*

Learning from the Field

Old: "Jewish early childhood education can be a gateway to lifelong Jewish engagement, with the potential to make a real difference to the entire Jewish family."

New: "Jewish early childhood education can be a gateway to lifelong Jewish engagement, with the potential to make a real difference to the entire Jewish family. It's exhilarating to be involved in this pioneering effort."

Francine Jacobs, Associate Professor and Chair, Eliot-Pearson Department of Child Development, Tufts University; CIJE consultant.

Looking Ahead

Karen Barth? "As we look forward, our efforts will increasingly focus on building capacity -- volunteer leaders, professional leaders and consultants -- and on innovating ideas, tools, & models that will help them realize their full potential."

## Annual Report: Quotes

12/30/17

### Developing Leaders

"It's exciting to see how my work in teacher education can be applied to the professional development of Jewish educational leaders. As a faculty member of TEI, I've had the opportunity to learn as well as to teach."

Sharon Feiman-Nemser, Michigan ID, CIJE consultant.

### Strategies for Change

"A great Jewish education offers the learner the exhilarating responsibility of engaging with our sources directly, generating an always expanding vision of Jewish life."

Devora Steinmetz, Founder of Beit Rabban School and Co-founder of She'arim Day School Teacher Training Program.

### Advancing Ideas

"CIJE's thinking and research has had a direct impact on our community's decisions for Jewish education in the future." OR: has had a direct impact on how our community formulates strategy for Jewish education in the future."

Charles Ratner, CIJE Board Member and Past Chair of the Jewish Education Center of Cleveland

### Learning from the Field

"Jewish early childhood education can be a gateway to lifelong Jewish engagement, with the potential to make a real difference to the entire Jewish family."

Francine Jacobs, Tufts ID, CIJE consultant.

### Looking Ahead

Karen Barth?

Centrality of vision & how to appear to step into for daily life & work w/ it at big picture. Opport to sit & Google Search really helpful in devel of her inst. creating. Ongoing help. Solidified by ongoing help for prof dev.

For those of us who are working in common + country \* find areas to complete J ed issues. CIJE's think & res. for policy has been invaluable.

I'm excited to be inv. in + design of a in this pioneering effort. groundbreaking

all quotes  
fishman  
Heb. quote  
Mark -

Going to print p + text in ed to get done for chairman's council

# FAX TRANSMISSION

**CIJE**

15 E. 26 St.

NEW YORK, NY 10010-1579

(212) 532-2360, EXT. 17

FAX: (212) 532-2646

**To:** Karen Barth

**Date:** January 5, 1998

**Fax #:**

**Pages:** 2, including this cover sheet.

**From:** Nessa Rapoport

**Subject:**

COMMENTS:

Happy lower-case new year. And thank you for responding to all my questions.

Attached:

**Brochure:** The revised quotes, with a question to you about your own. Please get back to me as soon as is feasible. I have a call in to the designer about preparing either the brochure or--more realistically--a glossy dummy for Feb. 2 and will let you know as soon as I've spoken to her. In the meantime, I'm working on being able to get her all final details in one package: thus my request of you re your quote.

## Annual Report: Quotes: 1/5/98

### Developing Leaders

"It's exciting to see how my work in teacher education can be applied to the professional development of Jewish educational leaders. As a faculty member of TEI, I've had the opportunity to learn as well as to teach."

Sharon Feiman-Nemser, Professor of Teacher Education, Michigan State University; CIJE consultant. **GZD: "and a leader in the field of..."**

### Strategies for Change

"At the CIJE Goals Seminar I could step back from daily life and focus on the **development** and refinement of an educational vision for the institutions we are creating. Both the seminar and the ongoing consultations with CIJE have been crucial in shaping the new approaches we are **developing**."

Devora Steinmetz, Founder of Beit Rabban School and Co-director of She'arim Teacher Education Program.

### Advancing Ideas

"For those of us who are struggling in communities around the country to find answers to complex Jewish educational issues, CIJE's thinking and research for policy is invaluable. Our lay and professional leaders have benefited enormously from these 'out-of-the-box' ideas."

Charles Ratner, CIJE Board Member and [Current title/role in Cleveland: Jewish continuity?].

### Learning from the Field


"Jewish early childhood education can be a gateway to lifelong Jewish engagement, with the potential to make a real difference to the entire Jewish family. It's exhilarating to be involved in this pioneering effort."

Francine Jacobs, Associate Professor and Chair, Eliot-Pearson Department of Child Development, Tufts University; CIJE consultant. **Can we say something about the lab school?**

### Looking Ahead

"As we look forward, our efforts will focus increasingly on building leadership capacity--volunteer leaders, professional leaders and consultants--and on providing ideas, tools and models that will help them realize their full potential."

Karen Barth, Executive Director of CIJE.

1/5/98 Karen: I like all your changes but am concerned that this phrase may sound patronizing. "that will help all of us work together to transform Jewish education." (Something like that?...) 

To: Francine Jacobs, INTERNET:fjacobs@emerald.tufts.edu  
Re: Your glory

Thank you so much for taking care of the photograph. I understand that you'll be here tomorrow. Please take a minute to review the quote Karen and I have contrived for you!

Needless to say, you are free to improvise or upgrade, but I thought it might be helpful to begin with a base.

Looking forward to seeing you.

Nessa

Learning from the Field

"Jewish early childhood education can be a gateway to lifelong Jewish engagement, with the potential to make a real difference to the entire Jewish family. It's exhilarating to be involved in this pioneering effort."

Francine Jacobs, Associate Professor and Chair, Eliot-Pearson Department of Child Development, Tufts University; CIJE consultant.

(Fran, you have such eminent credentials they are too long to list in their entirety. I chose the more directly pertinent of your two titles. In addition, Karen would like to say something about the lab school. Is there a way to list it as part of your description?)

# FAX TRANSMISSION

## CIJE

15 E. 26 ST.  
NEW YORK, NY 10010-1579  
(212) 532-2360, EXT. 17  
FAX: (212) 532-2646

**To:** Rabbi Joshua Fishman                      **Date:** January 6, 1998  
**Fax #:** 406-6934                                      **Pages:** 2, including this cover sheet.  
**From:** Nessa Rapoport  
**Subject:** CIJE Brochure

### COMMENTS:

Dear Rabbi Fishman:

As you requested, I am attaching the page of the CIJE brochure that lists Torah Umesorah as one of the organizations to which we consult.

Please let me know at your earliest convenience whether we have your permission to proceed. (I waited until the end to be able to send you final text that will not be changed.)

With thanks in advance,

Nessa Rapoport

We welcome your response by return fax at 532-2646 or by phone/voicemail at 532-2360, x 17.

# FAX TRANSMISSION

## CIJE

15 E. 26 St.  
NEW YORK, NY 10010-1579  
(212) 532-2360, EXT. 17  
FAX: (212) 532-2646

**To:** Charles Ratner  
**Date:** January 6, 1998  
**Fax #:** (216) 263-6208  
**Pages:** 1, including this cover sheet.  
**From:** Nessa Rapoport  
**Subject:** CIJE Brochure

### COMMENTS:

Dear Chuck:

First of all, happy (lower-case) new year to both of you.

In my effort to make you a household word, I have contrived (with Karen's help) a proposed quote to accompany your photograph in the brochure.

Please adapt, upgrade, transform to your comfort level. Remember that you are appearing on a page that talks about CIJE's *Study of Educators*, Policy Briefs and research, as well as new ideas for Jewish education.

Because Lester and Karen are eager to have the brochure on an accelerated schedule, I'd be grateful if you could fax me your response at your earliest convenience.

As for me, I'm trying to complete several projects, as in a month from today....

Nessa

### Advancing Ideas

"For those of us who are struggling in communities around the country to find answers to complex Jewish educational issues, CIJE's thinking and research for policy is invaluable. Our lay and professional leaders have benefited enormously from these 'out-of-the-box' ideas."

Charles Ratner, CIJE Board Member and [Please fill in, if appropriate: current title/lay role in Cleveland?].

Nessa

How about:

"The consultations with CIJE have been instrumental in helping us translate our educational vision into a program of professional development for future educators."

DS, Founder of Beit Rabban Day School and Co-director of She'anin, a new professional development program for future day school teachers, co-sponsored by Drisha Institute and the Beit Rabban Center.



If this is too long, pls. let me know.

To: Nessa Rapoport, 74671,3370  
From: Francine Jacobs, INTERNET:fjacobs@emerald.tufts.edu  
Date: 1/6/98, 6:19 PM  
Re: Re: Your glory

Sender: fjacobs@emerald.tufts.edu  
Received: from emerald.tufts.edu (emerald.tufts.edu [130.64.1.16])  
by hil-img-1.compuserve.com (8.8.6/8.8.6/2.9) with ESMTP id SA  
for <74671.3370@compuserve.com>; Tue, 6 Jan 1998 18:19:18 -0500  
Received: from localhost by emerald.tufts.edu (PMDF V5.1-8 #23568)  
with SMTP id <0EMD00801Y449T@emerald.tufts.edu> for 74671.3370@compus  
Tue, 6 Jan 1998 18:19:17 -0500 (EST)  
Date: Tue, 06 Jan 1998 18:19:16 -0500 (EST)  
From: Francine Jacobs <fjacobs@emerald.tufts.edu>  
Subject: Re: Your glory  
In-reply-to: <199801061754\_MC2-2E47-F6EF@compuserve.com>  
To: Nessa Rapoport <74671.3370@compuserve.com>  
Message-id: <Pine.OSF.3.96.980106181409.26143H-100000@emerald.tufts.ed  
MIME-version: 1.0  
Content-type: TEXT/PLAIN; charset=US-ASCII

Hi Nessa,

As I have already noted several times, you are infinitely more articul  
than I, so any quote you would dream up would be better than the borin  
run-on (and down-and-out) sentences I would speak. It's fine just as  
is.

Re. my credentials, however long they are, I didn't satisfy my Tante  
Menya, who exorted me to marry "a rav and a cohen." (I hit one of the  
-- can you guess?) Feel free to use what you want. I can't figure ou  
however, how to insinuate the lab school into the description -- it's  
bit of a reach, even though I am nominally in charge of the operation.  
Let's leave it off, if possible.

I look forward to seeing you tomorrow,  
Fran

Nessa

Synajogwe 2000

Conf / med that

using their name is

OK ;

# FAX TRANSMISSION

**CIJE**

15 E. 26 ST.  
NEW YORK, NY 10010-1579  
(212) 532-2360, EXT. 17  
FAX: (212) 532-2646

**To:** Karen  
**Date:** January 6, 1998  
**Fax #:**  
**Pages:** 2, including this cover sheet.  
**From:** Nessa  
**Subject:** Wed. deadlines

## COMMENTS:

Hi, Karen. I can see that you have a back-to-back day, so I thought it might be helpful to give you advance notice of those items you hoped to get me by tomorrow.

1. Your idea for a Hebrew quote. (This is urgent, because I still need to have it set in Hebrew and transmitted by disc to California.) I've been sending out e-mail as well.

2. Final sign-off for Synagogue 2000 permission.

3. Your fix for the last part of your own quote. A reminder in case you can't lay your hands on it: Here's my proposal for you to adapt:

"As we look forward, our efforts will focus increasingly on building leadership capacity-- volunteer leaders, professional leaders, and consultants--and on providing ideas, tools, and models that will help all of us transform Jewish education." [Or, per MLM, "will enable all of us to help transform Jewish education." Or: "will help all of us be partners in transforming Jewish education."]

4. To my question about whether or not you wanted to see my February board report on your vacation, you answered: "Yes." Could you clarify?! (I'm assuming you meant it was OK for me to proceed without your reading the report, but I'd feel better if you confirmed.)

5. The designer believes we can make the deadline for the brochure--IF she gets final text asap. (According to her, it will take almost as long to dummy-up 20 copies as to print the job.) You had asked me to send MLM and LP the final text for their last sign-off during the time she's designing it. I can do that next week, after I receive: Sign-off from Joshua Fishman (I'm assuming that if he says no, we'll go ahead with the others in the box); sign-off or changes from Chuck; sign-off or changes from Fran. (Devora adapted her quote today.)

Please let me know that you still want to go that route, and I'll send you a copy for YOUR last sign-off on your vacation. (You will likely need to see a finished design on your vacation as well.)

Here's my concern: It's not that we can't pull it off technically, but after 25 years of publishing experience, I've observed that a document with so much at stake should ideally be reviewed 15-20 times, by several eyes, to be sure there are no mistakes and no misgivings/last thoughts.

Needless to say, I'll give it my all. But the irrevocableness of the printed word, the anxiety it can provoke--and the expense--should not be underestimated.

Nessa

# FAX TRANSMISSION

CIJE  
15 E. 26 ST.  
NEW YORK, NY 10010-1579  
(212) 532-2380, EXT. 17  
FAX: (212) 532-2646

To: Karen

Date: January 6, 1998

Fax #:

Pages: 2, including this cover sheet.

From: Nessa

Subject: Wed. deadlines

## COMMENTS:

Hi, Karen. I can see that you have a back-to-back day, so I thought it might be helpful to give you advance notice of those items you hoped to get me by tomorrow.

1. Your idea for a Hebrew quote. (This is urgent, because I still need to have it set in Hebrew and transmitted by disc to California.) I've been sending out e-mail as well.

2. Final sign-off for Synagogue 2000 permission.

3. Your fix for the last part of your own quote. A reminder in case you can't lay your hands on it: Here's my proposal for you to adapt:

"As we look forward, our efforts will focus increasingly on building leadership capacity--

volunteer leaders, professional leaders, and consultants--and on providing ideas, tools, and

models that will help ~~all of us~~ transform Jewish education." [Or, per MLM, "will enable all of us

to help transform Jewish education." Or: "will help all of us be partners in transforming Jewish education."]

~~No~~

4. To my question about whether or not you wanted to see my February board report on your vacation, you answered: "~~Yes~~." Could you clarify?! (I'm assuming you meant it was OK for me to proceed without your reading the report, but I'd feel better if you confirmed.)

5. The designer believes we can make the deadline for the brochure--IF she gets final text asap. (According to her, it will take almost as long to dummy-up 20 copies as to print the job.) You had asked me to send MLM and LP the final text for their last sign-off during the time she's designing it. I can do that next week, after I receive: Sign-off from Joshua Fishman (I'm assuming that if he says no, we'll go ahead with the others in the box); sign-off or changes from Chuck; sign-off or changes from Fran. (Devora adapted her quote today.)

Please let me know that you still want to go that route, and I'll send you a copy for YOUR last sign-off on your vacation. (You will likely need to see a finished design on your vacation as well.)

Here's my concern: It's not that we can't pull it off technically, but after 25 years of publishing experience, I've observed that a document with so much at stake should ideally be reviewed 15-20 times, by several eyes, to be sure there are no mistakes and no misgivings/last thoughts.

Needless to say, I'll give it my all. But the irrevocableness of the printed word, the anxiety it can provoke--and the expense--should not be underestimated.

Nessa

- Alan:
- Printer 1 1/2 wks.
  - Gail, Cippi } final version
  - KU
  - FAX to her hse.
  - red stamp draft - Hirschman
  - Pathways - by Wed. or cover or 19th

January 8, 1998

Dear Liz:

Here is all you need, annotated for clarity.

Please note that on the sample page you set, the following additional textual changes have been made:

- Sharon Feiman-Nemser's title has been revised.
- In paragraph 3, "The CIJE Teacher Educator Institute (TEI)," line 1, "*outstanding* educators" has been revised to read: "*leading* educators."
- The final paragraph has been revised in its entirety.

The new text for these three changes is on both the disc and the hard copy.

Enclosed are the following materials:

- 3 diskettes (in cardboard packaging)
  - 1) Disc containing the main text saved a variety of ways.
  - 2) Disc containing the two components of the CIJE logo – IBM formatted disk.
  - 3) Disc containing the two components of the CIJE logo – Mac formatted disk.
- Hard copy of the main text (in first file folder).
- Photographs in order of appearance in the text (in subsequent file folders):
  - 1) Choice of manuscripts for cover background– Please note that manuscripts #1 and #6 contain God's name. Xerox copies showing the usable sections are attached to each photograph.

(Sharon Feiman-Nemser – Not included. These contact sheets were sent in the last package for your sample pages.)

- 2) Devora Steinmetz with children – Top choices:  
Contact sheet 6566-2, photo #43.  
Contact sheet 6566-3, photo #7.
- 3) Charles Ratner – First choice: photo #3A.
- 4) Francine Jacobs – Top choices:  
Contact sheet 1, photo #6A.  
Contact sheet 1, photo #3A.
- 5) Group of people studying – First choice: Contact sheet 971209-A, photo #7A

6) Lester Pollack, Karen Barth, Morton L. Mandel

First choice: Contact sheet 6531-3, photo #10

Second choice: Contact sheet 6531-1, photo #49

The only remaining uncertainty:

P. 6-7: Charles Ratner has not formally approved this quote. We should get his approval within a couple of days.

Back cover: Our logo. We don't have one picture file that corresponds to the logo you see on the hard copy. I'm sending you two, one of the "A Time to Act" box and one of "CIJE The Council for Initiatives in Jewish Education." Please combine the two to represent the image on the hard copy.

The process:

As you know, both the chair and the executive director (Karen) want to have these brochures for a breakfast meeting taking place on February 3, which is a Tuesday. (Our board meeting is on February 2, but we may need the extra day.)

Early next week, once I have final approvals, I will send the founding chair, the chair, and Karen the text for a last look. (You will already be designing.) As soon as you have the job done, I'll send them each a colored xerox for their final approval. I'll also circulate a copy among the staff here to be sure that anything we've missed will be caught by fresh eyes—given the stringent deadline.

As soon as you know which photos you need me to order, let me get started so there is no delay.

All parties know that in order to meet that deadline, they must sign off on both text and design without anything but very minor changes.

If there's anything else I, or my assistant, Chava (ext. 11), can do, let us know immediately. This project is now such a top priority that it is the only work Karen is willing to look at on her vacation in Jamaica!

Thanks in advance. (Yesterday, Karen showed your sample pages to our founding chair—who loved them.)

Nessa

**FRONT COVER:** *Abstracted Hebrew letters*

The Council for Initiatives in Jewish Education (CIJE)

**INSIDE FRONT COVER**

*"Our goal should be to make it possible for every Jewish person, child or adult, to be exposed to the mystery and romance of Jewish history, to the enthralling insights and special sensitivities of Jewish thought, to the sanctity and symbolism of Jewish existence, and to the power and profundity of Jewish faith."*

Professor Isadore Twersky, *A Time to Act*

**TEXT:** CIJE is a 501(c)(3) organization.

## FACING (FIRST) PAGE

### **Who We Are and What We Do**

---

Created in 1990 by the Commission on Jewish Education in North America, CIJE is an independent national organization whose mission is to help transform North American Jewish life through Jewish education. We promote educational excellence by developing:

**Lay and professional leadership** for Jewish education.

**Strategies for change** in partnership with educating institutions, communities, and national organizations.

**Innovative ideas** for educational policy and practice.

**Models of success** in Jewish teaching and learning.

CIJE is committed to placing powerful Jewish ideas at the heart of our work; to bringing the best of general education to the field of Jewish education; to using rigorous research and evaluation to inform decision-making; and to working with a range of institutions, foundations, and denominations to make outstanding Jewish education a communal priority--and reality.

## FIRST DOUBLE-PAGE SPREAD (PAGES 2-3)

**Photograph and Quote:**     *Sharon Feiman-Nemser (Professor of Teacher Education, Michigan State University; and CIJE Consultant)*

“It’s exciting to see how my work in teacher education can be applied to the professional development of Jewish educational leaders. As a faculty member of TEI, I’ve had the opportunity to learn as well as to teach.”

---

### Developing Leaders

Great leaders make great learning possible. Their knowledge and passion transform business-as-usual education into the source of a richer, more vibrant Jewish future.

CIJE is working to strengthen communal and professional leaders by creating opportunities to draw on state-of-the-art thinking about learning, teaching, and professional development from general education, illuminated by Jewish thought and interpretation.

**The CIJE Teacher Educator Institute (TEI)** immerses leading educators in cutting-edge educational thinking and practice. Participants use their TEI experience to design and implement innovative programs for transforming the quality of teaching and learning in Jewish schools.

**The CIJE Institute for Leaders in Jewish Education** provides principals of Jewish schools with visionary approaches and new strategies for leadership through a dynamic colloquium with eminent Jewish thinkers and national leaders in general education.

**The CIJE Seminar for Professors of Education** brings together outstanding professors of general education to study Jewish sources, share information and ideas, and explore applications of their expertise to Jewish education.

**The Evaluation Institute**, in partnership with the Jewish Education Service of North America (JESNA), trains locally based professionals and communal leaders in the techniques of effective evaluation and reflective practice.

## SECOND DOUBLE-PAGE SPREAD (PAGES 4-5)

**Photograph and Quote:**     *Devora Steinmetz (Founder of Beit Rabban Day School; and Co-director of She'arim, a professional development program for day school teachers)*

“The consultations with CIJE have been instrumental in helping us translate our educational vision into a program of professional development for future educators.”

---

### Strategies for Change

New visions, strategies for change, and standards of excellence can transform Jewish educating institutions.

CIJE works to renew Jewish learning and teaching in varied educational settings. By employing visions of Jewish education and shaping strategies for change, CIJE helps communities, foundations, and national Jewish organizations promote and achieve excellence in Jewish education.

**The CIJE Goals Project**, developed with the Mandel Institute in Jerusalem, engages Jewish leaders and institutions in the challenging effort to develop and implement visions of Jewish life and education that are anchored in Jewish sources.

**CIJE Consultations** bring innovative thinking, practice, and resources into institutions of Jewish education and community organizations, encouraging growth through planning, professional development, and systematic evaluation.

#### *Selected CIJE Consultations*

*Brandeis University*

*Local Federations*

*Machon L'Morim, Baltimore*

*She'arim, New York*

*Synagogue 2000*

*The University of Judaism*

*University of Wisconsin: Center for Jewish Studies*

### THIRD DOUBLE-PAGE SPREAD (PAGES 6-7)

**Photograph and Quote:**     *Charles Ratner (CIJE Board Member; and Immediate Past President of the Jewish Education Center of Cleveland)*

“For those of us who are struggling in communities around the country to find answers to complex Jewish educational issues, CIJE’s thinking and research for policy is invaluable. Our lay and professional leaders have benefited enormously from these ‘out-of-the-box’ ideas.”

---

#### **Advancing Ideas**

Infusions of new information and ideas are essential to the effort of transforming Jewish education.

CIJE commissions research and promotes new thinking on educational philosophy, practice, and policy. As ideas are developed and disseminated, they can be applied to communal deliberations and to the educational practice of synagogues and schools, camps and community centers, and other institutions.

*The CIJE Study of Educators* has produced a wealth of new data on the commitments, professional development, and working conditions of Jewish educators. Findings from Atlanta, Baltimore, and Milwaukee are being amplified by studies conducted in Cincinnati, Chicago, Cleveland, Columbus, Kansas City, and Seattle, using *The Manual for the CIJE Study of Educators*.

*The CIJE Essay Series*, *CIJE Policy Briefs*, and *CIJE Research Reports* inform efforts to improve professional development, identify models of excellence, and mobilize communal support for Jewish learning. CIJE publications are widely distributed, bringing ideas and research to bear on policy decisions in North American Jewish communities.

## FOURTH DOUBLE-PAGE SPREAD (PAGES 8-9)

**Photograph and Quote:**     *Francine Jacobs (Associate Professor and Chair, Eliot-Pearson Department of Child Development, Tufts University; and CIJE Consultant)*

“Jewish early childhood education can be a gateway to lifelong Jewish engagement, with the potential to make a real difference to the entire Jewish family. It’s exhilarating to be involved in this pioneering effort.”

---

### Learning from the Field

Models of success in formal and informal educational settings are powerful tools for inspiring excellence in Jewish teaching and learning.

CIJE is working to identify and develop models of educational excellence for North American Jewish education.

**The CIJE Best Practices Project** offers Jewish educators and institutions examples in a variety of settings—early childhood programs, supplementary schools, and Jewish community centers—where exciting Jewish education is being achieved by imaginative teachers and enthusiastic learners.

**The CIJE Early Childhood Initiative** is developing ideas and translating strategies from university-affiliated lab schools to early childhood programs in Jewish agencies, encouraging learning among very young Jewish children and touching the lives of their parents and families.

**The CIJE Indicators Project** is an initiative to identify critical dimensions of educational effectiveness. In consultation with a variety of other institutions and experts, CIJE is exploring new methodologies for tracking indicators of educational success.

## FIFTH DOUBLE-PAGE SPREAD (PAGES 10-11)

**Photograph and Quote:**     *Karen A. Barth (Executive Director, CIJE)*

“As we look forward, our efforts will focus increasingly on building leadership capacity—and on providing ideas, tools, and models that will help transform Jewish education.”

---

### Looking Ahead

Building on current initiatives, CIJE will be expanding its four primary areas of work:

**Developing Leadership:** CIJE is working toward a comprehensive approach for developing outstanding professional and communal leaders. In partnership with existing institutions, CIJE will help to build the system of Jewish leadership education, from recruitment to in-service training of future leaders.

**Consulting:** CIJE is in the process of developing a network of experienced consultants to help Jewish educating institutions articulate and implement their goals.

**Advancing Ideas:** CIJE will expand its commitment to rigorous research and to bringing together leading thinkers from a range of disciplines to contribute strategies, tools for practice, and publications to the field of Jewish education.

**Field Sites:** With local educating organizations and institutions, CIJE will test and refine ideas in selected field sites in order to learn lessons for educational reform from direct experience. In time, these sites may serve as models of excellence or as a baseline for the work of others.

**Board of Directors:**

John Colman  
Lee M. Hendler  
Stephen Hoffman  
Stanley Horowitz  
Morton L. Mandel—Founding Chair  
Lester Pollack—Chair  
Charles Ratner—Secretary/Treasurer  
Esther Leah Ritz

**Chairman's Council [In formation]:**

David Arnow  
Mandell Berman  
David Hirschhorn  
Michael Jesselson  
Gershon Kekst  
Mark Lainer  
Matthew Maryles  
Ezra Merkin  
Judith Stern Peck  
Richard Scheuer  
Bennett Yanowitz

**Senior Staff and Consultants:**

Karen Barth  
Deborah Ball  
Gail Dorph  
Sharon Feiman-Nemser  
Seymour Fox  
Adam Gamoran  
Ellen Goldring  
Nellie Harris  
Patricia Cipora Harte  
Annette Hochstein  
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Barry Holtz  
Elie Holzer  
Karen Jacobson  
Lisa Malik  
Daniel Marom  
Daniel Pekarsky  
Nessa Rapoport  
Bill Robinson  
Susan Stodolsky

CIJE is supported by The Mandel Philanthropic Program; the contributions of its Board members; and The Jacob and Hilda Blaustein Foundation, The CRB Foundation, The Nathan Cummings Foundation, Inc., The Jim Joseph Foundation, and The S.H. and Helen R. Scheuer Family Foundation.

## INSIDE BACK COVER

**Photograph:** (l. to rt.) *Lester Pollack (Chair), Karen A. Barth (Executive Director), and Morton L. Mandel (Founding Chair)*

### **Credits:**

Editor: Nessa Rapoport  
Editorial Consultant: Avi Decter  
Design: Elizabeth Finger

### **Photography:**

Cover art: Courtesy of The Library of The Jewish Theological Seminary of America  
**[To come: specific manuscript reference when designer makes decision]**  
Pages 1, 2, 4, 6, inside back cover: © Zion Ozeri  
Page 8: © Priscilla Harmel  
Back cover: © Martha Stewart

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The Council for Initiatives in Jewish Education (CIJE)  
15 East 26 Street, Suite 1817  
New York, NY 10010-1579  
Phone: (212) 532-2360  
Fax: (212) 532-2646  
E-mail: [cije@compuserve.com](mailto:cije@compuserve.com)

## BACK COVER





Manuscript #1

Lutzki 6; Bible  
Toledo, Spain 1492-1497  
f. 142b

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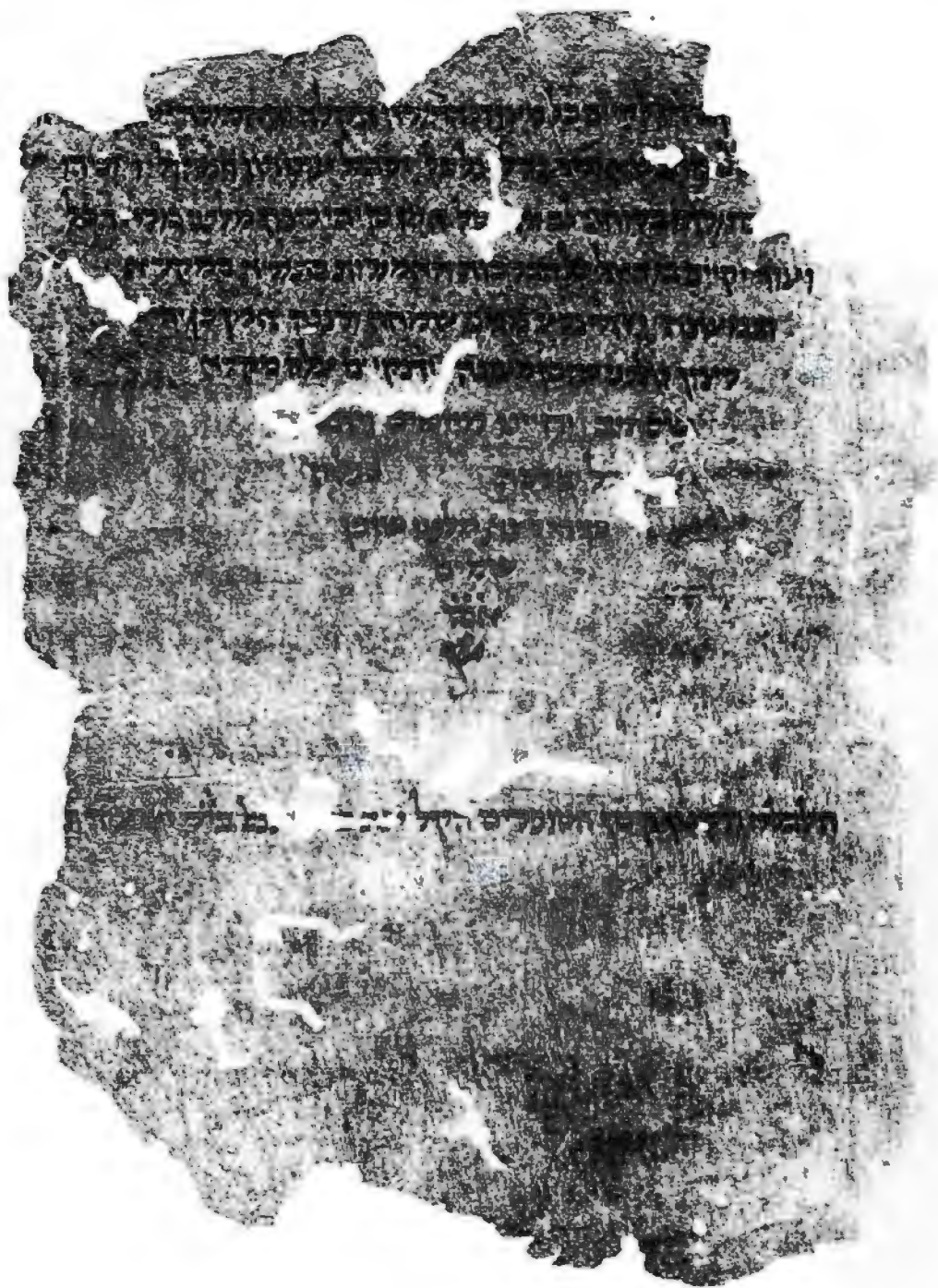
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Manuscript #2

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Manuscript #3



JTS

Manuscript #4

Maimonides

מלכות 700 R693

folio 169a

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Fundraising letter · Manuscript #5  
Tunisia · 11<sup>th</sup> century (1007-1013 ce)  
Genizah Fragments written by Moses b. Barhum  
Tahiti

Photographer: Frank J. Darmstaedter, NYC

JTS



Codex Hilleli, Toledo 1241  
ff. 76v-77r  
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49 KODAK TMY 6053



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56 KODAK TMY 6053

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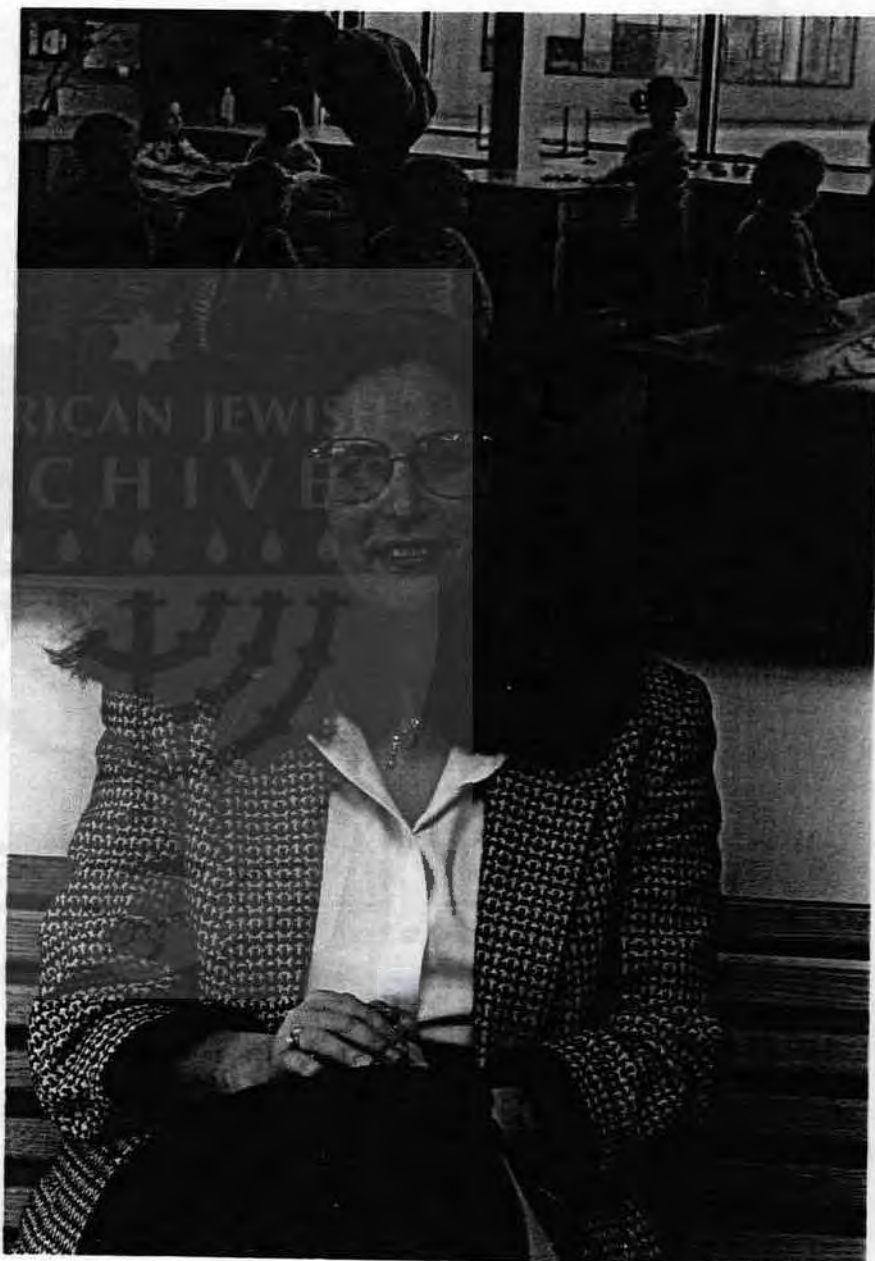
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SHEET II      (#2) down on left

Priscilla Harmel



Sheet I    (#3)

Priscilla Harmel



Sheet I (#5)

Priscilla Harmel

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CLEAR FILE

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SHEET II Priscilla Harmer

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12.18.97

Dear NESSA-

Here are the  
contacts and a couple  
of photos I printed  
that Fran liked -

Let me know  
what you think.  
I can make other  
copies, better prints  
etc.

Sincerely,  
Priscilla Harrel

(If I dropped this by.)  
I'll be at 212-614-0590 tonight  
Thursday



Martha Stewart

# 971209-A

Martha Stewart

971209-B

CISE - HARMED



971209-B



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4531-3

To: Deborah Ball, INTERNET:dball@umich.edu  
To: Chava, 103504,3205  
Date: 1/30/98, 10:21 AM  
Re: final wrap-up

Just to confirm that it's all right to list you in the new brochure as a "CIJE consultant," in addition to your other eminent credentials!

Please sign-off by return e-mail to Chava. This is my last day in the office.

Nessa

To: Francine Jacobs, INTERNET:fjacobs@emerald.tufts.edu  
CC: Chava, 103504,3205  
Date: 1/30/98, 10:22 AM  
Re: final wrap-up

Just to confirm that it's all right to list you in the new brochure as a "CIJE consultant," in addition to your other eminent credentials!

Please sign-off by return e-mail to Chava. This is my last day in the office.

Nessa

To: Sharon Nemser, INTERNET:snemser@msu.edu  
CC: Chava, 103504,3205  
Date: 1/30/98, 10:19 AM  
Re: final wrap-up

Just to confirm that it's all right to list you in the new brochure as a "CIJE consultant," in addition to your other eminent credentials!

Please sign-off by return e-mail to Chava. This is my last day in the office.

Nessa

To: Elizabeth Finger, INTERNET:efinger@wenet.net  
CC: Nessa Rapoport, 74671,3370  
From: Chava Werber, CWerber  
Date: 3/20/98, 12:06 PM  
Re: Photo credit revision

Thank you for sending us the package so quickly.

Our Executive Director has made a decision on the photo for page 10; I am forwarding the entire brochure to Nessa today for her approval and will be in touch with you at the beginning of next week to discuss next steps.

Also, I have processed the invoice enclosed in the package. You should receive a check in approximately two weeks.

Lastly, the photo credit for p.10 should now read:

P. 10: (c) Atlantic Photo

Thanks again,  
Chava Werber

**CIJE Database**  
**Lists Entered as of 5/4/98**

Please note, some of these lists overlap:

*All photo subjects  
Zion Ozeri + photographers*

- ☐ New Board of Directors 8
- ☐ Chairman's Council 9
- ☐ Staff 13
- ☐ Consultants 11
  
- ☐ Board Seminar 359
- ☐ Commissioners 40
- ☐ Conference on Rabbinic Education 5
- ☐ Forum 194
- ☐ Goals Seminar 1994 44
- ☐ Goals Seminar 1996 18
- ☐ Harvard-Professional Leadership Seminar 1995 48
- ☐ Harvard-Professional Leadership Seminar 1996 42
- ☐ Harvard-Lay/Professional Leadership Seminar 1997 62
- ☐ Harvard-Professional Leadership Seminar Dec.1997 207
- ☐ Lay Leadership Research 10
- ☐ Luncheon Seminar 65
- ☐ National Jewish High School Leadership Seminar 91
- ☐ Oppenheim 5
- ☐ Original Board of Directors 39
- ☐ Professors Group 22
- ☐ Synagogue Change Group 27
- ☐ TEI Cohort I 23
- ☐ TEI Cohort II 49
- ☐ TEI Cohort III 39
  
- ☐ ALOHA members 77
- ☐ Green Study Guide mailing (rabbis) 31
- ☐ JCCA Board of Directors 1996-1998 140
- ☐ Jerusalem Fellows graduates and current fellows 92
- ☐ Lester Pollack personal list 80
- ☐ Network for Research in Jewish Education 94

**Total number of records: 1391**

## **Lists not yet entered:**

KAB personal list

ADH list (includes:   ADH Rolodex  
                          BWH address book, dated 4/96  
                          CIJE in Israel's non-Israeli database, dated 8/96  
                          Jerusalem Fellows, dated 12/93)

Bureau Directors Fellows

Jewish Funders Network

Foundations (adding more)

Melton Senior Educators

Rabbis lists

Strategic planning interviewees and potential interviewees

Wexner Champions/Wexner Heritage

Individuals:

- Names of possible internship candidates
- Barbara Salmonson
- Mike Millstein
- Sam Meisels
- Key people from Mandel Institute N. America list

**Communications**  
**5/11/98**

**External:**

We want people to have an image of us, rather than to know the list of what we do.  
What is that image? And who needs to know?

A movie: Aryeh Rubin?

Spoke to Gary Wexler on 5/8. Talk to KAB re paper pre-board meeting (questions) and then call him. Plane ticket price.

**Internal:**

How do we keep each other informed of what we're doing and learning?  
How do we codify and categorize the learning? In five years, can we find it, learn from it, teach it?

Ask Chris Nunu: 446-8001

5/11/98: App't in first two weeks of June: Who should be there?

How do you do this at McKinsey? Can we learn from it?

**Change Institute:**

What can we learn about change across venues?  
Whether and how we'll codify, publication or internal?



LEFT TO RIGHT

Lester Pollack  
*Chair*

Karen A. Barth  
*Executive Director*

Morton L. Mandel  
*Founding Chair*

BOARD OF DIRECTORS

Lester Pollack, *Chair*  
Morton L. Mandel, *Founding Chair*  
Charles Ratner, *Secretary / Treasurer*  
John Colman  
Lee M. Hendler  
Stephen Hoffman  
Stanley Horowitz  
Esther Leah Ritz

CHAIRMAN'S COUNCIL

*(In Formation)*

Mandell Berman  
Charles Bronfman  
David Hirschhorn  
Michael Jesselson  
Gershon Kekst  
Mark Lainer  
Burt Lehman  
Matthew Maryles  
Ezra Merkin  
Morris Offit  
Louis Pearlmutter  
Judith Stern Peck  
Richard Scheuer  
Michael Steinhardt

SENIOR STAFF

AND

CONSULTANTS

Karen Barth  
Deborah Ball  
Gail Dorph  
Sharon Feiman-Nemser  
Scymour Fox  
Adam Gamoran  
Ellen Goldring  
Nellie Harris  
Patricia Cipora Harte  
Annette Hochstein  
Alan Hoffmann  
Barry Holtz  
Elie Holzer  
Francine Jacobs  
Karen Jacobson  
Lisa Malik  
Daniel Marom  
Daniel Pekarsky  
Nessa Rapoport  
Bill Robinson  
Susan Stodolsky

CJJE is funded primarily by The Mandel Supporting Foundations.

Certain additional programs and projects are made possible by contributions from CJJE board members; and from The Jacob and Hilda Blaustein Foundation, The CRB Foundation, The Nathan Cummings Foundation, Inc., The Jim Joseph Foundation, The Aryeh and Raquel Rubin Foundation, and The S.H. and Helen R. Scheuer Family Foundation.

5/13/98

Brochure

Lester

Background

Experience in change management; consult; planning

Yrs of exp. in J community

Work of outgoing Alan Hoffman

Board, Chairman's Council





**CIJE** Council  
for  
Initiatives  
in  
Jewish  
Education

May 22, 1998

«Personal\_Title» «First\_Name» «Last\_Name»  
«Mailing\_Business\_Name»  
«Mailing\_Street»  
«Mailing\_City», «Mailing\_State» «Mailing\_Zip»

Dear «Salutations»:

I am delighted to enclose the new CIJE brochure, which describes our current projects and indicates our strategic direction.

As you know, this handout was created for lay and professional colleagues to explain succinctly who we are and what we do. We would be happy to send you additional copies.

Please contact Chava Werber (phone: 212-532-2360, ext. 11; fax: 212-532-2646) with your request.

Best,

Karen A. Barth

Sent to:

John Colman

Lee Hendler

Steve Hoffman

Stanley Horowitz

Charles Ratner

Esther Leah Ritz

Alan Hoffmann

Barry Holtz

# FAX TRANSMISSION

## CIJE

15 EAST 26 STREET, SUITE 1817  
NEW YORK, NY 10010  
(212) 532-2360, EXT. 17  
FAX: (212) 532-2646

**To:** Lester Pollack **Date:** June 24, 1998  
**Fax #:** 332-5801 **Pages:** 3, including this cover sheet.  
**From:** Nessa Rapoport  
**Subject:** Cover letters for CIJE brochure

### COMMENTS:

Dear Lester:

Attached are two cover letters for your approval. The first is a general letter (I have raised one question); the second is specifically for Chairman's Council members

Please let me know if you have any changes.

Best,

*Nessa*

Nessa Rapoport

## **General dissemination cover letter**

6/23/98

Dear XXX:

Because of your leadership position in Jewish education and communal affairs, I am delighted to be sending you the new CIJE brochure. This publication describes our current projects as well as some exciting new initiatives.

CIJE is now entering its second stage of growth. Building on the strong foundation established by our previous lay and professional leadership, Executive Director Karen Barth is leading the organization in a direction that extends our accomplishments and provides strategies for the future.

Karen assumed the leadership of CIJE in 1997. Before joining us, she was a management consultant at McKinsey & Company, specializing in working with large corporations on change and innovation. She also has wide-ranging pro bono experience as a consultant to Jewish educational organizations, both national and local.

As we grow, we look forward to continuing to help North American Jewish education become a system of excellence and inspiration.

I welcome your comments.

With best wishes,

Lester Pollack  
Chair

[Editorial question: Do you think the opening phrase is necessary?]

**Chairman's Council cover letter:**

6/23/98

Dear XXX:

I am delighted to be sending you the new CIJE brochure. This publication describes our current projects as well as some exciting new initiatives.

As you know, CIJE is now entering its second stage of growth. Building on the strong foundation established by our previous lay and professional leadership, Executive Director Karen Barth is leading the organization in a direction that extends our accomplishments and provides strategies for the future. I hope you will play a critical role in shaping that future.

With your help, we look forward to continuing to help North American Jewish education become a system of excellence and inspiration.

I welcome your comments and hope to see you at our next scheduled meeting on October 22.

With best wishes,

Lester Pollack  
Chair

*Because of your leadership position in JE Comm affairs.*

Dear XXX:

I am delighted to be sending you the new CIJE brochure. This publication describes CIJE's current project as well as some of the exciting initiatives ~~we are developing~~. *new*

*prior leadership, 28*

CIJE is now entering its second stage of growth. Building on the foundation established by ~~Alan Hoffmann~~, executive director Karen Barth is leading the organization in a direction that builds on our accomplishments and establishes strategies for the future.

Karen assumed the leadership of CIJE in August 1997. Before joining us, she was a management consultant at McKinsey & Company, specializing in working with large corporations on change management and innovation. She also has wide-ranging pro bono experience as a consultant to Jewish educational organizations, both national and local.

~~Karen has an M.B.A. from the Harvard Business School.~~

As we grow, we look forward to continuing to help North American Jewish education become a system of excellence and inspiration.

With best wishes,

Lester Pollack  
Chair

~~Morton L. Mandel  
Founding Chair~~

*Your comments  
would be  
welcome.*

**General dissemination cover letter, to go to attached list:**

6/23/98

Dear XXX:

In light of your leadership position in Jewish education and communal affairs, I am delighted to be sending you the new CIJE brochure. This publication describes our current projects as well as some exciting new initiatives.

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Karen assumed the leadership of CIJE in 1997. Before joining us, she was a management consultant at McKinsey & Company, specializing in working with large corporations on change and innovation. She also has wide-ranging pro bono experience as a consultant to Jewish educational organizations, both national and local.

As we grow, we look forward to continuing to help North American Jewish education become a system of excellence and inspiration.

I welcome your comments.

With best wishes,

Lester Pollack  
Chair

**Karen: Does Lester need to see this letter again? Chairman's Council letter, which he has not seen?**

**Chairman's Council cover letter:**

6/23/98

Dear XXX:

I am delighted to be sending you the new CIJE brochure. This publication describes our current projects as well as some exciting new initiatives.

As you know, CIJE is now entering its second stage of growth. Building on the strong foundation established by our previous lay and professional leadership, Executive Director Karen Barth is leading the organization in a direction that extends our accomplishments and provides strategies for the future. I hope you will play a critical role in shaping that future.

With your help, we look forward to continuing to help North American Jewish education become a system of excellence and inspiration

I welcome your comments and hope to see you at our next scheduled meeting on October 22.

With best wishes,

Lester Pollack  
Chair

**Karen: What to do about those whose names do not appear in the brochure? Or about Louis Perlmutter, whose name is misspelled?**

## **General dissemination cover letter**

6/23/98

Dear XXX:

Because of your leadership position in Jewish education and communal affairs, I am delighted to be sending you the new CIJE brochure. This publication describes our current projects as well as some exciting new initiatives.

CIJE is now entering its second stage of growth. Building on the strong foundation established by our previous lay and professional leadership, Executive Director Karen Barth is leading the organization in a direction that extends our accomplishments and provides strategies for the future.

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I welcome your comments.

With best wishes,

Lester Pollack  
Chair

[Editorial question: Do you think the opening phrase is necessary?]

Estimate on #s  
Stationary & envelopes

## **CIJE BROCHURE (1998): DISSEMINATION PLAN**

### **COMPLETED:**

- CIJE staff and consultants
- Chair and Founding Chair
- CIJE Board and Chairman's Council
- Authors
- Photo subjects
- Contributors and credits
- Mandel Institute

<b>DATE</b>	<b>SENT TO</b>
5/19/ 98	- Distributed to CIJE in-house staff - Sent to Mandel Institute (200 copies)
5/20/98	- Given to MLM and LP at meeting with KAB
5/22/98	- Remaining Board of Directors members (sent in PCH Forum packet) + Alan Hoffmann, Barry Holtz (with cover letter) - Avi Decter, Zion Ozeri, Sharon Lieberman-Mintz (with NR card) - Dan Pekarsky & Elie Holzer (at staff retreat) - Chairman's Council (with cover letter) (including Perlmutter)
5/29/98	- Deborah Ball, Sharon Feiman-Nemser, Adam Gamoran, Fran Jacobs, Lisa Malik, Bill Robinson, Susan Stodolsky (with cover letter)
6/98	Devora Steinmetz Professors who did attend 6/98 meeting
7/98-Ongoing	TEI Cohort III

## **CIJE BROCHURE (1998): DISSEMINATION PLAN**

### **To Do:**

#### **A) Groups/names already entered:**

1. Special treatments/letters
  - Funders/Donors listed on last page? (Rubin, Hirschhorn? Double check)
  - Old Lead Community people (GZD)
  - Jerusalem Fellows graduates and current fellows (letter from KAB)
2. Bulk mailing – TOTAL:
  - Commissioners
  - Conference on Rabbinic Ed. (Check with JSH if they have already received)
  - Forum (check with PCH if she wants to include)
  - Harvard Seminar
  - Lay Leadership Research (?)
  - Luncheon Seminar
  - National Jewish High School Leadership Seminar
  - Original Board of Directors
  - Synagogue Change Group (check with LM)
  - TEI Cohort I
  - ALOHA
  - LP personal list
  - Network for Research in Jewish Education
3. SDF to mail
  - TEI Cohort II
  - Professors Group (those who did not attend 6/98 meeting)

#### **B) Groups/names to be entered:**

- MPP
- Foundations (compile list: Spielberg, Covenant, etc.)
- KAB personal list
- Jewish Funders Network (obtain latest list)
- Strategic planning interviewees and potential interviewees
- Obtain new Jerusalem Fellows list of graduates and current fellows and update
- Sally Gottesman interviewees from JEWEL scan (being entered)

7/13/98

Rachel: We would like to have CIJE materials on the tables at the CAJE conference (August 10, in Houston, I believe.)

Please call the CAJE office (Conference for Alternatives in Jewish Education) to find out:

Who can tell us exactly what we need to do? Then ask that person.

Where to mail;

How to mark boxes;

By what time to mail;

What method to mail;

And, especially, how many copies of each item to send? Explain that we are not sending flyers but published reports.

Thousands of people, usually teachers and others in Jewish education, attend this conference. I don't want to send too many, as they'll be thrown away afterwards, but I don't want to send too few either.

Thanks. Let me know what you find out. (You can mark up this sheet.)

1300-1400

San Antonio

200-400 / item.

Sending documents that cost money.

7/23/98

To: Louis Perlmutter

In every publication there is always an error that makes you wince. I am so sorry that your last name was misspelled in the brochure. We will certainly correct it on the next printing.

With sincere apologies,

Karen A. Barth

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# INTERNATIONAL RESCUE COMMITTEE

122 East 42nd Street • New York, NY 10168-1289

Tel: (212) 551-3000 Fax: (212) 551-3180 E-mail: [irc@intrescom.org](mailto:irc@intrescom.org)

July 27, 1998

Dear Nessa:

I've caught up to your note of July 9<sup>th</sup> and the brochure.

The latter is very good. Really. In fact, it's so good I promise not to prod you about the grander strategic document until immediately after Labor Day!

With the awkward acronym CIJE and dissertation-like organizational title, a clear, well-written delineation of the who and the what is very much needed. Bravo.

Karen: Thu from Reynold Levy.

The timing is odd, but it's high praise just the same.

Welcome back.

Nessa

TO: Cippi, 110321,651

Re: The CIJE Brochure

As we discussed, Annette has authorized our disposing of all but one box of the CIJE brochure printed last spring. On Thursday, I'll retrieve the most recent inventory storage statement prepared by Furman.

I look forward to reviewing our mutual and no doubt growing lists on Wednesday the 23rd.

Nessa

## Nessa Rapoport

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**To:** Collum, Karen  
**Subject:** RE: Brochure

Sorry, Karen. I've been out of town, and your meeting is long over. Does Cindy still want one? Let me know.

Nessa

-----Original Message-----

**From:** Collum, Karen [mailto:karen@wexner.net]  
**Sent:** Thursday, August 09, 2001 3:23 PM  
**To:** Nessa Rapoport (E-mail)  
**Subject:** Brochure

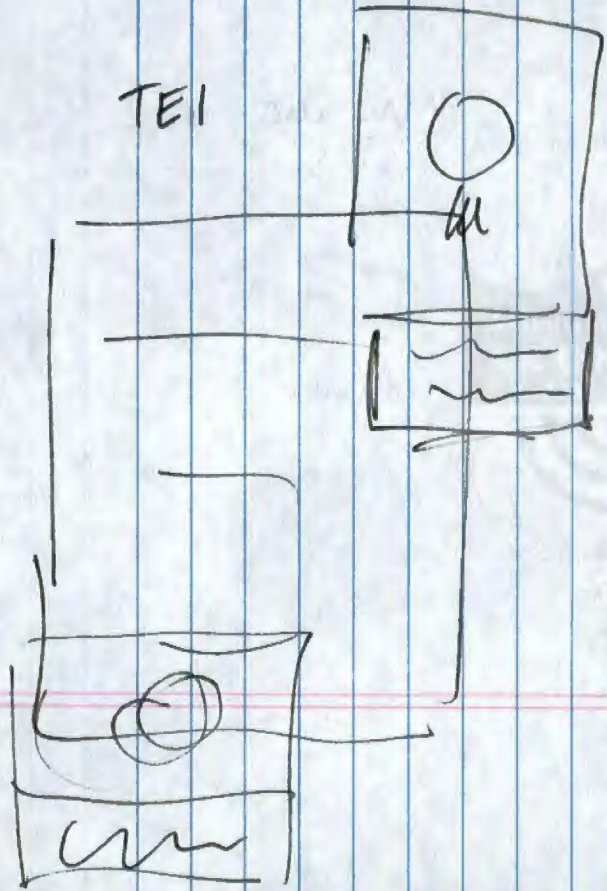
Dear Nessa,

Thank you so much for the brochure - it is beautiful. Could you please send me two more for tomorrow AM delivery? I wasn't aware that Larry wanted a copy for himself and Elka. Also, could you please send one to Cindy Chazan in our NY office? It should go to Cindy Chazan, The Wexner Foundation, 551 Madison Ave., 9th Floor, NY, NY 10022.

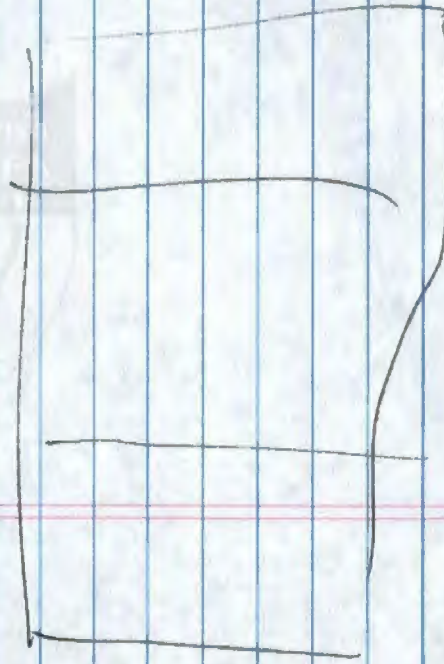
Thanks so much.

Karen

TEI



THE FUTURE



Who we are

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