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**MS-831: Jack, Joseph and Morton Mandel Foundation Records, 1980–2008.**

Series D: Adam Gamoran Papers. 1991–2008.

Subseries 1: Lead Communities and Monitoring, Evaluation, and Feedback (MEF),  
1991–2000.

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Box  
60

Folder  
4

Miscellaneous. Correspondence. E-mail printouts, 1992-1994.

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AAA	N	N	N	N	EEEE	TTTT	TTTT	EEEE
A	A	N	N	N	E	T	T	E
A	A	NN	N	NN	E	T	T	E
A	A	N	N	N	EEEE	T	T	EEEE
AAAAA	N	NN	N	NN	E	T	T	E
A	A	N	N	N	E	T	T	E
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J	000	8888	999	7777	888				
J	0	0	8	8	9	9	7	8	8
J	0	0	8	8	9	9	7	8	8
J	0	0	8888	9999	7	888			
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[illegible]

Following our discussion, I had a nice conversation with Ellen last night. It sounds like things are under control. Claire was already in Atlanta, but Ellen had already scheduled a phone call with her last night and by now has passed on the cautionary note to which you alerted me. Regarding reports, we decided to say that this will be worked out mutually, for example, one system could be....(the system I proposed).

From what Ellen has heard so far, it sounds like your assessment of lack of knowledge about the CIJE is correct. Claire had dinner Thursday night with her contact person in Atlanta, and was asked such questions as (you are now getting this fourth-hand) "So Shulamith is our education officer, who is the education officer for the other communities?" and the like. We appreciate Shulamith's help in getting us launched, and she is apparently pleased that this part of the project is moving. She will be at the field researchers' introductory meetings, and I suspect she will be introducing the whole CIJE at the same time as the f.r.'s and the l.c. members are introducing themselves to one another.

I think we can trust the f.r.'s and Shulamith to introduce themselves and to represent the project appropriately. It is ok that the evaluation project is out ahead of the other parts of the larger project. This lets us observe the whole process evolve, from the beginning. We will learn about important aspects of mobilization by being in place before the communities are fully mobilized.





From: CBS%IL.AC.HUJI.HUJIVMS::ANNETTE 24-SEP-1992 17:51:33.44  
To: EKJC68  
CC:  
Subj: Re: ss #

Via: UK.AC.NSFNET-RELAY; Thu, 24 Sep 92 17:51  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.05533-0@sun3.nsfnet-relay.ac.uk>;  
Thu, 24 Sep 1992 17:50:49 +0100  
Received: by HUJIVMS (HUYMail-V6j); Thu, 24 Sep 92 18:50:53 +0200  
Date: Thu, 24 Sep 92 18:50 +0200  
From: ANNETTE <ANNETTE@IL.AC.HUJI.HUJIVMS>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: Goldrieb@vuctrvax, Annette@hujivms  
Subject: Re: ss #

Dear Adam,

I logged on to tell you of a conversation with Jim Coleman - and found your message waiting - thank you very much.

We spoke with Jim today and I used the opportunity to bring him up to date on your project. He was very pleased to learn that your field researchers are in the field and that the project is off the ground. Regarding the famous gap between the monitoring-evaluation piece and the rest of the Lead Communities project, his response was largely similar to yours. He believes that this provides for an opportunity to focus on the launch and the gearing up process as subjects for study.

"the researchers ought to be particularly sensitive to the task of getting in gear, getting going... They should note [progress, impediments, etc...]. They should take the ethnography of how communities are getting launched, also because it will be useful for other communities to learn from this experience..." etc.

In order to keep Jim abreast of progress and to be able to take advise with him when necessary in the most effective way it might be a good idea to share with him relevant parts of our correspondence or selected documents that you might feel comfortable sharing with him (e.g. the three year plan; your memo following our visit; the exchange on the field researchers' list of questions, etc...). If you feel comfortable with this you might perhaps send him a package of materials.

We also told him about Ellen - he remembered her from that great Alma Mater of you all.

As to the other fronts: Art Rotmar will be visiting here during Succot. At that time we will discuss the real launch work. Following that Seymour and I will probably go to the US (mid-November) to have a staff meeting (wanna come? we will suggest to Art that Ellen and the field researchers be invited) and to meet with planners of the Lead Communities to discuss the project, the year's work, Seminar, workplan, etc.

I don't believe any significant launch work will take place prior to that time. Does this affect any of your workplan?

This will reach you after London -- I hope you all enjoyed the trip.

We here at the Mandel Institute wish Marla, you and your children a very healthy, happy, creative and fruitful year. May you succeed in all your endeavors (just don't catch the accent!) - and peace onto Israel.

Annette

cc: Ellen Goldring





From: ERCVAX::EKJC68 2-OCT-1992 17:14:32.52  
To: ANNETTE  
CC: ELLEN, EKJC68  
Subj: feedback

Thanks for the feedback from Jim. I think the f.r.'s are doing exactly what he advocates. You may recall last February he urged use to hire f.r.'s without delay for the very reason he expressed to you recently.

I have heard positive feedback from Ellen and, second-hand, from Shulamith about the introductions in all three lc's. I have in hand the note Claire used at her intro meeting in Atlanta and they are outstanding, so I'm not surprised it is going well.

The first major visits are scheduled as follows:

Nov 1-8: Atlanta  
Nov 15-23: Milwaukee  
Dec 6-14: Baltimore

Before the Atlanta visit, I will have another chance to review the interview questions, which will have been revised by then. Either just before or just after the Atlanta visit (I'm leaving that to the discretion of the f.r.'s), we will have the conference call to plan the form and content of the first reports on the lc process (to be released at the end of January).

On the subject of feedback: I think I should make two levels of reporting--one level of important but fairly routine information, such as I am presenting today, which will go to you; and another, higher level of reporting which would go to the entire advisory committee (Fox, Hochstein, Coleman, Inbar). The reason you need more detail and more immediate information is because you are on the implementation side of the project. But for committee members outside the Mandel Institute (i.e. Coleman), I think we want to claim their attention when we have something really serious to ask about, e.g. the reports. I will be sure to send important background documents--e.g., the interview questions--to the whole committee.

Shabbat shalom--actually I guess you won't see this until Sunday, whereas I'm sending a copy to Ellen and she'll see it Friday morning!

From: CBS%IL.AC.HUJI.HUJIVMS::ANNETTE 4-OCT-1992 05:53:32.69  
To: EKJC68  
CC:  
Subj: Re: feedback

Via: UK.AC.NSFNET-RELAY; Sun, 4 Oct 92 5:53  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.01320-0@sun3.nsfnet-relay.ac.uk>;  
Sun, 4 Oct 1992 05:53:08 +0100  
Received: by HUJIVMS (HUyMail-V6j); Sun, 04 Oct 92 06:53:14 +0200  
Date: Sun, 4 Oct 92 6:52 +0200  
From: ANNETTE <ANNETTE@IL.AC.HUJI.HUJIVMS>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: annette@hujivms, goldrieb@vuctrvax  
Subject: Re: feedback

Dear Adam,

Indeed Sunday early morning -- just to thank you for your  
message and to agree with it all. Art Rotman will be  
meeting with us here next week - at that time we'll try  
and deal more systematically with the substantive  
launch of the Lead Communities -- will keep both Ellen and you  
posted.

Gmar Tov,

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Gmar Tov,

Annette

cc: Ellen Goldring





From: CBS@IL.AC.HUJI.HUJIVMS::ANNETTE 21-OCT-1992 06:29:16.89  
To: EKJC68  
CC:  
Subj: Re: ellen

Via: UK.AC.NSFNET-RELAY; Wed, 21 Oct 92 6:29  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.04317-0@sun3.nsfnet-relay.ac.uk>;  
Wed, 21 Oct 1992 06:28:58 +0100  
Received: by HUJIVMS (HUYMail-V6j); Wed, 21 Oct 92 07:29:02 +0200  
Date: Wed, 21 Oct 92 7:28 +0200  
From: ANNETTE <ANNETTE@IL.AC.HUJI.HUJIVMS>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Subject: Re: ellen

Dear Adam,

Thanks for your fax -- I will pass it on to Seymour and Mike  
for comments. Any reason for not sending it to Art? I'd like  
to share it with him and discuss it with him -- unless you think this  
premature. Liked the neutral character of your examples on  
the last page...

Other than that I have few comments on the dissemination  
suggestions. Just wonder if you need a community's OK for  
introducing information about it in another community's report.

Will let you know next week of any comments by Mike/Seymour.

Best regards,

Annette



From: ERCVAX::EKJC68 27-OCT-1992 10:18:25.52  
To: ANNETTE  
CC: EKJC68  
Subj: conference call etc.

Annette,

I would be very happy if you were to share my memo on proposed reports with Art. The reason I didn't send it to him in the first place is because you urged me not to, I think because you didn't want the Oct. 22 meeting to get distracted by it. Some of the possible topics are provocative. I see that as a strength, unless they are potentially harmful. If that is the case we should find out about it, and early feedback would be helpful.

Do you want to go ahead and send it to Art? Or do you want me to? I have not done any reporting to Art, only to you. Is that still appropriate?

On another matter, I would like to schedule a conference call with you, Seymour, Ellen, and the field researchers to discuss the anticipated content of the first report. One possible day is Wednesday, November 18, at 8am US central time. The three f.r.'s will all be in Milwaukee and have already scheduled a 9am call with Ellen, and I thought that would give them an opportunity to discuss the implications of our call immediately afterwards. Is that too late in the process for you? Will you still be in Israel then, or will you already be in the States? Prior to the conference call, I will have sent you the current version of the interview protocol, along with my comments on it. I am very pleased with the work the field researchers have done so far in developing the interviews.

The field researchers' travel calendar now stands as follows:

November 15-21: Milwaukee  
December 6-11: Baltimore  
December 12-18: Atlanta

They will also be in New York as observers at the l.c. meeting November 23-24. Also, Ellen will be joining the f.r.'s for part of their Baltimore visit. The f.r.'s have scheduled 30 interviews (10 each) for the Milwaukee trip.

Adam

cc: Ellen

From: ERCVAX::EKJC68 27-OCT-1992 10:24:38.94  
To: ANNETTE  
CC: EKJC68  
Subj: ellen's trip to Israel

Annette,

This is my second message to you but since it is shorter it may arrive first.  
(E-mail is like that sometimes...)

Ellen has tentatively scheduled a trip to Israel for December 21 - January 11. This is mainly in connection with business at Tel Aviv University, but I have asked her to make some time to meet with you. I think it would be a good time for you to get an update on the project in person. Would you invite her to meet with you at some time during that period? If you do, it would be appropriate for you to defray some portion of the cost of her visit, if that is possible. (If that's not possible, I hope you will still invite her to meet with you.)

You can reach her easily by e-mail and fax.

Thanks.





From: ERCVAX::EKJC68 28-OCT-1992 15:47:12.25  
To: ELLEN, ANNETTE  
CC: EKJC68  
Subj: report memo--feedback from Coleman

To: Ellen, Annette  
From: Adam  
Re: report memo

I received the following feedback from Jim Coleman:

"Your proposed reporting system sounds fine to me. There is one thing you should plan for, however, in the longer run. There are at least two different functions served by reports, one a feedback function to the communities and the other a reporting to CIJE and to you, to allow a comparative analysis. These functions imply different reports. So you will want to have one feedback system to the communities and another, perhaps merely an add-on to the first, going to CIJE and to you. If you have only the first, then the field researchers are merely serving as feedback agents for the local program administrators.

"I'm sure this is implicit in your plans, but I thought I should make it explicit."

Jim is too kind--I had not thought through this issue, and of course he is correct. Also, we should address it now, not later. Thus, one revision I will make to the reporting memo is to talk about feedback--this is how we will describe these reports for the lead communities. The reports will have another section, which will not be given to the communities, which will address (a) comparative issues and (b) evaluation of CIJE functions. What do you think?

On a related matter--both of you have suggested that I share the memo with Art. Since I'm nearly ready to revise it, why don't I go ahead and do that and then present it to Art as a proposal? (It is going to be a proposal from me and Ellen.) Is there any feedback from Seymour or Mike Inbar before I go ahead?

One other modification is that I'd like to offer this as a proposal that Art will open for discussion with the lead communities. I'd like them to have a chance to have input about the nature of the feedback we're offering. I assume the feedback issue will come up for discussion at the Nov. 23/24 meetings.

From: ERCVAX::EKJC68 11-NOV-1992 14:22:00.53  
To: ANNETTE  
CC: ELLEN, EKJC68  
Subj: meeting on the 23/24

I'm glad it will work out to send a f.r. to the meeting on the 23/24. I am sure any of them would represent the project well. If one must be recommended I suggest Claire since she has been presenting the project so much lately. However, let me make one more pitch to send all three field researchers. First, I made an issue of this a couple of weeks ago so they already think all three of them are going. Second, all three will be visiting all three communities at some times, and it would be good for them to be introduced to the leaders of the other communities. Third, they would just be in the background during the meetings and not speak except to answer questions and to present the project if asked, and then only one of them would present.

P.S. I received a letter from Julie today in which she says they have an appointment to meet with Barry Holtz prior to the meeting on the 23rd-- "an informal get-acquainted session" she calls it. So it looks like they've already set up their trips. That's my fault--I told them they were going a couple of weeks ago.



From: CBS%IL.AC.HUJI.VMS::ANNETTE 10-NOV-1992 18:32:00.15  
To: EKJC68  
CC:  
Subj: Re: I am planning on faxing the attached to Art today

Via: UK.AC.NSFNET-RELAY; Tue, 10 Nov 92 18:31  
Received: from vax.nsfnet-relay.ac.uk by sun.nsfnet-relay.ac.uk  
with Internet SMTP id <sg.06839-0@sun.nsfnet-relay.ac.uk>;  
Tue, 10 Nov 1992 18:30:31 +0000  
Received: from [128.139.4.3] by vax.NSFnet-Relay.AC.UK via NSFnet with SMTP  
id aa05714; 10 Nov 92 17:58 GMT  
Received: by HUJIVMS (HUYMail-V6j); Tue, 10 Nov 92 20:28:22 +0200  
Date: Tue, 10 Nov 92 20:26 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: annette@huji.vms  
Subject: Re: I am planning on faxing the attached to Art today

Dear Adam,

Having thought it over and cleared it with Art, it is  
fine for one of the f.r.'s to participate in the  
workshop of Lead COMMUNITY planners on November 23 and 24.

It was good talking to you -- as always.  
Take care

Annette





From: CBS%IL.AC.HUJI.VMS::ANNETTE 12-NOV-1992 18:54:08.37  
To: EKJC68  
CC:  
Subj: Re: content of reports

Via: UK.AC.NSFNET-RELAY; Thu, 12 Nov 92 18:54  
Received: from vms.huji.ac.il by sun2.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.24235-0@sun2.nsfnet-relay.ac.uk>;  
Thu, 12 Nov 1992 18:25:16 +0000  
Received: by HUJIVMS (HUyMail-V6j); Thu, 12 Nov 92 20:25:14 +0200  
Received: by HUJIVMS (HUyMail-V6j); Thu, 12 Nov 92 16:41:40 +0200  
Date: Thu, 12 Nov 92 16:38 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERCYAX  
Cc: annette@huji.vms  
Subject: Re: content of reports

So far so good. We will respond as soon as we receive the materials.  
At that time we will also decide about the agenda  
of the meetings -- or rather about the place  
of the project in those meetings. I foresee  
them as very very heavy meetings - and we will need  
to prioritise. They may or may not be the  
best forum for discussion of the report format.  
The basic issue of reporting will certainly be brought up.

As to the three f.r.'s: you are so very convincing, persuasive  
and persistent that a person cannot but be swayed!  
They should come and I really look forward to meeting them.

Best Regards,

Annette



From: CBS%IL.AC.HUJI.VMS::ANNETTE 2-NOV-1992 20:34:38.39  
To: EKJC68  
CC:  
Subj: Re: report memo--feedback from Coleman

Via: UK.AC.NSFNET-RELAY; Mon, 2 Nov 92 20:34  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <g.13942-0@sun3.nsfnet-relay.ac.uk>;  
Mon, 2 Nov 1992 20:34:04 +0000  
Received: by HUJIVMS (HUYMail-V6j); Mon, 02 Nov 92 22:34:06 +0200  
Date: Mon, 2 Nov 92 22:33 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: annette@hujivms  
Subject: Re: report memo--feedback from Coleman

Hi Adam,

Just to say that I did receive all your messages, that Mike  
does have comments, that I will write back - by Wednesday  
evening -- or will call if I don't get to the machine --  
all in the wake of a most intensive work week with Mort Mandel,  
official opening of the school for educational leadership,  
strategizing on the CIJE and lead communities and more.  
My agenda also includes asking for your advice about the  
terms for the communities' self-study (do you know  
of literature or people who know about communities  
examples of communities' assessments of their educational  
system [oops! please delete the extra "comunities" two lines up!])  
We are looking into guidelines for lead communities.  
There are fair examples of studies of educators, few examples  
of achievement tests in Jewish education, and almost nothing  
else. We'll do attendance etc... But what about good output  
measures?

Any thoughts appreciated.

Of course I'll love to meet with Ellen when she comes  
and I will write to her about this.

More later in the week,

Reagrs,  
Regards,

Annette



From: ERCVAX:EKJC68 11-DEC-1992 15:51:16.04  
To: ANNETTE  
CC: ELLEN, EKJC68  
Subj: conference call?

Annette,

I hope you had a safe trip back to Israel. I've been briefed about the November meetings so I think I'm up to date. I received Art's memo announcing your expanded role in the project. I'm pleased with the way he went about it -- having a director of the l.c. project within the CIJE will fill the leadership vacuum, I think. Anyway, wry congratulations on a new role you weren't seeking.

Ellen indicated that we may have a conference call on Monday December 14, at noon U.S. central time. I'm writing to let you know I'm available for that. I'll be at home: my number is 44-31-447-5667.

The schedule for our project is that the f.r.'s are in Baltimore this week and Atlanta next week. After that they have three weeks to write the first drafts of their reports (deadline Jan. 11). Then Ellen and I will respond to the reports, and the f.r.'s and Ellen will meet in Nashville to write second drafts. These drafts will be sent to the advisory committee -- which, by the way, no longer includes you, since you are our boss, but you can have the drafts then also -- and the committee will have one week to respond (approx Jan 20-27). Then we will take one more week to revise the proposals based on the committee's comments, and we plan to deliver the reports in the first week of February.

Did you see Steve Gelfand's memo about the reports? He is asking to see the reports in draft form. That's fine with me. I'd like to send them to the local project directors the same week they are sent to the advisory committee. If you think that's too risky, we'll send them after the next revision, but that would add another week or even two to the schedule, so I'm reluctant to do it that way. It is important to remember that the reports will only be delivered to the local CIJE directors, no one else in the l.c.'s, and they can control how and to what extent we disseminate the information in the reports.

While the advisory committee is reading the draft reports, Ellen and I will be writing a summary report for CIJE. This report will not only summarize the three l.c. reports, it may also give comparative information, evaluate the l.c. efforts, and take stock of CIJE's progress. It is intended for you, Art, and the CIJE Board subcommittee on evaluation.

Adam



From: CBS%IL.AC.HUJI.VMS::ANNETTE 12-DEC-1992 17:13:27.88  
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id <sg.17384-0@sun3.nsfnet-relay.ac.uk>;  
Sat, 12 Dec 1992 17:13:15 +0000  
Received: by HUJIVMS (HUYMail-V6j); Sat, 12 Dec 92 19:13:18 +0200  
Date: Sat, 12 Dec 92 19:13 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: annette@hujivms  
Subject: Re: meeting on the 23/24



Date: Sat, 12 Dec 92 19:10 +0200  
From: <ANNETTE@HUJIVMS>  
To: GOLDRIEB@VUCTRVAX  
Subject: Re: Visit to the Holy Land

Dear Ellen,

Thanks for your message -- yes we are on for the telecon with a very much to discuss and to decide.  
The telecon is being arranged by Ginny Levi at Premier 216-391-8300.

I suggest that the agenda include the following items:  
update -- primarily what happened at the CIJE and the actual work in the Communities  
implications -- for the CONTENT of the field research (new questions arise that may be most interesting)  
implications -- for the January report (with no input yet from the CIJE in the communities the questions you and ADAM raised as to the relevance and timeliness and content of the January report is more urgent than ever next steps  
and of course anything else you might want to raise.

Speak to you soon,

Annette

cc Adam Gamoran  
p.s. Jim is here -- taught a class at our new school on Thursday.



From: ERCVAX::EKJC68 15-DEC-1992 10:09:04.82  
To: ELLEN, ANNETTE  
CC: EKJC68  
Subj: (Annette, could you pass this on to Seymour also? Thanks.)

December 15, 1992

Dear Seymour, Annette, and Ellen,

It was nice to talk with you last night. Wouldn't it be something if we all lived in the same city and could meet regularly! I bet we'd get a lot done. As it is we'll have to make do with infrequent conversations.

In this message, I'll first summarize what I took to be the main points from our discussion. Then I'll suggest some possible future directions that may be suitable for the next phase of the lead communities project. Hopefully my suggestions will take account of the actual state of affairs in the communities to date.

I think two main points emerged:

- (1) In many cases, important members of the lead communities are having as their first introduction to the CIJE, an interview with the field researchers. This is creating some awkward situations, and may be making it more difficult to provide an effective introduction through the implementation side of the project.
- (2) If the field researchers prepare reports that are not useful -- for example, if they state the obvious, such as "few people know what a lead community is" -- there is a danger that the funders of and/or participants in the project will, justifiably, complain that we are spending money on researchers which we should be spending on programs.

My reflections on these points are as follows:

The first issue is very serious. Obviously we must not allow the evaluation work to impede the implementation in any way. I think the short-term solution to this issue is straightforward: After this week, we are finished interviewing for the time being. We then have a period of reflection, during which the field researchers will be processing the information they have gathered so far. This period will give us the time to decide to whom they should and should not talk over the next several months. Possible longer-term decisions are:

- (a) talk only with persons leading the local CIJE effort
- (b) talk with the above, and talk with educators also, but don't ask anyone about CIJE who isn't already committed to CIJE
- (c) talk with everyone who will talk to us, as originally planned

Any other possibilities? Provisionally, I favor (b). The



reason for continuing to talk to educators would be to collect baseline information about their professional lives, and to monitor changes in their views about the future of Jewish education in their communities. But we do not need to decide this until January.

It would be helpful if we could alert the field researchers to this issue. I don't know if they are planning to conduct an interview here and there after this week -- if so we will need to tell them to stop. More generally, it is advisable to let them know what's going on if possible.

Issue number (2) has always been with us. It is, in fact, the reason I have been pushing so hard for a report at the end of January -- I want to show, or at least find out, if the evaluation team can be useful to the implementors as soon as possible. I think we settled on our short-term strategy for this issue over the phone: The field researchers will write their reports, and Ellen and I will read them and decide whether or not to give them to the advisory committee. If we and the advisory committee believe they are likely to be useful, we will give them to the CIJE. If we decide to release them, we will give local CIJE project directors a chance to react before we finalize the reports.

I think there is a good chance the reports will be useful to the communities. The field researchers see themselves as working to elicit information that will be helpful to community members -- that is the audience they see themselves as addressing. But we have all agreed, as far back as my meeting in Jerusalem last June, that we will not release anything that would be harmful to the implementation.

I do not see any need to raise this issue with the field researchers, at least not directly. I think they know I've been pushing for reports so that we can make a contribution.

It would be helpful to know what steps are contemplated to expand the implementation of the project within the communities. Are you going to go to each community and whoop it up, make a big splash about being a lead community? Are you going to try a softer approach, building a coalition quietly before you try to bring it all together? Or what? This decision will guide the evaluation project to an important extent. Is there any information we can provide you that will help you make this decision? I'd have thought you'd like to know how far the lead community coalition actually extends in each community -- as opposed to how far it appeared to extend in the proposal -- but perhaps you know that already. (I don't, but I haven't been there.) Is there any other information we can pull together that would help you decide on the next step?

I look forward to your reactions -- first, I'd like to know whether I've summarized the main concerns correctly, and second, I'd appreciate any suggestions about what we should do in light of the concerns.

Best,





From: CBS%IL.AC.HUJI.VMS::ANNETTE 16-DEC-1992 11:26:59.49  
To: EKJC68  
CC:  
Subject: Re: (Annette, could you pass this on to Seymour also? Thanks.)

Via: UK.AC.NSFNET-RELAY: Wed, 16 Dec 92 11:26  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <g.15035-0@sun3.nsfnet-relay.ac.uk>;  
Wed, 16 Dec 1992 11:25:44 +0000  
Received: by HUJIVMS (HUYMail-V6j): Wed, 16 Dec 92 13:25:47 +0200  
Date: Wed, 16 Dec 92 13:15 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: goldrieb@vuctrvax, annette@huji.vms  
Subject: Re: (Annette, could you pass this on to Seymour also? Thanks.)

Dear Adam,

It was wonderful to receive your E-mail, with its  
so clear formulation of our common understandings and concerns.  
I would like to respond immediately.

As regards the first issue -- i.e. with whom, when and how  
do evaluators talk about what -- we here concur with your  
advice and think that option b) is probably the preferred  
one at this time (subject to ongoing revision). I would just  
like to add that a major purpose in addition to the ones  
you state is to allow the field researchers to learn more  
about the Jewish educational system -- educators  
institutions and programs.

We also think that it is probably wise to alert the field  
researchers and thus to minimise the danger of  
misunderstanding on their part. They may also have useful  
insights for us.

Which leads us to the next point -- the report. Here too we are  
in agreement. I just wonder if project  
directors (who - by the way - may be people other than the current  
planners) should see the draft before or after  
Art has seen it.

As to the implementation question. At this point we still need  
to overcome preliminary hurdles or stumbling blocks --  
things that have not yet been appropriately addressed:  
- getting leadership on board and involved  
- getting agreement on the project  
- getting dedicated staff  
- getting the local commission launched

We have of course an action plan, and preparations are  
moving ahead on all elements  
e.g. pilot projects for early implementation  
best practices  
planning and self-study guidelines  
etc...  
but these and other cannot make their contribution  
before a green light of sorts is given locally.  
We are working on several fronts to get this done.  
Both Mort and Art will be here the whole of next



week, at which point we will take decisions.

That's it for implementation thinking - which may  
or may not include whoops and other modes of communication.

Before signing off - two more points:  
working with me on this project is Shmuel Wygoda,  
a colleague who has joined the Institute staff in  
as senior researcher. He was with us in the  
US this past month and will be in on our  
future communications since he and I work on  
this project together.

Ellen hello, this should have read  
Dear Ellen and Adam"  
Alas I do not know how to edit the thing - so you  
get cc'd until I know better... sorry.

Warm regards to both of you. We look forward to hearing  
more and to seeing Ellen.

Annette



From: CBS%IL.AC.HUJI.VMS::ANNETTE 22-DEC-1992 22:31:58.60  
To: EKJC68  
CC:  
Subj: Telecon with Esther-Leah Ritz

Via: UK.AC.NSFNET-RELAY; Tue, 22 Dec 92 22:31  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.10226-0@sun3.nsfnet-relay.ac.uk>;  
Tue, 22 Dec 1992 22:31:35 +0000  
Received: by HUJIVMS (HUYMail-V6j); Wed, 23 Dec 92 00:31:38 +0200  
Date: Wed, 23 Dec 92 0:31 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: annette@hujivms  
Subject: Telecon with Esther-Leah Ritz

Dear Adam,

Thanks for being available later today for the Conference Call.  
Here is what it is about. Esther-Leah Ritz, our Mandel Institute  
Board member from Milwaukee is here. Mrs Ritz is a grand lady, a  
very prominent lay person on the communal scene in North America.

She is a former president of the JCC Association and of many  
more communal organizations. She was a member of the Commission and  
is a board member of the CIJE. Art Rotman asked her to head a  
sub-committee of the CIJE board for your project. She has accepted  
to do this -- though she prefers to add that this is so "until  
she finds someone to replace her".

What we need to do today is to brief her on the project,  
its purpose, methods, desired and anticipated outcomes. All  
of this in general terms since she is just getting on board.

Mrs Ritz is outspoken,  
straightforward, sure to ask pertinent questions. We need to  
shape with her the role of her committee, after she receives a  
picture of what the project is about. This first conversation  
comes to establish contact between you and her and make direct  
communications possible when appropriate.

With us on the call will be: Art Rotman, Mrs Ritz, Shmuel  
Wygoda and Seymour.

Speak to you then,

Best regards,

Annette

From: CBS%IL.AC.HUJI.VMS::ANNETTE 22-DEC-1992 22:31:58.60  
To: EKJC68  
CC:  
Subj: Telecon with Esther-Leah Ritz

Via: UK.AC.NSFNET-RELAY; Tue, 22 Dec 92 22:31  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.10226-0@sun3.nsfnet-relay.ac.uk>;  
Tue, 22 Dec 1992 22:31:35 +0000  
Received: by HUJIVMS (HUYMail-V6j); Wed, 23 Dec 92 00:31:38 +0200  
Date: Wed, 23 Dec 92 0:31 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: annette@hujivms  
Subject: Telecon with Esther-Leah Ritz

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straightforward, sure to ask pertinent questions. We need to  
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picture of what the project is about. This first conversation  
comes to establish contact between you and her and make direct  
communications possible when appropriate.

With us on the call will be: Art Rotman, Mrs Ritz, Shmuel  
Wygoda and Seymour.

Speak to you then,

BEst regards,

Annette



From: CBS@IL.AC.HUJI.VMS::ANNETTE 24-DEC-1992 15:19:02.86  
To: EKJC68  
CC:  
Subj: Re: data gathering after January

Via: UK.AC.NSFNET-RELAY; Thu, 24 Dec 92 15:19  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.12058-0@sun3.nsfnet-relay.ac.uk>;  
Thu, 24 Dec 1992 15:18:44 +0000  
Received: by HUJIVMS (HUYMail-V6j); Thu, 24 Dec 92 17:18:45 +0200  
Date: Thu, 24 Dec 92 17:18 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Subject: Re: data gathering after January

Dear Adam,

Thanks for participating in yesterday's telecon. I believe this may be the beginning of a fruitful partnership between your project and the CIJE Board.

We concluded the Board meetings of the Mandel Institute today. We concluded the Board Meetings of the Mandel Institute today -- Mort will be here for another week and we are having -- as always -- very tough and very honest looks at our projects.

This often results in policy changes, or strategic changes, or new projects...

We had several meetings with Art Rotman and Mort concerning the CIJE and among other we discussed the forthcoming meetings of the CIJE Board -- scheduled for February 25, 1993 in New York. Presentations at the meeting will include the key projects (Best Practices; Evaluation (for short); general overview of the idea).

It would be wonderful if you could attend that meeting and offer an overview of the project and where it is going. As you know we all have big stakes in having the notion of research in/for Jewish education understood, the likely benefits that would accrue illustrated, and the whole idea accepted. Therefore -- if you had a couple of days available to fly over, present, fly back -- we would be more than happy to defray the costs. We believe that you would offer the most effective presentation on the project.

That's it.

Take good care,

Annette

From: ERCVAX::EKJC68 15-JAN-1993 17:12:26.55  
To: ANNETTE  
CC: EKJC68  
Subj: board meeting and field researcher reports

Annette,

I'm writing about two issues:

#### BOARD MEETING

I've been giving more thought to the February board meeting and the question of my participation. Here's what I'm thinking: If my role there would be to report on the evaluation project, i.e., say what we've done so far, what we're doing next, and answer questions, I think Ellen can do that absolutely just as well as I can, so I would prefer not to attend. If you have in mind a presentation of some of our findings, e.g., the summary report which will make comparisons among the communities, or any recommendations we present which the board would wish to take up, then I think my presence would be more important. In other words, I'm not needed just to report on the evaluation process, but if the content of the evaluation is at issue, then I feel responsible and would attend.

I suggest that we wait a few weeks to see how the reports turn out and make a decision at that time. You probably haven't decided on the agenda for the board meeting yet so that gives more time.

#### FIELD RESEARCHER REPORTS

Ellen and I have read and critiqued the first drafts of the field reports. We are applying what we call the "Seymour test": Could Seymour Fox have written these reports without ever having visited the communities? Only if the answer is no, do the reports have a chance to be informative, both to the communities and to the CIJE.

Ellen and the field researchers are meeting in Nashville next week to revise the reports. We will then send them to our advisory panel, and ask for responses in one week's time. We will also send them to you, even though you are not a mere advisor any more!

Ellen and I will decide next week whether the reports are worth sharing with the communities. I think the answer is going to be yes. Assuming it is, I would like to send each draft report to one person in its respective community, for his/her eyes only, with a request for a meeting with the field researcher one week hence, to discuss the following:

- (a) Are there any obvious errors of fact or interpretation?
- (b) Is this likely to be helpful to your community's planning efforts? What revisions might make it more helpful?
- (c) What direction can future reports take that would be helpful to you?

Do you want to leave it to the field researchers to identify the one person in their communities with whom they will discuss the draft reports? I think they all know who they'd go to. Or do you want to give us instructions about that?

P.S. The reports are fairly innocuous. They are mostly descriptive. They do highlight some key issues that confront each community, and in that sense I think they are going to be helpful. The reports would fail the "Seymour test" in the sense that if he listed 12 problems, he would not miss any of those identified by the communities. But he would not necessarily know

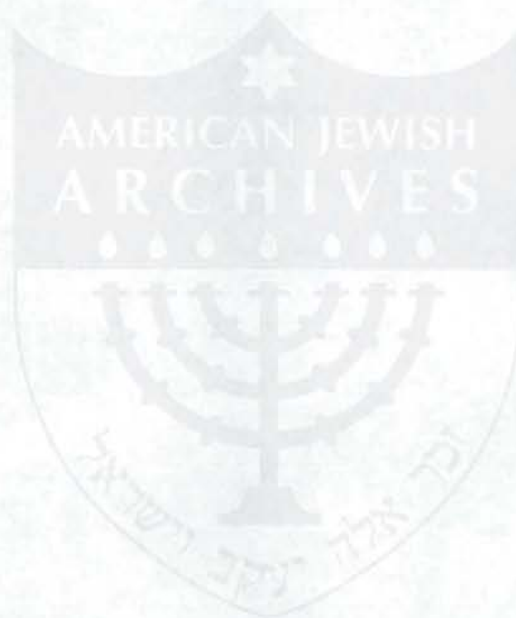


which three are most central in each community, nor would he know how the key issues relate to their contexts. And I don't think the federation leaders know that already either. So that's why I think the reports will be useful to the communities.

I am confident that the reports, and the summary report being prepared by Ellen and me, will be potentially useful to CIJE, i.e. you, Shulamith, Art, and Barry.

Shabbat shalom,

Adam





From: ERCVAX::EKJC68 20-JAN-1993 13:38:34.75  
To: ANNETTE  
CC: EKJC68  
Subj: what I meant to add yesterday

Annette,

Thanks for the call yesterday. Today I'm sending you two memos. This one contains a couple of items I meant to add to our conversation but which slipped my mind at the end. The next message contains my thoughts after reflecting on our call.

(1) Will the accounting and disbursement of funds move from New York to Cleveland? If so, how will this occur? I am concerned that this aspect of the transition be smooth. (A side point -- the JCCA accountants have been wonderful in setting up our accounting system and paying and reimbursing people promptly, but I have had to work hard to obtain the information I need to monitor our budget. I hope this can be maintained or improved following the transition.)

(2) You'll recall that we've had family plans to visit Israel at the end of May. For purely family reasons, we've decided to shift this visit to April, to coincide with the boys' school holiday. We are anticipating being in Israel from April 4 - 20. I am giving a workshop at Tel Aviv University on April 18-19. Would there be a time earlier in the period that you and I could meet? The best dates for us would probably be April 7 or 8, but our schedule is not fully set yet. I hope this does not cause a hassle for you, and if you are unavailable during this time -- it coincides with Pesah (April 5 - 12) -- I would of course understand.

Adam

From: ERCVAX::EKJC68 20-JAN-1993 13:39:16.08  
To: ANNETTE  
CC: EKJC68  
Subj: reflections on yesterday's conversation

Hello again! Here's message number 2, my reflections after yesterday's conversation:

I had a good talk with Ellen last night. She and the field researchers are wrapping up 2 1/2 days of hard work revising the reports. My request to cease formal interviews coincides well with what they had decided that day. This week they are finishing their reports. Next week they will be helping Ellen and me with the summary report. The following week they will spend reflecting on what they know so far and where the major gaps in their knowledge are--what do they not know, who have they not talked to, what issues allow fruitful comparisons across communities, etc. On the basis of this reflection, they will each propose a plan for next steps, which Ellen and I will then consider together with them. Thus, there will be at least three weeks with no formal interviews, and we will not resume until we get the go-ahead. The field researchers will not be totally out of sight, but they will not be out interviewing and they will not be travelling.

The decision not to show the reports to anyone in the communities at this time also coincided with a decision they had made already, or, to be more precise, a decision Ellen had already enforced. However, Ellen's conversations with the field researchers and subsequently with me raised a number of difficulties that I thought you should be aware of. We support this decision, but it is not without its costs:

(1) The field researchers have established positive working relations with the community planners -- Marshall in Baltimore, Steve in Atlanta, and Howard in Milwaukee. Each of these men know that we are writing up our observations to date, and each is eager to see what we've come up with. As a matter of pure courtesy we should show them what we're in the process of writing.

(2) Beyond courtesy, we need their help in correcting obvious errors of fact that even the most careful research sometimes fails to avoid.

(3) A third difficulty is that the field researchers need feedback on how they are doing. I don't mean a pat on the back, I mean they need to hear an opinion from one of their subjects about whether they're focusing on the right issues and making helpful observations. This feedback will help them and us make better decisions about how to adjust their roles.

(4) You'll recall that Steve Gelfand explicitly asked to see the Atlanta report in draft form. This isn't an unsurmountable problem because we can say, with honesty, that the reports will still be in draft form as long as we show them to someone in the communities before we finalize them, even if we hold them back at the present time.

(5) You may also recall Esther Leah Ritz's advice to show drafts to someone from the communities. She based her suggestion on the principle that when an evaluation is prepared, the subject should get to see it before it becomes part of the record. In holding back the reports, we are actually going against her advice (instructions?). One might say we're only showing the reports to the advisory committee at this time, but by sharing them with you and Seymour -- which is important for us to do -- we are really sharing them with CIJE before we allow a response from someone in the communities. I see

this as a problem. At a minimum, I should probably contact Esther and tell her how we are proceeding don't you think?

\*\*\*\*\*

So I think these are the costs of our decision. My fondest hope is that when you receive the reports in the middle of next week, you'll see that they are at most, helpful, and at worst, harmless, and you'll feel that we can show them to Marshall, Steve, and Howard, respectively, as DRAFT REPORTS for their eyes only and for their comments.

Yours,  
Adam





From: ERCVAX::EKJC68 25-JAN-1993 11:41:20.47  
To: ANNETTE  
CC: EKJC68  
Subj: reports

Thanks for your message. We are seeing eye to eye. (Is that an Americanism?  
I meann we agree.)

Regarding your upcoming visits to lc's -- will there be formal meetings?  
When? May one of our f.r.'s observe? I haven't forgotten your request  
for tips on presenting the MEF project to Fed executives, and I'll e-mail  
some thoughts on that this week.

Ellen and RRoberta were at a meeting in NNew York (senior policy advisors  
or just CIJE staff, I'm not sure) when Art announced the impending changes  
in CIJE leadership. They know this is confidential. I'll try to find out  
who exactly was at this meeting if you'd like.

More later.....



From: CBS%IL.AC.HUJI.VMS::ANNETTE 25-JAN-1993 22:39:21.53  
To: EKJC68  
CC:  
Subj: Re: reflections on yesterday's conversation

Via: UK.AC.NSFNET-RELAY; Mon, 25 Jan 93 22:39  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.09067-0@sun3.nsfnet-relay.ac.uk>;  
Mon, 25 Jan 1993 21:54:19 +0000  
Received: by HUJIVMS (HUYMail-V6k); Mon, 25 Jan 93 23:54:18 +0200  
Received: by HUJIVMS (HUYMail-V6k); Mon, 25 Jan 93 22:50:35 +0200  
Date: Mon, 25 Jan 93 22:47 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERCYAX  
Cc: annette@hujivms  
Subject: Re: reflections on yesterday's conversation

Americanism indeed. But after 25 years of marriage to an American I have become somewhat proficient.

The meeting in New York was that of the Senior Policy Advisors -- a networking and information group that convenes once or twice a year to receive reports and discuss. As usual, reports are that your team did very well. I know about Art.

The purpose of my Lead Communities tour is to start the dialogue again, or put it on track. It is not a formal meeting (whatever formal means) and I think we would be not well advised to have the f.r.'s there. There is a strong feeling about that they must keep a low profile for a while (hopefully very short), until we get things back on track.

It would help me greatly to have some pointers from you for the discussion. The issue of "why no quantitative data" is sure to surface. How should I respond to it? Of course this is a secondary point. The main one is to re-iterate the rationale for the project and explain why it is useful to have f.r.'s in place even as the project is just beginning to move.

Looking forward to read the reports

Good night!

Annette

From: ERCVAX::EKJC68 27-JAN-1993 10:38:13.76  
To: ANNETTE  
CC: EKJC68  
Subj: next message

Annette,

The next message contains my "tips" for speaking to the Fed execs about evaluation. You've seen much of it before. The main new part is the section on why evaluation should precede the implementation. I hope you find it helpful.

I can't help noting that the qualitative emphasis at the early stages of the project is what we've planned from the very beginning, and it is not correct that we've "changed course" on this since Steve Hoffman left the CIJE.

I will be in London Wed night - Saturday for a Fulbright meeting. If you'd like to speak before you leave for the US, you can leave a message at the Bickenall Hotel, tel. 44-71-935-4547, and I will return the call. Best time to talk would probably be 8 or 8:30 am my time, i.e. 10-10:30 am your time, on Friday morning.

P.S. We are hard at work on the summary report, which we expect to finish next week. Where should I send it for you?

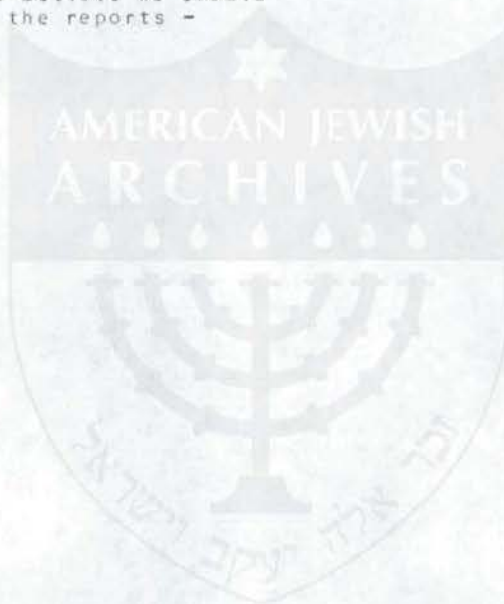




From: CBS%IL.AC.HUJI.VMS::ANNETTE 27-JAN-1993 14:29:22.00  
To: EKJC68.  
CC:  
Subj: Re: next message

Via: UK.AC.NSFNET-RELAY; Wed, 27 Jan 93 14:29  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.26747-0@sun3.nsfnet-relay.ac.uk>;  
Wed, 27 Jan 1993 14:28:37 +0000  
Received: by HUJIVMS (HUYMail-V6k); Wed, 27 Jan 93 16:28:40 +0200  
Date: Wed, 27 Jan 93 16:24 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: mandel@uk.ac.nsfnet-relay  
Subject: Re: next message

Summary report should come to my office in Jerusalem  
Am reading the f.r.'s with great interest. I believe we should  
have a telecon within the next two weeks on the reports -  
will get back to you pn this very soon.  
Thanks!  
Annette



From: CBS#IL.AC.HUJI.VMS::ANNETTE 29-JAN-1993 11:52:29.72  
To: EKJC68  
CC:  
Subj: Re: first reponses to first reports

Via: UK.AC.NSFNET-RELAY; Fri, 29 Jan 93 11:52  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.16456-0@sun3.nsfnet-relay.ac.uk>;  
Fri, 29 Jan 1993 11:52:08 +0000  
Received: by HUJIVMS (HUyMail-V6k); Fri, 29 Jan 93 13:52:13 +0200  
Date: Fri, 29 Jan 93 13:51 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERCVAX  
Cc: annette@uk.ac.nsfnet-relay, goldreib@vuctrvax  
Subject: Re: first reponses to first reports

Dear Adam and Ellen,

Thank you for forwarding the reports so promptly.  
Here are initial responses to the F.R.'s documents --  
from Mike Inbar and myself.

The documents are pleasantly written, pleasant to read  
papers. In the descriptions and comments there are some  
useful insights about each of the communities.

However the documents are difficult to respond to,  
among other because they do not seem to focus on  
a defined purpose, on specific common issues,  
topics or problems. They have an ad-hoc and somewhat  
arbitrary character to them, offering a variety of general  
impressions. Mike asks me to point in particular to the  
fact that the three reports offer heterogeneous items,  
based on heterogeneous methods. (E.g. some did interview  
educators, some did not. Some may have interviewed a critical  
minimum number of actors others did not).

This heterogeneity he feels, creates a serious problem of  
validity. We need homogeneity re-sources and methods for  
the reports' reliability. Mike thinks that we should  
view these documents as internal drafts only, not for any  
sort of release -- he feels they are not yet reports.  
When access to additional sources of information  
allows the f.r.s to undertake the data-collection as planned,  
and to focus on the three issues that were proposed, then  
they can write actual and valid reports.

We know of course why that is. The situation did not permit  
the f.r.s to systematically respond to their own mandate,  
and I trust that it is clear that this does not reflect  
any judgement on their skills and abilities.  
I realize how frustrating the situation must be. But at least  
on this side of the ocean the feeling is that these  
reports, written under the constraints of a projects that  
still needs to get off the ground - while there is nothing  
one would want to delete  
from them, do not do justice to your mandate or to the  
idea of a "monitoring, evaluation and feedback loop".

I hope that my trip and subsequent discussions and follow-up with the communities will also clear the way for the f.r.'s. At which point we will be able to do the real thing. I realize that we need to put our heads together as to how to deal with this -- when all the feedback is in and you will want to decide. Perhaps a telecon after February 7th?

Any word yet from Jim?

I will be in both Baltimore and Atlanta for a few hours. If time permits I would love to meet or talk briefly with Julie and with Claire.

Best Regards and Shabbat Shalom,

Annette





From: ERCVAX::EKJC68  
To: ANNETTE  
CC: EKJC68  
Subj: telecon

1-FEB-1993 10:53:03.58

Dops, I see that it's AFTER Feb 7, not ON Feb 7, for the telecon. I'm sure that will work out.



From: CBS@IL.AC.HUJI.VMS::ANNETTE 24-JAN-1993 20:49:07.90  
To: EKJC68  
CC:  
Subj: Re: reflections on yesterday's conversation

Via: UK.AC.NSFNET-RELAY: Sun, 24 Jan 93 20:49  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.00301-0@sun3.nsfnet-relay.ac.uk>;  
Sun, 24 Jan 1993 20:48:30 +0000  
Received: by HUJIVMS (HUYMail-V6k); Sun, 24 Jan 93 22:48:31 +0200  
Date: Sun, 24 Jan 93 22:48 +0200  
From: ANNETTE <ANNETTE@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: annette@huji.vms  
Subject: Re: reflections on yesterday's conversation

Dear Adam,

Many thanks for your two memos. Hope I can do justice to both at this late time.  
As to showing the draft reports to the communities I believe that we are in close agreement as regards the appropriate way of sharing the reports. Our intention is to have the appropriate person in the community see the draft and correct errors/ and/or comment on it.

However at the present time, under circumstances where the gap between what was intended for the researchers and what is, is so large and the situation is as unclear at it is, we would be ill advised to add anything that might further mis-understandings about the evaluation project. In order to preempt this are suggesting that the steering committee with Elen and with you see and discuss the draft BEFORE anyone else - and in order to jointly decide what the best course of action is. Hopefully it will be to share the report with the person in the community.

I would not call Esther Leah yet, since we don't know if we have a report, and because she is not yet apprised of the changed leadership situation. That will happen around the time of the Board meeting. Will let you know.

I am flying to Cleveland, Atlanta and Baltimore next week (Sunday to Friday) - with Steve Hoffmann and Shulamith. Hope to know much more when I return.

As regards financial administration - things will remain unchanged until the end of February and will then move to Cleveland. Thanks for alerting me to your concerns. I will discuss them with Ginny Levi who will be in charge of administration - and trust she will be helpful to you, in particular as regards the regular passing on of information (I have built an effective system with Cleveland - and believe the same should be possible for you).

We have not yet formulated our April plans and schedules, therefore I need a little more time to be able to respond to yours. We certainly want to see you at the Mandel Institute when you come, so let's get back to this when I return from the New World.

Looking forward to reading the reports - please fax or e-mail  
them.

Best Regards,

Bonne nuit!

Annette





From: CBS%IL.AC.HUJI.VMS::MANDEL 24-FEB-1993 10:55:38.98  
To: ekjc68  
CC:  
Subj: Re: reports

Via: UK.AC.NSFNET-RELAY; Wed, 24 Feb 93 10:55  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk With Internet SMTP  
id <sg.15922-0@sun3.nsfnet-relay.ac.uk>;  
Wed, 24 Feb 1993 10:55:08 +0000  
Received: by HUJIVMS (HUYMail-V6k); Wed, 24 Feb 93 12:55:17 +0200  
Date: Wed, 24 Feb 93 12:55 +0200  
Message-id: <24020093125501@HUJIVMS>  
From: MANDEL <MANDEL@il.ac.huji.vms>  
To: ekjc68@uk.ac.edinburgh.ercvax  
Cc: mandel@hujivms  
Subject: Re: reports

Dear Adam,

Please allow me to introduce myself. My name is Oriana Or and I am  
Annette Hochstein's Executive Assistant.

Annette asked me to write to you and let you know that she has received  
the report as well as the memo. She gave the report to Mr. Mandel ]  
on Sunday. Annette will speak to Alan Hoffman as soon as possible.

About the field researchers, Annette says that it is very important to  
coordinate the de educators survey with similar surveys that have already  
been carried out in Los Angeles, Philadelphia, Miami and perhaps additional  
communities. These were important first steps.

If you need to communicate with Anette, I will be happy to forward any m  
messages.

sincerely,

Oriana Or

From: ERCVAX::EKJC68 1-MAR-1993 10:23:29.13  
To: ANNETTE  
CC: EKJC68  
Subj: responses to the Planning Guide and Supplementary Schools paper

February 28, 1993

Ms. Annette Hochstein  
Mandel Institute of Jerusalem

Dear Annette,

I assume that by the time you read this you will be back from your latest trip to the U.S., and I hope it was a positive and productive visit. This week I received copies of the Planning Guide and the Supplementary Schools paper, and I wanted to offer a few reactions. I think both documents are superb, and my comments mainly address implications for the future rather than suggesting any revisions.

I have two minor questions about the Planning Guide: (1) What is the "goals project" which is mentioned in several places? This sounds like a project with which our work should be coordinated. (2) On p. 6, mention is made of "CIJE project descriptions." Which document is being used as the project description for the MEF project? Do you want us to prepare something specifically for this audience?

I also have one minor comment: On p. 18-19, the terms "outputs" and "outcomes" are hard to distinguish from one another, although they are given very different meanings here. I think what is meant is "short-term" and "long-term" outcomes, and that would probably be clearer. (A more jargony terminology would be "proximate outcomes" and "long-range outcomes.")

To me, the most important contribution of the planning guide -- aside from the fact that it proposes clear, concrete activities which can be undertaken right away -- is that its approach is systemic rather than piecemeal. As you know, I think this is the major strength of the Lead Communities Project, so it is important that this document reflect the systemic approach. I worry, though, that if and when serious educational planning takes place in the communities, it will occur in isolated programs rather than through ties with broad coalitions, and that the planning taking place in coalitions will not be precise and hard-hitting enough to have significant implications for contact between teachers and students (or counselors and campers, etc.). Part of this concern comes from my reading of the Supplementary School paper from the Best Practices project, which is outstanding in recommending a systemic approach within schools, but could easily be used (or not used) on a school-by-school basis without any wider coordination. At the same time, my limited knowledge of activities which have occurred in the communities thus far does not give me confidence that meetings among persons representing varied constituencies are able to move beyond funding issues, territorial issues, and very abstract goal issues, to attending to more concrete programmatic



issues.

What can CIJE do to make sure my fears are not realized, i.e. that the Planning Guide and the work of Best Practices are utilized in a systemic fashion throughout the community? Part of the answer is already in the Planning Guide, in its insistence on a broad coalition, attention to mobilization of many groups, etc. But how can we ensure that these coalitions contemplate significant educational change? To help me think about this I returned to Smith and O'Day's seminal work, "Systemic school reform." Writing about secular education, they advise state-level initiatives to coordinate curriculum, teacher training, and assessment, and to re-examine responsibilities and policies at each level of the educational governance structure. In Jewish education, there is no body with the authority to initiate change as states can for secular education. (Actually, I'm not sure states have the strength to do what Smith and O'Day recommend, but that's another issue!) What is needed is some kind of leverage that would encourage persons and institutions participating in Jewish education to improve curriculum, teacher knowledge and pedagogy, and assessment, and offer a broader range of services, all in a coordinated fashion.

It seems to me that such leverage may be possible through a partnership of CIJE, local federations, and national movements. This coalition may be able to supply the resources -- financial and intellectual -- that would facilitate the development and implementation of coherent programs. To the extent that this group provides resources -- and I am including foundations when I mention federation -- it should be able to demand a high level of coordination of curriculum, staff development, and assessment. Could CIJE broker a partnership among experts from national movements (e.g., education professors at the seminaries) and the local educators within each movement in the lead communities? Recognizing that ideological differences prevent community-wide coordination of education in most areas, it makes most sense to think about coordination within movements, and to propose that this begin first within the lead communities and ultimately on a national basis.

I hope I've been able to raise some useful questions, even if my suggested responses are too simplistic. As I said above, I think both the Planning Guide and the Supplementary Schools paper are outstanding documents, and I hope as much care will be taken with how they are used as was clearly required for their preparation.

Best,

Adam ?



From: ERCVAX:EKJC68 1-MAR-1993 10:23:29.13  
To: ANNETTE  
CC: EKJC68  
Subj: responses to the Planning Guide and Supplementary Schools paper

February 28, 1993

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Mandel Institute of Jerusalem

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Best,

Adam ?



From: ERCVAX::EKJC68  
To: ANNETTE  
CC: EKJC68  
Subj: trip in April

5-MAR-1993 12:28:36.57

Annette,

I'm looking forward to meeting with you during the first week of April. I think we have a lot to cover, so I will be grateful for any time you can spare for me.

I'm writing now about the arrangements for that trip. I had hoped that my trip would be fully funded by Tel Aviv University, but it turns out that's not quite true. Is there any possibility you can contribute \$250 towards the cost of my trip in April?

How did I get to this point? It's a long story, do you want to hear? Here goes: I have been awarded a grant from the United States-Israel Foundation (I think this is the Israeli Fulbright group) for "Lecturing and consulting at Tel Aviv and Hebrew Universities." I did not apply for this grant; the folks I am lecturing to at Tel Aviv University did. When I received the letter, I assumed "Hebrew University" meant Seymour, so I accepted. It turns out that unbeknownst to me, a group in Sociology of Education at Hebrew U had also applied for these funds to bring me over, but unfortunately they did not tell me they were doing so, and I made my plans without leaving any open days for them, except during the chofesh when they cannot schedule a lecture.

Each of the institutions I am visiting is supposed to contribute \$250 towards the grant, but now the folks in Sociology of Education at Hebrew U do not want to chip in (understandably). So I am writing to see if you are able to take their place.

Sorry for the trouble, and if this is not possible for you I'll understand -- and I will still want to meet with you!

Yours,

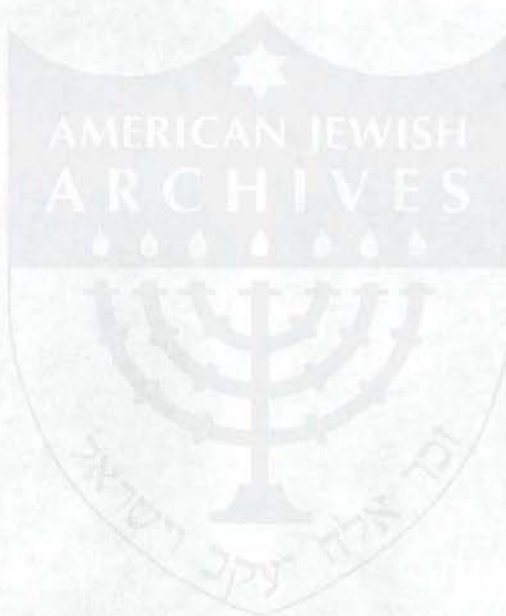
Adam



From: ERCVAX::EKJC68 22-MAR-1993 11:32:01.29  
To: ANNETTE  
CC: EKJC68  
Subj: trip funding

Did you receive my message about participating in the funding of my upcoming trip to Israel? Would that work out? I need to know so I can tell the funding agency, the "U.S.-Israel Education Fund." Their system is, they pay for the trip, but the participating institutions each must contribute directly to them. If this won't work for you I can manage ok, I just need to know.

Adam



From: CBS#IL.AC.HUJI.VMS::MANDEL 24-MAR-1993 09:23:37.16  
To: EKJC68  
CC:  
Subj: Re: meeting in April

Via: UK.AC.NSFNET-RELAY; Wed, 24 Mar 93 9:23  
Received: from vms.huji.ac.il by sun3.nsfnet-relay.ac.uk with Internet SMTP  
id <sg.14628-0@sun3.nsfnet-relay.ac.uk>;  
Wed, 24 Mar 1993 09:22:51 +0000  
Received: by HUJIVMS (HUYMail-V6k); Wed, 24 Mar 93 11:22:52 +0200  
Date: Wed, 24 Mar 93 11:22 +0200  
Message-id: <24030093112239@HUJIVMS>  
From: MANDEL <MANDEL@il.ac.huji.vms>  
To: EKJC68@UK.AC.EDINBURGH.ERC.VAX  
Cc: mandel@uk.ac.nsfnet-relay  
MIME-version: 1.0  
Content-type: Text/plain; charset=US-ASCII  
Content-Transfer-Encoding: 7BIT  
Subject: Re: meeting in April

Dear Adam,

Thank you very much for your various bitnets and their various comments as well as for your report on the meeting with Jim Coleman. Just wanted you to know that we that we are reading it all and are looking forward to our face to face meeting for for in-depth consideration of the issues, next steps, etc.

Sorry for not responding earlier to your request for funding. We are pleased to participate and will cover the \$250. that you requested. Please let me know where where you will be staying, and at what telephone number you can be reached.

Have a safe flight.

Annette



From: ERCVAX::EKJC68 30-MAR-1993 13:58:04.70  
To: ELLEN  
CC: EKJC68  
Subj: agenda for April 8 meeting

Dear Annette and Seymour,

Just a brief note to suggest that our agenda on April 8 include the following:

- I. Evaluation project issues
  - A. Field research
    - 1. roles of the field researchers
    - 2. integration of field research into community efforts
    - 3. the feedback loop
      - a. to the communities
      - b. to CIJE
    - 4. schedules of the above
    - 5. contracts for the field researchers
  - B. The advisory process for the evaluation project
  - C. Quantitative research
    - 1. supporting quantitative evaluation in the communities
    - 2. the possibility of a comparative survey some day
- II. General CIJE issues that affect the evaluation project
  - A. Centralization
  - B. Leadership
  - C. the meaning of systemic reform

I look forward eagerly to our meeting, and I am especially grateful you are able to make time for it during chol hamoed.

Adam





From: ERCVAX::EKJC68 23-APR-1993 13:48:52.46  
To: MANDEL  
CC: EKJC68  
Subj: meeting May 10

Dear Caroline and Oriana,

First, THANKS VERY MUCH for helping me get in contact with Annette earlier this week. I appreciate the extra effort that was involved.

Second, could you please give Shmuel the following message:  
My flight arrives in Cleveland on May 10 at 6:40 p.m., so I would be grateful if the evening meeting could be scheduled for 7:30pm. (This is the meeting at which the evaluation team will present updates to CIJE staff members: Seymour, Annette, Shmuel, Steve H., Shulamith, Barry, Ginny --anyone else?). I have also purchased a refundable ticket on an earlier flight which will get me to Cleveland at 4:00 pm, but my chances are at best 50-50 of making that connection.

Please let me know if my schedule causes any problems.

Adam



From: ERCVAX::EKJC68 31-MAY-1993 10:18:31.83  
To: ANNETTE, ELLEN  
CC: EKJC68  
Subj: I'm also faxing a copy of this letter

May 30, 1993

Dear Annette,

If I remember correctly, I am supposed to draft the 1993-94 contracts for the field researchers, and send them to you. Is that correct? I will be proposing a salary increase of 3%, keeping pace with inflation, rather than the 5% allowed in our budget. I will make a few revisions in the description of job responsibilities, in line with changes in the project over the last year.

We have one major issue to deal with: Claire has informed me that she does NOT intend to continue with the project next year, i.e. she is resigning as of July 31. After several discussions with her, it is clear that this decision is firm. We have not yet informed the rest of our team or anyone in Atlanta, but Claire would like to begin telling people this Thursday, June 3. Her explanation will be that she has decided to return to classroom teaching.

On balance I am disappointed about this, but it is not all bad; it gives us an opportunity to rethink the needs of the project in light of unanticipated changes in the way CIJE and the communities have moved.

Claire will write the report on educators in June and she will finalize it in July. She'll prepare a draft of the report on visions and mobilization in July and the rest of the team will edit it for submission in September as scheduled. She will be turning over all her notes to us. So I don't think we'll lose out in terms of products. The major loss to us will be in the excellent rapport that Claire has established with Lauren, and the time she has spent becoming acquainted with the Atlanta Jewish community.

(As an aside, you may be interested in knowing that the job has had a transformative effect on Claire. She has become an observant Jew (from being totally secular in the past) and she has found a home for herself in Atlanta.)

Do we need a replacement? Ellen and I have thought about this, and we are firmly convinced that a replacement is necessary (assuming Atlanta remains as a lead community). After September, we will not be able to provide more than minimal coverage of Atlanta without a field researcher in place. I propose that we start in July to search for Claire's replacement.

What qualities will we look for in a replacement? The unique strengths Claire brought to our team were experience in classroom observation and knowledge of emergent literacy

(which we thought we could apply to Jewish literacy). It has become clear, however, that our project has a greater need for someone with experience in educational measurement and evaluation. This person would need to be an experienced interviewer and observer, as Claire was, but would also have expertise in quantitative measurement. Ideally this person would be familiar with Jewish education, but we view that as less critical at this time.

Finally, if Atlanta remains as a lead community, we would conduct a local search prior to a national search. We would avoid candidates with close ties to the major Atlanta Jewish institutions (because we need an "outsider"), but would be open to other Atlanta residents.

Would you like to discuss these issues with Ellen in June? Or do you want to have a conference call? Please let me know how you wish to proceed.

Yours,

Adam

cc: Ellen

?





From: EUNICE::"73443.3152@compuserve.com" 12-AUG-1994 10:50:25.93  
To: Adam Gamoran <gamoran>, Ellen Goldring <goldrieb@ctrvax.vanderbilt.edu>,  
Roberta Goodman <73443.3150@compuserve.com>,  
Bill Robinson <74104.3335@compuserve.com>  
CC:  
Subj: Goals Seminar Summary

Goals Seminar Debriefing  
The Associated  
10 August 1994  
11:00 - 12:00

Present: Chaim Botwinick, Genine Fidler, Ilene Vogelstein, Gail Dorph, Cyril Mitnick, Zippy Schorr, Marci Dickman, Julie Tammivaara

Chaim introduced the session as an opportunity to inform Ilene and Genine of the Goals Seminar held in July in Jerusalem. He suggested the group begin with general impressions and then discuss particulars.

A question about who was present was asked. Five cities were represented: Baltimore, Boston, Cleveland, Milwaukee, and West Palm Beach. Milwaukee sent a contingent of eight people including Ruth, Jane, her husband, Louise and her husband who is president of the fed, Rick Meyer, Ina Regosin, and Jeff Roth of the JCC. Baltimore sent four persons: Chaim, Marci, Zippy, and Cyril. Cleveland sent Mark Gurvis, Ray and Ginny Levi, Ray's board president and two school directors. Boston sent a continuity commission staff member, their bureau director and one other person. The seminaries sent Bob Hurt [Yeshiva], Aryeh Davidson [JTS], and Isa Aron [Hebrew Union College]. Beverly Griffiths who had worked on the Educated Jew Project and is now principal of Ramaz School attended as did several CIJE people: Roberta Goodman, Seymour Fox, Shmuel, Daniel Maron, Annette Hochstein [sporadically], Alan Hoffman, Gail Dorph, Barry Holtz, Daniel Pekarsky, and Ellen Goldring.

Cyril began by stating he thought that much of the academic or scholarly material was very difficult for the lay people to handle. He noted that people became frustrated and mid-week things got more practical. He noted that the focus was on new institutions and no one at the conference was working in a brand new place; those present had to deal with the histories of their institutions. He lauded Daniel Pekarsky for writing up notes at the end of the day and presenting summaries in the morning.

The atmosphere--away from home and distractions--contributed to the opportunity for serious discussion. He learned the importance of having goals and it caused him to think about what the mission of the CJES [he is president] is or should be. As a lay leader at Beth Tfiloh, he thought about their mission, too. Zippy added that institutions need to be vision-driven and that they need to get Baltimore to buy into this idea.

Ilene asked how the community could be educated as to the importance of goals. Marci said that it was important to involve everybody in the process yet avoid producing a pareve vision. One



issue is community vs. institutional visions. The former was a difficult matter for the participants until Michael Rosenak's presentation on the last day. He outlined some ways to produce a substantive, yet manageable community vision. Five components are important: the need for participants to share a vocabulary, sacred literature, shared practices, agreement on problems, and Israel.

The seminar featured breakout sessions by community. These were helpful, although Boston and West Palm Beach did not benefit so much from them. Apparently they came more prepared to share their successes than to think about their own communities and plan. [We need to get this paper, if there is one.]

Ilene asked what makes the CIJE notion of vision different from usual definitions of vision. Marci said that there were two features: all or key people are involved in producing them and everyone can own and articulate them. Vision building should be an opportunity to get beyond the self; to develop a common language; and to talk with other institutions/communities about visions. Visions should not just be written down and memorized. There should be an alignment between the substance of the vision and decisions in the institution or community.

One challenge is that a vision will be as good as the people in the room making it. There needs to be a way to transcend one's own limitations. The fact that the seminar was in Israel [a different place] and that Moshe Greenberg's paper on the educated Jew [a different idea] helped communities do this.

Ilene noted that the present committee itself was not vision driven. The group agreed.

Two issues: there is a need to communicate with the larger community what the CIJE is and is doing; there is currently a lot on Baltimore's plate with the goals project, the educators survey and professional lives report, the personnel action plan, and the principals seminar coming up. The latter requires some discussion as to priority and how the pieces fit together.

There was a discussion of ?vision teams? and coaches for creating visions. The coaches would need to be trained.

On 21 August Marci and Chaim will meet with David Hirschorn. His wife has given some money to hold a one-day conference on evaluation to honor his 75th birthday. This could be a springboard for the CIJE agenda. It will involve people from all educational settings as well as lay and professionals.

Gail said there is a need to set aside time to map out strategies. For example, who will represent the community? What will be the logic of what's going to happen next? A date needs to be set to discuss these things. Marci said both need to be placed before the community.

Chaim added that with all the other things, Zippy is planning a professional development institute under the auspices of the Day School Council. She said she has no cooperation beyond this group is going ahead with planning anyway.

Ilene ended the session by advocating business experts be hired to tell the group how to proceed. The meeting ended at 11:45 as another group needed the room.

