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CIJE correspondence, meetings, reports, and planning documents, 1993-1994.

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JESNA



MEMORANDUM

TO: Federation Executive Directors Federation Planners Central Agency Directors

FROM: David Shluker and Leora Isaacs (JESNA) Norbert Fruehauf and Joan Strauss (CJF)

DATE: March 15, 1994

SUBJECT: Preliminary Survey on Jewish Continuity Planning: Summary Report

We are pleased to send you the enclosed Preliminary Survey on Jewish Continuity Planning: Summary Report. The report summarizes descriptive findings from the Fall 1993 survey which was sent to all North American Federations. It focuses on how communities have organized their planning processes, and provides information on staffing, membership composition, and funding of the planning processes and their implementation. The report also identifies the subject areas, the achievements to date, and the issues and challenges encountered by communities in their continuity planning. We hope that you will use these listings to identify other communities with common interests, and that you will be in touch with them to exchange information and experience. Please feel free to make additional copies of the report and to share it with your lay leadership. This report is the second publication emanating from the collaborative project between CJF and JESNA to establish a database to collect, interpret and disseminate information about local continuity planning activities, continent-wide.

Our third publication, which will utilize information and materials from the survey as well as additional resources, will take the form of a guide for intermediate and small communities that are gearing up for continuity planning. It will present prevailing notions of identity and continuity, describe various planning approaches, and outline issues and steps in the planning process. The publication will also include selected documents, bibliographies and other relevant materials that communities submitted with their surveys which may be particularly helpful resources for others.

730 BROADWAY, NEW YORK, NEW YORK 10003 • CJF (212) 475-5000 • JESNA (212) 529-2000 FAX: (212) 529-5842 FAX: (212) 529-2009 Our first publication, The Directory of Community Contacts for Local Continuity Planning Processes, which you received in January, appears to be helpful in facilitating networking and sharing between communities. Changes and corrections are found on the enclosed "update sheet."

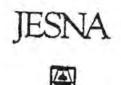
Please inform us of any other additions or corrections to the *Directory*, and be in touch with us concerning any other substantive matters.





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PRELIMINARY SURVEY ON JEWISH CONTINUITY PLANNING

SUMMARY REPORT

730 BROADWAY, NEW YORK, NEW YORK 10003 • CJF (212) 475-5000 • JESNA (212) 529-2000 FAX: (212) 529-5842 • FAX: (212) 529-2009

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PRELIMINARY SURVEY ON JEWISH CONTINUITY PLANNING SUMMARY REPORT

In Fall 1993 a survey was sent to all North American federations to gather descriptive information about Jewish continuity planning activities, continent-wide. The survey was designed to access information which would not only enable CJF and JESNA to respond more effectively to inquiries about what is happening in communities across North America, but also to analyze the data, examine the issues more closely, and begin to formulate principles, guidelines and perhaps some specific recommendations in the areas of continuity planning policy development. The survey was envisioned from the start as a "first pass" at data gathering, to be followed up by subsequent inquiries and analyses.

This report is summarizes descriptive findings from that preliminary survey and identifies (in *italics*) some future directions for data collection and analysis.

Respondents

Surveys were mailed to all federation executives and planning directors in large, large-intermediate, intermediate and small communities (n=158). Sixty-seven responses were received from 16 of the 18 large communities, 14 of the 22 large-intermediate communities, 24 of the 54 intermediate communities and 13 of the 64 small communities.

It should be noted that because communities were at different stages of planning and implementation, ability to complete portions of the survey varied. Therefore, totals for each question vary.

Establishment of Community-Wide Planning Process

Forty-two respondents indicated that their communities had created a community-wide planning process (whether through a special commission or task force or through the work of an ongoing body) on Jewish continuity, identity and/or education; twenty-three had not. The break-down by community size was as follows:

	Community Size					
Continuity Planning Process in Existence	Large	Large Intermediate	Intermediate	Small	ALL	
Yes	16	7	17	2	42	
No	0	3	6	14	23	
Process anticipated No process planned		3 0	2 4	4 10	9 14	

When asked about their community's approach to planning, more than half of the 36 respondents to this item indicated a separate continuity process. For nearly one-third of the respondents (including both of the small size communities), planning for continuity is part of a larger strategic planning process. Four respondents indicated that continuity planning is part of the work of an existing group or committee.

	Community Size						
Type of Process	Large	Large Intermediate	Intermediate	Small	ALL		
Separate continuity process	9	3	8	0	20		
Part of a larger process	3	3	5	2	13		
Work of an existing group or committee	2	1	1	0	4		

There was wide variation among respondents both with regard to duration of the planning process and stage of progress. Durations of planning processes ranged from six months to five years, with most slated for between nine and 18 months. Only one community reported having completed their process.

Staffing of Planning Process

Most of the 40 communities responding indicated heavy reliance on existing staff for continuity planning activities. This is to be expected since in most communities initial continuity planning is being funded out of existing budget, reallocation of human and financial resources and services in kind.

In the few cases where new staff were engaged, personnel was involved in planning rather than implementation of programs. This was probably also related to the fact that at the time of the survey, most communities were in initial planning stages.

In larger communities with budget and planning departments, responsibility for staffing continuity planning processes has usually been assigned to senior planning staff. There are at least two noteworthy exceptions in large communities that have recently established Jewish education planning bodies, and those executives are primary staff. Central agency for Jewish educational executives were listed as continuity commission staff in only four communities.

Federation executives or community service staff have the responsibility for staffing continuity initiatives in most smaller communities.

As would be expected, the number of staff members involved in continuity planning was positively related to community size.

Community Size (n=communities responding)	Number of Staff Members Assigned *(FTE unknown)	Number of Communities Hiring vs Reassigning Staff
Large (15)	Range 2-4 Mean 2.5	New 0 Existing 10 Combination 5
Large Intermediate (7)	Range 1-3 Mean 2	New 0 Existing 4 Combination 3
Intermediate (17)	Range 1-4 Mean	New 0 Existing 17 Combination 0
Small (1)	Range N/A Mean N/A	New 0 Existing 1 Combination 0

As the processes unfold changes in staffing patterns should be monitored. For example, as communities focus on the content of continuity programs, will Jewish educators (formal and informal) be involved? Will communities be looking for planners with more Jewish education experience? Will "community educators" be engaged to implement community-wide programs?

Membership Composition of Planning Group

Overview

The desire of many communities to be as inclusive as possible with regard to continuity can be inferred from the size and composition of planning groups.

	Large (7)	Large Intermediate (6)	Intermediate (13)	Small (NA)	Overall
Range	11-180 Wide range	20-166 Most=20-56	10-64	NA	10-180
Mean	67.8	58.6	29.4	NA	45.6

Size of Planning	Groups by	community Size
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The question of how to work with such large planning groups/commissions is apparent. From marginal notes and interviews with several respondents, there are indications that the actual working groups are quite contained, and sometimes (but not always) staff driven.

in Jewish Education Date sent: 3/31 Time sent: No. of Pages (incl. cover): 14 From: GINNY LEVI Organization: Phone Number: Phone Number: 216-391-18 Fax Number: Fax Number: Fax Number: Comments . MEMO FROM DAVID' SHLUKER AND LEORA ISACS (JESNA)	
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Congregational/Denominational Representation

Several communities emphasized their desire to build "wall-to-wall" coalitions for the continuity process. For some, this meant placing strong emphasis on including representation from the congregations. On the other hand, an almost equal number of communities relied heavily on federation officers and givers in composing their planning groups.

With regard to congregational representation, there was a very high rate of rabbinic (rather than lay) participation.

Selection Process

Among the 35 responses to a question about how representatives to the planning groups were selected, 11 indicated individuals were invited *ad personam*, 9 invited institutional representation and 15 used a combination method. Marginal notes and conversations with respondents suggested that in many communities, planning group membership was not allocated with concern for representativeness of the body.

It will be important to analyze the impact of membership composition on input and outcomes as the processes progress. Furthermore, in communities where multiple processes concerned with continuity are underway, data should also be gathered about those other planning groups, and their intersection with the communal effort.

Funding of Planning Process and Implementation

Twenty-seven respondents provided information about funding continuity planning processes and implementation of programs. In most cases, respondents indicated that funding for continuity planning processes and program implementation is coming from federation budgets. However, marginal comments indicated that many communities really had not yet addressed the issue of funding for implementation of recommendations in the long run.

Follow-up data should be collected on funding and resource development.

In addition, information should be gathered regarding policies and mechanisms for allocating funds to various types of programs and institutions (e.g., joint ventures, congregational programs).

	Funding Source	Number of Communities
Planning	Federation Budget/In Kind Endowments Federation Budget and Endowments Federation Budget and Donation Leadership Contribution Special Grants Grant and Allocation Federation, JLAT and Synagogues	14 3 2 1 1 1 1 1 1
Implementation	Federation allocation/Budget shifts Off the top of allocations Campaign and endowment Special continuity fund Grant Combination: Joint Authority, Endowment, Federation, Participants	5 1 2 1 1 1

Structural Framework of the Planning Group

Among the 20 respondents providing information, nearly half structured their work on the basis of program areas.

Program Areas (10)

Atlanta, GA Berkshires, MA Merrimack Valley, MA Montreal, PQ New Orleans, LA Palm Springs, CA Portland, OR St. Paul, MN Westport/Norwalk, CT

<u>Constituencies (2)</u> Chicago, IL Jacksonville, FL

Structure/Organization (1) New York, NY Program and Structure/Organization (1) Cleveland, OH

Program and Constituency (1) Washington, DC

Other (6) Allentown, PA Long Beach, CA Memphis, TN Mercer County, NJ San Jose, CA Sarasota-Manatee, FL

Specific focal areas

The following list of specific categories/areas being explored by communities' planning groups was compiled to facilitate networking between communities working in related areas.

For a more complete picture, additional information needs to be collected about previous initiatives, particularly where communities have had successes over previous years, and where they have not.

Educational settings (16) Baltimore, MD Bergen County, NJ (Preschool, Elementary) Berkshires, MA Cleveland, OH (Day Schools, Informal Education) East Bay, CA Hartford, CT (Preschool, Elementary) Houston, TX (Elementary, Congregational/ Supplementary) Jacksonville, FL (Elementary) Kansas City, MO (Preschool, Elementary) New Orleans, LA (Elementary) Palm Springs, CA Philadelphia, PA Rochester, NY (Elementary) San Francisco, CA (Congregational/ Supplementary Schools) San Jose, CA St. Louis, MO Toronto, ON

Israel (15)

Bergen County, NJ Chicago, IL Cincinnati, OH Houston, TX Los Angeles, CA Mercer County, NJ MetroWest, NJ New York, NY Palm Beach County, FL Palm Springs, CA Philadelphia, PA San Jose, CA St. Louis, MO Toronto, ON Washington DC Family Education (15) Baltimore, MD Boston, MA Cleveland, OH Houston, TX Jacksonville, FL MetroWest, NJ Milwaukee, WI Montreal, PQ New Orleans, LA Palm Beach, FL Rochester, NY San Diego, CA San Francisco, CA St. Louis, MO Toronto, ON

Teen Programming (13)

Baltimore, MD Atlanta, GA Boston, MA Hartford, CT Jacksonville, FL Kansas City, MO Los Angeles, CA Memphis, TN New Orleans, LA Palm Beach, CA Rochester, NY San Jose, CA Washington DC <u>Outreach (10)</u> Cincinnati, OH (unaffiliated) Hartford, CT Jacksonville, FL Mercer County, NJ Middlesex, NJ (unaffiliated) New Orleans, LA Palm Springs, CA Philadelphia, PA San Diego, CA Toronto,ON (intermarriage; assimilated; unaffiliated)

Personnel Development (10)

Atlanta, GA Baltimore, MD Cleveland, OH Hartford, CT Houston, TX MetroWest, NJ Milwaukee, WI Palm Beach, FL Palm Springs, CA Rochester, NY

College/Young Adult (6) Baltimore, MD Boston, MA Jacksonville, FL (College)

Kansas City, MO Montreal, PQ (Young Adult) San Diego, CA

Program Development (3) Atlanta, GA (JCC) Montreal, PQ (Social/Cultural) Sarasota-Manatee, FL (Social/Cultural)

Funding Strategies (6)

Baltimore, MD Berkshires, MA MetroWest, NJ (Synagogue resources) New York, NY San Francisco (Synagogue resources) Sarasota-Manatee, FL Community Cohesion (5) Baltimore,MD Chicago, IL Palm Beach, FL (Synagogue/Federation Relations) San Francisco, CA (Congregational/Federation Relations) San Jose, CA

Leadership Development (2) New York, NY San Jose, CA

Elderly (2) Kansas City, MO Sarasota-Manatee, FL

Institutional Settings (2) East Bay, CA Philadelphia, PA

Research and Evaluation (2) Baltimore, MD New York, NY

Immigrant Assistance (1) Baltimore

Age Segmentation (1) Philadelphia, PA

Public Relations (1) Mercer County, NJ

Achievements of the planning group to date

Responses regarding achievements to date may be categorized as follows (Identification of specific communities with achievements in various areas is intended to facilitate networking and sharing of experience):

Coalition Building (8)

Atlanta, GA Baltimore, MD Berkshires, MA Chicago, IL Cleveland, OH Merrimack Valley, CT New Orleans, LA Washington DC

Involvement of Congregations (6)

Allentown, PA Baltimore, MD Berkshires, MA Chicago, IL Cleveland, OH Merrimack Valley, CT

Establishing Planning Mechanism (5)

Baltimore, MD Portland, OR New Orleans, LA San Jose, CA Washington, DC

Raise visibility of issue/energize community (3) Baltimore, MD

San Jose, CA Washington, DC

Program Development (4)

Cleveland, OH Jacksonville, FL (Hebrew High School) New York, NY (Israel Programs) Palm Springs, CA (JCCs and Schools)

Agency Re-organization (1)

Atlanta, GA (Central Agency for Jewish Education)

Lead/Target Community (2)

Atlanta, GA (CIJE, CRB) Baltimore, MD (CIJE, CRB)

The next phase of research should focus on specific achievements and on what enabled achievements in these areas, in order to derive key elements for replication.

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Issues/challenges

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The following issues/challenges were identified by respondents:

Substantive challenges:

Respondents reported substantive challenges in the following areas:

- Ability to identify and reach the unaffiliated.
- Avoiding duplication of efforts by congregations, agencies and institutions.
- Reaching consensus regarding priorities and/or specific initiatives (e.g., a community in which there was some feeling that there was too much emphasis on the Israel Experience).

Process Challenges

Particularistic concerns

- Coordinating the different agendas represented by various groups.
- Assuaging the fear of agencies that any changes will result in loss of funds from their allocations.
- · Reducing "turf" issues.
- Addressing the tension between providing resources to help institutions do their own thing better vs. creating communal models of excellence and encouraging institutions to achieve those standards.

Building cohesiveness/trust

- Overcoming the mutual suspicion between synagogues and agencies, and replacing it with mutual trust through a new consensus process.
- Persuading synagogues and agencies of the benefits of a collaborative process.
- Helping each group see "community" rather than their individual chauvenistic needs.
- Developing broad based community ownership of process sufficient to marshal resources for implementation.

Planning issues

• Gaining consensus about mission and goals of the process. (e.g., What is meant by continuity? What should be the focal areas for the process?).

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 Determining relationship between the Continuity Planning Body and other communal entities (e.g., federation Jewish Education Sub-Committee, Allocations Committee).

Process issues

- Evaluating the pros and cons of comprehensive vs. targeted approaches. (e.g., Should implementation be via pilot projects vs a more holistic approach?).
- Keeping the leadership engaged over the long period of time necessary.
- Keeping track of multiple simultaneous initiatives.
- Developing and sustaining evaluation process.
- Generating support by federation officers/executive committee.
- Finding or creating the resources necessary to implement the plans developed by the continuity process. (e.g., How much should come from the federation budget, endowments, grants and/or other sources? How funds gradually be re-directed without causing a revolution?).

Individuals/Personalities

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• Involving strong communal personalities (e.g. the rabbis) without allowing them to overwhelm the process.

The next phase of data collection should focus on how communities are responding to the challenges they have encountered. What can those who feel they have achieved in these areas offer those who are challenged?

CRB FOUNDATION C/O TEL:212-595-7090

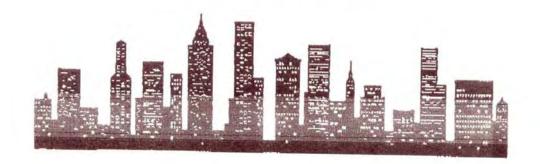
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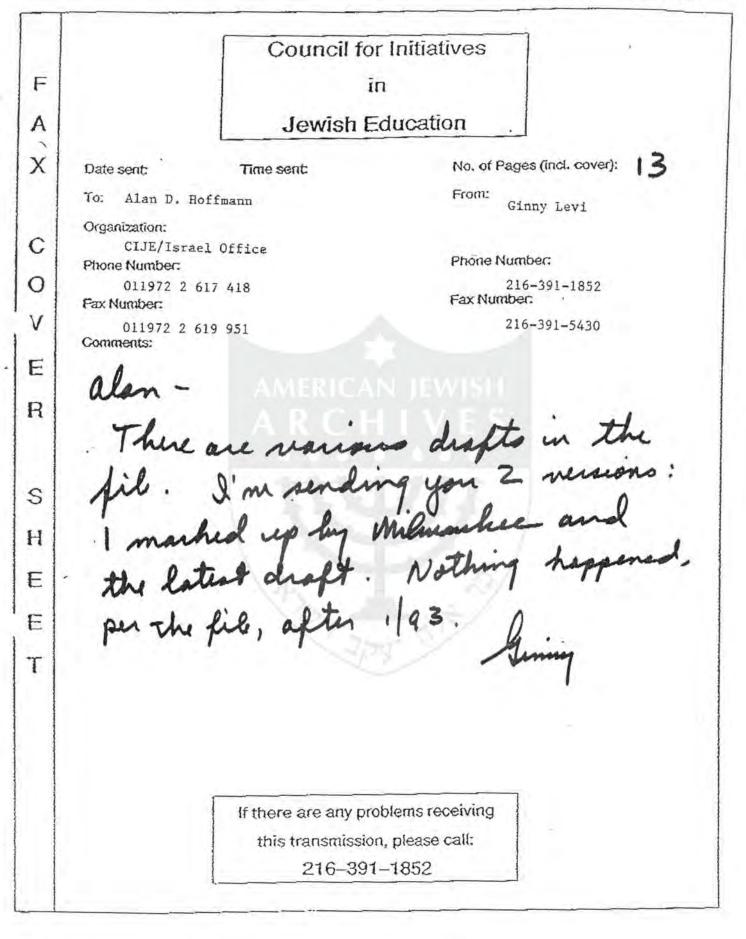
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c/o Abraham Joshua Heschel School • 270 West 89th Street • New York City 10024 (212) 595-7087 • Fax: (212) 595-7090

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For Information concerning this transmission call: Sheryl Platt, (212) 595-7087







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MILWAUKEE JEWISH FEDERATION

9 0 - 1 9 9 2 recognizing 90 years of service in the Jewish community

MEMORANDUM

TO: Art Rotman

FROM: Richard Meyer

DATE: November 4, 1992

Milwaukee's Participation in the "Lead Communities" RE: Project

I am pleased to inform you that our Federation Board of Directors approved Milwaukee's particiation in the CIJE's "Lead has Community" Project. As a condition for our participation, we are requesting some changes in the language of the "Letter of Understanding" that was forwarded to us on October 21. I have attached a copy of the proposed changes with the most significant being a revision of the second paragraph on page 4.

Our leadership is committed to the success of the "Lead Community" Project. However, it would be unrealistic for our community to commit to significantly expand communal resources committed to Jewish education at this time. We ask that you be sensitive to the decline in our Campaign achievement over the last two years and to acknowledge our already high proportion of resources allocated to Jewish education. We therefore request that the paragraph on page 4 to be revised as follows:

"Work to maintain and expand the aggregate communal resources devoted to Jewish education - While it is recognized that Milwaukee already allocates a higher percentage of its annual Campaign to Jewish education than most other communities, the Commission on Jewish Education and the Milwaukee Jewish Community will seek to obtain those financial resources needed to meet the goals of the project through endowment funds, local foundation grants and other sources of local funds."

We await hearing from you further on this revision or any of the other language changes in the attached document. We look forward to working with you on this exciting new venture.

HN/RM/nm

1360 N. Prospect Avenue

Milwaukee, Wisconsin 53202-3094 414-271-8338 FAX 414-271-7081

Betsy L. Green President

Richard H. Meyer **Executive Vice President**

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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

LEAD COMMUNITIES PROJECT - Mailing Address

163 Third Avenue #128 · New York, NY 10003
 tel: (212) 532-1961 · fax: (212) 213-4078

October 21, 1992

LETTER OF UNDERSTANDING

Dear Mr. Meyer;

I am writing to confirm that the Jewish community of Milwaukee and the Council for Initiatives in Jewish Education (CIJE) have agreed to participate in a joint local-continental collaboration for excellence in Jewish education, called the Lead Communities Project.

The Commission on Jewish Education in North America (COJENA) found that the best way to generate positive change at the continental scale is to mobilize the commitment and energy of local communities to Jewish continuity, and recommended the creation of lead communities.

The lead community is expected "to function as a local laboratory for Jewish education; to determine the educational practices and policies that work best; to redesign and improve Jewish education through a wide array of intensive programs: to demonstrate what can happen when there is an infusion of outstanding personnel into the educational system, with a high level of community support and with the necessary funding.^{47, 8}

The Jewish community of Milwaukee has established a Milwaukee Association for Jewish Education. The community views the Lead Communities Project as an opportunity to

This letter is a summary of discussions between the Council for Initiatives on Jewish Education (CIJE), and the Milwaukee Jewish Federation. Its purpose is to clarify our mutual expectations with regard to the implementation of the Lead Communities Project in Milwaukee.

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trame Milwaukee's agendar for Jewish Education for the 1990's, to gain a bread base of support and participation and, to implement a plan that improves the overall quality of what is offerregand to facilitate new initiatives in a new initiatives in a new initiatives and to facilitate new initiatives in a and the facilitate new initiatives in a new initiatives in a new initiatives in a second to facilitate new initiatives in a new initiatives in a new initiatives in the facilitate new initiatives in a new initiatives in the new initiatives in a new initiatives in the new initiatives in a new initiatives in the new initiatives in a new initiative in the new initiatives in a new initiative in the new initiatives is not new initiatives in the new initiatives in

⁷ A Time to Act (University Press of America, Lanham, Md., 1990), p. 17; see also pp. 67 - 69.

⁸ See also Lead Communities: Program Guidelines (January, 1992) pp. 7-11.

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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

This letter covers the three year period from (Sept 1, 1992) through August 31, 1995.

5 October 27 (?) - date of approval?

1992-93 is the Planning Year (see below) 1993-94 is the first Action Year 1994-95 is the second Action Year

wish scalor During 1992-93, the Jewish community of Milwaukee with the advice and assistance of CIJE, will prepare a five year plan for improving Jewish education. The plan will include: a needs assessment, mission or vision statement(s), program priorities, and a strategy for financial and human resource development. The plan will build on the work of the Milwaukee Association for Jewish Education and incorporate appropriate elements of work already completed. The community by February 1, 1992 will prepare an outline of the 5 year plan identifying the major topics to be covered, preliminary findings program ideas and testative sonclusions.

Along with the five year plan, the community will also prepare an Action Program for 1993-94 which will include the schedule of the specific improvements to be undertaken; and the costs and revenues associated with each specific improvement effort.⁹

The plan and the action program will be completed by May 31, 1992. 1993

During 1993-94, the community will carry out the implementation of the first year's Action Program and prepare an Action Program for 1994-95.

During 1994-95, the community will carry out the implementation of the second year's Action Program and prepare an Action Program for 1995-96.

In support of these efforts, CIJE agrees to:

 Offer models of successful programs and experience through the Best Practices Project. Best practices will be identified in a variety of areas, including: Supplementary Education, Early Childhood Education, JCC programs; Israel Experience; Day School; Campus Programs; Camping; & Adult Education. Information on all areas will be made available between October, 1992 and the end of May, 1993. The lead community will Consider # adapt and introduce these models in the light of local needs and interests during the

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- Action Years of the project, with the advice of CIJE.
- Provide technical assistance in planning and educational development. The community will have access to assistance from a roster of experts provided by CIJE at no cost to the community.

^{*} See Appendix A for a brief description of some of the possible areas of content of a Lead Communities Plan.

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

- Introduce potential funders to the community -- including continental foundations interested in specific project areas.
- Negotiate with foundations, organizations, and providers of programs -- training institutions, JCCA and JESNA -- to define the nature of their involvement and their contribution to Lead Communities.
- Provide a monitoring, evaluation and feedback system to serve both the Lead Community and CIJE.
- Convene lead community leadership for periodic meetings on common concerns.

The Lead Community agrees to:

- Establish a bend Community Communities to direct the project. The Communities will be made up of top community leadership representing all elements of the community -- Federation, congregations, institutions involved in formal and informal education, and the full spectrum of religious movements represented in the community. The Committee will be chaired by Louse Standard. The Colling
- Provide opportunities (such as town meetings or subcommittees) for stakeholders from all sectors of the community to meaningfully participate in the planning process -including consumers of Jewish education, (e.g. parents and students), educators, board members and Rabbis.
- Appoint a Lead Communities Planning Director to staff the Lead Communities Committee and to coordinate the work of educational and planning professional resources in the community on the Plan. Senior professionals in the community (e.g. the Planning Director of Federation and the Director of the BIE) are expected to be fully involved in the process.
- Prepare a five-year plan, and annual action programs (as described above).
- Appoint a Lead Communities Director to direct, the Action Program for 1993-94 onward. (Which may be the same person as the Planning Coordinated
- Integrate the findings of the Best Practices Program appropriate to the Lead Community. (as discussed above).
- Identify and begin one or more experimental programs within the first year.
- Address the building of the
- Build the profession of Jewish education, and thereby address the shortage of qualified personnel.

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COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

- Mobilize community support to the cause of Jewish education.
- Significantly expand the communal resources committed to Jewish education. Based on one /community's experience in / implementing the recommendations of / its Copumission on Jewish Continuity "significant expansion" should result in at least a 40% increase/in communal resources for Jewish/education by the third year action below program. Communal resources include regular allocations, endowment funds, local foundation grants, and other sources of local fands.
 - Collaborate with CIJE on the monitoring, evaluation and feedback system, and utilize the results.
 - Work with CIJE to disseminate the results of their experience to other communities.

During the summer of 1993 and the summer of 1994, the work of the preceding year will be reviewed by the partners. This Agreement may be terminated at the end of one of these reviews if it appears to either partner that the other has failed to perform in relation to this agreement.

CIJE		Federation	
Ву:		By:	
Title: Date:	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	Title: Date:	11 21 - 11

Work to maintain and expand the aggregate communal resources devoted to Jewish education - While it is recognized that the Milwaukee already allocates a higher percentage of annual Campaign to Javish education than most other communities, the Commission on Jewish Education Will seek to obtain those financial resources needed to meet the goals of the project through endowment funds, local foundation grants and other sources of local funds.

TO CIJEISRAEL

PAGE.007

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

(ILLUSTRATIVE)

APPENDIX: TOPICS LIKELY TO BE ADDRESSED BY A LEAD COMMUNITIES PLAN

- How the community plans to approach major improvements in educational personnel (e.g., in-service education for all educators)
- What improvements are envisioned for each major setting within which Jewish education takes place: congregations and supplementary schools; JCC's, Israel experience; Day schools; and camping; higher Jewish education campuses
- How to create a more supportive climate for Jewish education

0.00

- How to approach the Jewish education of each major group in the life cycle: singles; families with young children; teens; the college years; empty nesters; older people
 - How the community plans to encourage linkages (e.g., between formal and informal educational experiences)

MEMORANDUM

To:	Henry Zucker
From:	Jacob B. Ukclospack Wheles
Date:	January 20, 1993
Re:	CIJE Letter of Understanding
cc: Gin	iny Levi

As per our conversation, I am sending you a copy of the most recent Letter of Understanding between Council for Initiatives in Jewish Education (CIJE) and the lead communities. All three Letters are virtually identical except for one passage in Milwaukee's Letter. I am transmitting the Baltimore Letter and the one page from Milwaukee that differs. From : Ukeles Associates Inc.

TO CIJEISRAEL PAGE.009 PHONE No. : 12122608760 Jan.20 1993 3:44Pm Pub

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

LEAD COMMUNITIES PROJECT · Mailing Address · 183 Third Avenue #128 · New York, NY 10003 tel: (212) 532-1961 · fax: (212) 213-4078

January 14, 1993

LETTER OF UNDERSTANDING

The Jewish community of Baltimore and the Council for Initiatives in Jewish Education (CIJE) have agreed to participate in a joint local-continental collaboration for excellence in Jewish education, called the Lead Communities Project.

The Commission on Jewish Education in North America (COJENA) found that the best way to generate positive change at the continental scale is to mobilize the commitment and energy of local communities to Jewish continuity, and recommended the creation of lead communities.

The lead community is expected "to function as a local laboratory for Jewish education; to determine the educational practices and policies that work best; to redesign and improve Jewish education through a wide array of intensive programs; to demonstrate what can happen when there is an infusion of outstanding personnel into the educational system, with a high level of community support and with the necessary funding."^{1, 2}

The Jewish community of Baltimore has established a Commission on Jewish Education of THE ASSOCIATED. The community views the Lead Communities Project as an opportunity to break new ground in our strategic planning process for Jewish education. At a time when we are beginning to shape our consensus document, we feel that CIJE can provide the critical assistance our community needs, both in terms of professional expertise and financial resources, to move its educational agenda forward. At the same time, we believe Baltimore can serve as a model of progress and performance in Jewish education for other North American Jewish communities.

This letter is a summary of discussions between the Council for Initiatives on Jewish Education (CIJE), and the Baltimore Jewish Federation. Its purpose is to clarify our mutual expectations with regard to the implementation of the Lead Communities Project in Baltimore.

This letter covers the period to August 31, 1995.

The Jewish community of Baltimore with the advice and assistance of CIJE, will prepare a five year plan for improving Jewish education. The plan will include: a needs assessment, mission or vision statement(s), program priorities, and a strategy for financial and human resource development. The plan will build on the work of the Commission on Jewish Education of THE

¹ A Time to Act (University Press of America, Lanham, Md., 1990), p. 17; see also pp. 67 - 69.

² See also Lead Communities: Program Guidelines (January, 1992) pp. 7-11.

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

ASSOCIATED and incorporate appropriate elements of work already completed. The community, by May 1, 1993, will prepare an outline of the 5 year plan identifying the major topics to be covered, preliminary findings, and program ideas.

The community will also prepare an Action Program for 1993-94 which will include the schedule of the specific improvements to be undertaken; and the costs and revenues associated with each improvement effort.

During 1993-94, the community will carry out the implementation of the first year's Action Program and prepare an Action Program for 1994-95.

During 1994-95, the community will carry out the implementation of the second year's Action Program and prepare an Action Program for 1995-96.

In support of these efforts, CIJE agrees to:

- Offer models of successful programs and experience through the Best Practices Project. Best practices will be identified in a variety of areas, including: Supplementary Education; Early Childhood Education; JCC programs; Israel Experience; Day School; Campus Programs; Camping; and Adult Education. Information on all areas will be made available between now and the summer of 1993. The lead community will consider adapting and introducing these models in the light of local needs and interests during the Action Years of the project, with the advice of CIJE.
- Provide technical assistance in planning and educational development, at no cost to the community.
- Work to focus continental resources for Jewish education on the lead communities. Specifically, the CIJE will introduce potential funders to the community -- including continental foundations interested in specific project areas.
- Negotiate with foundations, organizations, and providers of programs -- training institutions, JCCA and JESNA -- to define the nature of their involvement and their contribution to Lead Communities.
- Provide a monitoring, evaluation and feedback system to serve both the Lead Community and CIJE.
- Convene lead community leadership for periodic meetings on common concerns.

From : Ukeles Associates Inc.

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

The Lead Community agrees to:

- Establish a Lead Community Committee to direct the project. The Committee will be made up of top community leadership representing all elements of the community --Federation, congregations, institutions involved in formal and informal education, and the full spectrum of religious movements represented in the community. The Committee will be chaired by LeRoy Hoffberger.
- Provide opportunities (such as town meetings or subcommittees) for stakeholders from all sectors of the community to meaningfully participate in the planning process -including consumers of Jewish education, (e.g., parents and students), educators, board members and Rabbis.
- Appoint staff to the Lead Communities Committee to coordinate the work of educational and planning professional resources in the community on the Plan. Senior professionals in the community are expected to be fully involved in the process.
- Prepare a five-year plan, and annual action programs (as described above).
- Appoint staff to function as Lead Communities Director to direct the Action Program for 1993-94 onward.
- Integrate the findings of the Best Practices Program appropriate to the Lead Community (as discussed above).
- Identify and begin one or more experimental programs within the first year.
- Address the building of the profession of Jewish education, and thereby address the shortage of qualified personnel.
- Mobilize community support to the cause of Jewish education.
- Commit its best efforts to significantly expand the communal resources dedicated to Jewish education. Based on one community's experience in implementing the recommendations of its Commission on Jewish continuity, "significant expansion" should result in a target of a 40% increase in communal resources for Jewish education by the fall of 1996. The definition of communal resources used here includes <u>all</u> sources including regular allocations, local and non-local foundation grants, endowment funds raised through its Fund for Jewish Education, and other sources of funds.
- Collaborate with CIJE on the monitoring, evaluation and feedback system, and utilize the results.

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

Work with CIJE to disseminate the results of their experience to other communities.

During the summer of 1993 and the summer of 1994, the project will be reviewed by the partners. This Agreement may be terminated at the end of one of these reviews if it appears to either partner that the other has failed to perform in relation to this agreement.

	Federation	
	Title:	
$H \to H$	Date:	<u> </u>
		AMERICAN JEWISH A R C H By: <u>/ E S</u> O O O Title: O

COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

The Lead Community agrees to:

- Establish a Commission on Jewish Education to direct the project. The Commission will be made up of top community leadership representing all elements of the community --Federation, congregations, institutions involved in formal and informal education, and the full spectrum of religious movements represented in the community. The Commission will be chaired by Louise Stein and Jane Gellman.
- Provide opportunities (such as town meetings or subcommittees) for stakeholders from all sectors of the community to meaningfully participate in the planning process -including consumers of Jewish education, (e.g., parents and students), educators, board members and Rabbis.
- Appoint staff to the Commission on Jewish Education to coordinate the work of educational and planning professional resources in the community on the Plan. Senior professionals in the community are expected to be active participants.
- Prepare a five-year plan, and annual action programs (as described above).
- Appoint staff to function as Lead Communities Coordinator to direct the Action Program for 1993-94 onward. (Which may be the same person as the Planning Coordinator.)
- Integrate the findings of the Best Practices Program appropriate to the lead community (as discussed above).
- Identify and begin one or more experimental programs within the first year.
- Address the building of the profession of Jewish education, and thereby address the shortage of qualified personnel.
- Mobilize community support to the cause of Jewish education.
- Commit its best efforts to significantly expand the communal resources dedicated to Jewish education. While it is recognized that Mitwaukee already allocates a higher percentage of its annual Campaign to Jewish education than most other communities, and has one of the highest rates of per capita expenditure for Jewish education in North America, the community will work to obtain those resources needed to meet the goals of the project. Based on one community's experience in implementing the recommendations of its Commission on Jewish Continuity, "significant expansion" should result in a target of a 40% increase in communal resources for Jewish education by the fail of 1996. The definition of communal resources used here includes regular allocations, local and non-local foundation grants, endowment funds, and other sources of funds.
- Collaborate with CIJE on the monitoring, evaluation and feedback system, and utilize the results.

PREMIER INDUSTRIAL COHPORATION

□ ASSIGNMENTS

ACTIVE PROJECTS	FUNCTION	CIJE	STAFF T	ELECONFERE	NCE	
	SUBJECT/OBJECTIVE		ASS	IGNMENTS		
73890 (REV. 1/89) FRINTED IN U.S.A.	ORIGINATOR/PROJECT	LEADER	V	FL D	ATE 5/18/9	94
DESCRIPTION		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
Prepare letters to Bill Sch Cohen and Matthew Maryles r membership.	natten, Gerald regarding board		VFL	5/10/94	5/20/94	
Talk with Barry Shrage, Bok Gurvis, Sara Lee, and John regarding Goals Seminar.	Hirt, Mark Ruskay		ADH	5/10/94	5/25/94	
Talk with Judith Ginsberg a Cowan regarding Goals Semin	and Rachel har.		EWH	5/10/94	5/27/94	
Work with JCCA to trade App supplies/services.	ole lap top for	W15	BWH	5/10/94	5/31/94	
Work with Milwaukee to plan teacher's institute at Meli	n a summer itz (Melton).	ŻΕ	GZD	12/01/93	6/15/94	
work with lead communities senior educators.	on recruiting			1/04/94		
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	Prepare letters to Bill Sch Cohen and Matthew Maryles i membership. Talk with Barry Shrage, Bok Gurvis, Sara Lee, and John regarding Goals Seminar. Talk with Judith Ginsberg a Cowan regarding Goals Semin Work with JCCA to trade App supplies/services. Work with Milwaukee to plan teacher's institute at Mel: Work with lead communities	FUNCTIONAL SCHEDULE SUBJECT/OBJECT/VE DESCRIPTION ORIGINATOR/PROJECT DESCRIPTION DESCRIPTION DESCRIPTION DESCRIPTION Talk with Barry Shrage, Bob Hirt, Mark Gurvis, Sara Lee, and John Ruskay regarding Goals Seminar. Talk with Judith Ginsberg and Rachel Cowan regarding Goals Seminar. Work with JCCA to trade Apple lap top for supplies/services. Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton). Work with lead communities on recruiting senior educators. Senior educators.	RAW MATERIAL FUNCTIONAL SCHEDULE SUBJECT/OBJECTIVE DESCRIPTION ORIGINATOR/PROJECT LEADER DESCRIPTION DESCRIPTION Prepare letters to Bill Schatten, Gerald Cohen and Matthew Maryles regarding board membership. PRORITY Talk with Barry Shrage, Bob Hirt, Mark Gurvis, Sara Lee, and John Ruskay regarding Goals Seminar. Talk with Judith Ginsberg and Rachel Cowan regarding Goals Seminar. Talk with JCCA to trade Apple lap top for supplies/services. Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton). Work with lead communities on recruiting senior educators. Precuting	SUBJECT/OBJECTIVE ASS FUNCTIONAL SCHEDULE SUBJECT/OBJECTIVE ASS ORIGINATOR/PROJECT LEADER VI DESCRIPTION PRORITY ASSIGNED (INTIALS) Prepare letters to Bill Schatten, Gerald Cohen and Matthew Maryles regarding board membership. VFL Talk with Barry Shrage, Bob Hirt, Mark Gurvis, Sara Lee, and John Ruskay regarding Goals Seminar. DH Talk with Judith Ginsberg and Rachel Cowan regarding Goals Seminar. BWH Work with JCCA to trade Apple lap top for supplies/services. BWH Work with Milwaukee to plan a summer teacher's institute at Melitz (Melton). QZD Work with lead communities on recruiting senior educators. ADH	SUBJECT/OBJECTIVE ASSIGNMENTS Description DESCRIPTION DATE ASSIGNMENTS DATE Description DESCRIPTION DESCRIPTION DATE ASSIGNMENTS STARTED Prepare letters to Bill Schatten, Gerald Cohen and Matthew Maryles regarding board membership. VFL 5/10/94 StarteD Talk with Barry Shrage, Bob Hirt, Mark Gurvis, Sara Lee, and John Ruskay regarding Goals Seminar. BUH 5/10/94 Talk with Judith Ginsberg and Rachel Cowan regarding Goals Seminar. BWH 5/10/94 Work with JCCA to trade Apple lap top for supplies/services. BWH 5/10/94 Work with Nilwaukee to plan a summer teacher's institute at Malitz (Melton). BZD 12/01/93 Work with lead communities on recruiting senior educators. ADH 1/04/94	SUBJECT/OBJECTIVE ASSIGNMENTS ORIGINATOR/PROJECT LEADER VFL DATE 5/18/5 DESCRIPTION PRORTY ASSIGNED DUE DATE Prepare letters to Bill Schatten, Gerald Cohen and Matthew Maryles regarding board membership. VFL 5/10/94 5/20/94 Talk with Barry Shrage, Bob Hirt, Mark Gurvis, Sara Lee, and John Ruskay regarding Goals Seminar. DH 5/10/94 5/25/94 Talk with Judith Ginsberg and Rachel Cowan regarding Goals Seminar. BWH 5/10/94 5/27/94 Work with JCCA to trade Apple lap top for supplies/services. BWH 5/10/94 5/31/94 Work with Head communities on recruiting senior educators. ADH 1/04/94 TBD

PREMIER INOUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL POLICY NO. 3.5
FOR BUIDELINES ON THE COMPLETION
OF THIS FORM FOR & FUNCTIONAL SCHEDULE

FCTS

ASSIGNMENTS

RAW MATERIAL

FUNCTION

T3890 (REY. 1/89) PRIMTED IN U.S.A.

SUBJECT/OBJECTIVE

CIJE STEERING COMMITTEE

ASSIGNMENTS

	1	ORIGINATOR/PROJEC		VFL		ATE 05/	12/94
NO.	DESCRIPTIÓN		PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETE OR REMOVE DATE
1.	Follow up with Barry Shrage, Sara Lee, and John Ruskay re Seminar.	Dave Sarnat, garding Goals		ADH	5/10/94	5/18/94	
2.	Follow up with Judith Ginsbe Cowan regarding Goals Semina			BWH	5/10/94	5/18/94	
3.	Follow up with Bob Hirt and regarding Goals Seminar.	Mark Gurvis	1	VFL	5/10/94	5/18/94	
4.	Contact Cliff Baden for clar Harvard's role in Leadership		VIS1	BWH	5/10/94	5/18/94	
5.	Prepare letters to Bill Scha Cohen and Matthew Maryles re membership.	tten, Gerald garding board	Y E	VFL	5/10/94	5/20/94	
6.	Work with JCCA to trade Appl supplies/services.	e lap top for	71	BWH	5/10/94	5/31/94	
7.	Work with Milwaukee to plan teacher's institute at Melit	a summer z (Melton).	17	GZD	12/01/93	6/15/94	
8.	Work with lead communities of senior educators.	on recruiting	1	ADH	1/04/94	TBD	
caa	I. SPAGEL PAGEL						

PREMIER INDUSTRIAL CORPORATION

DATE 5/26/94

□ ASSIGNMENTS

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□ ACTIVE PROJECTS

RAW MATERIAL

FUNCTION

CIJE STAFF TELECONFERENCE

VFL

TI FUNCTIONAL SCHEDULE

ORIGINATOR/PROJECT LEADER

SUBJECT/OBJECTIVE

ASSIGNMENTS

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Barry Shrage, Bob Hirt, Mark Gurvis, Sara Lee, and John Ruskay regarding Goals Seminar.		ADH	5/10/94	5/25/94	
2.	Talk with Judith Ginsberg and Rachel Cowan regarding Goals Seminar.		BWH	5/10/94	5/27/94	
з.	Talk with B. Steinberg regarding Goals Seminar and CIJE participation in Palm Bech professional development.		ADH	5/26/94	5/31/94	
4.	Prepare letters to Bill Schatten, Gerald	1	VFL	5/10/94	6/10/94	
5.	Work with lead communities on recruiting senior educators.	E S	ADH	1/04/94	TED	
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WHERE WE ARE

Week of: May 30 - Jun 4, 1994

NOTE: Please fax to Ginny Levi every Thursday before 5:00 PM - FAX: 216-391-5430

212	v York Phone: 2-532-2360 2-532-2646	Israel: 00119722-617-41 00119722-619-95		1852	
Day	Gail Dorph	Alan Hoffmann	Barry Holtz	Ginny Levi	Dan Pekarsky
5-30 Mon	MEMORIAL DAY		MEMORIAL DAY	MEMORIAL DAY	In Cleveland til early June, Can
					be reached via Dave Ariel's
5-31 Tues	9-11 STAFF (EDT) TELECON	4-6 STAFF TELECON (ISRAEレ)	9-11 STAFF (FDT) TELECON NY OFFICE	9-11 STAFF (EDT) TELECON	73727.1303 @ compuserve.com
					Phone @ College of Jewish Studies 216-464-5827
6-1 Wed	7-9 Goals Telecon Atlanta (EDT) Meeting with Rabbis	2-4 Goals Telecon (ISRREL TIME)	7-9 Goals Telecon NY OFFICE (E07)	SH S	Messages can be left with Robin. Note: Send nothing 7-9 Gert Telett
					confidential via compuserve since I may not be the
6-2 Thur	Atlanta Retreat EDC -	1 13	NY OFFICE TO BALTIMORE		first to see it.
		134		ð/	
6-3 Fri	Return to NY	(O)	375		
6-4 Sat					
6-5 Sun					

CC: KATHY BELLO, ALAN HOFFMANN, GINNY LEVI

OD HOTZAIP

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PASSENGEN ITINERARY PAGE NO. 1

ATTN: ALAN HOFFMANN

HOFFMANN/ALAN. ADT

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HAVE A PLEASANT TRIP

INTERNATIONAL LTD. 12 SHLOMZION HAMALKA ST. TOL: 08-141 I. FAX: 08-24101

JA4 00035 05/231558

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QD HOTZAIP

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PASSENGER ITINERARY PAGE NO. 1

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2.HOFFMANN/NOAM.CHD/MATAN.CHD/T

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23MAY94

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.A	FR	26AUG	ZURICH NEW YORK/KENNEDY,	1300 1530	SWISSAIR	1001	üқ	LUNCH OSTOP 747

HAVE A PLEASANT TRIP

INTERNATIONAL LTB. INTERNATIONAL LTB. 12 SHLOMZION HAMALKA ST. 94146 JERUSALEM 94146 JERUSALEM TEL: 02-234131. FAX: 02-242287

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Council for Initiatives in F **Jewish Education** A X C Alan-Ο Your father-in-lawsoffice V E called; they have been trying R unsuccessfully to any this to your home. I was asked S to make sure you see it ASAP H F 2275 Abb E T If there are any problems receiving this transmission, please call: 972-2-619-951

FAX

to:	Fred S. Worms	Contraction of the state
from	Benny Guggenheim	(0044 81 458 6045)
Date	25. Mai 1994	(411 202 24 30

Lieber Fred,

Ich habe folgende Preise rausgefunden.

Bedingung: 3 Nächte in London (kein weekend und keine 7 Tege)

Flug entweder mit Swissair oder BA, aber beiede Flüge mit der gleichen Gesellschaft, Buchung auf normalen Kursflügen:

Erwachsene und Kinder über 12: Kinder, 12 und darunter	orar son plus kleine Taxen
	CHF 192 do

Zur Buchung benötige Ich:

- 1. Angabe der gewünschenten Flüge (Datum, Fluggesellschaft und Flugnummern)
- 2. Erwachsene und 14 Jahr altes Kind: Name und Initials, und MRS, rsp. Miss oder master
- Uebrige Kinder: voller Name und voller Vorname und Geburtsdatum

Bitte instruiere mich, damit ich rechtzeitig buchen kann (Achtung: frühzeitiges Buchen ist bei diesem Preis unbedingt notwendig).

Beste Grüsse

Benny

P.S. Offerte erhalten von einem Jüdischen Relsobürg (mitglied unserer Gemeinde, mit dem auch ich buche FAX FAX FAX

To:	Nadia Hoffmann	010 972 2 257070
From:	Fred S. Worms	44 81 458 6045
Date:	25th May 1994	

Dear Nadia,

I was unsuccessful in getting any reasonably cheap flights Zurich/London/Zurich from any of the London travel agents mainly because they can only offer discounted fares if the flight originates in the UK. Under the circumstances I faxed Benny Guggenheim who, with his usual efficiency, has immediately replied as per fax attached.

The return fares of Fr.384 plus airport tax equals about £180 with half that price for children under 12 which would be Noam, Matan and Tal.

These cheap flights are only available in limited numbers and Benny needs confirmation that you are accepting these as quickly as possible. You may wish to fax him direct to his fax number 41 1 202 24 30.

As far as the cost is concerned, this will be paid out of the Three daughters account.

Benny and I also need to know when you will be arriving in Zurich in order to book you on a suitable flight on the 21st August.

PLEASE DEAL WITH THIS IMMEDIATELY.

2

10-1

FAX FAX FAX

To:	Mr. Benny Guggenheim	No. 010 41 1 202 2430
From:	Mr. Fred S. Worms	No. 44 81 458 6045
Date:	25th May 1994	

Dear Benny,

I am most grateful for your usual prompt and efficient attention.

The fares that you have quoted are very competitive and I am going to recommend to Nadia that she should give you all the necessary particulars that you have asked for to enable you to book the tickets. Once we know when she will be arriving in Zurich on the 21st August we can then book a suitable onward flight to London.

On Friday the 26th she will have to take an early flight which will get them back to Zurich in time for the 13.00 hrs. flight to New York which would either be the BA 710 arriving in Zurich at 10.25 or the SwissAir 801 arriving at 10.55.

I can arrange for immediate payment through the 3 daughters account at the Affida Bank once I have the exact amount.

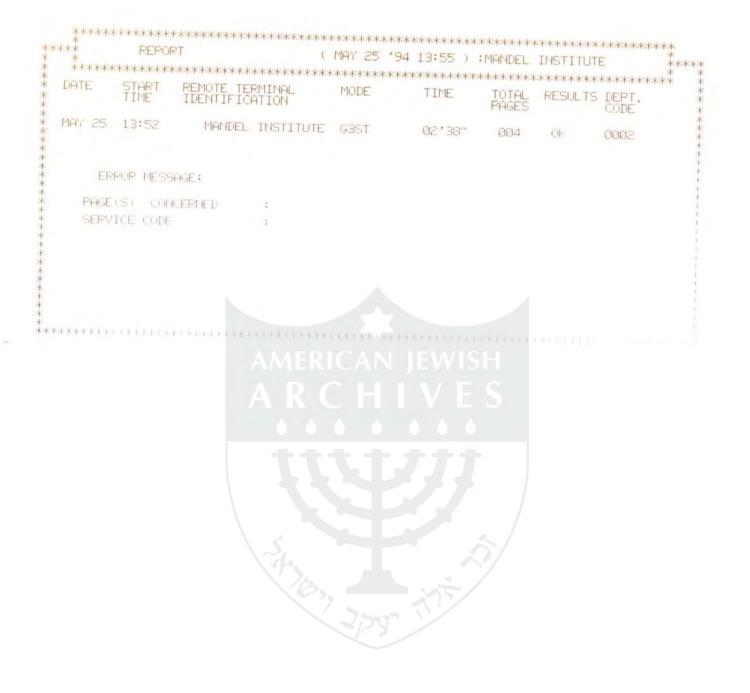
The following are the particulars that you have asked for :-

Mrs. Nadia Hoffmann Ms. Ayelet Hoffmann - date of birth 2.10.79 Master Noam Hoffmann date of birth 17.7.82 Master Matan Hoffmann date of birth 7.7.85 Ms. Tal Hoffmann date of birth 16.4.91

Thank you again for your excellent advise and attention.

Jour

Fred S. Worms



COUNCIL FOR INITIATIVES IN JEWISH EDUCATION F DATE SENT: 5 23 TIME SENT: 12:05 A NO. OF PAGES (INCL. COVER): 3 +1 - CARELINE BIRAN Х TO: Alan H. FROM: Ginnyl ORGANIZATION: PHONE #: PHONE #: 216-391-1852 C FAX #: FAX #: 216-391-5430 0 COMMENTS: V alan E I thought I'd take a first wach at a Calendar of Eunto. It's easier to add/subtract/revise R from a starting point. How S Н about marking it up + returning to me for a second try ? E E T

DRAFT 5/23/94

CIJE CALENDAR OF EVENTS May - December, 1994

Goals Seminar

6/1	- 9	Deadline for Seminar commitments	
??	9	Complete detailed plans for Seminar curriculum	
??	~	Mail confirmation of participation and details of Seminar	
What else?			
Leadership	Institute		
5/31	-	Decide on dates of Institute	
6/5	÷	Complete preliminary arrangements with Harvard	
??		Notify Lead Communities (and others?) of dates and preliminary content and invite participation	

- ?? Determine content in sufficient detail to begin to invite presenters to participate
- ?? Work out details re housing, meeting site, costs, logistics

What else?

CIJE Steering Committee

- Decide whether meeting currently scheduled for 9/23 will occur. If not, what's the alternative? Can it be done earlier?
- Meeting logistics: time, place, food, etc. (Depends on date.)
- Complete assignments made at previous meeting and prepare materials for Steering Committee
- Mail materials 10 days prior to meeting

What else?

Committee Meetings

- Determine dates, locations, logistics, agendas, materials to be prepared in advance
- Invite members
- Mail materials 10 days prior to each meeting

Board and Executive Committee Meetings

By 5/31	:	Finalize date for Board meeting Hopefully finalize location at same time If possible, include meeting date in cover letter with April minutes
By 6/30	÷	Decide on focus of Board meeting. List potential speakers for public session
7/1-8/15	÷	Prepare first drafts of materials for Board meeting
7/1-8/31	12	Camper calls and meetings on substance of coming Board meeting
By 7/31	\sim	Have speaker for Board meeting on board
By 8/15	•	Determine agenda for Executive Committee meeting and begin preparation of necessary materials
6 weeks before Board meeting	-	Send notice confirming date/time/place and requesting response
By 9/15	4	Materials should be ready to mail to Board and Executive Committee. [Timing depends on whether board meeting is in early or later Oct.]
9/15	-	Begin preparation of Board meeting factbooks
9/15-10/1-15		Camper calls, as needed, to prepare for Board meeting

FAX

rage

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Council for Initiatives in Jewish Education

Date: May 22, 1994

To: Alan Hoffmann From: Barry Holtz at Fax number: 212-864-6622 Number of pages (including this one): 1 Re:Heschel 4th grade

I spoke with Annic Dobrecier=Michael Paley's wife whose daughter is in Heschel 4th grade now. Next year there will be one class; currently there are two: the teachers that the Paley child have will not be there next year.

The teachers in the 4th grade next year are Davita and Rose (Yammer will know them perhaps). Davita is the daughter in law of David Weiss Halivni (!) and is considered very strong. Reviews on Rose are less clear.

David and Susan Kraemer's daughter Talia is currently in 4th and has those teachers. Susan Kraemer (a PhD psychologist who would like to meet Nadia) is usually good on the analysis of the faculty at Heschel and you might want to call her (Her sister is Ronnie Bann's wife). Their home number is 212--666-9347. As you would imagine, Kraemer also cares a lot about the quality of text teaching. So I think they would be the right choice for you to talk to.

Roskies' son Arych is the right agc, but because of when his birthday falls, he is a grade younger in school, so that is not relevant. You will, by the way, be living pretty much right above them, it appears!

(if there is difficulty in transmission, please call 212-864-3529)

ינדיל תורה ויאדיר

Eric Weiner, M.D. Chairman

Max Tochner Vice Chairman, Admin.

Dr. Sigmund Stehl Vice Chairman, Program

Rabbi Howard Shapiro Secretary

Rose Goldstein Assistant Secretary

Angela G. Lampert Treasurer

Marvin S. Rosen Immediate Past Chairman

Barbara Steinberg Exécutive Director

missioners Dr. Penny Beers Vivian Berry Marvin Birger Dr. Michael Bleiman Iris Slum-Murray Neomia Chitlik Meriam Cole Dr. Myles Cooley Judy Devore Shella Engelstein Marshall Friedland Larry Friedrich Jonathan Geiger Dr. Harry Haselkorn Helen Hoffman Murray Kamen Barbra Kaplan Dr. Anita Katz Rabbi Melvin Kieffer Joel Kceppel Leon Krause Barry Krischer Rapbi Shlomo Levine Elsie Leviton Mark F. Levy Michael Lifshitz Mason Nussbaum Harold Pressman Pearl Resnick Sandra Rosen Michael Shane Debra Shapiro Dr. Richard Shugarman Alan L. Shulman Dr. Elizabeth S. Shulman Leah Siskin Lenote Siskind Bonnie Stahl Ceceil Tishman Dr. Jay Trabin Susan Warsett Rabbi Steven Westman Mortis Zipkin

Board of Rabbis Rabbi Leonid Feldman

Jewish Federation Envin Blonder

Cantorial Clergy Association Cantor Norman Brody

Educators' Council Marsha Winter-Glasberg May 20, 1994

Mr. Alan Hoffman CIJE - Jerusalem

BY FAX: 011-972-2-619-951

Dear Alan,

I want to thank you again for inviting our community to participate in the Goals Seminar. I will definitely be participating, and have informed your office in Jerusalem. The staff has been very helpful in making lodging arrangements for Sam and me. I am trying to convince one of our top lay leaders to join me at the seminar but timing seems to be a problem for those who would be most likely to attend. I will keep you informed.

I did not hear from you further with regard to the "affiliated communities" idea and the Palm Beaches. We are prepared to begin discussions internally, and with you, about CIJE's goals and expectations whenever you are ready.

As Chair of the Professional Development Committee of the Bureau Directors' Fellowship, I have been asked to discuss the possibility of your participation in our 1994/95 professional development program for executive directors of central agencies for Jewish education.

One of the themes of our professional development program next year will be "The Change Process: Theoretical and Practical Models." We would like you to discuss the theoretical models underpinning the planning and political processes of CIJE leading to communal and educational change. If you your like to ask other members of CIJE's staff (Daniel Pekarsky was specifically mentioned by my colleagues) to participate in the presentation with you, we would be pleased to include them.

We would also like to ask Gail Dorph to make a presentation about what CIJE has learned practically from the field about the change process in North American Jewish Communities.

COMMISSION FOR JEWISH EDUCATION OF THE PALM BEACHES

4603 Community Drive, West Palm Beach, Florida 33417 Telephone: (407) 640-0700 Fax (407) 640-4304

In addition, if you and Gail are able to participate in the program, we would also like to invite the three bureau directors from CIJE's Lead Communities to participate in a forum with CIJE staff to discuss the role of central agencies and the perspectives of central agencies in the CIJE process.

The date of the program has not yet been determined, but is likely to be either just prior to the GA in Denver in November or in Florida some time in January, February or March, 1995. Determination of date will be made in consultation with all of the bureau directors and all those whom we are approaching with regard to program participation. If there is a time or place that would be better for you and the CIJE staff, please let me know.

I hope you will accept this invitation to participate in the BDF's upcoming professional development program. If you could respond by fax, I would be most appreciative.

Sincerely yours,

bara Remberg

Barbara Steinberg



	Council for Initia	atives
F	in	
A	Jewish Educa	tion .
x	Date sent May 19,1994Time sent 3: PM EDT	No. of Pages (incl. cover): 9
-	To: Alan D. Hoffmann	From: Ginny Levi
	Organization:	ormal sever
С	CIJE/Israel Office	Phone Number:
0	Phone Number: 011972 2 617 418	216-391-1852
	Fax Number:	Fax Number:
v	011972 2 619 951 Comments:	216-391-5430
E	The following correspondence is includ	ed with this fax:
R	1. CIJE Board Meeting dates with note to	MLM.
	2. draft of cover memo for meeting minute	s .
	3. Letter to Harry Stern - Goals Seminar	Invitation.
s	4. Letter from D. Bader .	
н	5. Three separate Goals Seminar Registrat These are being sent along forCaroline	ion forms.
E	ALSO, PLEASE NOTE THAT THE JUNE 16 MEETING FROM 11 am to 4 pm.	IN NEW YORK WILL BE
E	La,	÷
9	200 2	2 н
Т		
	If there are any problems	receiving
	this transmission, plea	se call:
		2

Ċ,

Virginia F. Levi

PREMIER

MLMattached are the results my check on CIJE Board eting dates. alan asked me to send it to eac ho you, for your next meeting as noted on the attached, USA/Federation is avai lable only on Oct. S-6. If we choose one of the other dates, we'll have to try again on other spa Oct. 5-6 is acceptable as a lat or 2nd choice to everyone, except Charles Bronfman, who has tentative plans to be away that enti re time. PREMIER INDUSTRIAL CORPORATION CONTRACT LING MINICO HUSA

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MEMORANDUM

TO: Members of the Board of Directors [or Executive Committee or Steering Committee]

FROM: Morton L. Mandel, Chair

DATE: May 18, 1994

I am pleased to send you the enclosed minutes of the CIJE Board Meeting/Executive Committee Meeting/CIJE Steering Committee Meeting(s), held in New York last month. We very much appreciated your participation and hope you found the meeting(s) stimulating and productive.

You will be hearing from your committee chair under separate cover. There will most likely be a second meeting of each committee scheduled over the summer.

The date of the next board meeting is not yet final. We will be back in touch with you to get that date on your calendar as soon as possible.

Warm personal regards.

\518D.ck

VFL - NOTE: Need variation of this letter to people who did not attend.



FAXED ON 5-19-94 to HARRY STERN 404-898-9612

Chair Morton Mandel

Vice Chairs Billie Gold Matthew Maryles Lester Pollack Maynard Wishner

Honorary Chair Max Fisher

Board

David Arnow Daniel Bader Mandell Berman Charles Bronfman Gerald Cohen John Colman Maurice Corson Susan Crown Jay Davis Irwin Field Charles Goodman Alfred Gonschalk Neil Greenbaum Thomas Hausdorff David Hirschhorn Gershon Kebst Henry Koschitsky Mark Lainer Norman Lamm Marvin Lender Norman Lipoff Seymour Martin Lipset Florence Melton Melvin Merians Charles Ratner Esther Leah Ritz Richard Scheuer Ismar Schorsch David Teutsch Isadore Twersby Bennett Vanowitz

Executive Director Alan Hoffmann May 19, 1994

Mr. Harry Stern Atlanta Jewish Community Center 1745 Peachtree Rd. NE Atlanta, GA 30309

Dear Harry,

For some time now, we at the CIJE have been speaking about an exciting new initiative which we have been planning to launch: "The Goals Project." I am happy to report that the Goals Project is going to begin with a seminar in Israel in July to which a select number of lay and professional leaders from North America are being invited.

I am enclosing with this letter a description of the project and the summer Goals Seminar, and I would like to invite you and one of your lay leaders to join us in Jerusalem.

We at the CIJE believe that the Goals Project has the potential to have a profound impact on contemporary Jewish education and Jewish life as well by giving institutions the impetus to focus on their own education missions in a serious and reflective manner.

I hope that you join us in this exciting venture. If you have any questions, Daniel Pekarsky or I would be happy to talk to you about them. We hope to hear from you soon

Best wishes,

Alan D. Hoffmann Executive Director

519.ADH

PO. Box 94553, Cleveland, Ohio 44101 • Phone: (216) 391-1852 • Fax: (216) 391-5430 15 East 26th Street, New York, NY 10010-1579 • Phone: (212) 532-2360 • Fax: (212) 532-9646

JEWISH COMMUNITY CENTER OF MILWAUKEE



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

MAY 9 1594

May 3, 1994

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

Dear Alan:

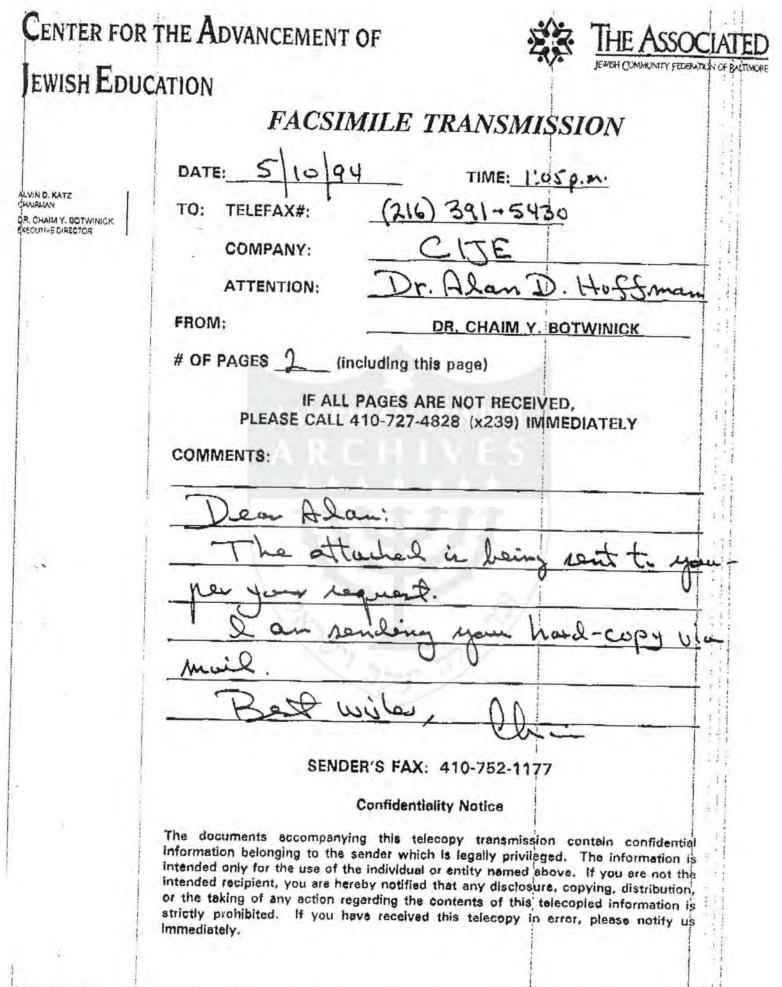
I wanted to thank you for taking time in your busy schedule to meet with me this past Sunday. I found the meeting helpful and informational.

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

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

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

Judy S. Gulen Regards. PHAKIDENT Warren Bhamenibal VAL PRIMARY Mara Jubellier VAL PRENDANI Marion Petz Jay R! Roth Vice PRACHINAN Jeruld Peristein Executive Vice President PAR PRESIDENT Rishers Riches VICE PRESIDENT JRR/im Las Deil Vice Paeulous C: Tzivia Blumberg Jumes Zucker VICE PRESIDENT Jame Gellman SECRETARY Eric Bullion TREASURER Larry Preschi CO TREASORER Jay R. Ruth EXECUTIVE VICE PRESIDENT Affiliated with the JCCA of North America, Miluminee Joursb Federation, Inc., United Way of Grouler Milwaukee CAMPUS JCC JCC SENIOR CENTER JCC SENIOR CENTER-WEST SIDE HY & RICHARD SMITH JCC FAMILY PARK CAMP INTERLAKEN CAMP JCC



WEST MOUNT ROYAL AVENUE PAGE . 005 TO CIJEISRAEL

BALLIMORE, MARYLAND 21201-5781

(410) 727-4828

FAX (410) 752-1177



MAY 9 1994

ATLANTA JEWISH FEDERATION

4 May 1994

GERALD D. HOROWITZ President

> DAVID N. MINKIN First Vice President

JACK N. HALPERN S. STEPHEN SELIG III Vice Presidents

MARK LICHTENSTEIN Treasurer

ELLIOTT COHEN JODY FRANCO Assistant Treasurers

LARRY JOSEPH Secretary

CANDY A. BERMAN ANN L. DAVIS Assistant Secretaries

ARNOLD B. RUBENSTEIN, M.D. Campaign Chairman

> DAVID I. SARNAT Executive Director

Mr. Alan D. Hoffman Executive Director Council for Initiatives in Jewish Education P. O. Box 94553 Cleveland, OH 44101

Dear Alan:

It was good seeing you and I am sorry that our visit was somewhat "chopped up". I promise the next time you come I will give you more concentrated time and my attention.

I looked over the material you gave me for the CIJE Goals Seminar and had my interest peeked with the brochure on Mishkenot Sha'ananim. I even thought that possibly I could clear my calendar to be with you. Unfortunately, that happens to be the week I have cleared to be with my daughter who is coming from Israel and who will be going up to school for her college orientation. I will, again, rethink the project and see if we can get anybody from Atlanta.

Please let me know how your discussions go with Harry concerning the possible participation by the AJCC.

Best personal regards.

Sincerely

David I. Sarnat

DIS:tr

1753 PEACHTREE ROAD, NE · ATLANTA, GEORGIA 30309-2464 · (404) 873-1661 · FAX (404) 874-7043

94 14:38 UNITED ISRAEL OFFICE-UIA CJF UJA,

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Cantor HARRY SOLOWINC

HOWARD S. BLAU

LAWRENCE S. BRAS

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Maine Tourship Jewish Cough BBOO BALLARD . DES PLAINES, ILLINOIS 60015 . PHONE 297-2006

December 15,

Educational Director

To Whom It May Concern,

As a volunteer in our syngogue who is responsible for the smooth running of our youth activities, I have had the privilege of working with Eliezer Braun. This young, dynamic man motivated the pre-teen and teensgers of our congregation to participate in programming in which they previously had no interest. Because of Mr. Braun's innovative ideas, the membership of the pre-teen group. increased from five to ninety, and the membership of the teen group doubled its number.

There are several reasons for Eliezer's success. 'He has the unusual ability to create a unique rapport with young people while still maintaining the authority of the position. Title rapport entends to the pavents of the youth group members as well as sould's and personnel of the congregation. Another of Mr. Braun's assets is his ability to organize. He is so efficient that all planning for projects and ... activities is done far in advance of deadlines. Because of Eliener's creativity our syngogue was honored with the prestigious United Syngogue of America Sclomon Schechter Award as having one of the outstanding youth groups in the

We at Maine Township Jewish Congregation are saddened by Eliezor's leaving; however, we know that our loss is Israal's gain. We are most grateful for having been touched by Eliezer Braun and we know that his contribution to our young people will stay with them in his absence.

Sincere

Vice President -- Youth Activit:

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ANOT BALLARO & DES PLAINES. ILLINDIS 60018 & PHONE 297-2006

October 13, 1982

To Whom It May Concern:

Larry Braun has served as Principal of the Maine Township Jewish Congregation, Religious School, from July 1979 to the present. During his association with our synagogue, he has proved to be a most effective and capable administrator.

.t. Allandar

Mr. Braun's success as an educator can be best attributed to his ability to relate with students in a positive manner. He is, affectionately, called Eliczer by the pupils, who interact with Mr. Braun in an environment of mutual respect.

Mr. Braun's rapport with parents is equally desirable. He has maintained an open relationship with parents allowing for the sharing of concerns and needs or individual students. This dialogue has enabled Mr. Braun to assist his staff, in dealing with the "whole" child in the classroom.

Mr. Braun should also receive commendation for supervising the faculty in a harmonious manner. Mr. Braun maximized on the individual talents of his staff by innovating to the curriculum a series of "Mini" courses and "Interest" groups. With the introduction of these special classes, our students now had the opportunity to enrich their Jewish culture.

Mr. Braun is responsible for maintaining the high standards of our school. Proficiency tests were used at all levels and he continued to guide the faculty in seeking multi-approaches to teaching.

Most importantly, Mr. Braun, has served as a role-model for all our students in the community. He is genuinely concerned about Jewish youth and sindere in his work with them. I, as well as the entire Congregation, will miss Larry Braun, as both a professional and a friend.

Respectfully submitted, Frances E. Holdberg Frances E. Goldberg Vice President Education Maine Township Jewish Congregation

Spiritual Leador RABBI JAY KARZEN

P.3/

to the addition of the second states and

Cantor MARRY BOLOWINCHIK

Executive Director HOWARD S. BLAU

Educational Director

OF A FINE DAMAGE

MAY 10 '94 14:40 UNITED ISRAEL OFFICE-UIA CJF

Board of Jewish Education of Metropolitan Chicago

October

2

A18 South Michigan Avenue + Chicago, Illinois 60605 + (312) 427-5570

To Whom it May Concern:

This is to verify that as Consultant of the Board of Jewish Education, I had occasion to visit Larry Braun in different settings. During 1976-1980 Mr Braun was on the faculty of the Beth Judea school in Long Grove, Illinois. From September 1980 he has been serving as, education and youth director of the Maine Township Jewish Congregation. In both teaching and administrative capacities, Mr. Braun. has exhibited creative skills and has enjoyed excellent . rapport with students. He has been cooperative with our agency and exhibits a deep convitment to Jewish education beyond what is normally expected in his position.

I am certain he will continue to be an asset in similar positions in Israel.

Sincerely yours

Dr. Irving H. Skolnick Director, Dept. of Curriculum and Testing

OFFICERS tracidans .1 Sherwin 1.

> Enecutive Vice Rachal K. Great View Pres

Sime Browne Jean C Harold. Dr. Curtis Phyllis Nauma

Supertintendent Dr. Samual Schai

Financial Strecher and Automas Sectorary Richard M. Smith

2.9 Coniroller . Donald A. Goldb.

Proleutional Sief Robbi Bruce Ait Joseph Ben-Israal Marvel! Ginsburg Tur Helstut Rebbi Mensham in Dr. Bally Kalz David Politzer Dr. Ruth Revid Moshe Samber. ing Stoinles

MAY 10 '94 14:41 UNITED ISRAEL OFFICE-UIA CJF UJA

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SILINES

Lawrence Braun Post Office Box 448 Ginot Shomron 44853 Israel

As a Jewish education professional with diverse experience in formal and non-formal education, I am interested in a position as educational director in a synagogue Hebrew School/Talmud Torah. My background in brief:

- Experience as a principal in a large Hebrew School with enrollment of 400 students
- Diverse background in Youth Group programming for elementary and high schoolaged youth
- Professional academic certification in Jewish educational administration

In 1983, I moved to Israel with my family. Due to the nature of the educational system in Israel I was required to enter a new profession unrelated to the field of education. In addition to my full time profession, I continued as an educational consultant and youth advisor on a voluntary basis. Due to family and personal considerations, we are planning to return to the United States, and I am interested in re-entering the field of full-time educational administration.

Please feel free to contact me directly in Israel or via the US telephone number as shown by the enclosed resume. I would be happy to meet with you to discuss my background and your school in more detail.

Thank you for your consideration,

Sincerely,

Lawrence Braun

MAY 10 '94 14:43 UNITED ISRAEL OFFICE-UIA CJF UJA

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Summers 1974, 1975, 1977
summer camp with 300
Summers 1973, 1976
1975
h children with diverse religious
1974-1978
Summers 1970, 1971
1983 - present
1985 - present
IL, 1981) st Chapter, Chicago, IL 1973

Solomon Schechter Award for Most Outstanding Junior Youth Group in America Graduation with Honors, Northeastern Illinois University James Scholar, University of Illinois

General:

Extensive experience in both formal and informal Jewish education. Strong background in all facets of youth work. Fluent in Hebrew, Seven years reserve service in Israeli Defense Forces.

CHARMAINE PROCTOR

REGARDS .

ISAAC JOPPE FAXED AN ITALIAN COMPANY CALLED DANIELLA A SUPLE IN WYERS AGG TO REQUEST INFORMATION FOR YOU RE RENTING A SUPLE IN AN ITALIAN LAKE. THEY HAVE NOW COME BACK TO US BUT UNFUEL NATURAL TO NOT KNOW OF ANY SPECIFIC AGENT SPECIALISING IN MENTING BUT HAVE SENT US BRUCHURES AND A LIST OF LOCAL TOURISH BUARD FLEADE FAX ME YOUR ADDRESS SO THAT I CAN FORMARD THIS INFORMATION TO YOU

DEAR MR. HOFFMAN,

PROM : CHARMAINE PRO JOR, ISAAC JOPPE'S SECRETARY TEL: (011) 319 6091 PAX: (011) 339 3935 DATE : 6TH MAY 1994

10 : ALAN HOPPHAN

FAX TRANSMISSION

O 714 2 SZZZII MELTON CTR HEB U VO/VO 94 11:03 *** MELTON CTR HEB U 0001

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הרשות המשותפת לחינוך יהודי ציוני THE JOINT AUTHORITY FOR JEWISH ZIONIST EDUCATION



לשכת המנהל הכללי Office of the Director General

ATTN: ALAN HOFFMAN

JULY 19, 1994 REF :66

TO: MEMBERS OF THE COMMISSION

FROM: DAVID HARMAN

ATTACHED, PLEASE FIND THE RESOLUTIONS ADOPTED BY THE COMMISSION DURING OUR RECENT MEETINGS ON JULY 1ST AND 3RD 1994. IMPLEMENTATION HAS ALREADY BEGUN AND I HOPE WE WILL BE ABLE TO MEET THE VARIOUS DEADLINES SET.

IRWIN FIELD, FOUNDING CHAIR OF THE COMMISSION, STEPPED DOWN FROM HIS POST AT THE END OF THE MEETING. HE ALSO DELIVERED HIS "VALIDICTORY" ADDRESS AT THE JEWISH AGENCY BOARD OF GOVERNORS. THIS LETTER AFFORDS YET ANOTHER OPPORTUNITY TO THANK IRWIN FOR HAVING SUCCESSFULLY AND EFFECTIVELY CONDUCTED THE COMMISSION'S COURSE DURING ITS FORMATIVE PERIOD. AS A RESULT WE NOW HAVE A WELL DEVELOPED MECHANISM FOR LEADING THE RESHUT'S AFFAIRS. AT THE SAME TIME, I WOULD LIKE TO WELCOME OUR INCOMING CHAIR, MENDEL KAPLAN, WHOSE STEWARDSHIP HAS NOW BEGUN.

WITH BEST WISHES FOR A GOOD SUMMER.

EDUCATION AUTHORITY COMMISSION, JULY 1-3, 1994

RESOLUTIONS

- 1. RESOLUTIONS ON BUDGET MATTERS
 - A. THE PRIORITIES OF 1994 WERE APPROVED FOR 1995.
 - B. BUDGET BASE: \$38,350,000 + COL OVERSEAS, EXCLUDING SECURITY EXPENSES ABROAD AND SALARY INCREASE IN ISRAEL.
 - C. \$4,600,000 WERE APPROVED FOR EXPANSION OF EXISTING PROGRAMS AND FOR NEW PROGRAMS.

TOTAL BUDGET FRAMEWORK: \$45,500,000.

- D. THE PRINCIPLE OF THE ISRAEL EXPERIENCE BASKET WAS APPROVED, INCLUDING THE PROPOSED FRAMEWORK.
- E. IT IS RECOMMENDED TO PREPARE THE 1995 BUDGET ACCORDING TO THE ORDER OF PRIORITIES AND IN A MANNER THAT WILL EXPRESS INCREMENTALLY ANY SUM BEYOND THE BASE.
- F. THE RECOMMENDATION OF THE TREASURER AS TO THE MANNER OF BUDGETING NEW PROGRAMS AND EXPANDING EXISTING PROGRAMS WAS ACCEPTED, SO THAT 25% OF THE COST WILL BE FOUND IN THE EXISTING BUDGET (AS A RESULT OF TRANSFEREING PRIORITIES), AND 75% WILL BE NEW MONEY.
- G. IT IS RECOMMENDED TO INCLUDE IN THE BUDGET A CONTINGENCY FUND OF 5%. THE RESOLUTION ON THIS MATTER HAS BEEN POSTPONED TO OCTOBER.
- H. EVERY RESHUT BUDGET WILL BE ORGANIZED ON THE BASIS OF THE 1994 BUDGET, AND IN FIVE PRIORITY CLUSTERS;
 (1) ISRAEL EXPERIENCE
 (2) PERSONNEL TRAINING
 (3) CURRICULA AND MATERIALS
 (4)-(5) OTHER
- I. THE BUDGETS OF THE DEPARTMENTS IN '95 WILL NOT BE LESS THAN THEIR 1994 LEVELS.
 - J. THE BUDGET SHOULD BE READY IN MID-AUGUST, SO THAT THE REGIONAL ADVISORY COUNCILS WILL HAVE AN OPPORTUNITY TO COMMENT.

- Z. EDUCATION CAMPUS
 - A. AS OF THE 1ST OF JUNE 1994, THE PROPORTION OF THE KIRYAH BUDGET WHICH ORIGINALLY HAD BEEN TRANSFERRED FROM THE YOUTH AND HECHALUTZ AND JEWISH EDUCATION DEPARMENT BUDGETS WOULD BE RESTORED TO THE BASE BUDGETS OF THOSE DEPARTMENTS ON A PROPORTIONAL BASIS, SUCH THAT 7/12 OF THE BUDGETS WOULD BE TRANSFERRED. AT THE SAME TIME, EACH OF THOSE TWO DEPARTMENTS WOULD BE BILLED FOR THE REAL COST OF RENT AND TELEPHONE USAGE AND TRANSFER THE APPROPRIATE AMOUNTS TO THE KIRYAH BUDGET. THE BASE SUMS ARE: \$ 370,000 TO THE YOUTH AND HECHALUTZ DEPARTMENT AND \$ 290,000 TO THE DEPARTMENT OF JEWISH EDUCATION.
 - B. BEGINNING ON 1.1.95 THESE SUMS WOULD BE RESTORED IN FULL TO THE BASE DEPARTMENTAL BUDGETS AND THE KIRVAH BUDGET WILL BE PLANNED ON A ZERO-BASED BUDGETING SYSTEM. ALL KIRVAH COSTS WILL BE CALCULATED ON A REAL BASIS AND THE COSTS ALLOCATED ACCORDINGLY.
 - C. THE 1995 COSTING WILL TAKE INTO ACCOUNT ALL CAMPUS DUTLAYS INCLUDING TAXES, UPKEEP, LAND RENTAL, AND SECURITY.
 - D. THE CAMPUS BUDGET WILL BE STRUCTURED SD AS TO MAKE IT A BREAK-EVEN COST CENTER. PRICING WILL BE DEVELOPED ACCORDINGLY.
- 3. DEMOGRAPHIC CENTER THE TRANSFER OF THE CENTER TO THE RESHUT WAS APPROVED, CONTINGENT ON THE RECEIPT OF AN ALLOCATION FROM THE JEWISH AGENCY TOTALLING \$100,000.
- 4. CENTERS

FOLLOWING THE MEETING OF THE NATIONAL ADVISORY COUNCIL CHAIRMEN, DEVELOPMENT OF VARIOUS CENTERS WAS DISCUSSED. THE COMMISSION ENDORSES THE ESTABLISHMENT OF A HEBREW CENTER IN NEW YORK AS PROPOSED BY THE AMERICAN ADVISORY COUNCIL AND IN COORDINATION WITH THE DEPARTMENT FOR JEWISH EDUCATION AND CULTURE.

ANOTHER CENTER PRESENTED TO THE COMMISSION BY THE CHAIRMAN OF THE ENGLISH ADVISORY COUNCIL IS THE ZIONIST CULTURAL CENTER, CURRENTLY BEING DEVELOPED TOGETHER WITH THE REPRESENTATIVES OF THE RESHUT IN LONDON.

IN ADDITION, IT WAS PROPOSED TO ESTABLISH A CENTER IN MOSCOW THAT WILL ENABLE PROVISION OF CENTRAL SERVICES TO THE COMMUNITY AND WILL INCLUDE TEACHER TRAINING, A PEDAGOGIC CENTER, AN ULPAN, CLASSROOMS AND POSSIBLY DORMITORIES. THE DEVELOPMENT OF THIS CENTER WILL BE MADE POSSIBLE ONLY THROUGH AN EXTERNAL BUDGET/DONATION.

THE COMMISSION HEARD A REPORT ON THE DEVELOPMENT OF ISRAEL, HEBREW AND CULTURE CENTERS TOGETHER WITH THE MINISTRY OF FOREIGH AFFAIRS, AND THE DIRECTOR GENERAL OF THE RESHUT WAS REQUESTED TO ENGAGE IN DISCUSSIONS WITH CONSUL GENERAL AVITAL IN NEW YORK IN THIS REGARD.

NNNN

P.O.B. 92, 48 King George St', Jerusalem Tel: 02-202733 ,202487 טל: 48 טל: 92, 48 King George St', Jerusalem Tel: 02-202733

Council for Initiatives in Jewish Education

Israel office: POB 4556, Jerusalem, ISRAEL tel: 972-2-617-418 fax: 17 -2-619-951

FACSIMILE TRANSMISSION

Date: July 15, 1994

No. of pages incl. cover; 1

To: Reservations

Organization: The Mayflower Hotel

From: Abby Pitkowsky assistant to Alan Hoffmarn Fax number: 972-2-619-551

C- ----

Fax Number: 212-265-5098

I would like to make reservations for Dr. Alan Hoffmann for the nights of Thursday, July 21, Friday, July 22, and Saturday, July 23. Please bill him according to his Mastercraft Pipes rate, at \$12,00 @ night.

* 7/15/94 FOR BILLING PURPOSE

MASTERCARET PIPES

PLEASE ADVISE

THANKS & REGAN

WE MUST HOUE AT LETTER FROM THE COMIANY

Please fax me at the above fax number to confirm this reservation.

Thank you,

Abby Pitkowsky

if there are any problems receiving this transmission, please call 972-2-617-418

LESS: "VATION S

Mr. Eurt Thomas at Mayfioner

Council for Initiatives in Jewish Education

Israel office: POB 4556, Jerusalem, ISRAEL tel: 972-2-617-418 fax: 91 2-2-619-951

FACSIMILE TRANSMISSION

Date: July 15, 1994

No. of pages incl. cover;

From: Abby Pitkowsky

C. ----

To: Reservations

Organization: The Mayflower Hotel

Fax Number: 212-265-5098

I would like to make reservations for Dr. Alan Hoffmann for the nights of Thursday, Ju 21, Friday, July 22, and Saturday, July 23. Please bill him according to his Mastercraft Pipes rate, at \$1,0.00 @ night.

FOR BILLING PURPOSE

MASTERCRAFT PIPES

PLEASE ADVISE

WE MUST HAVE A LETTER FROM THE ROMPANY

Please fax me at the above fax number to confirm this reservation.

* 7/15/94

Thank you,

Abby Pitkowsky

assistant to Alan Hoffman Fax number: 972-2-619-95

THANKS & REGAM Ket 2000-1

if there are any problems receiving this transmission, please call 972-2-617-418

18-1994 11:25 212 265 0227 THE MAVELOWER HOTEL Council for Initiatives in Jewish Education Rec Vir Les.J. da Israel office: POB 4556, Jerusalem, ISRAEL tel: 972-2-617-418 fax: 517 -2-6 FACSIMILE TRANSMISSION Date: July 15, 1994 No. of pages incl. cover: 1 To: Reservations From Abby Pitkowsky assistant to Alan Hoffmarn Organization: The Mayflower Hotel Fax number: 972-2-619-951 Fax Number: 112-265-5098 I would like to make reservations for Dr. Alan Hoffmann for the nights of Thursday, July 21, Friday, July 22, and Saturday, July 23. Please bill him according to his Mastercraft Pipes rate, at \$11 .00 @ night. L _____. Abby Pithowally # 7/15/94 Abby Pithowally # 7/15/94 REDVEST FOR BILLING PURPOSE WE MUST HOVE A LETTER FROM THE ROM ANY 7/18/84 MASTERCRAFT P. P.O Please fax me at the above fax number to configm this reservation. PLEASE ADVISE THANKS & REGAN if there are any problems receiving this transmission, please call 972-2-617-418

P.01

07-16-1994 11:25

PREMIER INDUSTRIAL FOUNDATION

4500 Euclid Avenue Cleveland, Ohio 44103 (216) 391-8300

July 12, 1994

Mr. Alan Hoffmann CIJE 10 Yehoshafat Street Jerusalem, Israel 93152

Dear Alan:

In all of the disruptions of the past few weeks I have lost track of our discussion regarding Debra Oppenheim. I believe we had set a date when I would join you in New York for a meeting with Debra that one of us was to schedule.

1. What is the date?

2. Who is scheduling the meeting?

Thanks for the call at home last week. It meant a lot.

Sincerely,

Richard A. Shatten

To:	Alan Hoffmann
	•••••••••••••••••••••••••••••••••••••••
Fax #:	619-951
	•••••••••••••••••
From:	Beverly Gribetz
Date:	June 28, 1994

Pages:	1, including this cover sheet
	Form I Orientation: August 30
	Form IV Orientation: August 31
	Thanksgiving November 24-28
TAW	Winter Break December 21-January 3
	Intersession: January 26 from 12 noon-January 31 President's Weekend: February 17-20

Intersession: January 26 from 12 noon-January 31 President's Weekend: February 17-20

Pesach: April 13-23

Last day of school June 19 Form I Form IV June 21

I will bring fuller calendar with me. Arriving Thursday night.

From the desk of

Ms. Beverly Gribetz

Headmistress Ramaz Upper School 60 East 78th Street New York, NY 10021

tel: (212) 517-5955 fax: (212) 744-1619



FONDS SOCIAL JUIF UNIFIÉ 19. Rue de Téhéran. 75008 Paris Tél.: 45 63 17 28 - Fax/Télécopie : 45 63 34 62 Télex : 290713 F - Minitei 3615 JD

Paris, 20/6/94

From

Jo TOLEDANO, Head of Social Welfare Department

To HOFFMAN Alar

Re : world Conference-Get together French Delegation 7/7 at 9:00 PM. Hotel PARADISE.

Dear Colleague and Friend,

We would like to inform you that the French delegation to the world Conference of Jewish Communal Services has the pleasure to set up a friendly get together for heads of delegations or preparing Commitee members of the varius countries, as well as for France's Israeli connections.

As of today 49 professionals from France are registered.

Among them 32 are Directors or heads of Institutions or programs and 17 are professionals working in the Field.

We will meet at the Hotel Paradise on Thursday evening on July 7 th about 8:30 PM and we would like you to already set aside evening. More precise information will be fowarded to you later on.

We do hope that you will be able to be our guest and we are looking forwards meeting you.

Sincerly yours. an wer ICCER Bechalom oubracha My adress for the period of the Conference 3 to 13 of July Hotel PARADISE Wolfson St, 4 Jerusalem tél. : 511 111-Fax 512 266

DEPARTEMENT SOCIAL

נוחודבם וsrael appeal, וחב. המבכית המאוחדת ליעראל אינק.

June 28, 1994

TO: Alan Hoffman

Please be advised that the UIA/KH Joint Authority Commissioners will meet this evening (Tuesday, June 28, 1994) at 9PM in the Massada room of the Holiday Inn Hotel.



P.O.B. 7171 Jerusalem 91071, Israel Tel. (02) 255513, 250331 (02) 202233, 202232 Fax. 972-2-247261

OFFICE OF ISKAEL REPRESENTATIVE

ת.ד, 1717 ירושלים 17019, ישראל טל, 255331 255332 (20) טל, 202232 202235 פקס: 202232 27279

JUST THE FAX...

TO: Alan Hoffman, CIJE

FAX NUMBER: 011-972-2-6 (019-951

FROM: Isa Aron

FAX NUMBER: (213) 939-9526

DATE: 6/26/94

PAGE 1 OF 1

Hi Alan!

I was about 7/8 of the way through an e-mail message to you this morning when the whole system shut down on me. So I guess the fax is best after all. Hope that I have the right number, and that you get this.

I spoke with both Sara and Danny Pekarsky on Friday, and wanted to report to you the results of my conversations. Danny made it clear that there is no formal role for me to play in the goals seminar. Therefore, let's forget about my being paid. Sara understands that I won't be able to participate in the seminar the entire time. Since I am not formally representing HUC, she feels comfortable with this. (though you may not -- I'll return to this in a minute)

Meanwhile, my own schedule is getting more complicated by the minute. I already mentioned to you that I need to get Hillel and his friend Daniel to Ramah or to the bus to Ramah on Sunday morning, 6/10. Now I've discovered that the Ramah day camp, which Jesse is attending, ends at 2 p.m. every day. Bill, whose schedule might ordinarily be more flexible, has gotten a number of photography assignments in Jerusalem. You don't need to hear all the details of my domestic arrangements; the bottom line is: until I can figure out how to get from our apartment in Baka to Ramah, and whether my mother will be able to manage Jesse and his friend on her own, I can't be sure that I'll be available after 1:30. It would help to have a schedule of the seminar, which Danny says I should have received by now.

So now the matter is in your hands: I would like to attend as much of the seminar as is feasible, but I know this may be problematic for you. You need to let me know if you feel comfortable with this. If you'd rather I don't attend at all, I'll understand -- no hard feelings.

One last thing: Danny said that he was planning to have a session on Wednesday afternoon or Thursday mornings in which the training institutions made presentations on what they would have to offer. I explained to him that I could not participate in this session,

The best way to reach me is by fax (# at the top). I leave LA on Thursday morning, and arrive in Israel on Friday at around 2 p.m. I'll be in Ra'anana until Thursday, 6/6, when we can get into our apartment in Jerusalem. In Ra'anana I can be reached at my cousin's: Gila Vogel, Ahad Ha'am 12, 09-910-204. In Jerusalem my address will be: c/o Peck, 28 Gidon, 02-733-577.

L'hitraot,

FAX

Council for Initiatives in Jewish Education

Date:June 27, 1994

To: Abby From: Barry Holtz at Fax number: 212-532-2646 Number of pages (including this one): 1 Re:my fax

On Tuesday and Wednesday of this week I will be in Florida at the Hilton Palm Beach airport hotel. Alan may want to fax something to me there. The fax number of the hotel is 407-689-9421.

Thanks.

(if there is difficulty in transmission, please call 212-532-2360)

JUN 20 '94 14:46 MANDEL INST. ISRAEL 972 2 619951 97

U. I. U. L.

972 2 619951 P.1/2

Council for Initiatives in Jewish Education Israel office: POB 4556, Jerusalem, ISRAEL tel: 972-2-817-418 fax: 972-2-819-951

FACSIMILE TRANSMISSION

Date: June 20, 1994

APROPERTY.

No. of pages incl. cover: 2

To: Alan

From: Abby Pitkowsky

IEL+002 2040

Organization: CUE

Fax number: 972-2-619-951

Fax Number: 212-532-2646

NO - IT WILL RE PINO

F. UUL

Alan,

Attached is your OnTime for the three weeks you'll be in Israel. Do you want me to try and change your appointment with Dr. Ovadia on Tues., June 28?

I just spoke to the JCC in Cleveland; they say that Steve has not made it to Israel yet.)

PJ has you scheduled to leave for the States motzei Tishs B'Av (1:00a) - and he has not cancelled the previous option. Nadia's flight into the U.S. on Aug. 26 is Swiss Air #100, arriving at Kennedy at 3:30p.

That's all for now,

Abby

S.FOX & NADA

if there are any problems receiving this transmission, please call 972-2-617-418

Council for Initiatives in F **Jewish Education** А 1 No. of Pages (incl. cover) X Time sent Date sent ADH From; To: CAROLINE Ginny Levi BIRAN Organization: С CIJE/Israel Office Phone Number: Phone Number: 216-391-1852 0 011972 2 617 418 Fax Number: Fax Number: V 216-391-5430 011972 2 619 951 Comments: E RE: GOALS SEM. REGISTRATION FOR JERRY AND LOUISE STEIN. AND KYLA EPSTEIN R 2. ADN-3. LTR TO RUTH COHEN FROM STEVE HOFFMAN S HADH 4. LTR to BLANCHE ROTHMAN - UJA FROM VEL . ALAN: PLEASE NOTE THAT SPACE AT UJA E IS AVAILABLE UNTIL 3PM ONLY ON E THURS. OCT. 6. Т If there are any problems receiving this transmission, please call: 216-391-1852

Act

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Vice Chairs Billie Gold Matthew Maryles Lester Pollack Maynard Wishner

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Executive Director Alan Hoffmann

- -

June 1, 1994

Dr. Ruth Cohen Milwaukee Jewish Federation 1360 N. Prospect Avenue Milwaukee, WI 53202-3094

Dear Ruth:

Thank you for your letter of May 11th reporting on your use of the Mandel Associated Foundations grant to support the Milwaukee Lead Community project. I have forwarded your letter to Alan Hoffmann, Executive Director of CIJE.

I trust that the Milwaukee project continues to progress.

Sincerely,

Stephen H. Hoffman

cc: Alan D. Hoffmann

\MilwaukeeFund



Chair Morton Mandel

Vice Chairs Billie Gold Matthew Maryles Lester Pollack Maynard Wishner

Honorary Chair Max Fisher

Board

David Arnow Daniel Bader Mandell Berman Charles Bronfman Gerald Cohen John Colman Maurice Corson Susan Crown Jay Davis Irwin Field Charles Goodman Alfred Gottschalk Nell Greenbaum Thomas Hausdorff David Hirschhorn Gershon Kekst Henry Koschitsky Mark Lainer Norman Lamm Marvin Lender Norman Lipoff Seymour Martin Lipset Florence Melton Melvin Merians Charles Ratner Esther Leah Ritz Richard Scheuer Ismar Schorsch David Teutsch Isadore Twersky Bennett Yanowitz

Executive Director Alan Hoffmann June 1, 1994

Ms. Blanche Rothman UJA/Federation of Jewish Philanthropies of New York 130 East 59th Street New York, NY 10022

Dear Blanche:

This will confirm the request of CIJE for meeting space on Wednesday and Thursday, October 5 -6, 1994. This will replace our request for space on October 19-20, which can now be released.

Our tentative needs are as follows:

Wed., Oct. 5

reduit wor. o	
8:30am - 4:00pm	A meeting room for approximately 12 people. We will need a flip chart and will want to serve lunch. (Rosenwald)
4:00pm - 7:00pm	A meeting room for approximately 20 people, at which dinner will be served. (Weiler)
7:00pm - 10:00pm	Space for a large lecture for 80 to 120 people. (Ballrooms)
Thurs., Oct. 6	
8:30am - 12noon	Four meeting rooms for approximately 20 people each.
12 noon - 1:00pm	One space large enough to serve lunch for 80 people.
1:00pm - 4:00pm (you said until 3pm)	Space for an open square meeting table to seat 80 for a board meeting. (Ballrooms A & B)

PO. Box 94553. Cleveland, Ohio 44101 * Phone: (216) 391-1852 * Fax: (216) 391-5430 15 East 26th Street, New York, NY 10010-1579 * Phone: (212) 532-2560 * Fax: (212) 532-2646 MANDEL INSTITUTE 972 2 662837

האתיברסיטה העברית בירושלים

FAX COVER SHEET

OFFICE OF THE BOARD OF GOVERNORS

Sherman Building, Mount Scopus, Jerusalem 91905

Telephone : 972-2-88-2911

Fax Number : 972-2-823-071

Pale	Date:	.94
To: [12] Dey	mour Fox	· ··
To: Prof Sey At Fax No.: 662837		•
From:	W1511 ,	·····
Subject:		
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האוניברטינים העברית בירושלים דאב אוניברטינים העברית בירושלים דאב אוניברטינים העברית בירושלים

OFFICE OF THE BOARD OF GOVERNORS

משרד חבר. הנאמנים

June 1994

BACKGROUND DISCUSSION PAPER:

THE HEBREW UNIVERSITY OF JERUSALEM AS THE UNIVERSITY OF THE JEWISH PEOPLE

Introduction:

The founders of the Hebrew University envisaged an institution of higher learning which would serve the Jewish people worldwide and would play a pivotal role in the renaissance of Jewish culture, learning, and research. Thus, from its very beginning, the University developed programs to serve the Jewish people throughout the world.

The Hebrew University today enjoys an international reputation as the foremost institution of higher learning in Jewish scholarship and Jewish education. The University has educated successive generations of Jewish scholars and educators; forged strong links with Jewish communities around the world and attracted Jews from around the world to its various study programs.

A brief overview of the University's main academic units which are devoted to the teaching, research, and enhancement of Jewish life is attached. These include the University's Institute of Jewish Studies; Avraham Harman Institute of Contemporary Jewry; Samuel Mendel Melton Center for Jewish Education in the Diaspora; Rothberg School for Overseas Students; and Jewish National and University Library.

New Concerns and New Directions:

Each generation of Jews renews and reinterprets Jewish identity and Jewish civilization. Recent demographic surveys conducted throughout the Jewish world clearly indicate that the nature of Jewish identity is changing dramatically between the generations. Of particular concern is the large North American Jewish community, where normative opposition to intermarriage is decreasing substantially, where Jews tend to be more involved in non-Jewish friendship circles and non-Jewish organizations, and third and fourth generation Jews feel increasingly distant from Israel. And, although more Jews are receiving formal Jewish education than previous generations, there is a general recognition that much more needs to be done to expand and enhance Jewish literacy, and develop education systems which will reinforce Jewish commitment.

In consideration of its stated mission to help strengthen Jewish identity, and in recognition of its existing activities and facilities dedicated to the advancement of Jewish learning and scholarship, the Hebrew University is uniquely placed to contribute to the enhancement of Jewish continuity in Israel and and in the Diaspora. Possibilities could include:

בנין שרמע, קוסה 2, הר הטופיס, ירושלים, 1905 ישראל Sherman Building, 2nd Fl. Mount Scopus Campus, Jerusalem 91905 Israel Facsimile 972-2-823071 Tel. (02) 882911 - To substantially enhance the training of educators in formal and informal education for Jewish communities around the world

To introduce a program to train professionals in Jewish communal service

- To attract more students from overseas to short and long-term study programs (including graduate and doctoral students)

To establish "scholar-in-residence" programs in Jewish communities around the world (including the CIS)

To provide resources and seminars in leadership training

- To expand activities and services in the teaching of the Hebrew language and the teaching of Israel

- To attract lewish scholars (including post-doctoral students) from Israel and abroad to spend an entire academic year at the Hebrew University

To encourage academic conferences and publications on topics of Jewish concern

- To provide a forum for laypeople and professionals to meet and discuss the changing needs of the Jewish people

Priorities and Timetable:

Although the Hebrew University's existing programs. Centers, and Institutes have their own academic and/or overseers committees, there is a perceived need to develop an overall strategy and priorities for the University to effectively proceed in its proclaimed mission as "the University of the Jewish people".

In considering possibilities and priorities, it must be recognized that the Hebrew University is a research university, and that the link between teaching and research is central to its purpose. Consequently, any new programs should incorporate, communicate, and reinforce the University's research and scholarship capacity. As a research university, the Hebrew University also provides a strong base for professional education, including new areas which may be introduced as a result of a review process.

The University would need to identify its current areas of strength. Such a review may result in the development of some areas while others will recede. We suggest that the planning process be inclusive, creating a partnership between the administration, the University's lay leadership, and the relevant University units so that a set of objectives and strategies may be forged, presented for approval through the governing process, and then be successfully implemented.

In summary, we envisage a partnership process in which the administration, in consultation with its lay leadership and the relevant University units, will together forge a strategy which will allow the Hebrew University to more effectively serve the Jewish people and enhance Jewish life and learning.

Once priorities, a strategy, and available resources for development have been considered, a timetable for implementation may then be determined.

האוניברסיטה העברית בירושלים דאוניברסיטה העברית בירושלים דאב HEBREW UNIVERSITY OF JERUSALEM

OFFICE OF THE BOARD OF GOVERNORS

משרד חבר הנאמנים

May 29, 1994

TO: Morton Mandel FROM: Shimon Arbel

Dear Mort,

I hope this letter finds you and Barbara well and that your Florida move went well.

Attached please find a brief background paper on the University's mission and role as the "University of the Jewish People". This paper was written at Prof. Hanoch Gutfreund's request in anticipation of our Thursday, June 9, 1994 discussion with you. Please note again that our meeting is scheduled to take place from 5:00 - 7:30 p.m. in room 13 of the University's Belgium House, situated on our Givat Ram Campus.

With your kind permission, this paper will be distributed in advance to all invited discussion participants.

I look forward to seeing you and Barbara here next month.

Best regards,

Shimon Arbel Executive Director

cc: Prof. Hanoch Gutfreund Prof. Seymour Fox

> בנין שרכז, קומה 2, הר הצופים, ירושלים, 1905 ישראל Shemman Building, 2nd Fl. Mount Scopus Campus, Jerusalem 91905 Israel Facsimile 972-2-823071 Tel. (02) 882911

June 1994

THE HEBREW UNIVERSITY OF JERUSALEM AS THE UNIVERSITY OF THE JEWISH PEOPLE

INSTITUTE OF JEWISH STUDIES:

The Institute of Jewish Studies was first established in 1924, some six months before the official opening of the University, to be a prime instrument in the renaissance of Jewish culture in the Land of Israel.

The academic and structural complexion of the Institute has undergone significant changes over the years. The Institute of Jewish Studies today includes the Departments of Bible, Hebrew Language, Hebrew Literature, History of the Jewish People, Jewish Thought, Talmud and Yiddish as well as an undergraduate teaching unit in Jewish Folklore and a graduate teaching unit in Jewish Languages. The Institute also encompasses nearly twenty research centers, including a Center for the Study of Jewish Languages and Traditions; a Teaching Center for the Heritage of Sephardi and Oriental Jewry; and Centers for the study of Jewish Art and Jewish Music. Through a large number of research projects, research centers, scholarly publications, and the hosting of overseas scholars for long sabbatical periods, the Institute addresses a broad range of subjects in Jewish history and culture.

The Institute has achieved worldwide prominence over the years and its impact has been both widespread and significant. It has trained generations of educators and scholars, who have taken their places in high schools and universities. Many of the Institute's graduates today staff Jewish Day Schools and Jewish Studies Departments in institutions of higher learning around the world.

It should be noted that the Institute approaches its diverse subject matter with a critical scholarly attitude. It does not give preference to any particular stream of Judaism, nor does it forward any particular interpretation of Jewish history or the Jewish present. Indeed, the Institute's over one hundred resident scholars reflect the entire range of contemporary Jewish life and belief.

AVRAHAM HARMAN INSTITUTE OF CONTEMPORARY JEWRY:

The Institute of Contemporary Jewry was founded in 1959 to research issues considered central to the contemporary Jewish experience. Its scholars employ an interdisciplinary approach to investigate matters of philosophical, ideological, historical, and sociological significance for the Jewish world.

The Institute includes sixteen research divisions, archives, and documentation centers. These include the Divisions of American-Jewish History and Institutions; Jews in Latin America, Spain, and Portugal; Jewish Communities of the British Commonwealth; Jews in the CIS and Eastern Europe; Jews in Asia and Africa; the History of Zionism, the Yishuv, and the State of

....2

Israel; Holocaust Studies; the Monte Nathanson Division for Jewish Education in the Diaspora; Division of Jewish Themes in Contemporary Literature; the Sociological and Political Study of Contemporary Jewry; Jewish Demography and Statistics; and Oral History.

Contemporary Jewry; Jewrst Demography and Bertha Levine Bibliographical Center in The Institute also houses the Joseph M. and Bertha Levine Bibliographical Center in Contemporary Jewry; the Documentation Center in Jewish Demography and Statistics, and the Steven Spielberg Jewish Film Archive (also associated with the World Zionist Organization).

Academic programs are offered toward the M.A. and Ph.D. degrees with the purpose of training students for teaching and research in the historical, social, economic, educational, religious, and cultural aspects of contemporary Jewish life.

In addition to an extensive publishing program in each of the above mentioned Divisions, the Institute produces two scholarly yearbooks: "Yahadut Zemanenu" in Hebrew (Contemporary Jewry: A Research Annual), and in English, "Studies in Contemporary Jewry". Both provide an overview of research pursued on topics pertinent to the Jewish world.

SAMUEL MENDEL MELTON CENTER FOR JEWISH EDUCATION IN THE DIASPORA:

The Center for Jewish Education in the Diaspora was established in 1968 at the joint initiative of the Hebrew University's School of Education and Institute for Contemporary Jewry. Named in 1976 in tribute to the late Samuel Mendel Melton, the Center was created to train Jewish educators and to seek solutions to the challenges and concerns of contemporary Jewish education the world over.

In addition to the Senior Educators Program, the activities of the Melton Center include: M.A. and Ph.D. programs in Jewish Education; training programs in formal and informal education; the development of curricula and other educational materials and research in Jewish education.

The Center also provides important consultation services to schools and educational networks throughout North and South America, Western and Eastern Europe, South Africa, and Australia. The Center houses a Library and Pedagogic Center with the largest collection of Jewish educational materials in the world, as well as the Florence Melton Adult Mini-School Institute, a pioneering institution devoted to the advancement of adult Jewish literacy.

ROTHBERG SCHOOL FOR OVERSEAS STUDENTS:

The Hebrew University has been offering special programs for students from abroad since the initiation of the One Year Program for American and Canadian students in 1955.

Motivated by the need to coordinate the various programs and activities for overseas students, to facilitate their integration into the University and Israeli society, and to meet new educational challenges, the School for Overseas Students was opened in 1971. To marks its tenth anniversary, the School was named in honor of Mr. Samuel Rothberg, Honorary Chairman of the University's Board of Governors and one of the driving forces in the establishment of the School.

The School consists of two principal Departments, i.e., the Four Year/Preparatory/Freshman Programs, and the One-Year Program.

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P.7

Four-Year/Preparatory/Freshman Programs:

The Four Year Program provides a high level of proficiency in Hebrew, English, and Israel and Jewish Studies for qualified secondary school graduates from abroad to enable them to enter regular B.A. and B.Sc. study programs. After successfully completing the first year, students are eligible to apply for regular B.A. or B.Sc. programs at the Hebrew University or at other Israeli or overseas academic institutions.

The Preparatory Program is designed for students who have completed high school abroad but do not meet all of the requirements for admission to the Four-Year Program.

The Freshman Program is directed toward North American students who have completed high school abroad and wish to spend a year studying in Israel. After completing this program, most students return as sophomores to North American universities, or apply to Israeli institutions of higher learning.

One Year Program:

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This Program offers visiting students, primarily from North American universities, a multifaceted academic experience in Jerusalem. Students who have successfully completed at least one year of college or university abroad are eligible for admission. Credits earned are transferable to their home universities at the end of the year. Over 15,000 students have to date participated in this program since its inception. The program curriculum emphasizes Jewish, Israel, and Middle East Studies. A variety of courses are also offered in the Humanities and Social Sciences. Most of the course work is in English. However, students with an adequate background in Hebrew are encouraged to attend regular University classes. Varied extracurricular activities include lectures, weekend seminars, and field trips.

The School also offers intensive Summer and Winter Ulpan Courses, as well as a wide range of courses through the Department of Summer Courses and Special Academic Programs. The academic year begins in late July or early August with the summer ulpan, and then continues according to the regular University schedule. The Four Year/Preparatory Program also offers a spring session commencing with the winter ulpan and continuing until the end of the summer.

Among the new initiatives under current consideration are an extension of the One Year Program to give participants an opportunity to continue for a second year, a new M.A. curriculum in conjunction with the Melton Center in the field of Jewish Communal Studies and Administration; an M.A. program in Jewish Studies in English in cooperation with the Institute of Jewish Studies; and a new program to bring Jewish teenagers from abroad to the Rothberg School for intensive instruction in Hebrew.

JEWISH NATIONAL AND UNIVERSITY LIBRARY (JNUL):

The Library, established in 1892 by the B'nai Brith Lodge in Jerusalem, was transferred to the World Zionist Organization in 1920 and integrated in the Hebrew University in 1925.

As the national library of the Jewish people, the JNUL ensures cultural continuity both in Israel and in the Diaspora by maintaining the largest collection of Hebraica and Judaica in the world, comprising books, leaflets, maps, manuscripts, documents, and written and recorded music, in Hebrew and other Jewish languages, including Yiddish, Judeo-Arabic, and Ladino, as well as world literature about the Jewish people, history, and culture. In its role as the national library of

P.8

the State of Israel, the JNUL is bound by law to hold two copies of every book published in the country. The Library also has an extensive collection on Israel and the Middle East, and has rich collections, mainly in the humanities. The JNUL houses 25,000 rare books including 200 incunabula in Hebrew and other languages.

The Library's units include the Department of Manuscripts and Archives; the Institute of Hebrew Manuscript Microfilms; the Hebrew Paleography Project; and the Institute for Hebrew Bibliography. "Kiryat Sefer", the bibliographic quarterly of the JNUL published in 1924, covers two types of material: Israeli imprints and Judaica and Hebrew published abroad. The publication also includes critical reviews of selected items, bibliographical research on various subjects, and descriptive articles about important items in the JNUL's collections. The annual Index of Jewish Studies was inaugurated in 1969.





reconstructionist rabbinical college Church Road and Greenwood Avenue Wyncote, PA 19095

Dr. David A. Teutsch, President

May 23, 1994

Dr. Alan Hoffmann Council for Initiatives in Jewish Education 15 E. 26th St., 10th Floor New York, NY 10010

Dear Alan:

Thanks for your invitation to participate in the Goals Conference. Unfortunately notice of the dates and the time commitment involved is coming much too late for me to be able to rearrange my schedule. As I think I've already told you, I have asked Barbara Penzner to represent us. Her current address is

Rehov Ein Tsunim 9/24 Talpiyot Jerusalem 93393 ISRAEL

I just heard through the grapevine that a number of principals are being flown to Israel to participate. I hope that some of them are Reconstructionists, although I think I would have heard if they were. I suspect that no Reconstructionists were included not because of any advertent act, but because there is no one on the staff of CIJE who is familiar with the strong Reconstructionist principals. The Federation of Reconstructionist Congregations and Havurot has an educational director, Dr. Jeffrey Schein, located in Cleveland, who knows where all the Reconstructionist educational bones are buried, and I hope that in the future, someone from the staff of CIJE will consult with him so that this kind of omission does not recur.

We had talked about getting together to further explore the overlap in our agendas, and I do hope that will happen soon. Can you give me some sense of when that might be convenient?

All good wishes.

Sincerely

Dr. David A. Teutsch President

DAT/ds

cc: Dr. Barry Holtz Dr. Daniel Pekarsky

1 407 640 4304 P.01

T.

ינדיל תורה ויאדיר

Eric Weiner, M.D. Chairman

Max Tochner Vice Chairman, Admin.

Dr. Sigmund Stahl Vice Chairman, Program

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Jewish Federation Erwin Blonder

Cantorial Clergy Association Cantor Norman Brody

Educators' Council Marsha Winter-Glasberg May 27, 1994

FAX to Alan Hoffmman CIJE - Jerusalem

BY FAX: 011-972-2-619-951

Dear Alan,

I sent you a fax earlier this week and have not yet received a response from you. I am re-faxing the earlier letter with this correspondence.

On June 1, I will be participating in a telephone conference call with my colleagues on the BDF Professional Development Committee. I was hoping to be able to tell them that you and others from the CIJE staff might be interested in participating in our program next year.

I look forward to hearing from you shortly.

Thanks for your attention.

Sincerely yours,

Barbara Steinberg

COMMISSION FOR JEWISH EDUCATION OF THE PALM BEACHES

4603 Community Drive, West Palm Beach, Florida 33417 Telephone: (407) 640-0700 Fax (407) 640-4304

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Cantorial Clergy Association Cantor Norman Brody

Educators' Council Marsha Winter-Glasberg May 20, 1994

יעריל תורה ויאדיו

Mr. Alan Hoffman CIJE - Jerusalem

BY FAX: 011-972-2-619-951

Dear Alan,

I want to thank you again for inviting our community to participate in the Goals Seminar. I will definitely be participating, and have informed your office in Jerusalem. The staff has been very helpful in making lodging arrangements for Sam and me. I am trying to convince one of our top lay leaders to join me at the seminar but timing seems to be a problem for those who would be most likely to attend. I will keep you informed.

I did not hear from you further with regard to the "affiliated communities" idea and the Palm Beaches. We are prepared to begin discussions internally, and with you, about CIJE's goals and expectations whenever you are ready.

As Chair of the Professional Development Committee of the Bureau Directors' Fellowship, I have been asked to discuss the possibility of your participation in our 1994/95 professional development program for executive directors of central agencies for Jewish education.

One of the themes of our professional development program next year will be "The Change Process: Theoretical and Practical Models." We would like you to discuss the theoretical models underpinning the planning and political processes of CIJE leading to communal and educational change. If you your like to ask other members of CIJE's staff (Daniel Pekarsky was specifically mentioned by my colleagues) to participate in the presentation with you, we would be pleased to include them.

We would also like to ask Gail Dorph to make a presentation about what CIJE has learned practically from the field about the change process in North American Jewish Communities.

In addition, if you and Gail are able to participate in the program, we would also like to invite the three bureau directors from CIJE's Lead Communities to participate in a forum with CIJE staff to discuss the role of central agencies and the perspectives of central agencies in the CIJE process. COMMISSION FOR JEWISH EDUCATION OF THE PALM BEACHES

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a beneficiary agency of the Jewish Federation of Palm Beach County affiliated with the Jewish Education Service of North America The date of the program has not yet been determined, but is likely to be either just prior to the GA in Denver in November or in Florida some time in January, February or March, 1995. Determination of date will be made in consultation with all of the bureau directors and all those whom we are approaching with regard to program participation. If there is a time or place that would be better for you and the CIJE staff, please let me know.

I hope you will accept this invitation to participate in the BDF's upcoming professional development program. If you could respond by fax, I would be most appreciative.

Sincerely yours,

Barbara Hen berg

Barbara Steinberg



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DATE: 5/25/94	TIME: 10:32 a.m.
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PLEASE RUSH TO:

NAME: Evie Pitkowsky	COMPANY:	FAX NO 011-972-2- 617418
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FROM:

NAME: Steve Hoffman	Jewish Community Federation 1750 Euclid Avenue Cleveland, OH 44115 Phone: 216/566-9200 Fax: 216/566-9084
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MESSAGE:

Steve Hoffman would be available for a conference call at 2:30 p.m. our time on Thursday, May 26, if you only need 20 minutes. If you need more time, you will have to schedule the call earlier. Please advise.