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CIJE correspondence and staff meeting. Lead Communities consultations and reports, 1993.

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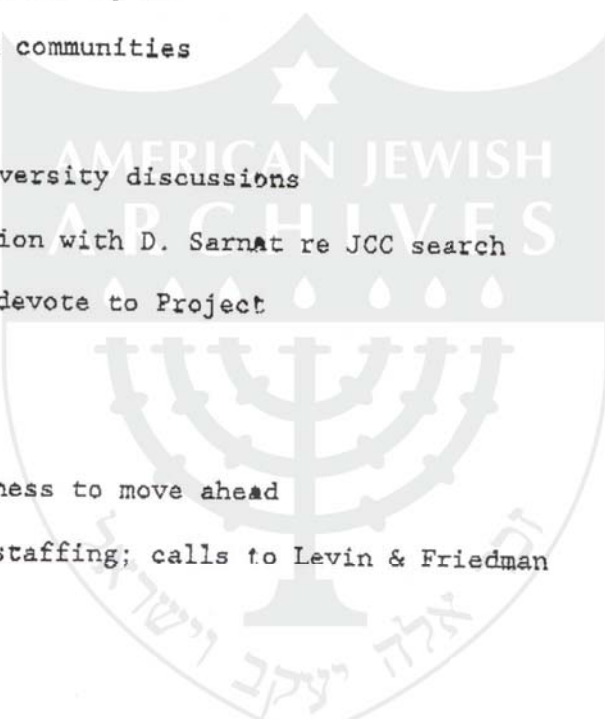
DRAFT 6/4/93

AGENDA
CIJE STAFF TELECON
June 8, 1993
10:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Ginny Levi, Shmuel Wygoda, Henry L. Zucker

Regrets: Barry Holtz

Assignment

- 
- | | |
|---|--------|
| I. Review minutes of May 28 | VFL |
| II. Review assignments of May 28 | VFL |
| III. Status reports on communities | |
| A. Atlanta | |
| 1. Emory University discussions | SF |
| 2. Conversation with D. Sarnat re JCC search | SHH |
| 3. Staff to devote to Project | SE |
| 4. Other | |
| B. Baltimore | |
| 1. Lay readiness to move ahead | SE |
| 2. Issue of staffing; calls to Levin & Friedman | AH/SHH |
| 3. Other | |
| C. Milwaukee | |
| 1. Educators survey/Principals survey | SE/VFL |
| 2. Other | |
| D. Next joint meeting | AH |
| IV. CIJE/CRB Relationship | AH |
| V. Developments with Denominations | SF |
| VI. Should Barry go to CAJE? | SE |
| VII. Schedule next telecon | VFL |
| Return to Wed. and 9:00 AM? | |

MINUTES: CIJE Staff Teleconference

DATE OF MEETING: May 28, 1993

DATE MINUTES ISSUED: June 2, 1993

PRESENT: Shulamith Elster, Seymour Fox, Annette Hochstein,
Stephen Hoffman, Barry Holtz, Virginia Levi, (Sec'y),
Shmuel Wygoda

COPY TO: Morton L. Mandel, Henry L. Zucker

I. The assignments of May 19 were reviewed.

Assignment

- A. SF and AH have talked with MLM about the CIJE/CRB relationship and suggest that this be discussed by this group at the next telecon.
- B. SF reported briefly on meetings with the Conservative and Orthodox movements on preparations to work with the Lead Communities on goals and in-service education. He plans to discuss this with Sara Lee in the near future and suggested that this be discussed at the next telecon.

II. Follow-Up to Seminar and Ongoing Contacts with Communities

A. Milwaukee

SF reported on meetings he and Daniel Pekarsky had in Milwaukee on May 21. He felt that these meetings were valuable in the ongoing effort to establish a working relationship with the community. Daniel Pekarsky will now work with Milwaukee on moving the CIJE agenda forward.

SE is scheduled to be in Milwaukee on June 16 for a series of meetings. She will propose to Danny that he accompany her.

B. Atlanta

- 1. BH has had several conversations with Harry Stein, a faculty member at Emory University, about working in the area of personnel development. David Sarnat has approached another faculty member, David Blumenthal, and asked him to work with the project. It was agreed that SF will call Dr. Blumenthal, to encourage him to get involved with the project. [Later: SF spoke with Dr. Blumenthal, who was very cooperative. They agreed to meet when SF returns to the States.]

2. Atlanta is working with the local JCC to place a Jewish educator in that agency, a move which is threatening to the rabbis. David Sarnat has asked CIJE for help in finding examples of communities which have successfully involved their JCCs in Jewish education while maintaining good relations with the local congregations. BH offered to work on this as part of the Best Practice study being undertaken with JCCA.

We were reminded to keep the core concerns of personnel development and community mobilization in mind as we decide which projects to undertake with a Lead Community. It was suggested that the situation in Atlanta cuts across both enabling areas, in particular because it has the potential to divide the community and interfere with the establishment of a wall-to-wall coalition. It was concluded that SHH will talk with David Sarnat about the politics of the JCC search to fill this position and will offer to be helpful in any way he can.

Assignment

3. Concern was expressed regarding the need for Atlanta to hire someone to manage the Lead Communities Project. It was noted that Atlanta has made a good faith effort to do so, but has not been successful. It was suggested that we place on our agenda the issue of helping Atlanta to identify a candidate, noting that this will be important as the agenda of Atlanta's commission is shaped. Until someone is found, it was noted that it will be important to work very closely with Lauren Azoulai in order to help focus her time on this project. It was agreed that SE and BH will follow up with Atlanta and report at the next telecon on next steps.

Assignment

C. Baltimore

It was noted that Baltimore plans to launch its commission in September, but that they do not appear sufficiently focused on this effort. It was suggested that the problem is the lack of full time staff devoted to CIJE in Baltimore. In the absence of this staffing, it is not clear that anything significant will happen in September.

It was suggested that the way to move Baltimore forward is to have frequent, regular contact. This might involve BH traveling to Baltimore regularly interspersed with regular telecons with Israel.

Assignment

Assignment

It was agreed that SHH will discuss with Darrell Friedman the importance of assigning someone full time to this project. Prior to that discussion, AH will let Marshall Levin know that this is planned and will notify SHH when she has done so. As a follow up to the Hoffman/Friedman conversation, it is proposed that the two of them meet with SF and AH in Jerusalem when they are there in late June.

- D. The matter of when and where to hold the next joint meeting with the Lead Communities and the focus of that meeting was raised. It was

suggested that whenever such a meeting is scheduled, a meeting of the total CIJE staff should be scheduled to precede it. This will be discussed further at the next telecon.

III. August 26 Board Meeting

An agenda for the meeting is currently being drafted. SE will now draft a talk piece for use in contacting campers and preparing them for the meeting.

IV. Best Practices Time Table

Assignment Reference was made to a memo from Barry Holtz dated May 25 in which he summarized the status of work in each of the Best Practice areas and raised some concerns about how to proceed. The next step is for SF and BH to discuss this directly, after which it will be placed on the agenda of a future telecon.

V. Distribution of Materials

- Assignment
- A. It was reported that the communities are asking for information on the Educated Jew project. It is expected that there will be materials for distribution in about two weeks.
 - B. It was noted that the availability of materials such as the report on Best Practices in Supplementary Schools is not widely known. We have the potential to impact Jewish education by more effective distribution of materials prepared for CIJE. BH will prepare a memo summarizing his proposal on the subject and it will be discussed at a future meeting.

VI. Future Meetings

There will be no staff telecon during the week of May 31. The next meeting will be scheduled at 10:00 a.m. on Tuesday, June 8.



PREMIER INDUSTRIAL CORPORATION

- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FOR GUIDELINES ON THE COMPLETION
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Draft talk piece for use in preparing campers for August 26 meeting.		SE	5/28/93	6/7/93	
2.	With BH, follow up with Lauren Azoulai on staffing.		SE	5/28/93	6/8/93	
3.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Gerald Cohen - done b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. S. Martin Lipset (with SF) h. Matthew Maryles		SE	2/25/93	7/15/93	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With BH, discuss next steps on the Best Practice project.		SF	5/28/93	6/15/93	
2.	Talk with Sara Lee about the seminar and the role of denominations in the Lead Communities.		SF	5/28/93	6/15/93	
3.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	6/15/93	
4.	With AH and BH, draft a job description for Barry Holtz.		SF	5/19/93	6/25/93	
5.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93	7/15/93	
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 6/1/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Let Marshall Levin know that SHH plans to discuss staffing of CIJE project with Darrell Friedman.		AH	5/28/93	6/8/93	
2.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	6/15/93	
3.	With VFL, develop a functional schedule for keeping Board and Executive Committee members informed.		AH	5/19/93	6/15/93	
4.	Draft a mission statement for the Lead Communities project.		AH	5/19/93	6/15/93	
5.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		AH	5/14/93	6/17/93	
6.	With VFL, draft a talk piece highlighting the centrality of personnel development and community mobilization and develop a list of people with whom to discuss it.		AH	5/19/93	6/25/93	
7.	With SF and BH, draft a job description for Barry Holtz.		AH	5/19/93	6/25/93	
8.	With VFL, develop plan to support each item on the CIJE PERT chart.		AH	5/19/93	7/1/93	
9.	Contact the following board members in preparation for the August 26 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93	7/15/93	

Seymour,

You asked me to put in writing some of things we talked about when we met for lunch in New York:

1) We discussed ways that CIJE might be staffed in the next stage and who would have responsibility for what. This included the Gail Dorph possibility and other things as well. A secondary issue was the matter of reopening the possibility of a CIJE "branch office" in New York.

2) I expressed an interest to be included, if it is thought appropriate, in some of the "inner circle" meetings of CIJE, MAF, Mandel Institute, etc. If I can be helpful in any of those settings and you or whoever think it makes sense for me to be there, I would happy to be involved.

3) We talked about my own work in best practice and other matters and if it might make sense (to me it does) for that ultimately to be located in a Mandel Institute-America rather than CIJE. We talked about how such an Institute might be set up or where, coming to no particular conclusion, but exploring some possibilities. I think you realize that personally speaking I'd be interested in keeping such an option open, as things develop over the next while.

4) I asked you to consider contacting Edy Rauch and inviting him in some fashion to spend some time in Israel at the Mandel Institute, perhaps with some funding for housing or travel. I thought perhaps a year from now, he might be interested. He's also given thought to a sabbatical after my two-year leave and perhaps he'd want to spend some part of that in Israel, but in the shorter run such an invitation would be a nice gesture and it's obvious that he could make a unique contribution in any kind of project that the Institute has going.

for part
of a
summer

5) Finally-- and the sooner the better on this-- you said you could share some kind of academic backup for me on the whole issue of the legitimacy of relying on the "expertise of experts", as I've been calling it, in the Best Practice work. Is there anything in writing on this aside from an oral heksher from Coleman?

Thanks. I hope we can speak soon on that memo I sent concerning next steps and issues for best practice.

Barry

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Council for Initiatives
in
Jewish Education

Date sent:

Time sent:

No. of Pages (incl. cover):

To: Annette Hochstein, Seymour Fox,
Shmuel Wygoda
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

AMERICAN JEWISH
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Attached are :

1. Draft agenda for next week's telecon. Please let me know if you have any additions or corrections.
2. Memo from SRE on use of Senior Advisors. I haven't included it on this next agenda because of likely time shortage. It could be discussed at this or the next telecon.

Ginny

MEMORANDUM

TO: CIJE Telecon Participants
Henry Zucker, Steve Hoffman and Ginny Levi (Cleveland)
Seymour Fox, Annette Hochstein and Shmuel Wygoda
(Israel)
Barry Holtz (New York)

FROM: Shulamith Elster

RE: CIJE Senior Advisors

DATE: June 4, 1993

1. This brief memo is intended to provide the basis for a conversation on our telecon regarding the CIJE Senior Advisors, formerly the Senior Policy Advisors.
2. From time to time, over the past two and a half years, this group has received either "no attention" or "little attention." Its reason for existence - as a CIJE entity - has been uncertain though it has not been recommended - to the best of my knowledge - that we formally put the Senior Advisors "out of business."
3. Membership: To review.... the group consists of the professional heads of denominational and other organizations involved in formal and informal education (e.g., United Synagogue, UAHC, HUC, Reconstructionist, Torah Umesorah, CAJE, Hillel, BBYO, JCCA, JESNA), veteran professionals in the field including some who were Commissioners (e.g., Dubin, Ettenberg, Pakarsky, Reisman, Schiff, Elkin, Bieler), Federation execs (e.g., Shrage, Friedman) et. al.
4. Activities: To the best of my knowledge the advisors have met no more than twice each year. There has only been one meeting so far this year: actually two if you count the fact that they were invited to the Annual Meeting. Members served on the panels that reviewed the proposals for the Lead Communities Project and have participated in some of the activities regarding the involvement of the movements and denominations in the Lead Communities and we anticipated their involvement in aspects of the Best Practices Project.
5. At the last meeting of Senior Advisors held in New York, the agenda included a progress report on the Lead Communities Project, a presentation by Ellen and Roberta on Monitoring, Evaluation and Feedback and a presentation by Barry and Carol Ingall on the Best Practices in Supplementary Schools. Staff members and consultants who participated in the presentations and discussions that followed found the comments and suggestions valuable. They have informed our thinking about all three of the projects. The opportunity to make these

presentations to colleagues and to benefit from their reactions and advice is one significant reason to keep the group active and engaged.

6. The Advisors serve as our "ambassadors" to the larger community of colleagues who are relatively uninformed (actually, very uninformed) of the work of the CIJE. The Commission, A Time To Act and the initial year of the CIJE created an unparalleled level of interest and we have not done an effective job of public relations - to any of our publics - although this continues to be an agenda item for staff! The Advisors have helped and can help in this effort if we keep them informed and use what they have to offer --- counsel, connections, experience. In short, an active group of this type provides us with linkages to groups that I think continue to be important to our work.
7. In planning for the next year, it would be my recommendation to have the Advisors meet at least twice during the year as a group - perhaps once in conjunction with the Annual Meeting.
8. I think it important for Advisors to receive the regular progress reports to Board members.
9. Advisors might be asked to participate as members of the Advisory Committees for each of the projects though it should be clear the this is different from membership on a Board committee. Consideration might be given to committees that include both Board members and Advisors.
10. CIJE should continue to use Advisors on an ad hoc basis for specific assignments and perhaps these assignments might be expanded to include some Pilot Project activities in each of the Lead Communities.
11. Several members of the Senior Advisors group (e.g., Elkin, Bieler) might to asked for their comments and for suggestions for the future. I think this would be especially informative!

I look forward to our discussion at a future telecon.



Departments

Post-It™ brand fax transmittal memo 7671		# of pages	10
To	Annette Hochstetler	From	Ellen Goldberg
Co.	Mandel Institute	Co.	Vanderbilt
Dept.		Phone #	615-322-8000
Fax #	615-2-619951	Fax #	615-343-7094

To: Annette, Seymour, and Shmuel

From: Ellen and Adam

Subject: Notes for Upcoming Meeting with Ellen

Date: June 7, 1993

We have suggested a number of issues to discuss when we meet on June 13:

- 1) Updates since the Cleveland meetings
- 2) Update regarding the Educator Survey, and
- 3) Next steps for year two of MFE Project (including Claire's resignation).

Year two of the MFE project should continue to monitor community mobilization, visioning, and the professional lives of educators. (per the project outline). We should continue to improve upon our feedback loops both doe the communities and CIJE. It is clear, however, that the project must continue beyond these crucial areas.

The next logical step is to begin to collect baseline data in each community so it will be possible to ascertain outcomes as the lead community project proceeds. This make take several forms:

1) If the communities articulate specific goals, we can begin to collect process and outcome data that pertain to specific programs initiated as part of the lead community effort. This evaluation would entail both observations of specific programs, interviews of participants and personnel, and quantitative outcome measures. Similarly, the field researchers would aid the communities in developing evaluation components for each initiative and monitor the process by which scope, content, and quality become part of the Lead Community concept.

2) It is crucial to put on the agenda for all the lead communities their self studies for the fall. Like the educator survey, a common approach should be taken to the self study. The information from the self study will be crucial for measuring outcomes both in,

2

and across communities. To the extent that the self-study involves educational outcomes, such as participation rates, teacher turnover rates, and so on, we are interested in contributing to the design of the self-study.

3) Considerable attention must be given to the measurement of outcomes. We will need to educate ourselves about available tests, surveys, and questionnaires pertaining to Judaica and Hebrew and get access to experts to help with the development of such measurements for Jewish education. Surveys and other "tests" will need to be developed. We may want to begin the process of commissioning papers to address the concrete outcomes of Jewish education and their measurement.

Given these suggestions we propose that Claire's replacement have skills in qualitative research methodology, as did Claire, but also have a strong background in evaluation and quantitative measurement. This new field researcher could then play an important role, under our guidance, in contributing to the self-study and developing the quantitative parts of the evaluation project. This is consistent with the team approach to the project.

I look forward to seeing you on the 13th of June!



To: Professor Seymour Fox
From: Paul and Elster
Re: Milwaukee
Date: June 6, 1993

Attached memo from Wooker regarding
Commission meeting on the 16th. I
arranged for Dan Rehaudy to be
invited. I think he is planning to
be there.

Σ



JEWISH EDUCATION
SOCIETY OF
NORTH AMERICA, INC.

חברה למען חינוך יהודי
במזרח ארצות הברית

MEMORANDUM

TO: Louise Stein, Jane Gellman, Ruth Cohen

cc.: Shulamith Elster

FROM: Jonathan Woocher

DATE: May 20, 1993

SUBJECT: Outline of Commission meeting on June 16

730 BROADWAY
NEW YORK, NY 10003-9540
Phone: 418 Lafayette Street
(212) 529-2000
FAX: (212) 529-2009

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I'm looking forward to being with you all on the 16th. Here is a brief outline of what I propose for the session, which I'd appreciate your reviewing. If the broad framework is what you want, I'll go to work on filling in the details.

Commission on Visions and Initiatives in Jewish Education Meeting -- June 16, 1993

7:30 - 7:45 pm

Progress report on the Commission's work;
Introduction of the session (one of you)

7:45 - 8:00

Opening presentation: The importance of
shared vision in transformational change

I will speak about how the visioning process is central to the attempt to initiate and sustain fundamental change in education and in contemporary Jewish life. I'll refer both to the experience in general education and to the thinking currently taking place about the so-called "continuity agenda" in Jewish life. The goal will be to affirm the importance of what they are doing as well as to clarify how a shared vision actually informs a change process.

8:00 - 9:15

Jewish Milwaukee 2020: What do we want to be
and how do we get there

The bulk of the session will be devoted to a two-part activity. The first part will ask individuals and then small groups (the tables) to identify

what they hope a visitor to Jewish Milwaukee will see in the year 2020. I will push them to be as concrete as possible, and ask them to think in terms of both individual Jewish lives and behaviors and the institutional system.

After we have spent some time collecting (orally) and discussing the elements of their visions (looking for overarching themes and common elements, but acknowledging differences as well), the second task will ask them to identify three things that must be done (or at least begun) over the next five years if the vision is to have a chance of realization. This will start the process of translating vision into action elements. We will also collect and discuss these.

9:15 - 9:30

Translating vision into action: challenges and possibilities

I will wrap up the session by talking about the next steps in the change process. I believe there are two tracks along which to proceed: 1) a more rigorous planning effort to sift through the vision and identify the key elements and strategies for reaching them; and 2) a community mobilization effort to get people excited and engaged through a few pilot projects in areas that will clearly be encompassed within the overall change process. (It will need to be emphasized that pilot projects alone will not sustain the transformational process over the long run, but that they can generate both learning and momentum for the more fundamental and far-reaching changes that will be required.) I'll try to give a few examples of specific initiatives that point the way toward strategic change.

Please let me know your reactions. Thanks.



FACSIMILE TRANSMISSION

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TO : Annette H.

FAX NO : 010 972 2 619 951

FROM : Adam G

DATE : May 31

PAGES : (including top sheet) 3

NOTES :

Also sent by e-mail.



May 30, 1993

Dear Annette,

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

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

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

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

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

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

What qualities will we look for in a replacement? The unique strengths Claire brought to our team were experience in classroom observation and knowledge of emergent literacy (which we thought we could apply to Jewish literacy). It has become clear, however, that our project has a greater need for someone with experience in educational measurement and

evaluation. This person would need to be an experienced interviewer and observer, as Claire was, but would also have expertise in quantitative measurement. Ideally this person would be familiar with Jewish education, but we view that as less critical at this time.

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

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

Yours,

Adam

cc: Ellen



AGENDA
CIJE STAFF TELECON
May 28, 1993
9:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda

Regrets: HLZ

	<u>Assignment</u>
I. No review of minutes [They relate to plans for seminar.]	VFL
II. Review assignments of May 19, 1993	VFL
III. Follow up to seminar (Revised calendar attached)	AH
IV. Ongoing contacts with communities	AH
V. Camper contacts: Time to plan for Aug. 26 Board meeting	VFL
VI. Timetable for Best Practices studies	BH
VII. Status of senior policy advisors group	SE
VIII. Distribution of CIJE materials: Should we publicize availability?	BH
IX. Schedule next telecon	VFL

**CALENDAR
LEAD COMMUNITIES AND CIJE**

1993-94

MEETING	May	June	July	Aug.	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Key Lay Leaders & - LCs & CIJE yr. [Feb. & Sept.] +					X		X			X		
Key Professionals & CIJE (5x/yr)	X		X		X		X			X		
CIJE Staff to each (Every 4-6 weeks) anta timore waukee		X X X	X X X	X X X	X X X	X X X	X X X	X X X	X X X	X X X	X X X	X X X
Educators' Survey anta timore waukee												



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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SUBJECT/OBJECTIVE ELSTER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <ul style="list-style-type: none">a. Gerald Cohenb. Susan Crownc. Arthur Greend. Neil Greenbaume. Thomas Hausdorfff. Mark Lainerg. S. Martin Lipset (with SF)h. Matthew Maryles		SE	2/25/93		

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☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93		
2.	Interview Gail Dorph for position working with Lead Communities.		SF	5/19/93	5/20/93	
3.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	5/28/93	
4.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	5/28/93	
5.	With AH, write a job description for Barry Holtz.		SF	5/19/93	6/01/93	
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SF	3/31/93	TBD	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENT

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93		
2.	With SF, write a job description for Barry Holtz.		AH	5/19/93	6/1/93	
3.	With VFL, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		AH	5/19/93	6/10/93	
4.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	6/15/93	
5.	With VFL, develop a functional schedule for keeping Board and Executive members informed.		AH	5/19/93	6/15/93	
6.	Draft a mission statement for the Lead Communities project.		AH	5/19/93	6/15/93	
7.	Redraft PERT chart on which clear milestones for CIJE are highlighted.		AH	5/14/93	6/17/93	
8.	With VFL, develop plan to support each item on the CIJE PERT chart.		AH	5/19/93	7/1/93	



- ☐ ASSIGNMENTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz		SHH	2/25/93		
2.	With Alan Hoffman, confer by telephone with chief professional of each Lead Community to encourage them to interview Senior Educators.		SHH	5/19/93	5/28/93	
3.	With SF, develop a plan for involving denominations in each Lead Community in CIJE.		SHH	3/31/93	8/15/93	
4.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
2.	Prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
3.	Work with Milwaukee on pilot projects.		BH	4/29/93	TBD	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
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☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVE DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	
2.	Prepare a PNJ-1 for Executive Director position.		AGK	5/19/93	6/1/93	
3.	Draft an ad for CIJE Executive Director.		AGK	5/19/93	6/17/93	
4.	Add a review of proposals submitted to CIJE to next Philanthropic Steering Committee agenda.		AGK	5/19/93	6/21/93	

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVE DATE
1.	Make additional assignment sheet to list proposals submitted to CIJE.		VFL	5/19/93	5/21/93	
2.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
3.	Arrange a meeting with Ann Klein, Paul Moraco, and Barry Reis to flesh out first draft of CIJE budget.		VFL	5/19/93	6/10/93	
4.	With AH, draft a memo highlighting the centrality of personnel development and community mobilization and develop a list of people to receive it.		VFL	5/19/93	6/10/93	
5.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
6.	With AH, develop a functional schedule for keeping Board and Executive members informed.		VFL	5/19/93	6/15/93	
7.	Arrange for SBH, SHH, MLM, HLZ and VFL to talk with Gail Dorph if SF is satisfied with interview.		VFL	5/19/93	6/17/93	
8.	With AH, develop plan to support each item on the CIJE PERT chart.		VFL	5/19/93	7/01/93	
9.	Plan to discuss letters of agreement for the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	10/01/93	



- ☐ ASSIGNMENTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
10.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
11.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/7/93	TBD	





- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Bronfman b. Max Fisher c. Lester Pollack d. Richard Scheuer		MLM	2/25/93		
2.	Establish a finance committee.		MLM	4/7/93	6/30/93	
3.	Meet with SHH and HLZ to discuss status of CJF Commission on Jewish Continuity and our response; then discuss with Mary Kraar and Corky Goodman.		MLM	5/19/93	6/30/93	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER

VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVE DATE
1.	Contact the following board member in follow up to the February 25 meeting and send brief report to VFL: a. Mandell Berman b. John Colman c. Maurice Corson		HLZ	2/25/93		
2.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	6/15/93	
3.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		HLZ	4/29/93	6/15/93	
4.	Invite a small group of people to meet with MLM at the Quarterly for a CIJE update.		HLZ	5/19/93	6/15/93	
5.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA and second meeting to include CRB, Crown, Avi Chai, Wexner and other funders.		HLZ	1/28/93	TBD	



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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE OPEN GRANT REQUESTS

ORIGINATOR/PROJECT LEADER VFL

DATE 5/19/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	CLAL					
2.	Torah Umasorah					
3.	National Board of License					
4.	Terry Bookman (Milwaukee)					
5.	CAJE					





THE JEWISH COMMUNITY FEDERATION OF CLEVELAND
1750 EUCLID AVENUE • CLEVELAND, OHIO 44115 • PHONE (216) 566-9700 • FAX # (216) 861-1230

A-F-Y-I - given to
O. Suzanna's office
good!
For next CIJE
MLM telecon

May 18, 1993

Post-It™ brand fax transmittal memo 7671		# of pages ▶ 1
To: <i>Selma M. Fox</i> <i>Annette Hochstein</i>	From: <i>Steve Hoffman</i>	
Co.	Co.	
Dept.	Phone #	
	<i>216/566-9700</i>	
Fax #	Fax #	
<i>216-972-2619/951</i>	<i>216/566-9084</i>	

MEMORANDUM

TO: Morton L. Mandel
Henry L. Zucker

cc: Seymour Fox
Annette Hochstein

FROM: Stephen H. Hoffman *SH*

I had a conversation today with Marty Kraar, at Hank Zucker's suggestion, about the confusion around the role of CIJE in the community and the proposed role of CJF's new Commission on Jewish Identity and Continuity.

Our conversation was brief. Marty was not aware that on at least two occasions, at the CJF Board Institute in Phoenix and the most recent Quarterly in Washington, that Marvin Lender had had a difficult time responding to questions as to the different purposes of CIJE and CJF's new initiative. ✓

Marty was surprised by my raising the issue since Mort had not raised it with him on a couple of occasions in the past few months when they were together and discussing, I assume, CJF's affairs. I indicated that it was of increasing interest to us. ✓

Marty offered the opinion that the CIJE is perceived at CJF on the same level as the Crown Family's initiative, the Covenant Foundation. I suggested to Marty that CIJE had a broader objective and ultimately envisioned a more encompassing intervention in Jewish continuity life in the United States. Marty acknowledged that that might be the case but that the CJF officers did not necessarily see it that way. I suggested that this could be the source of some friction down the road. ✓

I offered the recommendation that this topic become a discussion with Mort, his advisors, Marty, and some CJF leadership. I further suggested that perhaps this could be discussed at the meeting CIJE was seeking with its partners, CJF, JESNA, and JCCA. Marty replied that that meeting had been scratched, and I responded that I thought there was an attempt to reactivate it. Marty agreed that might then be a good forum for such a discussion. ✓

Please let me know if there's anything further you wish me to do with this matter.

Warm regards.

President • Bennett Yanowitz • Vice-Presidents • George N. Aronoff • Robert Goldberg • Peter Rzepka • Evie Safran
Treasurer • Robert S. Reisman • Associate Treasurer • Richard Rosenbaum • Executive Vice Presidents • Frances H. Hoffman

Council for Initiatives
in
Jewish Education

Date sent:

Time sent:

No. of Pages (incl. cover):

To: Annette Hochstein, Seymour Fox,
Shmuel Wygoda
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

Dear Seymour,

I was to send you the attached, for your comments, before sending it to M.L.M. I'd appreciate any suggestions. Is it something you want to share with him in Israel or should I wait until he's back?

Would you please let Caroline know that there are no hios on Jack + Joe Mandel.

Sorry.

Hope all goes well.

Warmly,
Ginny

If there are any problems receiving
this transmission, please call:
216-391-1852

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MEMO TO: Seymour Fox

DATE: May 26, 1993

FROM: Ginny Levi *Ginny*

SUBJECT: Agenda for August 26 CIJE Board and Executive Committee Meetings

Following is a memo I propose to send to MLM, with your approval or corrections:

We have scheduled an Executive Committee meeting for the morning of Thursday, August 26 and a Board meeting for the afternoon. I have reserved rooms at UJA/Federation with the thought that the Executive Committee meeting might go from 10 to 11:30 and the Board meeting from noon to 3:30 or 4:00, including lunch.

SF, HLZ and I met recently to discuss these meetings. We listed the following desired outcomes:

1. Provide the Board with a sense of the momentum of CIJE.
2. Demonstrate that the Communities are coming aboard.
3. Indicate that individual activities within the Lead Communities will have an impact well beyond the local communities.

Following are the items proposed for the Executive Committee:

- I. Update on personnel (SF - I added this in light of developments)
- II. Approval of fiscal 1993-94 budget.
- III. Discussion of CIJE as a fund raiser, not a funder, for the Lead Communities.
- IV. Development report by AJN.

We propose the following for the Board meeting:

- I. Progress Report
- II. Centerpiece - Report on work in the Lead Communities (we suggest that Chuck Ratner present the report with careful preparation by CIJE staff.) Items to be covered would include:
 - A. The establishment of local coalitions
 - B. Educators' Survey
 - C. Progress of local commissions

We may wish to invite one or all three of the Communities to respond to Chuck's report.

III. "Teaser" report on Educators Survey

Esther Leah Ritz might introduce Adam Gamoran to make the report on what has occurred to date and what is scheduled.

IV. Update on Best Practices and Pilot Projects

We might ask John Colman to introduce Barry Holtz, who would make the report.

V. Report on meeting of MLM with partners (assuming this meeting has taken place by then)

VI. Development report on grants received and requests outstanding

We propose that a progress report be prepared for distribution in advance of the meeting to incorporate written reports by Adam and Ellen on Monitoring, Evaluation and Feedback, Barry on Best Practices and Pilot Projects, and Shulamith on the Lead Communities.



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Council for Initiatives
in
Jewish Education

Date sent: 5/26 Time sent: 9:45 No. of Pages (incl. cover): 2
To: Annette Hochstein, Seymour Fox,
Shmuel Wygoda
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

For discussion at
Friday's telecon

If there are any problems receiving
this transmission, please call:
216-391-1852

May 25, 1993

To: CIJE staff and consultants
From: Barry W. Holtz
Re: Next Steps: Best Practice

During the past few months, I've been very involved with visits to the Lead Communities and during this time, ongoing work on Best Practices has been slow. Starting July 1, I am full time with CIJE and therefore (I hope), I should be able to balance the Lead Communities piece and the Best Practices piece in a better way.

As you will recall, we identified eight different areas to explore in best practice. Here is an update on our current situation.

1) Supplementary schools

Version one is published. Please note that there are still two more reports outstanding and many other places have been proposed. If we're serious about making this an evolving project, (subsequent iterations, as we've been saying) we will eventually need another "round". In the meanwhile, however, we can put this on the back-burner.

2) Early childhood programs

Reports have been finished. They need editing, but we should have a publication similar to the Supplementary School volume by the August Board meeting.

3) JCCs

This was put in the hands of the JCCA and they've been slow. They should have results of their survey of JCCs very soon, but a writing up process will have to take place in the fall, perhaps with visits.

4) Day schools

A complicated project, but it has been launched. It's pretty clear that we have to go the denominational route here. Shulamith and I have met with a group of Orthodox day school folks at YU; we've met with Bob Abramson; I've met with Michael Zeldin (re Reform); still to come (in the fall): a meeting with Conservative educators similar to the YU meeting, a meeting with JESNA folks concerning "non affiliated" day schools; visits and writeups. My guess is that this will/should take place in fall with finished products in the winter.

5) College campus programming

SE and I met with Hillel people and should be able to launch visits and write-ups in the fall.

6) Camping/youth programs

Next year we need to start this process. I think gathering the right players will be relatively easy.

7) Adult education.

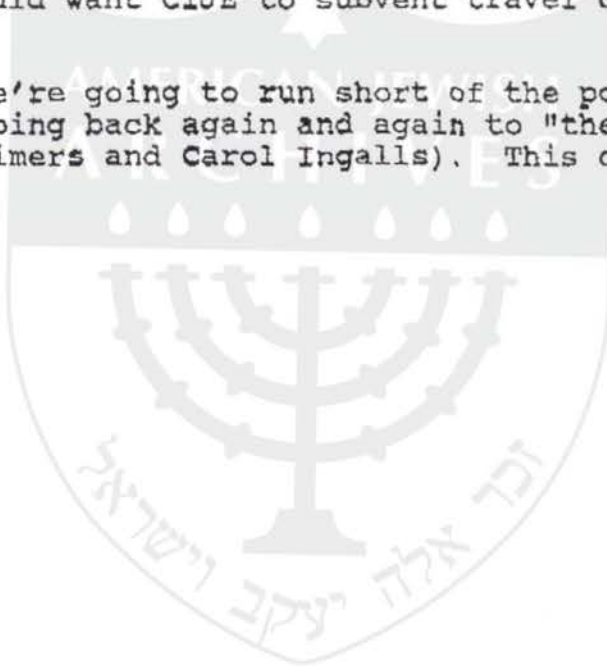
Next year we need to start this process. Here gathering the players might be difficult: we need to think about adult ed in synagogues of various stripes, free floating programs like Wexner Heritage and CLAL, Hebrew Colleges, (JCCs?--if not covered in the JCC area), study experiences in Israel?

8) The Israel experience

Here I need help: We have the Cohen/Wall paper in draft form. Is it finished? What is the relationship of this area to CRB, if anything.

Finally, I strongly recommend that we add a ninth area-- Community-Wide initiatives using JESNA's help. This refers to Jewish education improvement projects at the Federation or BJE level, particularly in the personnel or lay development area. Examples: the Providence BJE program for teacher accreditation; the Cleveland Fellows; projects with lay boards of synagogue schools run by a BJE; salary/benefits enhancement projects. JESNA is not looking to get paid for this, but would want CIJE to subvent travel costs for doing site-ups.

Problem: I'm afraid we're going to run short of the potential "report writers" by going back again and again to "the usual suspects" (the Joe Reimers and Carol Ingalls). This could slow things down.



CIJE TASKS FOLLOWING MAY SEMINAR IN CLEVELAND. (2nd Draft)

May 17th 1993.

Suggested short term tasks.

1) Immediate communication with LC.

CIJE staff to be in touch with each Lead Community, in order to get their feedback on the seminar and keep open communication as agreed upon during the seminar.

To be done by: SF - Milwaukee during visit on Friday May 21st.
TBD SW - Baltimore. (Call Chaim Botwinick)
SW - Atlanta. (Call Lauren Azoulay)

2) Lead Communities agenda in sync with CIJE objectives.

Be in immediate and ongoing contact with each Lead Community regarding their short , middle and long range agendas. Verify that it is congruent with the objectives of the CIJE, i.e. that it addresses the two enabling options, through content, scope and quality.

TBD by SW in consultation with BH, DP .

3) Send minutes of the May seminar to all participants.

TBD by : VFL

4) Prepare report on May seminar for Mandel Institute board meeting.

TBD by : SW

5) Draft of 24 months action plan chart.

Particular attention to be given to some of the dates suggested in Cleveland , (e.g. Lay leaders and pros meeting in May and September + November at GA, may be scheduled differently). If necessary , get in touch with LC and CIJE american staff for readjustment.

TBD by SW (with SF and AH)

6) Plan the next CIJE / LC seminar.(Ongoing Seminar)

The next seminar has to be planned as soon as possible.

Dates: Option 1: July 1993

Option 2: August 1993 (back to back with CIJE board meeting)

Location: One of the LC.

Choose in order to start preparations (hotels reservations, meeting locations etc)

Suggested agenda:

- Discussion of the background documents of the Commission
- Systemic change as content, scope and quality related to the two enabling options
- Personnel and wall to wall coalition.
 - Current situation (achievements, problems,)
 - Objectives & means to achieve them.
- Clarifying the relationship between all stakeholders in the L.C. project.
- Costs occurred by CIJE activities (seminars, etc)

7) Local Coordinators of the Lead Communities project.

At this point only Milwaukee has appointed a full time coordinator for the project. As we enter a more active phase of the project the importance of such coordinators become more and more evident.

Baltimore.

Baltimore see Chaim Botwinick as the coordinator of the project, in addition to (or as a result of) his responsibilities at the newly established Center for the Advancement of Jewish Education . When pressed upon to appoint an individual for whom the Lead Communities project will be the only responsibility they become defensive and resentful. A decision has to be taken in that respect.

Atlanta.

With regards to Atlanta they have tried to identify such an individual yet did not succeed in this endeavour thus far. As a result , they decided to appoint Lauren Azoulay to this position as of the coming fall.

8) Reiteration and clarification of the two enabling options.

During the seminar in Cleveland the notion of the difference between the two enabling options as categorically different from programmatic options has been repeatedly reiterated to all the participants.

However, it is unclear to what extent the representatives of the LC have internalized the concept and are in turn able to convey it efficiently to their communities.

Given the importance of this issue, it is suggested to discuss the enabling options during the next CIJE / LC ongoing seminar, as well as during the forthcoming seminar for the CIJE staff.

Objectives and means have to be set for each seminar.

TBD by SW

9) Clarifying the relationship between all participants in the LC project.

During the May seminar the issue of the relationship between all the participants in the project was addressed at several occasions: The training institutions, the denominations , Federations, CIJE, Foundations, and all other human and financial resources.

It is suggested to discuss this issue during the next CIJE staff seminar, as well as during the forthcoming CIJE/ LC ongoing seminar.

10) Cost related to ongoing seminars.

The issue of the costs involved in participating in the various seminars planned has been raised at several occasions by the Communities. Eventhough the idea of costs involved in being a Lead Community has been unequivocally presented , there seems to still be a gap between the LC and the CIJE on this matter.

In order to alleviate the problem, it is suggested to bring this matter during the next CIJE/ LC ongoing seminar.

11) Denominations and Training Institutions.

Given the fact that at this stage of the project, the Training Institutions and the denominations (TI) have not yet become active players in the LC project it is suggested to have a seminar for the TI, to bring these important key players on board of the project.

Date: September 1993 (or July 1993)

Location: Jerusalem (or the US)

Desired outcomes:

- To bring the TI to be full partners in the LC project
- To help the TI address expected requests by the LC re Goals
- To help the TI address requests re Personnel issues (pre & in service training).

Agenda:

a) Report on the May Seminar: Partnership, Action Plan.

b) The Goals Project:

- 1) The Goals of each TI as stated in the curricula and other existing material.
- 2) The Educated Jew project. (Presentation by Greenberg, & discussion with educators re translation)

c) Personnel:

- 1) Current situation re pre & in - service training
- 2) Challenges for short and middle range
- 3) Training programs in Israel (possible cooperation)

Support Projects.

The Goals Project.

a) Reiterate the nature of the Goals project.

Although the Goals project was the only content issue discussed during the May seminar, the two axes of the Educated Jew project and the existing goals set in the curricula and mission statements of the national and local institutions , still have to be clarified.

It is suggested that the Goals project be on the agenda of the CIJE staff seminar, and the seminar with the Training Institutions.

Educators survey.

a) Current situation in each L.C.

Milwaukee.

The data should be collected by the end of the school year. It will be sent to EG and after 2-3 months the statistical analysis will be sent to Milwaukee. At this point Milwaukee will look at best possible ways to use the results. (see Milwaukee)

TBD by SW in contact with Ruth Cohen and EG

Baltimore.

The survey is scheduled to take place in the beginning of September. Various concerns have been raised during the Seminar as to the appropriateness of this date at the beginning of the school year .

This matter has to be looked in, and a final decision to be made in consultation between Baltimore (Botwinick) and the CIJE (EG)

TBD by SW in contact with C. Botwinick and EG

Atlanta.

The date of the survey has to be determined and preparations to start towards this date.

TBD by SW & EG

b) Costs: The costs for this project have to be shared between the CIJE and the LC. Each LC has to be notified about the approximate costs it will have to bear for this project.

TBD by SW and EG (done for Milwaukee)

Best Practices.

a) Supplementary schools.

Be in touch with each LC to implement BP in local Supplementary Schools

b) Day Schools.

Continue consultations towards finalizing and publishing BP in Day Schools.

c) Next steps.

Plan next areas of research, publication and implementation.

TBD by BH

Pilot Projects:

Pilot projects have to be discussed with the three Lead Communities. Once agreed upon by the CIJE and the local federations, means of implementation have to be planned.

TBD by BH

Monitoring Evaluation and Feedback.

a) Set guidelines for evaluation of the Communities available for the Lead Communities upon request.

(Will be helpful for the field researchers when requested to evaluate, and provide feedback on wide range of issues.)

TBD by AG and EG

Lead Communities

Milwaukee.

1) Request for \$ 30.000 .

Approved by (MLM)

2) Educators survey.

a) Cost.

Costs to be shared between Milwaukee and the CIJE (expected cost for Milwaukee, +- \$ 8000 (TBD by VFL)

b) Agenda.

Upon completion of the survey Milwaukee will send it to EG and will get back after 2-3 months the statistical analysis.

In turn it will be upon Milwaukee to see how to use these results in the best way possible.

c) Principals and administrators.

SE has agreed to work with Ruth Cohen on the survey for Principals and administrators and together will ensure that this survey takes place at once, so that the data analysis will be comprehensive.

TBD by EG

3) Danny Pekarsky

Danny Pekarsky has agreed to be the consultant of the CIJE for Milwaukee. He will be introduced as such to the Community on Friday May 21st . During that meeting the participants (SF, DP, and Milwaukee lay and pro leadership) will discuss means and scope of DP involvement in Milwaukee.

4) Goals.

Milwaukee has repeatedly stated that it wanted to have clear goals for the entire Community. They (still ?) feel that the CIJE/MI have THE ideal goals ready in some drawer. This issue has to be discussed during May 21st.

5) Infusion of personnel.

It has been suggested to energize the local Jewish educational system through the recruitment of 2-3 educators and their training in Jerusalem.

Harriette Blumberg may be appointed at Milwaukee JCC.

Given the desired outcome to quickly and effectively energize the local community it seems appropriate to press upon the lay and pro leadership to try and recruit adequate educators for the training programs in Jerusalem.

TBD by SW in contact with Ruth Cohen and Alan Hoffman.



Atlanta.

1) David Blumenthal.

Get back to Dave Sarnat re David Blumenthal (Emory University)

TBD by SF

2) Barry Holtz.

Barry will be the consultant for Atlanta re content.
Barry has to be introduced to the Community and set local action plan for short , middle and long range.

TBD by SF

3) CJC in sync with CIJE objectives

As the CJC has started to be active, it becomes important to ensure that it members (lay and pros) are cognizant of the CIJE objectives (systemic, enabling,) and are directing their efforts in sync with these objectives.

TBD by SW with SF

4) Infusion of personnel.

Dave Sarnat was suggested to talk with Alan Hoffman re training of personnel in Jerusalem.

TBD by SW and Alan Hoffman

4) Educators survey.

a) Data Collection:

- Agree on the final content of the survey.
- Agree upon date for administration of the survey.

b) Analysis:

- Once administered and having the statistical results ready , consult how to use for improvement of local system.

c) Costs:

- Determine costs for Atlanta and get approval from local Federation.

TBD by EG

5) Visit of Lauren Azoulay to Jerusalem.

On July 8th Lauren Azoulay will visit the Mandel Institute in Jerusalem.

Plan the day and visit.

TBD by SW

6) Missions to Jerusalem.

Dave Sarnat mentioned the 3 missions from Atlanta who will be visiting Israel during the next fall.

Plan a full day with the MI and Melton Center for them.

TBD by SW and Alan Hoffmann
SF to talk to Perlman

7) Israel experience.

Send to Sarnat material on Israel experience

TBD by SW

Baltimore:

1) Project Coordinator:

- The issue of who will coordinate the LC project in Baltimore has become delicate as Baltimore feel that Dr C. Botwinick is the most appropriate person for the job, whereas the CIJE is of the opinion that this responsibility cannot be another one on the shoulders of an individual (qualified as he/she may be) .

TBD by SF

2) Launch of the LC project.

- As they plan the formal launch of this project, Baltimore have requested the participation of MLM.
If agreed by MLM, the date for the visit has to be finalized and agenda to be drafted.

TBD by SW with VFL and SF

3) Educators survey:

- Dates of administration have to be finalized.
- Costs for Baltimore to be submitted and agreed upon by Associated.

TBD by EG

4) Action Plan

- Local action plan has to be jointly discussed to ensure it is in sync with CIJE objectives.

Suggested Agenda for SF meeting with Training Institutions and Denominations (TI). May 20th 1993.

- 1) Report about the May Seminar
 - Partnership
 - Action Plan
- 2) The ongoing seminar with the LC
 - Future participation of the TI
- 3) The Goals Project:
 - a) Expected requests from the LC to help them set goals, for institutions as well as community wide (Milwaukee)
 - b) The Educated Jew project
 - c) Coordinator for this project at YU, JTS, HUC
- 4) Personnel:
 - a)- Short term needs of each LC
 - Atlanta: Project coordinator & 1-2 educators
 - Baltimore: "
 - Milwaukee: 1-2 qualified educators
 - b)- Long term plans for recruitment, training and placement of qualified educators
- 5) MAF grants:
 - a)- No formal reports received in the last 6 months.
 - b)- Update on progress

Problem: R. Hirt likely to reiterate the fact that on the one hand the commitment required by MAF/ CIJE is a long term one, while on the other hand the MAF grant is only for 3 years.

Suggested agenda for SF visit in Milwaukee on Friday May 21st 1993.

- A) Formally introduce Danny Pekarsky
- 1) The commission on Jewish Education in North America.
 - 2) May Seminar:
 - Partnership
 - Joint action plan
 - 3) CIJE chain of command
 - 4) \$ 30.000 authorized by CIJE board.
 - 5) Educators survey.
 - Cost for Milwaukee (\$ 8000)
 - Expected completion of data collection: July 93
 - Expected statistical analysis completion: Sept-Oct 93
 - Ideas for implementation: To be suggested by Milwaukee
 - 6) Systemic change:
 - The concept
 - The role of enabling and programmatic options
 - Content, scope & quality
 - 7) Personnel:
 - Short term needs
 - Israel training programs (Jerusalem Fellows, Melton)
 - Recruitment of local educators for middle and long range programs.
 - 8) Community Mobilization:
 - Wall to wall coalition in Milwaukee (comment re poor congregational representation, and fragmentation)
 - Are scholars in the Community involved in the project.
 - 9) Local commission in sync with CIJE objectives.
 - 10) Best Practices:
 - Implementation in local Supplementary schools
 - Proposals for Pilot Projects (with BH)
 - 11) Goals :
 - The concept
 - The Educated Jew project
 - Milwaukee request for setting community wide goals
 - 12) Monitoring Evaluation and Feedback
 - The role of the Field researchers

Suggested middle range tasks.

1) Local Commissions.

During the seminar (particularly in the course of the meetings with the field researchers) , the issue of the representativity and the functioning of the local commissions came up .

Milwaukee.

Poor congregational representation and reported fragmentation in general in Milwaukee,

Baltimore.

Unclear relation between the former task force on Jewish Education in Baltimore and the expected new wall to wall coalition in Baltimore.

Atlanta.

Reported feeling by many in Atlanta that the CJC is more of a figure body than one able to take decisions and implement them effectively.

TBD by SF

2) Set guidelines for what project qualifies as a LC project.

The request for such guidelines came very strongly during the May seminar both from CIJE staff (BH) and by LC representatives. Although the importance of scope, quality and content was extensively presented there is still a lack of clarity with regards to what project does indeed qualify.

To be prepared by SW, discussed during the CIJE staff seminar, and presented during the next joint CIJE / LC pro - seminar.

3) Relations to Foundations.

An extensive report was given by AN on the situation re the national foundations.

The local communities are unclear as to what (and if ??) that means for them.

A direct link between AN and each LC may be beneficial in that respect.

for Staff Use Only

MEMORANDUM

TO: CIJE Staff and Consultants
FROM: Shulamith R. Elster
DATE: March 10, 1993
RE: Senior Advisors Meeting

Participants: Robert Abramson, Jack Bieler, David Dubin, Joshua Elkin, Shulamith Elster, Sylvia Ettenberg, Joshua Fishman, Ellen Goldring, Roberta Goodman, Stephen Hoffman, Barry Holtz, Carol Ingall, Jim Maier, Daniel Pekarsky, Bernard Reisman, Eliot Spack, Daniel Syme, Jack Ukeles, Jonathan Woocher.

I. Introduction and Opening Comments:

Art Rotman made the announcement that he will no longer be Executive Director of the CIJE. The CIJE administrative offices will return to Cleveland. Henry Zucker will serve as Executive Director.

Shulamith Elster welcomed the group, reviewed the agenda and thanked everyone for coming and expressed appreciation to the advisors for ongoing assistance in the work of the CIJE. She introduced Drs. Jack Ukeles and James Meier (Ukeles Associates) and Dr. Ellen Goldring (Director of the Monitoring Evaluation and Feedback project) and Robert Goodman, a field researcher and Carol Ingall, a consultant to the Best Practices Project directed by Dr. Barry Holtz.

II. Update on Lead Communities - Shulamith Elster

In each of the local communities there is already evidence of change with the image of the Lead Community as a local laboratory with emphasis on the enabling options of personnel and community mobilization.

In making the choice of the three Lead Communities a key element was the capability of the Lead Community to move toward change. Among the selection criteria was clear evidence of:

1. committed lay leadership
2. vision
3. commitment

III. Planning in the Lead Communities

Jack Ukeles commented on his planning work in the Lead Communities noting that there is an opportunity for the communities to learn from each other.

He outlined the elements of an emerging planning process. At the Mandel Institute Annette Hochstein and staff are working on a simulation of what a Lead Community might look like a year into the process.

The Planning Manual will detail this planning process.

IV. Best Practices - Barry Holtz

Barry noted that we are not at work to identify all, but some Best Practices within supplementary schools, through ten reports on ten different places.

Carol Ingall: former director of the Providence, Rhode Island Board of Jewish Education described Temple Emanuel in Providence.

The school is a 'best practices' school because of its ability to deal with the challenges it faced. "Change happens as you identify problems. Goals were fresh in minds of the stakeholders. The school felt it was doing a good job but had trouble following goals it had set.

They wanted to make the school into a more religious mode. They moved to provide a mincha service, formed a junior congregation, organized shabbatonim and took students to retreats.

They answered the questions: What knowledge is of "most worth?" Answers: Prayer skills and use of the Melton Bible curriculum. They needed reinforcement of parents which was communicated in school via newsletter and received input from parents. They identified problems and got parents involved through consecration service and family discussions and Chugim for older kids that are parent driven.

Where do we go from here?? We can use this school as an example of a place where they worked to identify a problem. We need a dialogue on problems once they are identified. We can change school culture by dealing with problems. We need consistency of vision.

Discussion Notes:

Pekarsky: How did you decide this was good school?

Carol: My gut feeling--kids seemed happy, parents seemed happy.

Abramson: This is a good example because school is in the same location as day school.

Reisman: There is a need for research on supplementary synagogue schools. We need to see what issues cut across the board. Not just ten reports!

Ingall: This school did not try to build a culture, it formed a culture by:

- a. identifying and answering problem
- b. application of guidelines
- c. making categories broader

Spack: Best Practices is an inventory for Lead Communities to draw from as they build an acceptable school program to fit into and be received by the community. We have to try to analyze why Best Practice happen. We need to account for interactive problems.

Barry: Problem solving was the focusing issue here.

Elkin: This needs to be delved into deeper. We need more written case studies.

Beiler: Who's reading this?

Ettenberg: Are other reports different?

Barry: There are some similarities, some differences.

Ettenberg: Will family education be clarified? What do we do with this?

Barry: We are going to go to Lead Communities and find out what they want and offer what we have. This is the most difficult. There is a desire to learn in the Lead Community. Is there a difference between the attitudes of lay people and professions? Professionals are nervous about this: lay people are very interested.

Abramson: Don't rely on executive summary. There's interest and people will read the longer document.

Best Practices provides technical assistance that is helpful to local communities, leaders, educators, and planner.

V. Technical Assistance - CIJE Resources

CIJE has made a commitment together bring to national resources in the form of:

- National organizations (i.e., JESNA, JCCS, CIAL, CAJE)
- National institutions (Yeshiva, Hebrew University, Hebrew Union College, Jewish Theological Seminary)

Discussion Questions:

What can the CIJE do that is different from what communities might otherwise do on their own? How do we mobilize national resources? How does the CIJE bring national philanthropic leaders together?

VI. Advisors Comments and Discussion

Reisman: As a member of a local commission on Jewish Continuity, can this initiative help others? Pointed to issue of dissemination and sharing. How can we document what's going on in three communities? Can three Lead Communities be trouble-shooters for others? There is a need for this experience to be translated to other communities.

Ukeles: Issue is an important one but there are practical considerations involved in working with twenty-three communities.

Syme: What happened to twenty other communities turned down? We are asking Lead Communities to spend money without offering a carrot? UAHC has regional offices in these cities to supplement the communities efforts. We need to specify what we anticipate. Many organizations have a history with previous programs. Suggest we supplement Senior Advisors with national professionals (non-training institution) resources.

Ukeles: There will be an effort to survey the twenty 'disappointed' communities.

Josh Elkin: What are the issues? Suggests that CIJE filter ideas into communities and keep "mirroring" changes in focus back to community. He feels CIJE is going to national/regional groups too much.

Bialer: Need to better define the problem. A Time To Act jumps to solutions. Needs constant refocusing. Lead communities need to see beyond their own self interest. National organizations - can they take the high-road? - can they be statesmanlike? There are too many "turf" people. Lead Communities are looking to see how much they can get out of this for themselves!

Pekarsky: We must place more emphasis on vision and direction for the enterprise. We need deeper support of teachers and educators. If you don't have a social structure in the Lead Community, it can't work. Need to design a social structure that facilitates cooperation and conflict resolution. Program should be made for everyone's interest.

1. What traditions of cooperation exist? Is there competition?
2. Ask communities about planning and specifically - What structure are you developing so things happen for your own self-interest?

Abramson: There has to be more than incremental improvement. There is not enough self-interest and competition driving us. There is a distinction between enlightened self-interest and statesmanship.

(In response to a specific question about Atlanta, Baltimore and Milwaukee)

Ukeles: I am satisfied with the communities. They have capacity and commitment. The problem is we are dealing with different cultures that have historical differences - the world of the federation and that of the congregations are different.

Meier: Commented utilizing the image of "planning circles" with a Commission and a steering committee, ad hoc groups and more people. Comments should try to encompass as many people as possible, more decision makers, more people on task groups.

Pekarsky: There needs to be ongoing planning structure to bring people together.

Meier: There is the planning function and the implementation function - in essence there are two jobs to do and two groups to do it.

Fishman: You must have excitement and passion. Are Lead Communities losing it with all these meetings?

Ukeles: There is a need to clarify if you want to change the level of community action and involvement. You need to give them time to negotiate. Right now we have frustration, not enough meetings and no action.

Meier: Where do we start? Pilot projects may throw money at a solution. We are trying to do things sensibly.

Spack: Cited the catalytic role of the Commission and noted there are several catalytic roles.

1. emergence of a document
2. application process of the Lead Communities

We need to learn from non-chosen who are unencumbered by all this. The non-chosen may be doing better.

Woocher: What would we want to know from the non-chosen and is there an easy way to find out? Is this a project or a process? Is the function of Lead Community clear. This should be an ongoing process.

VII. Monitoring, Evaluation and Feedback (MEF) Project

ELLEN GOLDRING/ROBERTA GOODMAN

Community Focus:

What would you like to learn? How can we help you? As the project develops, how can we share insights with everyone?
Research focus: How can we improve methodology?

Project will monitor progress of the Lead Community, its leaders, and planners. We want to evaluate them in terms of effectiveness.

We are aiming at continuous feedback between local community and planners. How can the change proceed as this is a long-term (305) year plan?

The field researchers began in September (1992) learning about the communities. They are now gearing up for the launch of the project asking: How are you organizing? What are the reactions to being chosen? What is your relationship to CIJE? How are communities making decisions?

The project is striving toward a baseline data. What is the lay and professional visions of change?

The methodology includes three field researchers - one assigned specifically to each community. They are interviewing, meeting with community leaders and stakeholders, collecting documents, forming a relationship with community.

Roberta Goodman described her work as a field researcher in Milwaukee. As a researcher, Roberta is "listening with both ears" and is now able to listen to different community cultures and interpret these.

Ellen and Roberta gave the following assignment to the advisors. It was included in a follow-up mailing with responses directed to Ellen.

QUESTIONS:

1. What would you like to learn from CIJE work in the Lead Communities?
2. How can the project share/disseminate feelings?
3. Comments on methodology

COMMENTS AND QUESTIONS FROM ADVISORS:

Bieler: What is the history and dynamics you are basing questions on? Do some cooperate better? How do you get an idea of how projects are going?

Ellen: We are not yet evaluating. But there is no fear that educators feel they are being judged. Everyone is very open. People are happy to talk. Educators are happy to be asked. There is no personal identification in the report to protect the privacy of interviewees. Transculturization - interviewing and observing. We are trying to mirror implementation. We are using history and the knowledge of the researchers in the community. We are analyzing demographics for their implications. e.g., Milwaukee - sharing facilities, Atlanta - spread out.

Hoffman: Do you feel you know better than federations about the community and its work?

Goldring: Some is self-learning and who knows and who doesn't. Even if some of the report is common knowledge, they (the communities) want to know.

Abramson: Synagogues don't understand what evaluation is.

Pekarsky: We have limited quantitative studies. Are any planned? What baseline data is there?

Goodman: Communities will each undertake educator surveys and the Lead Communities should be doing self-studies.

Goldring: Quantitative studies are not planned yet. We see our role as evolving and in response to what are the needs of the community.

Resiman: If there is a clash of culture? We need to know what problems there are?

Ukeles: Is an ethno-geographic process not a needs assessment? Is it not quantitative assessment?

Pekarsky: Change of role? Would this affect role of researcher? How to expose clash?

Abramson: Attitude or role? Would this affect the role of researcher? How to expose a clash or an attitude change toward Jewish education.

Reisman: When roadblocks occur, what is their source? How do we break through?

Elkin: Don't you have to have an idea of what Jewish education requires? (e.g., interaction of parents with children to reinforce values as opposed to imaging.)

Hoffman: This is just "garbage in - garbage out." We need to know what the interventions are.

Hoffman: Is their value in analyzing what needs to be done?

Fishman: Why are so few kids in Jewish education? Why are we failing kids?

SRE
3/93

DRAFT

AGENDA
CIJE Staff Telecon
May 5, 1993
9:00 AM (EDT)

Participants: Shulamith Elster, Seymour Fox, Annette Hochstein, Steve Hoffman, Barry Holtz, Ginny Levi, Shmuel Wygoda, Henry Zucker

- I. Review minutes of April 29, 1993 VFL
- II. Review assignments of April 29, 1993 VFL
- III. Review plans for May seminar
[HLZ would like us to be as detailed as possible with blocks of time and specific responsibility. I think he wants to know what's expected of him.]
 - A. Plans for Mon. evening meeting AH
 - B. Detailed review of agenda for Tues. & Wed. AH
 - C. Background materials/meeting book? AH
 - D. Other
- IV. Other business
- V. Schedule next telecon VFL



MINUTES: CIJE Staff Teleconference

DATE OF MEETING: April 29, 1993

DATE MINUTES ISSUED: April 30, 1993

PARTICIPANTS: Shulamith Elster, Seymour Fox, Annette Hochstein, Stephen H. Hoffman, Barry Holtz, Virginia F. Levi (Sec'y), Shmuel Wygoda, Henry L. Zucker

COPY TO: Morton L. Mandel

I. The minutes and assignments of April 14 were reviewed.

- Assignment A. SE will talk with Steve Gelfand for a report on the meeting with the CRB Foundation on the Israel experience. It was noted that Alan Hoffman met recently with CRB staff and AH will get a report from him.
- Assignment B. The matter of how CIJE, the Lead Communities, and the denominations will relate to each other still needs to be worked out. It is anticipated that this will be covered during the May seminar.
- Assignment C. The first feedback session in Milwaukee has now taken place. SE will forward a brief report to the staff group.
- D. SF is working with David Hirschhorn on a letter clarifying the purpose of the support which will be provided by the Blaustein Foundation.
- E. SHH has been in touch with Jack Ukeles about an interim financial arrangement. It is likely that some negotiations will take place before a final agreement is reached.
- Assignment F. VFL will arrange for SF to talk with AJN about the proposal to the Spencer Foundation during the May seminar.
- Assignment G. VFL will schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.
- H. HLZ reported that he, SHH, and VFL will interview a candidate for a CIJE position on April 30.

II. Report on Simulation

- A. It was reported that our team of SF, AH, and SW worked with Alan Hoffman, Marshall Levin and Mark Rosenstein to review in depth the issues for discussion at the May seminar and, as a result, substantially revised the proposed agenda. They concluded that there are a number of basic issues related to team building and trust building which must take place at this seminar and that, as a

We will come to the meeting with a proposed schedule of meetings for the next two years, including gatherings of lay and professional leaders of the three communities with CIJE staff, working meetings of the CIJE and Lead Community staff, and regular sessions of CIJE staff in local communities.

b. Elements

The purpose of this session will be to remind participants that the ultimate goal of CIJE is to bring about systemic change in the areas of personnel and community mobilization. The specific projects being undertaken by CIJE (i.e., Best Practices, the goals project, and monitoring, evaluation and feedback) should be looked at as ways of moving toward that systemic change. Discussion should include how we can work together on these projects and how we can effectively integrate them with the agendas of the individual communities.

3. Synthesis Wednesday, May 12 - Morning

This session, to be lead by SHH and Marshall Levin, should lead to a joint action plan and calendar for work among CIJE and the three lead communities and between CIJE and each individual community.

4. Local Lead Community issues: Open Discussion Wednesday, May 12
- Afternoon

This discussion will be lead by SE and is an opportunity to resolve any issues that came up during the seminar and have not yet resolved.

At the conclusion of the two days, each person should leave knowing what should happen next, both in the short term and long term.

Following a revision of the agenda on the basis of this discussion by staff and Marshall Levin's contacts with Atlanta and Milwaukee, AH will prepare a revised agenda and a cover letter to accompany it and will send those to VFL for immediate distribution.

5. Debrief 4 PM to 5 PM

At the conclusion of the two days, the staff will meet to debrief and concretely determine next steps.

segment

III. Other Business

signment

- A. SHH reported that he had received a letter from Milwaukee requesting the \$30,000.00 promised by CIJE in February. He will forward copies of that letter to MLM and to Israel for consideration.

He expects to receive a similar letter from Atlanta in the near future.

- B. It was reported that CJF has asked JESNA to take over CJF's continuity commission. JESNA is uncomfortable with this request in light of the fact that there appears to be significant duplication with the work already done by the Commission on Jewish Education in North America and now being undertaken by CIJE. It is clear that JESNA would like to have a major role in work related to the future of Jewish education in North America, but that there is awareness of the potential conflict.

signment

It was suggested that SHH bring MLM up to date on this issue and that the CIJE Steering Committee consider how best to respond to the CJF commission approach. SHH will recommend to MLM that he meet with Jonathan Woocher and Bennett Yanowitz to discuss this and a role for JESNA in the CIJE process. It was also noted that this is another reason to encourage MLM to meet soon with Corky Goodman.

IV. Future Meetings

The next telecon is scheduled for Wednesday, May 5 at 9:00 AM.

- ☐ **ASSIGNMENTS**
☐ **ACTIVE PROJECTS**
☐ **RAW MATERIAL**
☐ **FUNCTIONAL SCHEDULE**

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 FUNCTION **CIJE STEERING COMMITTEE**

 SUBJECT/OBJECTIVE **ELSTER ASSIGNMENTS**

 ORIGINATOR/PROJECT LEADER **VFL**

 DATE **4/30/93**

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Talk with Steve Gelfand for a report on the meeting with the CRB Foundation on the Israel experience.		SE	4/29/93	5/5/93	
2.	Send a brief report on the feedback session in Milwaukee to the staff group.		SE	4/29/93	5/5/93	
3.	Provide the communities with a summary of opportunities for working with the orthodox and reform training institutions, as well as Melton in Israel.		SE	2/22/93	5/15/93	
4.	With BH, discuss the Israel experience program and determine whether this is an Atlanta/CIJE priority.		SE	3/5/93	5/31/93	
5.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Gerald Cohen b. Susan Crown c. Arthur Green d. Neil Greenbaum e. Thomas Hausdorff f. Mark Lainer g. S. Martin Lipset (with SF) h. Matthew Maryles		SE	2/25/93		
6.	With SHH, develop a plan for involving denominations in each Lead Community process.		SE	3/31/93	TBD	
7.	Prepare a report on each Lead Community commission launch outlining what it entails and what constitutes a successful launch.		SE	4/14/93	TBD	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE FOX ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Alfred Gottschalk b. David Hirschhorn (with AJN) c. S. Martin Lipset (with SE) d. Florence Melton e. Isadore Twersky		SF	2/25/93		
2.	Draft a letter to David Hirschhorn for review by SHH, MLM, and HLZ indicating our understanding of his interest in CIJE.		SF	3/24/93	5/15/93	
3.	Prepare a brief summary of the issues, questions, and agreements we seek from CRB.		SF	4/14/93	5/20/93	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOCHSTEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Prepare a revised agenda and cover letter for May seminar and send to VFL for distribution.		AH	4/29/93	5/3/93	
2.	Get report from Alan Hoffman on his meeting with CRB staff.		AH	4/29/93	5/5/93	
3.	Finalize arrangements for the analysis of the Educators Survey data.		AH	4/14/93	5/13/93	
4.	Develop a PERT chart on which clear milestones for CIJE are highlighted.		AH	4/15/93	5/13/93	
5.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. David Arnow b. Norman Lamm c. Esther Leah Ritz d. Ismar Schorsch		AH	2/25/93		
6.	Stay in close touch with field researchers to be sure they are serving CIJE needs effectively.		AH	1/28/93	ongoing	
7.	Work with CRB Foundation to clarify relationship of Israel experience programs to Lead Communities.		AH	1/28/93	ongoing	
8.	Work with Lead Communities to establish a vision and goals for Jewish education.		AH	4/7/93	TBD	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOFFMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Send copy of letter from Milwaukee requesting \$30,000 from CIJE to MLM and to Israel for consideration.		SHH	4/29/93	5/5/93	
2.	Propose to MLM that he talk with Roy Hoffberger about the Lead Community process in Baltimore and provide an outline of discussion points.		SHH	3/24/93	5/5/93	
3.	Talk with MLM about the CJF commission and recommend that he talk with Bennett Yanowitz and Jon Woocher regarding JESNA's role with CIJE.		SHH	4/29/93	5/15/93	
4.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Goodman b. Norman Lipoff c. Charles Ratner d. Bennett Yanowitz With SE, develop a plan for involving denominations in each community in CIJE.		SHH	2/25/93		
			SHH	3/31/93	TBD	



PREMIER INDUSTRIAL CORPORATION

SEE MANAGEMENT MANUAL, POLICY NO. 8.5
FOR GUIDELINES ON THE COMPLETION
OF THIS FORM FOR A FUNCTIONAL SCHEDULE

- ☐ ASSIGNMENTS
- ☐ ACTIVE PROJECTS
- ☐ RAW MATERIAL
- ☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE HOLTZ ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	With SE, begin work with Baltimore on a pilot project.		BH	3/5/93	TBD	
2.	With SE and SF, prepare suggestions for how to proceed with pilot projects in Atlanta.		BH	3/5/93	TBD	
3.	With SE, work with Milwaukee on pilot projects.		BH	4/29/93	TBD	





- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KLEIN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Develop a system for preplanning conferences to clarify attendance and costs.		AGK	4/15/93	5/31/93	



- ☐ ASSIGNMENTS
- ☐ ACTIVE PROJECTS
- ☐ RAW MATERIAL
- ☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE KRAAR ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange meeting for MLM with presidents and executives of CJF, JCCA and JESNA.		MLK	1/28/93	TBD	
2.	Arrange second meeting to include CRB, Crown, Avi Chai, Wexner and other funders		MLK	1/28/93	TBD	





- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

73890 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE LEVI ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Arrange for SF to talk with AIN about the proposal to the Spencer Foundation during the May seminar.		VFL	4/29/93	5/10/93	
2.	Draft a policy on meeting planning, outlining the basic elements of annual and board meetings.		VFL	4/7/93	6/15/93	
3.	Schedule a meeting of MLM with Lester Pollack and Gershon Kekst to discuss CIJE.		VFL	4/29/93	6/15/93	
4.	Develop an operations manual for CIJE.		VFL	4/7/93	Ongoing	
5.	Prepare a memo briefly outlining the roles of the 3 board committees and inviting board members to state their preference.		VFL	2/25/93	TBD	
6.	Schedule a telecon with executive committee members following a meeting of presidents and executives of partner organizations.		VFL	2/25/93	TBD	
7.	Prepare letters of agreement with the Lead Communities. Consider including our expectations regarding the sort of lay and professional involvement we expect.		VFL	4/7/93	TBD	
8.	Develop a communications program: internal; with our board and advisors; with the broader community.		VFL	4/1/93	TBD	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

73890 (REV. 1/89) PRINTED IN U.S.A.

FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE MANDEL ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Charles Bronfman b. Max Fisher b. Ludwig Jesselson (with AJN) c. Richard Scheuer		MLM	2/25/93		
2.	Activate the board committees.		MLM	4/7/93	5/31/93	
3.	Establish a finance committee.		MLM	4/7/93	5/31/93	
4.	Consider grant request from CLAL at an appropriate time.		MLM	3/30/93	TBD	



- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE NAPARSTEK ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	<p>Contact the following board members in follow up to the February 25 meeting and send brief report to VFL:</p> <p>a. Mandell Berman b. Maurice Corson c. David Hirschhorn (with SF) d. Ludwig Jesselson (with MLM) e. Henry Koschitzky</p>		AJN	2/25/93		





- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ROTMAN ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board members in follow up to the February 25 meeting and send brief report to VFL: a. Lester Pollack		AR	2/25/93		





- ☐ ASSIGNMENTS
☐ ACTIVE PROJECTS
☐ RAW MATERIAL
☐ FUNCTIONAL SCHEDULE

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FUNCTION CIJE STEERING COMMITTEE

SUBJECT/OBJECTIVE ZUCKER ASSIGNMENTS

ORIGINATOR/PROJECT LEADER VFL

DATE 4/30/93

NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE	COMPLETED OR REMOVED DATE
1.	Contact the following board member in follow up to the February 25 meeting and send brief report to VFL: a. John Colman		HLZ	2/25/93		
2.	Encourage MLM to talk with Corky Goodman prior to scheduling a meeting with the presidents and executives of CJF, JCCA and JESNA.		HLZ	3/24/93	5/13/93	
3.	Prepare a list of CIJE consultants, their duties, areas of engagement, supervisors, and means of involving them.		HLZ	4/15/93	5/13/93	
4.	With SHH, interview candidate for executive director of CIJE who was recommended by Mel Merians.		HLZ	4/15/93	5/15/93	

Mandel Institute

מכון מנדל
א 2 (פדוקטור)
היום
אפריל 4
1993

Tel. 972-2-617 418; 618 728

Fax: 972-2-619 951

Facsimile Transmission

To: <u>Ginny Levi</u>	Date: <u>May 4, 1993</u>
From: <u>Shmuel Wygoda</u>	No. Pages: <u>5</u>
Fax Number: _____	

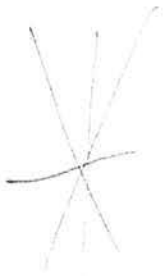
Dear Ginny,

Attached please find a detailed agenda and desired outcomes for the May consultation.

Could you please see that SHH receives it today, and that all participants in tomorrow's telecon receive it prior to the call.

Best regards,

Shmuel



II) Draft Action Plan .

A) The three Lead Communities together and the CIJE.

- Jointly draft a 18/24 months calendar / action plan for the 3 Lead Communities and the CIJE.

B) Elements:

1) Systemic change

a) The concept

b) The role of enabling & programmatic options.

c) Personnel:

- Educators' survey
- Addressing the shortage of qualified personnel
- Strategies to recruit and train personnel (short & medium term)

d) Community mobilization:

- The concept
- Wall to wall coalition - lay leaders, rabbis, educators, professionals, & academics..
- Building strategies for Community mobilization

2) Support projects

Comprehensive and planned approaches to content , scope & quality.

a) Best Practices:

- Best Practices as an inventory of " success stories " in Jewish Education.
- Pre-conditions for replicating Best Practices
- Initial areas in which Best Practices will be developed.
- Best Practices in the Supplementary school : Initial findings and implementation.
- Pilot Projects and Best Practices

b) Goals

- The role of Goals for education
- Articulate goals for effective evaluation
- Participants in the deliberation on Goals

c) Monitoring Evaluation and Feedback (MEF)

- MEF as a tool to document the entire L.C. project and gauge its success.
- Developing the feedback loop
- The role of the Field Researchers
- Relationship of the Field-Researchers to the Lead Communities

C) Individual Lead Communities and the CIJE

- Each community strategy and action plan

III) Synthesis:

II)A and II)C integrated into a joint action plan / calendar

IV) Open issues :

Concluding discussion



**MAY CONSULTATION:
TIME ALLOCATION AND FACILITATORS.**

Tuesday May 12th 1993.

Sessions 1 & 2 (morning)

Overview

Partnership and joint planning:

Facilitators: Shulamith R.Elster, Marshal Levin & Henry L. Zucker.

Sessions 3 & 4 (afternoon)

Draft Action Plan:

A. The three Lead Communities together and the CIJE

Facilitator: Annette Hochstein.

B. Elements:

- 1) Systemic change
 - a) Personnel
 - b) Community Mobilization

Facilitator: Seymour Fox & Shmuel Wygoda

- 2) Support projects
 - a) Best Practices

Facilitator : Barry W.Holtz

b) Goals

Facilitator: Seymour Fox & Shmuel Wygoda

c) Monitoring Evaluation and Feedback

Facilitators: Adam Gamoran & Ellen Goldring

Session 5: Dinner

C) Individual Lead Communities and the CIJE

Wednesday May 13th 1993

Sessions 6 and 7 :

III. Synthesis:

II)A and II) C integrated into a joint action plan / calendar

Facilitators: Steve H.Hoffman & Marshal Levin

Session 8

Open issues : Concluding discussion

Facilitator : Shulamith R. Elster

1756
CIJE

CIJE / LEAD COMMUNITIES MAY CONSULTATION

AGENDA

I) Overview

Partnership and joint planning

Desired outcome: To continue joint planning and intensify partnership.

Detailed agenda:

- a) Problem of launching a Lead Community.
- b) How to coordinate and integrate the Communities agenda and the CIJE agenda.
- c) The relation of the CIJE to funding and fundraising in L.C.
- d) Different visions of the project by the various partners.
- e) CIJE chain of command.
- f) Partnership:
 - Lay - Pro relationship
 - Each denomination
 - 1) Within
 - Each actors' group
 - Each community
 - Major institutions (Federation vs XXX)
 - 2) Across

II) Draft Action Plan .

A) The three Lead Communities together and the CIJE.

Desired outcome: To develop the Lead Communities project across all three Lead Communities.

Detailed agenda:

a) ~~Identify~~ Identify the key issues common to the three Lead Communities and the CIJE.

b) Draft a 18 months calendar / action plan for the 3 Lead Communities and the CIJE.

B) Elements:

Desired outcomes : To agree upon the role , content , and method of implementation of each element involved in the Lead Communities project.

Detailed agenda:

1) Systemic change


1.)

Introduction) The difference between enabling & programmatic options.

a) The shortage of personnel:

- Training plan
- Strategies to recruit and train personnel for short and long range.

b) Community mobilization:

- The concept
- Wall to wall coalition - lay leaders, rabbis, educators & professionals. 

2) Support projects

Introduction: Comprehensive and planned approach to : content , scope & quality.

a) Best Practices:

- Best Practices as an inventory of " success stories " in Jewish Education.
- ~~The need~~ to define features which generate good practices.
- The attempt to determine pre- conditions for the replicability (translation) these features.
- Initial areas in which Best Practices will be developed.
- Best Practices in the Supplementary school : Initial findings and implementation.
- Pilot Projects ~~as part of~~ the Best Practices

b) Goals

- The importance of Goals (see General education)
- The need to articulate goals for effective evaluation
- ~~The discussion~~ on goals as a means for aspiration to excellence
- The role of the denominations in the discussion on goals
- The Educated Jew project

c) Monitoring Evaluation and Feedback

- ~~MEF~~ as a tool to document the entire L.C. project and gauge its success.
- ~~The two aspects of MEF:~~
 - 1) The process of change
 - 2) The outcomes of change
- The role of the Field Researchers

C) Individual Lead Communities and the CIJE

Desired outcomes : To stengthen the relationship between each L.C. and the CIJE.

III) Synthesis:

II)A and II)C integrated into a joint action plan / calendar

Desired outcome: To develop an integrated and joint action plan and calendar for each L.C and for the three L.C. and the CIJE

TBD

IV) Local Lead Communities issues : Open discussion



COMMUNITIES

1756

1. False starts
2. CIJE chain of command
 - Who is in charge?
 - What/Who is the CIJE?
3. Community agenda
Versus
CIJE agenda
- Not always in sync
4. Role of field-researchers
 - a) Feedback loop
 - b) Who are they serving
 - c) When will they do what
 - d) Lack of involvement w/CIJE and w/community
5. Funding role of CIJE unclear
Funding
Versus
Fundraising
6. Different visions by different actors

7. Need to define “elements” “terms” “concepts” and discuss w/communities

a) Systemic change

b) Partnership

Lay — Pro relationship

Professional Credibility

Within

Each denomination

Each actors' group

Each community

**Major institutions (Federations
versus XXX**

Across

**c) Who is the client? Each community or
all 3 together?**

d) Who is “we” in the community?

e) CIJE—lack of understanding of CIJE

f) Joint planning process

**g) Scope + who decides
(community/federation)**

h) Professional credibility

8. Calendar of events + lead time

- 2 year

- as matter of respect

9. Team building & trust building

CIJE

1. False starts
2. Limited presentation of idea
 - Pros—limited
 - Lay group—no
 - Rabbis—no
 - Educators—limited
3. Educators' Survey
Why yes?
4. No mapping of communities
 - Problems
 - Opportunities
 - Lay people?
5. Denominations are left out
6. Selection
7. Scope
8. Content
9. Quality
10. CIJE Professional credibility
11. Full-time LC director

MAY MEETING

Iteration 1

Desired Outcomes

- . Begin shared vision for LC
- . Trust/relationship building
- . Some concrete steps
 - Actions (e.g., Calendar)
 - Decisions
- . Solidify relationship CIJE—Local federation



PROFESSIONAL

CIJE (Jerusalem,
Cleveland, Consultants
[Field Researchers])

Federation Senior Staff

1. Exec. Dir
2. Planning Dir
3. LC Planners

Federation Staff

1. Campaign
2. Legacy
3. Endowment

Senior Educators

Rabbis

All Other Educators

Staff of Fed.-Funded
Education Agencies
(BJE, JCC)

Denominations—
Movements

Informal Jewish Ed.
Organizations

- Hadassah
- ZOA

Foundations

Universities

LAY

CIJE

FEDERATION

EDUCATION AGENCIES

CONGREGATIONS/SYNAGOGUES
(DENOMINATIONS)

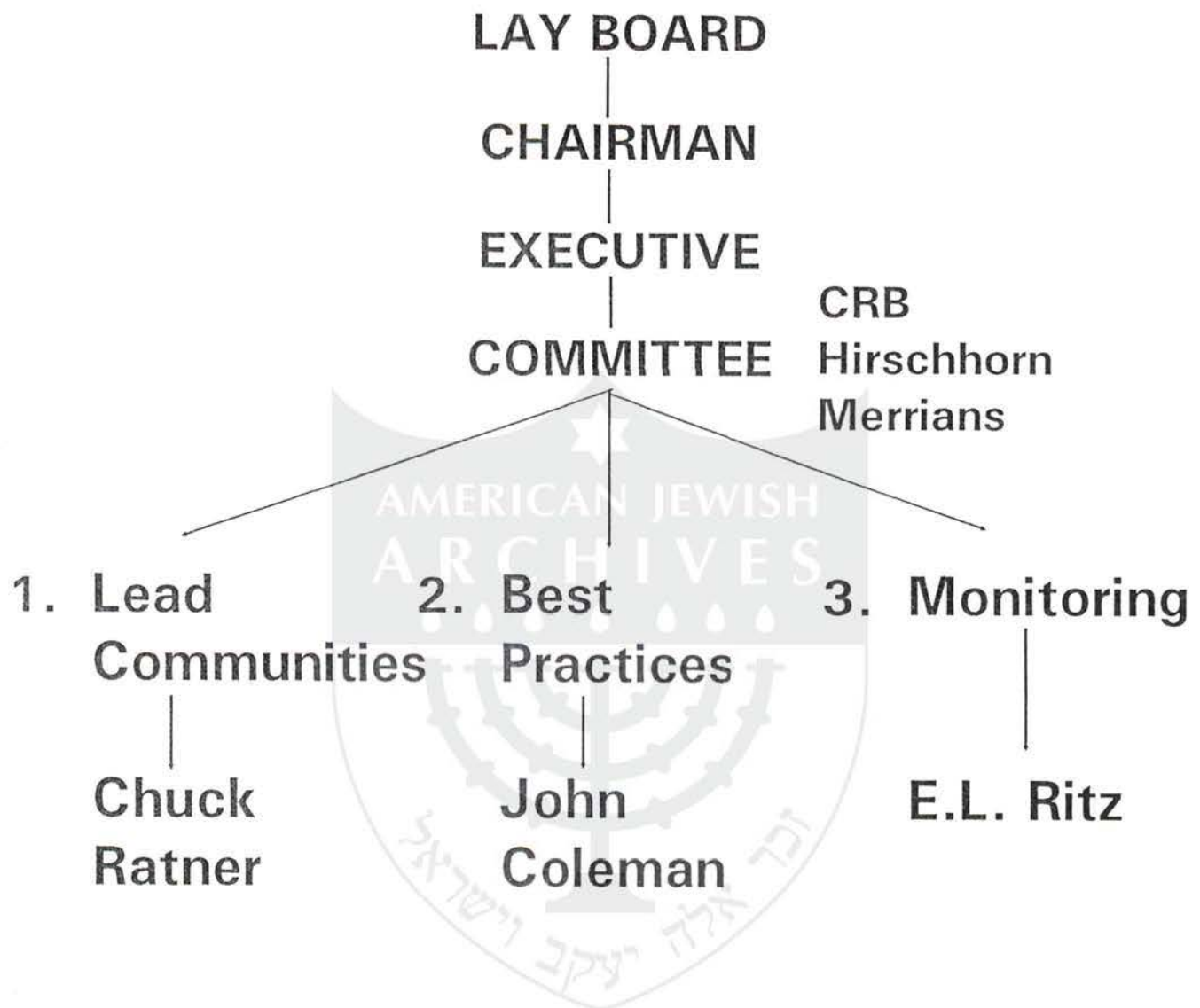
ALL SCHOOLS

INFORMAL JEWISH EDUCATION
ORGANIZATIONS

FOUNDATIONS

UNIVERSITIES





PROF
Acting Director [Temporary]

| \

G. Levi
Administration

Education Staff
AH
(SF)
(SW)
Etc.

S. Relsten
B. Holtz
A. Gamoran—Golding



WITHIN

ACROSS

Local

Lead Communities

Continental

International

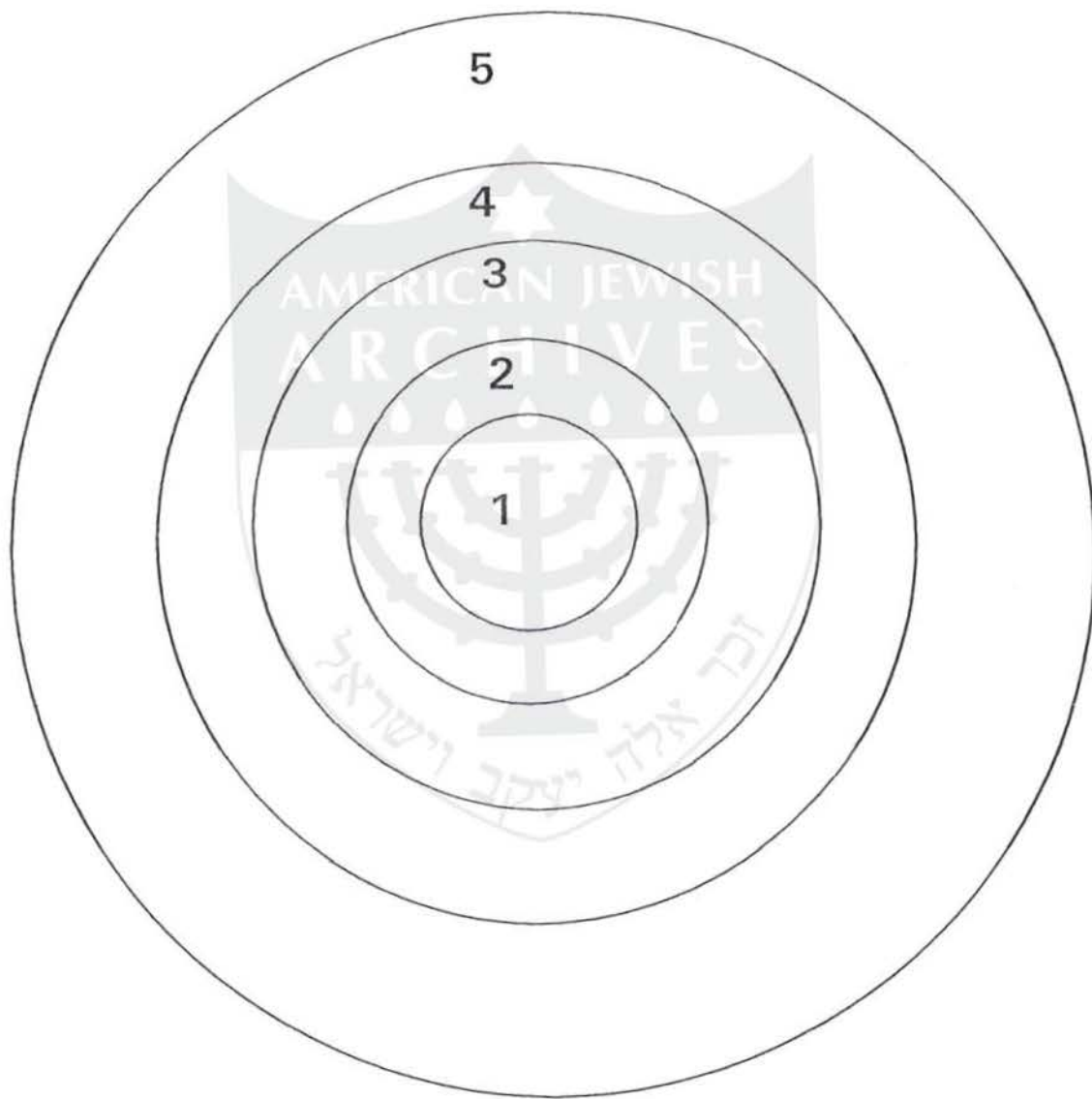
Within:

CIJE

**Professional
Lay**



COMMUNICATIONS & POLICY MODEL WITHIN LOCAL LC PRO



1. CIJE
2. Federation Senior Staff
3. Senior Educators—Rabbis
4. Fed. Staff—Other Eds—Fed.-Funded Agency Staff
5. Informal Jewish Ed. Orgs. —Foundations
—Universities

4/93

DRAFTBUDGET PROCESSMANDEL ASSOCIATED FOUNDATION PROGRAMS

Budgets are useful tools for planning and evaluating the operations of any entity. The process outlined below has been developed to make all those involved with the MAF aware of the steps which will be followed in order to create approved operating budgets for MAF projects.

I. CIJEA. DEVELOPMENT OF BUDGET

1. Requests for Information - By April 30, 1993, project leaders of the CIJE will be asked to prepare budgets in the format outlined on Exhibit A attached. The budget year will be July 1 - June 30.
2. The numbers inserted on Exhibit A should be supplemented with the following information:
 - a) A general description of the project. If a project leader is responsible for more than one project, separate Exhibit A's should be completed for each.
 - b) A detailed schedule (by individual or firm) of salaries and/or consultants fees included in the budget on Exhibit A.
 - c) Explanations of expenses included in any significant budget line (Any line over \$10,000)
 - d) Revenue sources - a list of all revenue sources, if any, and expected dates of payment.
3. By May 31, 1993, project budgets should be submitted to CIJE, at 1750 Euclid Avenue, Cleveland, Ohio 44115, attention: Barry Reis.
4. In June, each project budget will be carefully analyzed by key staff of the CIJE. Staff will contact project leaders with questions or comments concerning the individual project budgets. Suggested revisions will be submitted to project leaders for discussion, before budgets are approved.
5. By June 30, 1993, a final approved budget will be relayed to each project leader.

B. ONGOING EVALUATION

1. Within fifteen days after the close of each month, project leaders will receive a report showing actual expenditures against the budget for 1) the previous month, and 2) the year-to-date (based on the fiscal year beginning July 1).
2. Project leaders will be asked to explain variances from year-to-date budgets and respond within a week of receiving the budget vs. actual report.

II. MANDEL INSTITUTE (to be done)



4/26/93 DRAFT

EXHIBIT A

CIJE BUDGET WORKSHEET

EXPENSES	ACTUAL 7/1/92 - 6/30/93 (IF AVAILABLE)	PROJECTED 7/1/93 - 6/30/94
Salaries		
Fringe Benefits		
Consulting Fees		
Meetings & Travel		
Equipment		
Supplies		
Phone & Fax		
Mailing Costs		
Printing & Copying		
Public Relations		
Publications		
Secretarial Services		
Miscellaneous		
TOTAL EXPENSES		
Revenues (attach list)		

low/chart

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Council for Initiatives

in

Jewish Education

Date sent: 5/3

Time sent: 4:45

No. of Pages (incl. cover): 1

To: Annette Hochstein, Seymour Fox,
Shmuel Wygoda
Organization:

From: Ginny Levi

Phone Number:

Phone Number:

Fax Number: 0119722 619 951

Fax Number: (216) 391-5430

Comments:

Dear Annette,

I just had a phone call from Steve, saying he'd had an "irate call" from David Sarnat. He's upset with how sketchy the agenda is. He has no sense of the meeting.

Steve also feels we can't just send a list of background materials and make them fumble through their files for documents. We should either send materials out that we want them to read (in which case we should select only those central to our purpose) or have them available here.

I would need the "Additional Publications" if we were going to distribute them.

If there are any problems receiving this transmission, please call:

216-391-1852

What should we do?

Ginny

P.S. Will you have a PERT chart for review by the CJE Steering Committee on May 13?

Q - For uppr phone call today w/
Ginny - or for telecon CJE
telecon tomorrow?
O.

BACKGROUND MATERIAL.

- A) A Time to Act
- B) Lead Communities Program Guidelines
- C) Annette Hochstein : " Lead Communities at Work "
- D) CIJE Planning Guide
- E) Adam Gamoran : " The Challenge of Systemic Reform : Lessons From the New Futures Initiatives for the CIJE "
- F) Commission on Jewish Education in North America : Background materials
- G) Aryeh Davidson : " The Preparation of Jewish Educators in North America : A Status report " .
(A report submitted to the Commission on Jewish Education in North America)
- H) Barry W. Holtz : " The Best Practices Project "
- I) Barry W. Holtz : " Best Practices Project : The Supplementary School . CIJE-February 1993
- J) Barry W. Holtz : " Pilot Projects " . Working paper from February 22nd 1993
- K) Adam Gamoran: " Monitoring Evaluation & Feedback in Lead Communities-Tentative Plan of Work for 1992-93 (August 1992)

Additional Publications

- 1) Marshall Smith & Jennifer O'Day: "Systemic School Reform" pp 233-267
- 2) Sara Lightfoot: " The Good High School " pp 316-323
- 3) David Cohen: " The Shopping Mall High-School " pp 304-309
- 4) Seymour Fox - Danny Norman Goals for Jewish Education in Lead Communities

Shulamith R. Elster

MAY 3 1993

100A

A - F.Y.I. -

This fax arrived after
you left.

blacks!
A

Memorandum

TO: Tim Hausdorff/The Jim Joseph Foundation
FROM: Shulamith Elster/CIJE
RE: Lead Communities Principals: Management Training Proposal
DATE: April 28, 1993

On a personal note:

Thank you for the opportunity to speak with you yesterday regarding the proposal. As you know from the several conversations that we have had - since last August in Ottawa - my interest in this particular project and my enthusiasm for it comes from years of experience in school administration and particularly, in a day school setting. Over the years I have worked with colleagues in day school education whose effectiveness as educators would have been greatly enhanced if the management skills that are identified in the proposal were a part of their "repertoire" as senior educators and school heads.

Reactions from the Lead Communities:

In each of the three CIJE Lead Communities - Atlanta, Baltimore and Milwaukee - there is a staff member of the federation (or in the case of Baltimore, a team of individuals) specifically working with the CIJE on the Lead Community Project. The DRAFT proposal that you received was sent to:

Atlanta: Lauren Azoulai, Senior Planning Associate and the acting staff director of the Commission on Jewish Continuity

Baltimore: Dr. Chaim Botwinick (Executive Director of the BJE) and director designate of the new Council for the Advancement of Jewish Education, the planning and allocations arm for Jewish education of the Associated, Baltimore's federation

Milwaukee: Dr. Ruth Cohen, Lead Community Coordinator. The Milwaukee lay group is called the Commission on Jewish Continuity

From Atlanta, Cheryl Finkel, the very well-regarded and experienced head of the Epstein School and the current Chair of the Solomon Schechter Principals Council, indicated that the proposal could be strengthened through a needs assessment of the educational leadership in the communities and by their participation in the planning of a curriculum designed SPECIFICALLY to meet the needs of the institutions in the three communities. Cheryl has indicated to me that she would work with the CIJE to develop a program that might be organized by "tracks" or modules to address concerns/needs of relatively inexperienced, experienced, and veteran school heads. These suggestions were greatly appreciated and Art and I both acknowledge that this could be an important first stage of the project's activity.

2.

I would add here that individuals such as Cheryl- and alas, there are too few of them- could serve as leaders/faculty/facilitators for aspects of the program. If we could draw on senior educators from each of the denominational movements- e.g., Rabbi Mordecai Besser (former president of the Educators Council/Orthodox) and leading Reform educators with significant administrative experience such as Seymour Rossel, the new head of the UAHC Department of Religious Education- as well as upon independent school educators we could clearly create a model that could be replicate either on a community or regional basis throughout North America.

From Baltimore: Dr. Chaim Dotwinick was VERY enthusiastic about the project. In his enthusiastic response he indicated that the need(s) it addressed were matter of significance within the Baltimore Jewish community and this program - as long as it steered clear of denominational issues- would clearly meet the needs of the variety of day schools in the Baltimore community.

Because he is an experienced planners (years in Baltimore as well as with the New York Federation and BJE), he also indicated the need to bring principals into the planning process so as to have the "buy in" the project would require.

From Milwaukee: I have now visited the majority of the day schools in Milwaukee and have had an opportunity to observe several of the administrators at work. This program could well serve some of the needs that I identified especially within the context of serious community planning for Jewish education.

Dr. Ruth Cohen who is the full-time Lead Communities Coordinator for Milwaukee, a position funded by the local Helen Bader Foundation- by the way Dan Bader is a new member of the Board of the CIJE- has indicated her support for the project and the enthusiasm of the lay leadership of the local Commission as well.

I would like to see the project funded for the two year period with agreement that the following activities begin as soon as possible: a plan for the participation of principals from the three communities in the planning stage, provision for a needs assessment that will form the basis of the revised curriculum and an approach to the identification of individuals and organizations who can participate in the program based on specific experience in aspects of the curriculum.

I know that you and Art have had a number of important conversations about the proposal. Art's specific experience in the development and administration of the Mandel School's non-profit management program is clearly reflected in the outline of the curriculum.

3.

I welcome the opportunity to discuss these comments with you at your convenience.

Best regards.

S.

A handwritten signature, possibly 'S.', with a long horizontal stroke extending to the right.

3/18/93

Dear Annette,

Here's where I am with the scheduling. It's not great. If you could stay 1 more day, I could try for the 17-19th. Here's what we have:

	May 10	May 11	May 12	May 13	Comments
Shlomo Hirt	Not available	OK	OK	OK	
Irvin Schiff	OK	OK in a.m.	OK May have to teach evening both days	OK	
Bob Abramson	OK, if nec.	OK	OK	OK	17+18 better.
Yeh Davidson	OK	OK	OK	OK	
Ara Lee	Not available. HUC Commencement	OK	OK	OK	
Barthell Levin	Asked if he shd. be here early.	OK	OK	OK	
Wuth Cohen		OK	OK	OK	
Reve Gelfand		No	No	No	
Israel Pekarsky	OK	OK	OK	OK	
Harry Holtz	OK	OK	?	?	
William Elster	OK	OK	OK	OK	
Eve Hoffman		Will try	OK	OK	Probably in Russia 5/17:
Ilen Goldring		OK	maybe		
FL	OK	OK	OK		could do 17-18 Not available 14-16

What do you advise?

Guiney

BACKGROUND MATERIAL.

- A) A Time to Act
- B) Lead Communities Program Guidelines
- C) Annette Hochstein : " Lead Communities at Work "
- D) CIJE Planning Guide
- E) Adam Gamoran : " The Challenge of Systemic Reform : Lessons From the New Futures Initiatives for the CIJE "
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- 1) Marshall Smith & Jennifer O'Day: "Systemic School Reform" pp 233-267
- 2) Sara Lightfoot: " The Good High School " pp 316-323
- 3) David Cohen: " The Shopping Mall High-School " pp 304-309
- 4) Seymour Fox - Darryl Norman Goals for Jewish Education in Lead Communities