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CIJE Steering Committee meeting book, 1996.

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FOR INITIATIVES IN JEWISH EDUCATION

Date Prepared: 10/27/95

-1996

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## COUNCIL FO

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**MINUTES:** CIJE STEERING COMMITTEE  
**DATE OF MEETING:** MARCH 6, 1996  
**DATE MINUTES ISSUED:** APRIL 22, 1996  
**PARTICIPANTS:** Morton L. Mandel (Chair), Gail Dorph, Adam Gamoran, Ellen Goldring, Stephen Hoffman, Alan Hoffmann, Barry Holtz, Virginia Levi, Josie Mowlem (sec'y), Daniel Pekarsky, Lester Pollack, Nessa Rappoport, Charles Ratner, Esther Leah Ritz, Richard Shatten, Jonathan Woocher,.)  
**COPY TO:** John Colman, Seymour Fox, Lee Hendler, Annette Hochstein, William Robinson, Henry Zucker  
**SPECIAL GUESTS:** Ann Kaufman, President JCCA; Philip Margolius, Chairman, JCCA Committee on Jewish Continuity; Allan Finkelstein, Executive Vice President, JCCA; Sheila Allenick, Controller, CIJE

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#### **I. Master Schedule Control**

The master schedule control was reviewed. The August 15th meeting will be held in New York.

#### **II. Minutes and Assignments**

The minutes and assignments of November 1 were reviewed.

#### **III. CIJE Update**

Alan Hoffmann introduced this discussion, noting that this meeting would focus primarily on CIJE's work with the Center movement, and on the strategic vision for CIJE. He summarized other work of CIJE as follows:

- A. Alan and Barry Holtz are meeting with the Brandeis Task Force on their internal faculty strategic planning process to identify an expanded role for Brandeis in Jewish education. The process will move forward with the creation of faculty task groups.
- B. Dr. David Hartman will be the speaker at our May 1st Board Seminar. His presentation, "The Road to Sinai in Our Time," will be turned into a written document as part of CIJE's series. The Jonathan Sarna article, of which 4000 were printed, is now out of print, and is being re-printed.



- C. Dr. Devorah Steinmetz, who has a grant from the Jack Nash Foundation to train teachers for day school education, has approached CIJE to work with her to design the teacher education component of this program. We will report to the Steering Committee again when the plans are more concrete.
- D. Capacity Building  
Plans for the Summer Institute for Professors of Education are well advanced. Professors Deborah Ball and Sharon Feiman-Nemser continue to be centrally involved in CIJE's work. They have been on sabbatical in 1995/96 and are about to go back to teaching full-time, but want to continue to be involved in CIJE's work. We are working with them to buy time from MSU to facilitate their continued involvement. This is a major development in our work.
- E. Professor Michael Rosenak was the speaker at a series of meetings which focused on Goals in Jewish institutions. He met with the CIJE staff, the Atlanta community and with lay leaders and professionals from around the country at the CIJE offices..
- F. The work on the Machon L'Morim project for early childhood educators in Baltimore is progressing.
- G. Ellen Goldring has been instrumental in the Peabody Journal of Education focussing its next issue on "Leadership in Jewish Education".
- H. Building the Profession  
Gail Dorph reported on:
1. Harvard Principals' Institute, at which 50 educational leaders will come together for four days. The program will incorporate the CIJE-Mandel Institute work on creating vision-guided institutions. Sessions will focus on strategic planning, staff development, working with boards. Members of the CIJE staff and of the Harvard Graduate School of Education as well as other professors who participate in the seminars offered by Harvard's Programs in Professional Education will make up the faculty. The CIJE staff for this seminar includes Gail Dorph, Ellen Goldring, Barry Holtz and Dan Pekarsky. In addition, Daniel Marom of the Mandel Institute will join them. Ray Levi, who has launched a goals process at the Agnon School in Cleveland, will share the story of this project as a way of helping participants understand the role of the principal in a school's journey toward a coherent, substantive Jewish vision.
  2. TEI- The Third Teacher Educator Institute (TEI) took place on February 19-21 in Cleveland. Currently, the second cohort is being recruited, targeting four distinct audiences: the national movements (Reform, Reconstructionist and Conservative);

communities with whom we have already engaged; five additional communities (Detroit, Kansas City, Los Angeles, Philadelphia, Seattle); participants in the Florence Melton Adult Mini-School program's course of study for Jewish Educators. The coordinators of these pilot sites are a target audience for Cohort II. Adam Gamoran noted that we are implementing an evaluation of TEI, but it will be some time before we get results.

## **I. Study of Educators Manual**

Alan Hoffmann reported that this manual had been sent out to members of the Steering Committee and shared John Colman's written comments.

## **J. Goals Project**

Daniel Pekarsky reported that in January, CIJE and the Mandel Institute held a staff consultation on goals at the Mandel Institute in Jerusalem. He noted 3 recent activities: 1) efforts to "seed the culture" of Jewish education by nurturing an appreciation for the need to wrestle with the big questions concerning the goals of Jewish education; 2) building capacity by emphasizing pilot projects and developing a library of resources and identifying human resources; 3) integrating goals considerations into the current activities of CIJE.

The January consultation was designed to deepen our understanding of what is involved in facilitating our reform efforts based on an articulation of vision and goals. The Agnon School pilot project which Daniel Marom is working on in Cleveland should result in a publishable piece on what the goals project means in practice. In addition, there are three other to-be-published materials in the works: a case study that documents the efforts of an institution to become more vision-informed; an in-depth description of a vision-guided institution; a piece on the theory of the project which highlights why educators and leaders should pay careful attention to questions of vision and goals.

In order to continue the work, the project needs additional staff capacity. Therefore, a cadre of people to participate in a Goals Seminar in Israel this summer (and a follow-up next December) has been developed. The participants will complete assignments designed both to further their own learning and to contribute to the Goals Project's resources.

## **IV. CIJE and the JCC Association**

Barry Holtz introduced the discussion on the CIJE and JCC Association, noting that the



third volume in the Best Practices series, *Best Practices in JCCs*, is about to be published. CIJE and the Association undertook this study of Best Practices together. The research was done last year and the volume will be available for the May 1996 Biennial of the JCCA. CIJE and the JCCA are discussing the distribution. The manual, by Holtz and Steven M. Cohen, was written from the point of view of two people who had not grown up in the JCC world, outsiders who came from the world of formal education. However, he said that they had a "conversionary experience" which impacted on the writing of the report. Six JCCs were identified based on geographic location and center size. Each author studied three sites. A great deal of written material from the centers was received and reviewed. Intensive interviews with both lay leaders and staff members were undertaken.

They learned that JCCs are serious about Jewish education; Jewish educators at centers are among the most impressive professionals; there is deep commitment to the on-going work that needs to be done; center executives are positive and optimistic, and have ideas for future growth and development in this area; yet the relationship of the center to other educational institutions in the local community (the Federation, synagogues, schools) is not yet working well.

Allan Finkelstein reported that the center leadership is proud of the achievement of JCCs in the area of Jewish education, and that this study independently reinforces the work of the COMJEE process. The report should help the Association and JCCs to be taken seriously in the larger Jewish educational world where the activities of the Association and centers in Jewish education are a well-kept secret. The Center is the only place in the community where certain activities can take place, but there is not enough communication about what happens at JCCs. CIJE's credibility can help JCCA to tell its story. He noted that the lay leaders who helped to shape the revolution in education were all present at this meeting. He said that a number of recently ordained rabbis from JTS are interested in positions in JCCs.

It was noted that typically the Jewish communal leadership does not view the JCC as a Jewish educational setting. It was also pointed out that the document is a useful one to move centers ahead in their thinking, particularly in the area of training education professionals for JCCs. It is important to identify the unique qualities and dimensions needed for a Jewish educator in the JCC setting. The fact that there has been a degree of educational transformation in Centers is something which CIJE should build upon, reinforcing the notion that educational change is possible.

## **V. JCCs and Camping**

Daniel Pekarsky reported on the JCC camping retreat which took place in November

1995. Staff teams, including the JCC executive, the camp director and the Jewish educator, met in Washington in November. The communities represented were Atlanta, Milwaukee, St. Louis and Pittsburgh and the New Jersey Y camps. It was concluded that the Jewish content in JCC camp programs is very substantial but not systematic, and the staffs are committed to Jewish education. There are several options for follow-up including: a second retreat for this group; a seminar dealing with goals that would include lay leaders; a similar seminar aimed at a new group of camps.

It was noted that the exchange of information was valuable and constructive. CIJE and JCCA are moving toward closer cooperation.

## **VI. Strategic Vision for CIJE**

Alan Hoffmann noted that CIJE's activities in 1996 must relate to where we want to be in 2000. Yet CIJE faces an important issue: how to build and consolidate its direction and attention without becoming an ongoing service provider and retaining its strategic planning and initiating role. CIJE's staff may expand in the coming 5 years but the organization needs to retain a small, very highly qualified group of professionals who can develop and test new approaches and then "spin" them into new full-blown institutions. He reviewed the current program design by domain.

In 1996, Building the Profession will focus on the following: TEI, Principals Institute, Education Professors, Lead Communities, Brandeis and TTT (Teachers Teaching Teachers). Community Mobilization includes work with the Board, publications and dissemination. Content and Program work includes Best Practices, Goals and the preparation of Video Tapes for TEI. Monitoring, Evaluation and Feedback will undertake a 5 year review of the work of CIJE, TEI evaluation, the Evaluation Institute and papers and reports. Goals and vision permeate all of CIJE's work.

By contrast, it is envisioned that by 2000, CIJE will be working in the same four domains but through the newly created National Center for Jewish Educational Leadership which will now include regular Principals Institutes, and TEI and its future cohorts, Early Childhood Principals and Senior/Senior leadership. The Goals Project will have spun off into the Harvard Center for Goals and the Educated Jew Project. Community Mobilization will have spun out the National Biennial Convocation for Jewish Educational Leadership and the American Jewish Future; MEF will be working through the National Center for Jewish Educational Evaluation and the National Center for Early Childhood will have been created. The Goals Project, the Educated Jew project and the Coalition of Essential Communities will function across all domains.

These additional points were made in the discussion: we need to develop a 5 year plan for community mobilization now; building coalitions is critical to this model of CIJE;



effective communication of CIJE's goals and directions is vital. One caveat was noted—that we should beware of creating new national agencies, but rather we should watch for ways to forge links with current agencies. In discussion, it was noted that this sort of planning is essentially on target and gives a sense of direction. The critical issue is how to achieve these goals. Any entity which is created needs to be self-perpetuating and constructed as part of a network. It was noted that there is an absence of people to fill the jobs and that consensus building takes time.



**ASSIGNMENTS**

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Function:	CIJE STEERING COMMITTEE				
Subject/Objective:	ASSIGNMENTS				
Originator:	Josie Mowlem			Date:	3-6-96
NO.	DESCRIPTION	PRIORITY	ASSIGNED TO (INITIALS)	DATE ASSIGNED STARTED	DUE DATE

1.	Draft plan for dissemination of Best Practices in JCC's report.		BWH/NR	11/1/95	5/9/96
2.	Develop a Communications/Publications program: internal; with our Board and advisors; with the broader community.		NR	9/21/93	TBD
3.	Prepare recommendations for dissemination of the study of educational leaders for review by the Steering Committee, after the policy brief is drafted.		AG/NR	6/8/95	TBD
4.	Prepare recommendations for appointment of committee co-chairs.		ADH	4/26/95	TBD
5.	Prepare plan for increasing board size.		ADH	4/26/95	TBD
6.	Develop plan with Dr. Devorah Steinmetz to design educational component of training day school teachers.		GZD	3/6/96	TBD

**Publications: 1996-7**

***Best Practices: Jewish Education in JCCs:*** Steven M. Cohen and Barry Holtz

Publication: May 1996

***Best Practices: Early Childhood Jewish Education and Best Practices: Supplementary School Education:*** The two previous volumes of the Best Practices series are being redesigned in the new series format.

Publication: Fall 1996

***The Place of Vision in Jewish Educational Reform:*** Daniel Pekarsky

Designed for community leaders and professional educators interested in CIJE's Goals work, this essay is in final draft and will be ready by June 1996.

Circulation: Summer 1996

Publication: Fall 1996

***Teachers in Jewish Schools: A Study of Three Communities:*** Adam Gamoran, Ellen Goldring, Bill Robinson, Julie Tammivaara, Roberta Goodman

This comprehensive MEF report on the teachers of our three Lead Communities summarizes the findings of the *CIJE Educators Study* on teachers in day, supplementary and pre-schools. The audience for the paper includes researchers and teacher educators, as well as communal professionals with a particular interest in Jewish education.

Circulation: Fall 1996

***In Quest of a Future: The Jewish Seeker on the North American Landscape:*** Arthur Green

This second paper in the CIJE Essay Series, based on the Board Seminar lecture of Fall 1995, will be submitted to CIJE on May 15.

Publication: Fall 1996

***TEI: Toward a New Model of Professional Development for Jewish Educators:*** Amy Katz

This paper, written by a participant of TEI who will also be involved in administering the second cohort, opens up the intensive experience of TEI for those interested in understanding issues of teaching and learning for Jewish educators--and for those interested in supporting opportunities for supplementary school educators to expand their knowledge and change their classroom practice.

Publication: Fall 1996

***The Harvard-CIJE Principals' Institute: Leadership and Vision for Jewish Education:*** Kathy Green

Kathy Green, a journalist and experienced Jewish educator, attended the Harvard Institute in March and will be writing an overview that addresses the professional development of educational leaders in Jewish schools. The essay will be submitted to CIJE in the second week of May.

Publication: Late Fall 1996



***Guided by Vision: Camp Ramah and the Dream of Jewish Transformation:*** Seymour Fox

A Goals Project essay, this in-depth description of a specific institution and its educational lessons will be useful for community leaders and professional educators seeking to transform existing educational institutions or create new ones.

Publication: 1997

***CIJE Comprehensive Report***

Work has begun on a comprehensive publication describing CIJE's philosophy and model projects.

Publication: Early 1997

**In Preparation**

In the coming months, CIJE will begin to prepare policy briefs on in-service training for Jewish educators, as part of the TEI Nathan Cummings grant; and on early childhood education.

The MEF team will be preparing several research papers based on the CIJE Study of Educators: on educational leaders; teachers' in-service training; and levers for educational change.

Daniel Marom, of the Mandel Institute, will be preparing a case study on his Goals work with the Agnon School in Cleveland.

**Current**

***CIJE Policy Brief: The Background and Training of Teachers in Jewish Schools***

***A Great Awakening: The Transformation that Shaped Twentieth Century American Judaism and its Implications for Today:*** Jonathan D. Sarna

**Council for Initiatives in Jewish Education**  
**Building Capacity: Professors of Education Group**

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\* **Kenneth Zeichner**  
 Hoefs-Bascom Professor of Teacher Education  
 University of Wisconsin, Madison

\* Attendees at CIJE-CAPE Israel Summer  
 Seminar for Professors of Education

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# COUNCIL FOR INITIATIVES IN JEWISH EDUCATION

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**COUNCIL FOR INITIATIVES IN JEWISH EDUCATION  
STEERING COMMITTEE**

**AGENDA**

**Wednesday, May 1, 1996, 10:00 AM - 4:00 PM  
New York**

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I. Master Schedule Control	1	MLM
II. Minutes	2	JM
III. Assignments	3	JM
IV. Review of Board Seminar and Meeting		MLM
V. Implementing CIJE's Strategic Vision: Towards the National Center for Jewish Educational Leadership		ADH
VI. Board Redesign - Lay Leadership		MLM
VII. CIJE Update		ADH
A. Building the Profession		GZD
B. Publications	6a	NR
C. Summer Institute for Professors of Education	6b	BWH
D. Brandeis Planning Process		BWH



# Charish Accepts New Position

Robert Leiter  
Jewish Exponent Staff

Almost five years to the day he took office, Howard E. Charish will be leaving his post as president of the Jewish Federation of Greater Philadelphia to take a new position with the Mandel Foundation in New York City.

Charish said it is not easy leaving at this moment of opportunity, when so many of his ideas Federation has been nurturing are coming to fruition, but he knows that he leaves the organization in the hands of able staff and deeply committed volunteers.

As Michael R. Belman, immediate past chair of Federation's Board of Trustees, noted

of Charish, "Needless to say I'm happy for Howard's opportunity but sad to see him leave our Federation. It has been a pleasure to work with him as my partner for the last three years. He's helped this Federation turn dreams into reality."

Joseph Smukler, board chair of Federation,

echoed Charish's beliefs in the strength of the professional staff and how with their multiple talents all the initiatives that were begun during Charish's tenure will continue.

"We cannot put anything on hold," Smukler said, "and I really believe nothing is going to stop the momentum I felt at the annual banquet last week. We have a lot of creative young people on staff — it's one of the most talented staffs I've ever dealt with — and together we will move ahead."

Charish, who will take up his new duties on Jan. 1, 2000, will be director of leadership initiatives in North America for the Mandel Foundation. Headquartered in Cleveland, the foundation focuses on three areas: Jewish education and continuity, the leadership and management of nonprofit organizations, and urban neighborhood renewal.

Charish's specific duties will be to develop leadership-training programs for advanced professionals in Jewish education and Jewish communal service.

In a recent interview, Charish looked back with satisfaction on his five years at the helm of Federation.

When he arrived, he said, the organization was adrift in more areas than he and the volunteer leadership had first realized.



Howard E. Charish

lems could be solved by recruiting the highest caliber staff, developing strong relationships with the constituent agencies, building bridges with the synagogue community and taking risks to make the Federation a central entity of the Jewish community.

"Nearly five years later," he said, "most people would testify that the Federation is on the way up. We have

attracted some of the best and the brightest professionals in North America.

We have a powerhouse group of volunteers in our top positions — Joe Smukler as chair, David Marshall as campaign chair, Bernard Fishman as president of endowments, Ande Adelman as chair of planning and allocations, and Phyllis Finkelstein heading women's division. And they are surrounded by equally talented officers."

Charish said that one of the high points of his five years was the initiation of the Business Vision 2000 planning process.

"It involved hundreds of volunteers and thousands of hours of strategic planning, and it galvanized the community," he said. "It gave a signal that the Federation would realign itself internally and externally and that we would make an investment to give ourselves the capacity to make us successful. It also broadcast a message of inclusiveness, particularly to our agencies and to the synagogue communities."

One of the major outgrowths of Business Vision 2000, he continued, was the purchase of the Jewish Community Services Building, "which will not only position the Federation in an efficient, volunteer- and staff-friendly environment, but also allows us to share the space with eight of our agencies and Jewish organizations. And as the three current tenants' leases are up, additional space will be made available for others."

**"We have attracted some of the best and the brightest professionals in North America."**

Howard E. Charish,  
Federation President

Federation moves into the building at 2100 Arch St. on Nov. 1.

Another major recommendation from Business Vision 2000, Charish said, was the redesign of the campaign.

"That was manifested by introducing the three-year ask in 1999," Charish said, "which encouraged donors to make an increased commitment over three years. That, in turn, freed us to concentrate on increasing the donor base in succeeding years."

"And what we also need to acknowledge and celebrate is that in 1999, we raised \$27 million for the annual campaign and more than \$5 million for the Jewish Community Services Building. We have to feel very proud of that."

"The result of all these initiatives," he

continued, "is that there is a climate of risk-taking at the Federation that's become part of the personality of our operation. Nevertheless, although the concrete has been poured, it still has to dry — meaning that it's too early to declare victory. However, the will to get that done is now evident. So, as I've said in the past, rev up the engine, park the nay-sayers, focus the lens and take action."

While expressing regret that Charish is leaving, members of the community praised his accomplishments.

Rabbi Neil Cooper, religious leader of Temple Beth Hillel/Beth El in Wynnewood, noted that Charish brought with him to Philadelphia a commitment to Jewish life and community.

"And he used these personal commitments," the rabbi said, "in helping the community to articulate its vision. I think we've seen that over the past number of years. He's created closer ties between synagogues and Federation, stronger support for day-school education and initiated Business Vision 2000."

According to Michael Silverberg, a Federation vice president and chair of the regions, Charish used his exceptional foresight throughout his five years of service.

"He was able to see the changes that were necessary for our Federation to move into the new millennium," he said. "It was through his leadership that the regions took a greater role in Federation."

"I would hope that all the work Howard has started turns into the legacy he would like to leave." JE